

Roles and Issues of Village Development and Security Committee (VDSC) Institution for Rural Development in Malaysia

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<https://doi.org/10.62345/jads.2014.3.4.5>

Abstract

In Malaysia, village institution such as VDSC acts as a liaison group between the villagers and the government. From survey of literatures on village institution, it is evident that little research has been done, which focused on the subject of village institution, especially in the Asian region. Many papers have been written about other countries such as China, Africa, India, Pakistan, and Iran. Thus, this study is conducted to explore the role of this institution in village development, and the issues and challenges that affect their effectiveness. Thrusting upon the qualitative paradigm, semi structured interviews were conducted, which generated two main themes, namely their role in village administration, which covers ensuring welfare, safety and unity of the villages, political survival of the ruling party, and monitoring village development such as monitoring and evaluating local development projects. This study also identify issues and challenges affecting these institutions such as lack of financial resources, lack of training and development among the leaders, and high commitment expected from these leaders, despite they are just doing voluntary jobs. In reviving the role of VDSC institution for village development in Malaysia, the government should establish a special allocation for these institutions; second, provide better training and development for the leaders; and third, create a permanent post for their chairpersons. These findings could therefore be used as a basis towards improving their capacities to ensure they can deliver a positive impact on the development of rural communities in the future.

Keywords: Village institution, Community Based Organization, Rural Development

1. Introduction

Residents in a community often find it necessary to come together to pool their available resources, skills, talents, and time for achieving their common goal. This notion has been expressed in a plethora of organized societies, youth clubs, faith-based groups, and women's groups that have emerged in communities. In recent times, these organizations are frequently referred to as grassroots or community-based organizations (Arossi, Bombarolo, Hardoy, Mitlin, Coscio & Satterthwaite, 1994).

There is a notion that originally, community-based organizations have the capacity to solve local problems. In one sense this notion is reasonable. This is because compared with outsiders; CBOs are more accustomed with local conditions. Through CBOs, rural people develop and maintain infrastructure, allocate and manage land, water and natural resources,

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organize labor, prepare themselves to face disasters and cope with them when they happen, organize weddings and religious rituals. Thus, CBOs understand the local intricacies and the possible ways to deal with their difficulties better. One must try to understand what goes on beneath the surface. This is important because the local institutional context can either support or undermine many government efforts. Central governments, donors, and consultants should not meddle with the workings of CBOs. The CBOs be empowered through the provision of financial and technical assistance, thereby enabling them to enhance their service delivery to the community (Cohen & Peterson, 1997; Parker, 1995; Rondinelli & Cheema, 2007).

In Malaysia, a structure of rural development machinery was set up at the village level. This committee is locally known as Jawatankuasa Kemajuan dan Keselamatan Kampung (JKKK) or village development and security committee (VDSC), and it has been established since 1962. JKKK is the main community-based institution that was formed at the village level. The general structure and functions of this institution are uniform throughout the country. However, there are some minor differences. It acts as the eyes and ears of the government. It is also used by the federal government to get its message and policies across to the rural population. It acts as a bridge between the government and the rural population. The establishment of this organization is to further develop rural areas so as to balance the economic growth in rural and urban areas, in line with the establishment of the Malaysia's policy called Vision 2020 that would be able to drive the nation toward achieving an equitable society. It can also be seen as a process of empowering the rural communities in acquiring mastery of their own destiny through the realization that individually and collectively they can do something to improve their circumstances. This is a refocusing strategy from simply waiting for the government to intervene, they take their own initiative to solve their own problems.

These committees are increasingly recognized as important actors and are playing a bigger role in the development of rural communities in the country. Based on the recent statistics there are 200,000 JKKK members all over Malaysia, administering 15,525 villages throughout the country (Ministry of Rural and Regional Development, 2013). Changes and adjustment have been made by the government to ensure that the JKKKs function successfully, playing their role in community development. These committees have been strengthened through various programs such as Moving Forward Program, Self-Success, and Innovation Movement.

There have been studies on JKKK, which looked at the levels of involvement in village administration (Bahaman, Hayrol Azril, & Lawrence, 2009), differences in the perception on leadership of the JKKK (D'Silva, Abu Samah, & Mohammad Shaffril, 2009), JKKK and ICT (Abu Samah, 2010). However, little attention was given to its organizational aspects. Certainly, improving their mode of operation and building their capacities would give an impact on the development of rural communities. Thus, this paper will contribute to the understanding of the important role of this organization in this country. Second, it will highlight the issues and factors that affect their effectiveness, and third, it will provide suggestions as to how to strengthen this organization for its future. The concluding sections offer some general remarks about this research and how it will benefit the stakeholders concerned. The next section will discuss the characteristics of CBOs, rural leadership and the importance of establishing linkages and networking to strengthen the CBOs to play its role in rural development.

2. Community-Based Organizations and Rural Development

Community organizations have long supported the socioeconomic transformation of their communities. Their roles in generating a more inclusive decision-making process,

providing members with adequate bargaining power, ensuring increased economic security, promoting community empowerment and serving as channels for organized local development have often been recognized as essential ingredients for rural community development (Dale, 2001; Rindell & Robinson, 1995; Seong-Kyu, 2004; Soggie, 1996; Weinberger & Jutting, 2001).

They also make significant contributions in forging community solidarity, uplifting human spirit, promoting togetherness, and helping to combat a feeling of helplessness that poverty can induce (Nyamugasira, 1999). Residents who join local organizations have the opportunity to tap the “we-feeling” that group solidarity generates. This is an essential social capital that the poor can rely on in times of need.

Members of community-based organizations are usually resident in the community and are well connected. Therefore, they have the advantage of knowing in-depth of the local needs and are in a position to respond effectively and more rapidly than either government agencies or nongovernmental organizations. Often, they have the capability to mobilize community resources for grassroots development (Offesi-Aboagye, 1998). John Garenta noted that in the USA has recently witnessed a similar growth of such grassroots community organizations, which provide the under-represented organizations and voice, and serve as a vehicle for participations by the most disenfranchised (Garenta, 2002).

The presence of large numbers of community groups and organizations in rural communities has the potential for generating social capital, which people in the community can rely on in times of pressing need (Ashby, Knapp, & Raynborg, 1998; Grant, 2001; Moser, 1998; Weinberger & Jutting, 2001). In communities where the local elite and power units have a tendency to assume greater control over local resources and exhibit a propensity to dominate community decision-making processes, community-based organizations are able to act as power brokers to such structures, thereby limiting the excessive dominance of local elite in community affairs.

These roles played by community-based organizations can contribute immensely to the socioeconomic advancement of rural communities. Community-based organizations are useful to public organizations and to donor agencies, in particular, as channels for routing varied development services to rural communities. Examples of community-based organization involvement in such activities have been recorded in Zimbabwe and India. Apart from relieving external agencies of the burden of engaging in simple tasks in performing local level activities, they also provide opportunities for using local resources and skills to promote rural development (Jazairy, Alamgir, & Panuccia, 1992).

Community-based organizations differ from nongovernmental and other civil society organizations in several ways. Their defining characteristics are that though similar to nongovernmental organizations with regard to their voluntary nature and nonprofit orientation, they operate along informal lines and are often headquartered in the community where they are formed. More often than not, their member resides in the community and the range of activities and services they offer are also usually limited to that community (Elsdon, Reynolds, & Stewart, 1995, Offesi-Aboagye, 1998). This in effect implies that they incur minimal and almost no overhead costs such as transportation, accommodation, and other out-of-station expenses in their service delivery and program implementation activities. They are therefore uniquely positioned to support local-level development activities that government agencies, donors, and nongovernmental organizations can undertake only at higher cost and over a relatively longer period.

Another significant characteristic that clearly differentiates community-based organizations from other organizations, especially in a rural context, is the reliance on volunteer members for the discharge of their responsibilities and implementation of essential activities (Green & Matthias, 1997). This contributes further advantage to the cost

effectiveness that accrues from their involvement in project implementations and management efforts at the local level.

2.1 Supporting Community-Based Organizations

According to Opare (2007) though community-based organizations are small and informal organizations, they provide various services. They can be used as channels to route development information and other resources required improving living conditions in rural communities. However, their efforts to provide a more diverse range of services to their communities are constrained due to certain basic weaknesses. CBOs need various forms of support to enable them to contribute productively to rural development. Support in the form of financial grants, donations of IT equipment, and provision of other tangible forms of assistance, which some well-established NGOs occasionally extend to CBOs, can improve their operations. However, often these supports are only on temporary basis. However, capacity strengthening could have a longer term impact on performance and efficiency and should therefore be more rewarding to them and the local communities. There are capacity-enhancing measures that are critical and transformative enough that would enable the CBOs to respond appropriately to the development requirements of rural communities. These include effective leadership practices, regular networking, and being formally registered.

These measures would enable CBOs to remove some aspects of their informal character, yet still remain significantly informal, which has been their distinguishing feature. For example, CBOs could still retain its informal features such as making it easy for interested community members to join them, (instead of having to write formal applications, completing specified forms and going through selection interviews as usually done in formal organizations). They could organize meetings in a member's home and use local language during their meetings, instead of using some official medium of communication. Such informality would enable CBOs to continue to remain attractive options for those seeking social interactions. They would become an avenue for collective action, cooperative development, and mutual support, while at the same time improving their capacities to respond to the ever-rising challenges of rural community development. Leadership development and networking with an official public agency have been identified as among sustainable strategies that could strengthen community-based organizations, improve their service delivery standards, and position them in a situation ready to tap available opportunities to develop their own communities.

2.2 Supporting Rural Leadership Development

Good leadership has long been recognized as one of the critical elements in the effective functioning of community organizations (Kaplan, 1996). Several studies indicate that community leaders play substantial role in the community development (Aref, 2009; Aref, Rezuan, & Emby, 2013; Avant, Rice, & Copeland, 2013; Ricketts, 2009). In many societies, particularly in rural areas, villagers often think that it is the responsibility of their leaders to bring development programs. Further, if the programs are not successful, the blame is put on the lack of leadership (Ricketts, 2005). Uphoff et al. (1998) argued that successful implementation of rural development programs depends to a large extent on leadership. It is the capabilities and abilities of the leaders to organize and to propose new initiatives that are the essential elements in promoting rural infrastructural development. These initiatives will eventually be embraced by the entire community, and transformed into community self-help projects. Narayan (1998) noted that effective leadership could propel CBOs into initiating local action. However, he emphasized that managerial leadership is critical for the transformation of CBOs into self-managing organizations (Narayan, 1998).

Several authors have distinguished the leadership of community-based institutions from their other members and the community in general. The leadership has the following

characteristics, namely leaders are elderly, male-dominated, better educated, politically savvy, and financially better off (Gary et al., 2005; Shucksmith & Chapman, 1998). Collectively, these characteristics label the leadership as representing typical community elites, rather than typical community members. Davies and Bailey (1996) indicated that a common consequence of having community elites as leaders is that these leaders tend to marginalize particular groups, dominate the organizational processes, and reap the benefits of doing so. Because community leadership is very location specific, different cultures and locations need different leadership styles. Therefore, the capacity needed by a person to become an effective leader in one location may be different from what is needed in other locations.

External agencies can be used to build leadership skills in a number of ways. One of them is training. Development-oriented agencies working with rural communities must include CBO leaders in their various training programs, whether organized by government agencies or other NGOs. Friedman and Ammasari (1999) noted that knowledge transfer is one of the key strategies for strengthening community organizations. Training CBO leaders in project management, basic planning skills, gender-sensitive planning, and related subject areas would expand their appreciation of the challenges of rural development. To improve their operations, CBO leaders should be given the practical opportunities for building their leadership skills. Programs such as exchange schemes and study visits could provide them with field exposures to the strategies used by better performing community organizations. However, the danger of building the capacities of only a leadership corps is that it would widen the gap between the leaders and ordinary members. This would create disunity between them, which could then lead to petty conflicts and eventual disintegration.

Accountability and transparency should be built into the management styles of CBO leaders. Based on the experience of farmers' organizations in rural communities in Gal Oya area in Sri Lanka, Uphoff (1994) recommended the selection of community leadership be done by consensus. In addition, to make them accountable, specific terms of reference should be prepared for them to adhere to. There is often a tendency among chiefs, traditional, or religious leaders and other local power structures to influence the selection of leaders of local organizations, especially in favor of those who are seen as key persons to drive community socioeconomic development. Consequently, this can create legitimation problems in the long run. CBO leaders selected by traditional authorities will feel less accountable to the members, as they owe their positions to the powerful few and they would consider their actions as being beyond censure by the members. The failure by CBO leadership to be accountable can result in internal conflict, withdrawal of loyalty, low member commitment to organizational goals, and general suspicions that would affect the development of any group, association, or organization. Conversely, in organizations where there is member and community accountability, the issue of legitimacy generally is on the high score (Grady, 2005).

2.3 Establish Linkages and Networking

Generally, CBOs must have links with external development organizations. In addition, to establish and maintain links with external agencies, Eade (1997) recommended community organizations should be supported to build capacities through the formation of a federation of CBOs such as found in Burkina Faso. This will ensure that by pooling resources and skills, they not only become stronger, but also have the voice to formulate common approaches to lobby donors and international agencies for support (Eade, 1997). A federation of rural organizations also promotes solidarity and enables them to maximize benefits of scale that would otherwise not accrue to individuals, or small CBOs operating on their own (Uphoff, 1994). A good example is the role played by the federation of farmers' organization in Mali in having dialogues about public use of community funds entrusted to the

communities (Djegal, Price, & Acquaye, 1996). Through such federations, CBOs are able to gain the necessary strength to negotiate for better services and solicit development support from external agencies. They could also learn from others, such that less developed organizations and groups can improve their operations and keep abreast of new strategies relevant to their work as grassroots mobilizing agents. In addition, Moser (1998) argued that increased collaboration between social institutions operating at community level will enable them to tap the benefits of social capital. Thus, vertical and horizontal linkages should be encouraged as they would strengthen CBOs in many different ways. The next section explains the methods used in this study.

3. Methods

This research explored the role of effective JKKK organization in village development. It looked at the roles, issues, and challenges as identified by the leaders. There has been little research done on JKKK organizations, the work they do, and the challenges they face. The study focused on gathering data that would allow researchers to set the scene for the works of JKKK organization.

This research is an exploration of the experiences of nine successful village leaders in Malaysia. The names were identified based on an agreed upon criteria by the researcher and officers from Institute for Rural Advancement (INFRA), the agency under Ministry of Rural and Regional Development. Then, the researchers contacted the leaders to get their consent to be interviewed. They were told that their selection was based on the belief that their organization was effective and that their leadership in village development was highly valued. In addition, their organization has been producing strong leaders. Therefore, they would be more likely to have better knowledge of JKKK administration. Then, face-to-face interviews were conducted with the nine selected successful JKKK chairmen. The semi-structured interviews focused on the organization role, issues and challenges. The participants were asked the following questions: What are the important roles of JKKK organizations in carrying out village development? What are the issues and challenges that affect JKKK organizations for village development? Interviews were audio-tape recorded and each interview lasted between 90 and 120 minutes. The tape recordings were transcribed verbatim and analyzed using ATLAS.ti. 7.1.5. Then, emerging themes were coded according to questions asked and across interviews. The themes were then weighted by their frequency of mention by respondents. Finally, three JKKK coordinators at the agency and at the Ministry were interviewed to get a better understanding of their perspectives on JKKK organizations. Although this was a relatively small sample the research highlights the need for a more proactive approach to identify the capacity of this institution for rural development in the future.

This study focused on the expressed views, opinions, and self-perceptions of the participants. The views made were cross-checked with the participants to ensure consistency and agreement. Dependability was addressed through detailed record-keeping. Researchers reviewed these records at key points in the research process to ensure that the findings remained true to the raw data. Confirmability was addressed by reporting thick descriptions, direct quotes, and excerpts from the raw data that supported interpretations and conclusions drawn by the researchers. The quotations given as illustrations were selected because they represented the best expression of consensus on given issues. To maintain confidentiality, direct quotes from the transcripts were coded and reported using pseudonyms (e.g., informant JKKK UL or officer agency).

4. Findings and discussion

4.1 The role of JKKK organization

4.1.1 Village administration

Most of the informants clarified and detailed out the important roles of JKKK to the village. One of the prevailing themes was related to the importance of this organization to the village administration. JKKK is a mechanism that has been recognized by the government to channel the needs and wants of the village community. This was described by one of the informant as follows:

As for me, it is very important, very important, so important, because JKKK is recognized by the government and community, so whatever the community directs to us, or if we need anything, it has to be through JKKK. If we want anything through JKKK, on behalf of us, the government will listen. (Informant TK)

The importance of JKKK as an administrative body at the village level was supported by remarks made by one of the senior government officers, who said,

JKKK is important in the sense that it is a leadership institution that has been established by the government, he was appointed, he received allowance, they have their own committees, and many governments procedural still to be endorsed by them. (Senior Officer NI)

From the administration side of things, the JKKK chairperson has his or her own way to administer the village. Each village is divided into *kariah* and each *kariah* is represented by a head bureau, which represents a small committee in JKKK.

We have 15 committees. Usually the head of the area will be our JKKK and he/ she will administer the area, so when a meeting is called and information is obtained, he will inform those in his jurisdiction.. We have 1,2,3,4,5,6..there are 7 areas, 7 'kariah'. We may have one or two JKKK, after that, we will obtain the information, then only will we analyze what the needs are. Like this village, its roads, bridges which need to be constructed? what needs to be done?, where the infrastructure is needed, we must find and take a look first, see what is missing? So where should we turn to? We don't have a source, don't have anything, so, we use the departments which we have, our representatives, of course, ahh we have an agency, we have the district offices, this is where we need to refer to or inform them of our working papers, our plan of action about what we want to do, so we make a list, so from there we will inform, we tackle it one at a time, so all these cannot be solved all at once. (Informant PT)

The division of work among the members of the organization would enable the JKKK chairperson to manage and administer the village better.

4.1.2 To Take Care of the Welfare of the Villages

JKKK institution is also important as the government recognizes JKKK to verify applications forwarded by the villages to government agencies, which have development allocation, especially the Department of Welfares and Community. The emphasis on the importance of the JKKK institution is related to the welfare of the villages. This was described by one of the informant as follows:

...but at the village level, there is a much needed JKKK management if not no one will be responsible to manage the village, it is necessary, if not there won't be, ye, this means we are always doing welfare work,

for me, that is ahhh...they need to what we help so we help them, that's it. (Informant KP)

For example, in one of the states in northern part of Malaysia, the soil and fertilizer aids by government agency such as Rubber Institute for Smallholder Development Authority (RISDA) to rubber smallholders, or educational aids to exemplary children who received government scholarships must be made via applications, which are validated by the head of the village or JKKK chairperson.

At the JKKK chairperson level, this means, in the rural area is still needed and villages depend on them because the subsidy mentality and aids which can be channeled through the JKKK institution is still needed... (Informant PK)

If the aid to the community is not channeled through JKKK, it will have side effects as explained by the informant PK as follows:

He, that's it, if we analyze, there are definite advantages... sometimes the head of village management between head of department and the head of villages are problematic, if we look at the department, recently we saw that the aid to the community, who needs them and who do not need them, if we don't have, imagine how to look for them, do they know so and so? what is their job? who they are? whose child are they? (informant PK)

Nevertheless, when there was a change of a basic policy and government policy, such as the online registration of those who are destitute, there was an impacts on the JKKK because it was perceived as though they were being sidelined in the process of submitting villagers' applications. This matter was explained by informant TK as follows:

...sometimes why do we go to JKKK, now in the office, they serve us, like other welfare department it's open and we register this way, not through JKKK anymore. meaning they are free, when they are free of their belief to JKKK, as it goes down, but if there is a need from the community here it will depend but now there isn't anything. (Informant TK)

4.1.3 To Ensure the Safety of the Villages

The JKKK institution plays a vital role in the issue of safety of the villages, especially with regard to the social ills, such as drug addiction, villager's safety, and illegal immigrants and so on. The JKKK ensures the smooth running of the community affairs. They safeguard the community from social ills. The JKKK institution has a safety bureau which is responsible in ensuring there is a vigil system through *neighborhood vigilante* or *rukun tetangga*, information dissemination and enforcement of other related safety issues. They are responsible to ensure the safety of villagers and they become the negotiators between the villagers and the enforcement agencies, such as the police, the army, and so on.

In Langkawi, if we focus, I admit that the Kilim area is one of the dirtiest area...one of the dirtiest area...a serious development...in Langkawi, now in Taman Nilam 3km only, from there...there's a 'ikan bilis' manufacturing from people of Siamese descent, ahh the suppliers...so now, even though not too many, I always lodge reports at the police station. the police will take around four days...let them go, now, this is the latest information, they would steal the fragrant daun pandan, cut it and sell it, how much can they get....they would

even climb the coconut trees at night? The government does not know what to do...only two three days ago they happened here...we can only guard it...but me...that's it...this area is within our control...(informant KL)

4.1.4 Monitoring and Evaluating Local Development Projects

Apart from acting as the administrative body at the village level, the JKKK institution plays an important role in the planning and implementation of programs and projects at the village level. In this regard, the head of the village will ensure that the development phase of infrastructure projects such as the building of village road, the construction of the community hall for the masses, and so on, are completed within the allotted time and with the correct specifications. This was described by KL informant as follows:

The role is to ensure that the project is successful at the village level...(informant PK)

And this was further strengthened by another informant who said:

...sometimes he will not do, he will return with crumbs, who wants to do it? ahhh he must have a checklist, but now through verification, they say that this is clean, we are clean and our signature and new stamp their money, they can sue, meaning if we are not satisfied, if we didn't sign they cannot claim. (Informant KL)

5. Issues and Challenges

Even though VDSCs play an important role in village administration and development, there are also issues and challenges facing these organizations in performing their roles. However, these identified issues and challenges need to be clearly spelt out to provide a more meaningful description. The issues identified are discussed in greater detail in the sections that follow.

5.1 No Financial Resources

At the village level, the VDSC is expected to perform administrative roles such as acting as the eyes and the ears of the government. At the same time, they are expected to play their role in village development such as generating and accelerating economic activities in their village. Their involvement in assisting government agencies in the planning and the implementation of development programs or projects at the village level is crucial. This is because normally the agencies, particularly the district offices have limited manpower and financial resources to oversee and implement development programs in every village under their jurisdiction. These agencies can only disseminate information about programs and projects to the villagers. It is the responsibility of the VDSC to make use of the opportunities and available resources to bring development to their villages. However, they were not provided with allocation or resources. These issues were recognized by most of the informants. One of the informant describes these issues as below:

VDSC is the principal body in the village administration. However we do not have any allocations. We do not have any. It is up to us to find resources. If we are not smart enough we do not have money to fund our activities (Informant KL)

This has limited their ability to organize social activities and development programs. This is in contrast with other community-based institutions in developing countries such as Cunmin weiyuanhu in China (Feuchtwang, 1998), Tambon Administration Organization

(TAO) in Thailand (Hanpakdeesakul, 1998), and panchayat in India (Dube, 1999). These institutions are provided with clear access to financial resources through household tax and authority on land. Without clear access to financial resources, VDSC could not plan and implement programs for village development. This has been one of the major hindrances that prevent the VDSC from performing effectively in community development at the village level.

5.2 Issues Pertaining to Training and Development for JKKK Leaders

The informants claimed that training provided for the VDSC members was inadequate. Not all members of the committee get a chance to attend training. Training priorities are given to VDSC chairmen and their secretaries, before they are offered to other members of the committee. During the fieldwork, the following remarks was given by the informant regarding issues training and development for VDSC leaders.

If they (the government agency) want to call for a training, do not only invite the village head, invite two or three more members of the JKKK, bring them along, do not only invite the village head...so that they will develop more people... one people will benefit another 3 people hah...bring them to the successful village (Informant PT)

In addition, training and development provided by INFRA for VDSC still do not take into account the real needs of the VDSC leaders. Most respondents suggest training and development for VDSC leaders should be improved. They proposed training and development module for VDSC leaders to be tailored according to their needs and preparation to meet current challenges. Informants TU stressed the importance of getting feedback from other village leaders and expert in leadership development in preparation for their leadership development programs.

We should have good courses, today, world is changing in fast pace..how we are preparing ourselves to meet those challenges.. ahhh there should be a thinker group .. those who are rural expert and professional who can suggest and give good recommendation to the government for the betterment of village leader (Informant TU)

According to Miller's (1976) systems concept of leadership training, needs assessment should be the first process involved in developing a leadership training program. Needs are defined as the discrepancy between learner's current state of knowledge, performance, or attitude and some desired state. Therefore, empirical evidence must be collected to verify the discrepancies or gaps (Cervero & Wilson, 2006). A needs assessment is more than just a collection of evidence. A needs assessment is a consideration of stakeholders' interest and judgment about the stakeholders' educational and political needs (Cervero & Wilson, 2006).

5.3 Voluntary Jobs

Although the VDSC was formed by the government as a part of its development mechanisms at the village level, the nature of this organization is voluntary. Most of the posts held by members are voluntary posts although their level of commitment is very high. This has its disadvantages, especially when the village chief's commitment cannot be questioned and they do not have clearly defined responsibilities. The informant suggested that the village head appointed by the villagers and given a permanent designation as a part of government employees who have salaries and pensions. UL informants suggested;

we want to propose to ministry to appoint village head as a public servant . so that they will get fix monthly salary, allowance, and pension... (Informant PT)

The proposed designation will allow rules and regulation to be imposed to them as well as a step can be taken to ensure their commitment.

If we appoint them and give them permanent post, they will take it seriously and not for granted... government will provide terms and conditions, and guideline to follow, what they should do, what they cannot do, where he should go...so they were not strainer...or fumble... (Informant TU)

7. Conclusion and Future Scope

Although JKKK organizations play an important role for village development in this country, this study showed that it has some weaknesses such as lack of financial resources and lack of training and development. Yet, the leaders have high level of commitment despite holding voluntary jobs. One of the main challenges is that it is not provided with clear and concrete means of access to financial resources; Thus, it is difficult for them to be self-reliant, to play active roles as well as to plan and implement programs for the benefit of local communities. In reviving their roles for village development, it is suggested, the Government should establish annual allocation for JKKK's organizations, improve training and development for JKKK members, and create permanent posts for JKKK heads. This recommendation could therefore be used as a guideline toward improving the mode of operations of the JKKK institution and building their capacities to ensure they deliver a positive impact on the sustainability of village development in the future. In this study, data for analysis were limited to information collected via interviews with nine effective leaders and three JKKK coordinators from agency under the Ministry of Rural and Regional Development. These self-report perceptions offered by the research participants formed the basis for the analysis completed during this case study. In future research of this topic, further validation could be obtained by additional data collected from interviews with more JKKK leaders, further observation or using focus group discussions.

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