

GOVERNMENT COMMUNICATION PLANNING TO BUILD VILLAGES IN CAPACITY DEVELOPMENT OF VILLAGE INSTITUTIONS IN BERTAH VILLAGE

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Abstract The research, entitled "Government Communication Planning to Build Villages in Capacity Development of Village Institutions in Bertah Village", uses a qualitative approach in finding, processing and analyzing data obtained from villages. This research is specifically to find out the communication of local governments starting from the district to the sub-district and then to the village. Local governments starting from the Village Community Empowerment Office, Tigapanah District and village assistants provide an attitude of openness and consistent assistance to village communities. However, the implementation of communication in developing the capacity of village institutions cannot be said to be maximal. Because members of the Bertah village institution were very depended on the Village Head, and the village assistant so that sometimes they asked for more help, and becomed less independent. As the initiator of communication, both the Village Head, Sub-district Head, and Village assistant have been communicating maximally because gived persuasive and educative message to village institutions but not well planned. Because the village capacity development program was still limited. Capacity development messages in Village are delivered by letter, group and private Whatsapp and toa or handheld loudspeaker. The village website media has not been used optimally because village operators and institutions are not adept at writing village developments on the website. In developing the human resource capacity of village institutions, government communication must be planned, measurable and can be evaluated by providing rewards from the sub-district. The budget for the capacity development program for village institutions must been increased.

Keywords : Communication Planning; Government; Capacity Building; Village institutions

INTRODUCTION

Planning as one of the management functions becomes a process in determining the expected final results in an activity. An activity designer or group has known the expected success of an activity program. The Village Government in carrying out its duties makes the RPJMDes which has been set for five years so that development in the village can be monitored and evaluated more accurately with the planned village fund budget since the village meeting every year. Planning is always related to time, whether short, medium, or long term. (Hunger. D.J., 2012; Cangara, 2013). Therefore, the planning for development in Bertah Village is also prepared based on the 5-year Medium-Term Plan. In village development planning, not only the planned development program but even communication must be prepared so that the implementation of village development can be carried out properly.

Communication planning is divided into three main sectors (Cangara, 2013), namely as follows :

First, Executive , Operation of mass media in a broad sense requires coordination related to the executive who handles political and administrative matters. This coordination requires

effective policies both in the procurement of communication infrastructure using technology, manpower and funds, but also policies in terms of software, such as program content and cooperation with other agencies at home and abroad. Second, Legislature which plays an important role in formulating communication policies in the form of laws, both concerning the allocation of funds and relating to the operation of communication resources. Third, Agencies engaged in social and economic planning. Development plans are usually stated in various programs. For example, each existing project is registered in detail, then see which projects require communication, whether it is health, education, education, agriculture, population, environment and so on. These sectors can provide recommendations on the development of communication policies that will be actualized.

The importance of government communication planning because it is an activity of delivering messages or information that contains various government policies through a program channels and expectations can be accepted and responded to by the community (Rahmanto, 2020). Government communication planning not only facilitates the implementation of village development but is able to provide capacity building for village institutions in carrying out their roles to improve development outcomes in the village. The strengthening or development of village institutions seems slow even though village funds have been widely disbursed in providing an increase in the quality of human resources in the village. The hope is not only village officials, human resource development is also able to reach groups in village institutions who want to improve their abilities or expertise. The World Bank describes a capacity into five aspects (Haryanto, 2014: 17-19), namely :

(1) human resource development (training, recruitment and termination of professional, managerial and technical employees), (2) organization (setting structures, processes, resources and management style), (3) networking (in the form of coordination, organizational activities, functions, as well as formal and informal interactions), (4) organizational environment (rules, laws governing public services, responsibilities and powers, policies and financial or budgetary support, and (5) the environment as a whole. (political, economic, and conditional factors that affect performance). Grindle and Marilee also said that capacity building is an effort aimed at developing various strategies to improve the efficiency, effectiveness, and responsibility of government performance .

Government communications operate in a multi-layered and organizationally diverse environment (Canel, 2013). (Serdamayanti, 2018) stated that government communication is a process of conveying thoughts, ideas, ideas and sharing with each other so that there is an exchange of information related to government activities that adhere to the principles of legal certainty, orderly state administration, public interest, openness, proportionality, professionalism, accountability, efficiency and effectiveness to gather various parties by utilizing all resources in carrying out government functions towards good governance.

The traditional mechanism of "Rembug Desa" in West Java, as a forum for deliberation in finding solutions to conflict resolution in villages involving village and community leaders have relatively the same position. This climate is very substantial and necessary when local democracy will be used as the basis for good governance and communication in society. However, the quality of local government communication is also influenced by various factors, both cultural and structural. Although local cultural factors remain important, for South Kalimantan, structural factors are more influential on local government communications. While local government communication performance has not involved

active participation from below, more elite-oriented than public-oriented. (Prasetyo, 2010; Ibrahim, 2020, p. 140; Akhmad, 2020)

Monica Aprilla's research (Aprilia, 2018) related to the Payakumbuh Government Communication planning in maintaining a sustainable Healthy City, examines the community as the main target, namely those who are still difficult to maintain cleanliness in public places such as traditional markets and tourism places. The dissemination of seminars and counseling provided by the government is informative and persuasive in inviting the community to participate in maintaining a sustainable healthy city. The government uses mass media consisting of print media such as leaflets, banners, brochures and electronic media such as television media, and internet media in the form of an official website, from the Payakumbuh city government. Payakumbuh city government also conducts Monev in monitoring its development.

Simbolon and Feni's research found that government communication is still often informational rather than persuasive. Analysis of the needs of the audience is still lacking, and the government's focus is still more on people outside Samosir. Even though they have used conventional and new mass media, such as videos about Samosir which are also available on Youtube, communicators as messengers still lack credibility so that the people of Tuktuk Siadong are partly apathetic and feel that the program does not have a positive impact on them. Another obstacle is the weak regulation related to tourism and the prices of accommodation and food, so that tourism actors act arbitrarily when receiving tourists on national holidays or holidays (Simbolon, 2018).

In contrast to Monica and Simbolon's research, this study was conducted to find out how the Bertah village government plans its communication to build villages which has an impact on the capacity development of village institutions. The government communication messages that was studied are all information related to the development of the Bertah village, which can provide an increase or development of the human resources of the Bertah village institution.

METHOD

The research process uses a qualitative descriptive method where the researcher as the key instrument, collects data by triangulation (combined), the data is analyzed inductively/qualitatively, with the results emphasizing meaning rather than generalization. The aim is to describe, explain and answer in more detail the problems of the phenomena that occur under study by studying individuals, groups or events as much as possible. (Sugiyono, 2016, pp. 9-19). This is related to the characteristics of qualitative data analysis methods that are more holistic, synthesis, and interpretive (Rakhmat, 2018).

The object of this research is Government Communication Planning, Village Development Message and Quality of Village Institution Capacity Development. Primary data was taken by interviewing informants, namely the Head of Karo PMD Service, Tigapanah Sub-district, Village Assistant, Village Head, Village Apparatus, BPD and administrators/members of village institutions. While the secondary data are the documents of RPJMDes, RKPDes, APBDes, Realization of Village Funds and Reports on the Use of Village Funds and social media such as village profile links. Data analysis by coding on certain aspects, which are presented in the form of tables, graphs, photos, and the like, and arranged in a relationship pattern, so that they are easy to understand, and presented with narrative

text, so that conclusions/verification can be drawn that can answer the problem formulation about government communication planning in capacity building of village institutions.

RESULTS AND DISCUSSION

Based on the Bertah village medium term development plan for 2017-2022 (RPJMDes), the village vision is the realization of the Bertah village community which is advanced, prosperous, cultured, faithful and supported by the superior agricultural and livestock sector and adequate transportation infrastructure, both roads, public health and good government services". In realizing this vision, the following missions are implemented:

1. Increase infrastructure development that supports the village economy, such as roads, bridges and other strategic infrastructure.
2. Improve development in the health sector to encourage people's health status so that they can work more optimally and have a longer life expectancy
3. Increase development in the field of education to encourage the improvement of the quality of human resources in order to have better intelligence and competitiveness
4. Increase economic development by encouraging the growth and development of development in agriculture in the broad sense, industry, trade and tourism
5. Creating good governance based on democratization, transparency, fair law enforcement, gender equality and prioritizing services to the community
6. Strive for the preservation of natural resources to meet the needs and equitable development in order to improve the economy.

Bertah Village was classified as a Developing village according to the IDM of the Ministry of Villages in 2022. The IDM value of the Bertah village is 0.6194 which is the average of the combined values of the Social Resilience Index, namely health education, social capital and settlements; the value of the Economic Resilience Index, namely, the diversity of community production, access to trade and market centers, access to logistics, access to banking and credit for regional openness; and the value of the Ecological/Environmental Resilience Index, namely, environmental quality, natural disasters, disaster response. (Desa, 2022). The area is 65,502 Km², with a population density of 61/km². In general, the people's occupation was farming. Only a few residents work as employees or traders.

Government Communication Planning in Capacity Building for Village Institutions

Village Government Communication Planning begins by looking at documents from local government policies related to village development that must be carried out, namely referring to policies that have been determined by the Karo Regent. Karo Regent's Regulation Number 07 of 2021 concerning technical guidelines for implementing activities funded from village funds in 2021 is a regulation that becomes a benchmark for villages to make development planning stages using Village Funds. Based on that, the Bertah Village Government has started planning its government communication with the following stages:

1. openly inform the village community about:
 - a. Village data and Village development potential/resources maps;
 - b. Village RPJM document;
 - c. Village entry programs/projects;
 - d. the amount of the Village budget and sources of financing for Village development; and

e. Priority policy for the use of Village Funds for national economic recovery, national priority programs, and adaptation of new Village habits that support the Village SDGs.

2. Village/group meetings, namely:

a. Village residents discuss the Priority Plan for the Use of Village Funds according to data and information through various discussion forums.

b. the Village RPJM drafting team or the Village RKP drafting team held a hamlet/group meeting to discuss the Priority Plan for the Use of Funds.

c. the Village community formulates proposals for prioritized programs and activities to be funded with the Village Fund; and

d. The results of the hamlet/group Deliberation are the recommendations of the residents in the Village Deliberation.

3. Village Deliberations to determine Priority for the Use of Village Funds where the Village community is obliged to oversee the proposals from their group meetings, so that they are discussed and agreed upon in the Village Deliberations. The minutes of the Village Deliberation serve as guidelines in the preparation of the Village medium term development plan, Village government work plan, and village expenditure budget documents.

In accordance with these rules, there are many records of deliberation in the preparation of the Village government work plan, which are attended by the Village Head, BPD, village assistants/local village assistants and Community Groups. The development proposals that have been adapted to the Regent's Regulation and the results of the discussions of the Bertah village community are as follows:

1. Construction of the Sikandang Farm Road with Telford;
2. Construction of Tebing Farm road with telford;
3. Maintenance of street lights;
4. Construction of the Tengah Farm road with concrete rebates;
5. Construction of village ditches;
6. Training and improving the family economy;
7. Additional nutrition and purchase of health equipment for the elderly;
8. Prevention and handling of covid-19
9. Mutual cooperation activities to clean the village environment;
10. Promotion and training of family economy;
11. Improving maternal and child health;
12. Improving the character of a society without drugs;
13. Construction of a village environment trench;
14. Development of village forest for recreation;
15. Provision of Posyandu for toddlers and the elderly;
16. Procurement of inventory reading books for village libraries;
17. Making village website.

Most of these proposals have been realized, as evidenced by publications on the village website (youtube, <https://www.youtube.com/watch?v=REbCpfWDtIs&t=314s>) and billboards in Village Losd (village meeting room). The Village Medium-Term Development Plan Draft Document for 2017-2022, Tigapanah District also shows the seriousness of the village government in increasing the capacity of its community, especially community groups belonging to village community institutions such as PKK, Youth Organizations, Farmers Groups, Elderly groups and Toddlers and BUMDes. The following are several documents related to community capacity building:

Figure 1. Billboards Realization of APBDesa 2021

REALISASI PENDAPATAN			
URA IAN	ANGGARAN	REALISASI	LEBIH/KURANG
PENDAPATAN	855.661.000	855.661.000	-
PENDAPATAN TRANSFER	855.661.000	855.661.000	-
DANA DESA	636.284.000	636.284.000	-
BAGI HASIL PAJAK DAN RETRIBUSI DAERAH	12.488.000	12.488.000	-
ALOKASI DANA DESA	206.889.000	206.889.000	-
PEMBIAYAAN	1.800.000		
SILPA TAHUN SEBELUMNYA	1.800.000		
REALISASI BELANJA			
NO.	URA IAN	ANGGARAN	REALISASI
A.	PENYELENGGARAAN PEMERINTAHAN	247.215.550	247.215.550
1.	PENYEDIAAN PENGHASILAN TETAP DAN TUNJANGAN	156.204.000	156.204.000
2.	PENYEDIAAN OPERASIONAL PEMERINTAHAN DESA	7.185.000	7.185.000
3.	PENYEDIAAN TUNJANGAN BPD	49.200.000	49.200.000
4.	PENYEDIAAN SARANA PRASARANA PEMERINTAH DESA	5.488.000	5.488.000
5.	ADMINISTRASI KEPENDUDUKAN, PENCATATAN SIPIL, STATISTIK DAN KEARSIPAN (SDGs)	27.838.550	27.838.550
6.	PENYELENGGARAAN TATA PRAJA PEMERINTAHAN, PERENCANAAN, KEUANGAN DAN PELAPORAN	1.300.000	1.300.000
B.	BIDANG PELAKSANAAN PEMBANGUNAN	494.052.250	493.152.250
1.	PENGLOLAAN PERPUSTAKAAN DESA	38.227.000	38.227.000
2.	PEMBERIAN HADIAH BAGI SISWA BERPRESTASI	7.000.000	7.000.000
3.	PENCEGAHAN DAN PENANGGULANGAN STUNTING	3.000.000	3.000.000
4.	PENYELENGGARAAN POSYANDU	22.800.000	22.800.000
5.	PENINGKATAN KAPASITAS KPM	3.895.000	3.895.000
6.	PENANGGULANGAN BENCANA COVID-19	102.075.000	102.075.000
7.	PERKERASAN JALAN JUMA SIKANDANG DENGAN TELFORD	43.858.450	43.858.450
8.	PERKERASAN JALAN JUMA TEBING DENGAN TELFORD	108.442.500	107.542.500
9.	PEMBANGUNAN JALAN JUMA TENGAH DENGAN RABAT BETON	82.676.700	82.676.700
10.	PEMBANGUNAN PARIT DESA	55.292.600	55.292.600
11.	GOTONG ROYONG KEBERSIHAN LINGKUNGAN DESA	14.985.000	14.985.000
12.	WEBSITE DESA	10.000.000	10.000.000
13.	PEMELIHARAAN LAMPU JALAN	1.800.000	1.800.000
C.	BIDANG PEMBERDAYAAN MASYARAKAT	15.393.200	15.393.200
1.	PELATIHAN DAN PENINGKATAN EKONOMI KELUARGA	15.393.200	15.393.200
D.	BIDANG PENANGGULANGAN BENCANA, DARURAT DAN MENDESAK DESA	100.800.000	100.800.000
1.	BANTUAN LANGSUNG TUNAI (BLT-DD)	100.800.000	100.800.000
J U M L A H		857.461.000	755.761.000
SISA LEBIH/ (KURANG) PERHITUNGAN ANGGARAN			900.000

Figure 2. The Village Medium Term Development Plan of Bertah Village for 2017-2022 regarding capacity building of village institutions

3	Pembinaan Kemasyarakatan	35	Pembangunan Pemanfaatan dan Pemeliharaan sarana Prasarana Pendidikan dan Kebudayaan	Gotong Royong Kebersihan Lingkungan Desa
		36	Pengadaan Sarana dan prasarana Pertanian	Pengadaan HandTractor
		37	Pembangunan dan Pemanfaatan dan Pemeliharaan Infrastruktur dan Lingkungan Desa	Pipanisasi ke rumah-rumah Penduduk
		1	Peningkatan Kapasitas Masyarakat	Insentif guru Less untuk Anak Sekolah
		2	Peningkatan Kapasitas Masyarakat	Insentif Kader Posyandu Lansia
		3	Peningkatan Kapasitas Masyarakat	Insentif Kader Posyandu Balita
		4	Peningkatan Kapasitas Masyarakat	Sosialisasi Tentang Bahaya Narkoba
		5	Peningkatan Kapasitas Masyarakat	Insentif Instruktur Senam Untuk Lansia
		6	Peningkatan Kapasitas Masyarakat	Kegiatan Pos Kamling
		7	Peningkatan Kapasitas Masyarakat	Pertemuan Rutin Antar Agama
		8	Penyelenggaraan Ketenteraman dan Ketertiban	Sosialisasi Tentang Kekerasan di dalam Rumah Tangga
		9	Pembinaan Kerukunan Antar Agama	Pembentukan Relawan Anti Narkoba
4	Pemberdayaan Masyarakat	10	Peningkatan Kapasitas Masyarakat	Pengadaan Timbangan Kesehatan Untuk Lansia
		11	Peningkatan Kapasitas Masyarakat	Penyuluhan Narkoba dan Pembentukan Relawan Anti Narkoba
		12	Peningkatan Kapasitas Masyarakat	Pengadaan Inventaris untuk Posyandu Lansia
		13	Peningkatan Kapasitas Masyarakat	Pengadaan Sarana Olahraga Karang Taruna
		14	Peningkatan Kapasitas Masyarakat	Pelatihan Seni Budaya untuk Karang Taruna
		15	Peningkatan Kapasitas Masyarakat	Pelestarian Budaya Pesta Tahunan
		16	Peningkatan Kapasitas Masyarakat	Pelatihan Seni Tari Untuk Karang Taruna
		17	Peningkatan Kapasitas Masyarakat	Peningkatan Kesehatan Lansia
		18	Peningkatan Kapasitas Masyarakat	Penyediaan Makanan Tambahan Untuk Peningkatan Gizi bagi

7	Peningkatan Masyarakat	Kapasitas	Bayi Gizi Buruk
8	Peningkatan Masyarakat	Kapasitas	Pemahaman Modal UP2K
9	Peningkatan Masyarakat	Kapasitas	Pelatihan Penggunaan Pupuk Kimia dan Pestisida
10	Peningkatan Masyarakat	Kapasitas	Pelatihan Kelompok Tani
11	Peningkatan Masyarakat	Kapasitas	Pelatihan Kelompok PKK/UP2K
12	Peningkatan Masyarakat	Kapasitas	Pengadaan alat Olahraga Untuk Karang Taruna
13	Peningkatan Masyarakat	Kapasitas	Sanggar Belajar Anak
14	Peningkatan Masyarakat	Kapasitas	Penyelenggaraan dan Pemberdayaan Masyarakat dan Gerakan hidup sehat (Germas)
15	Peningkatan Masyarakat	Kapasitas	Pelatihan Pembuatan Kompos
16	Peningkatan Masyarakat	Kapasitas	Peningkatan Kapasitas Pengurus BUMDES

Source : Observations in the Bertah village, 2022

Table 1: Implementation of Government Communication in Improving Village Institutions

No.	Implementation of Government Communication	District	Subdistrict
1	Socialization of the preparation of village development planning and budgeting documents	✓	✓
2	Assistance in the implementation of planning and development processes according to village potential	✓	✓
3	Facilitate internally and externally problem solving in the village according to its potential	✓	✓
4	socialization and training in the field of human resources and agriculture	✓	✓
5	Assistance, to provide advice and opinions in developing village potential and coordinating with the District OPD.		✓
6	Assisting villages in the preparation of RKPDes, APBDes, Realization reports, and Accountability reports.		✓
7	Coordinate with the village to accommodate opinions/aspirations about HR training and include the		✓

	training and guidance budget needed by the village in the APBDes.		
8	Facilitate development in the village.	√	√
9	Coordinate with stakeholders in developing village potential so that stakeholders are willing to provide assistance.	√	√
10	Communicate with District'regional organization orally and in writing by letter in conveying village aspirations and through meetings held by District'regional organization		√
11	Provide and convey the basic regulations that must be followed by the Village in preparing the Draft village regulation and provide suggestions/opinions and inputs when the village experiences obstacles in the preparation of the Ranperdes.		√
12	Participate in Musrenbang activities in the village every year to provide advice/opinions and input on village development.		√
13	Conduct District Coordination Meeting every 10th in month.		√
14	Disseminate to the village about the schedule for reporting village funds, and guidance on supervision of village funds by inviting the Village Head and related District'regional organization in a special meeting to minimize obstacles or obstacles in the implementation of development.		√
15	Assisting and supervising development in the village directly and through video calls to see the development carried out in the village according to the APBDes.		√
16	Monitor good communication relations between the Village, sub-district, Sector Police in solving every problem in the village.		√
17	Provide appreciation as a result and communication of supervision for villages that carry out their duties actively and on time (performance process in the village)		√
18	Provide sanctions for villages that are late or hinder the development process by not facilitating any of their affairs.		√

Source : The Researchers, 2022

Based from the table 1, in the application of government communication, the village community empowerment office was directly provides socialization and assistance or facilities in preparing development planning in the village while in the sub-district provides more assistance in planning and implementing village development

The government communication process in strengthening or developing the capacity of human resources in village community institutions, based on the community's response, is that the community understands that there has been significant development carried out in their village. Community institutions such as family welfare empowerment groups, elderly and toddler volunteers, farmer groups (Pegahanta, Ukurta and Sangapta), Sadanioga BUMDes and youth organizations, know about the village development plan deliberations

held at the end of each year. They stated that the development was in accordance with their aspirations which were recorded during the village deliberations. Although not all aspirations were carried out in the current year but because it was recorded, they were happy. Another thing is, they know that in 2020 and 2021, a lot of village funds are given to underprivileged families who are experiencing the impact of Covid-19.

All development carried out with the village fund budget, receives strict assistance from the sub-district through village assistants and local village assistants. The Village Government, accompanied by experts from the district and technical staff as well as village assistants from the sub-district, provides socialization and guidance to the community, especially village community institutions that are active in carrying out development so that they are in accordance with the realization of the village income and expenditure budget that has been determined every year.

The Village Government which consists of the village head, village apparatus and the BPD is provided with assistance in terms of drafting village regulations, village regulations, draft village income budgets, Village Medium-Term Development Plans, Village government work plans, Village Regulations and reports on the realization of village budget revenues. in 2020 and 2021. Village assistants communicate with village governments and village institutions through Whats

The obstacles that can be noted from government communication in increasing the capacity of village institutions are:

1) The human resources of the village government and village institutions are, on average, high school graduates.

2) The work of the village government and village institutions and farming communities so that they are not motivated to learn more creatively by utilizing the village library or internet facilities.

3) Culture and norms in the village, the majority of which are Karo tribes, where the level of kinship is too high, so sometimes it is difficult to be too strict in instructing messages when it comes to the implementation of development targets that must be accounted for, for example reporting on the performance of BUMDes implementation which has not been transparent to date.

4) The level of community trust is too high to the village head and village assistants so that sometimes they do not master the work and ask them questions more often. From observations, if asked about the main tasks, they have not been able to explain properly.

5) The community and village institutions still participate a lot in development because they need assistance.

6) The empowerment provided has not been maximally motivated to try on their own. It is precisely the village assistants and PPL who diligently remind.

7) The impact of village funds, the community assumes that all development is mandatory for village funds so that activities of development are associated with government grants.

The Media used in government communication is still conventional because it uses letter, message of whatsapp, cellphones, village deliberation media and face-to-face communication. their communication has not been well planned.

CONCLUSION

The conclusion of this research is :

- 1) The implementation of communication government in developing the capacity of village institutions cannot be said to be maximal. This happens because members of the Bertah village institution were very depended on the Village Head, and the village assistant so that sometimes they asked for more help, and becomed less independent.
- 2) As the initiator of communication, both the Village Head, Sub-district Head, and Village assistant have been communicating maximally but not well planned. Because the village capacity development program was still limited.
- 3) Village head always give persuasive and educative message to village institutions.
- 4) Capacity development messages in Village are delivered by letter, group and private Whatsapp and toa or handheld loudspeaker .
- 5) The village website media has not been used optimally because village operators and institutions are not adept at writing village developments on the website.

Recomendation to local government is :

1) In developing the human resource capacity of village institutions, government communication must be planned, measurable and can be evaluated by providing rewards from the sub-district.

2) government communication by village assistants in villages and sub-districts at each village institution is evaluated on a semester or yearly basis so that the achievement of strengthening can always be improved.

3) The budget for the capacity development program for village institutions is increased and planned for semester, annual and 5-year terms for village institutions so that the strengthening of village institutions can be increased in developing villages into independent villages.

4) Operators not only enter village information data into the IDM Data Collection but also provide the latest information on the village website.

5) Local governments need to foster village institutions in managing village websites so that village information can be known every year.

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