



Successful Implementation of Village Fund Policies

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Abstract

Background. The Village Fund Policy is not only related to the technical aspects of Village Fund management, but also to the social and cultural aspects of villagers' lives. The success of village financial empowerment through policy is highly dependent on citizen participation and stakeholder cooperation.

Aims. This study examines the success of implementing the Village Fund Policy, utilizing Edward III's theory as the analytical framework to address the objective of analyzing the success of the village fund policy, with a focus on Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency.

Methods. The research methodology is a descriptive, qualitative approach, utilizing triangulation of data sources from observation, documentation, and interviews.

Result. Effective communication, adequate resources, a positive village disposition, and a coordinated bureaucratic structure support this.

Conclusion. The conclusion drawn is that the implementation of the Village Fund Policy in Dukuhturi Village has been optimal, yielding positive impacts on village development and community empowerment. This situation makes Dukuhturi a benchmark for best practices for other villages.

Implementation. The implementation of the Village Fund Policy in Dukuhturi Village, as found in the research, aligns with Law Number 6 of 2014 on Villages.

Keywords: Policy Implementation, Village Funds, Edward III, Dukuhturi Village, Village Development



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INTRODUCTION

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The Village Fund Policy is not only related to the technical aspects of Village Fund management, but also to the social and cultural aspects of villagers' lives. The success of village financial empowerment through policy is highly dependent on citizen participation and stakeholder cooperation. Additionally, the policy must be tailored to the local conditions of each village. As a result, it is crucial to understand how the implementation of the Village Fund Policy can significantly change the status of village communities and whether the programs designed meet the needs of village communities. Through Law No. 6 of 2014 concerning Villages, the Indonesian government took a crucial step in establishing the Village Fund. This regulation aims to accelerate village growth and welfare, particularly through economic empowerment.

Based on Law Number 6 of 2014 concerning Villages, villages have the authority to regulate and manage all matters in accordance with their needs and priorities. One of the primary objectives of village management under this Law is to enhance the economic well-being of rural communities and reduce development disparities between regions at the national level. Another objective of village development is to improve the welfare and quality of life of residents, while eradicating poverty. This is achieved by ensuring that basic needs are met, developing infrastructure, promoting economic growth, and managing natural resources and the environment sustainably.

According to financial institutions, Village Funds are allocated to accelerate development and empower rural communities. The aim is to improve the welfare and quality of life of rural residents, while addressing poverty issues. This plan is formulated within the framework of village government planning. The implementation of activities funded through the Village Fund adheres to professional guidelines established by the local government regarding the types of activities that can be supported. The implementation of activities is a concrete action aimed at achieving specific objectives and is focused on efforts that align with the needs and interests of the village community.

Dukuhturi Village is one of the villages that regularly receives Village Fund allocations. The success of this policy implementation heavily depends on the village government's ability to manage funds transparently, involve participation, and achieve the appropriate targets from the total Village Fund, with 45% allocated for stunting prevention, 25% for Direct Cash Assistance (BLT), and 40% focused on food security programs. In recent years, Dukuhturi Village has made significant progress in terms of infrastructure development, economic empowerment, and improved social services, which are indirectly linked to the

important role of Village Funds. However, not all areas have sufficient resources to implement this policy optimally. Therefore, it is crucial to analyze Dukuhturi Village as a best practice example that can serve as a model for other villages.

The participation of the general public is crucial to the development of villages. This is because the process of village development is not merely about creating the necessary tools and infrastructure, but also requires a significant amount of time, substantial resources, and the involvement of numerous stakeholders, including the village community (Hermawan, 2020). The sustainability of villages plays a crucial role in the success of plans to address poverty and improve community welfare through village development, as some disadvantaged communities are unable to remain in villages. Village development will only be successful if Village Institutions fully drive it. Therefore, the progress of villages is a crucial factor in determining the progress of a nation (Permana, 2016).

The Village Government plays a key role as the most important component of the governance structure in the region. It actively implements the principle of regional autonomy delegated by the central government to local governments. The Village Government is considered to have an active role because it is trusted as the primary entity exclusively interacting with the community, and the policies or decisions it issues directly impact the community (Nasution & Lindawati, 2022). All actions implemented by the village government aim to improve the welfare and quality of life of the community while reducing poverty. Therefore, the ability of the village government to nurture and improve the welfare of the village community is primary, while developing the village's competitiveness is secondary. (Maulana, 2025).

Previous studies have extensively discussed the implementation of village fund policies from various perspectives, such as the effectiveness of fund distribution, its impact on village infrastructure development, and the role of village officials in managing village funds. However, most of these studies tend to assess policy implementation from a single perspective, such as administrative, financial, social, and economic aspects, without comprehensively examining the elements that contribute to the successful implementation of the regulations in question. Additionally, there remains a lack of in-depth research examining the success of implementing the village fund policy. Therefore, there is a research gap in comprehensively understanding the success of implementing the village fund policy, considering four key components: communication, resource behavior, implementer behavior, and organizational

structure. This study aims to fill this information gap by analyzing how the success of implementing the village fund policy in Dukuhturi Village is influenced by these four factors.

The village of Dukuhturi, located in Ketanggungan Subdistrict, Brebes Regency, serves as an example of a village that has achieved positive results in implementing the Village Fund policy. By applying management principles that emphasize participation, transparency, and accountability, Dukuhturi Village has successfully motivated the implementation of various infrastructure development programs, community empowerment initiatives, and improvements in the effectiveness of public services. The various actions and innovative ideas implemented highlight the Village Fund's role as the primary driver of significant transformation at the local level. This success is undoubtedly influenced by various supporting factors, including proactive participation by the village government, community involvement, assistance from village facilitators, and a commitment to maintaining transparency and accountability in budget use. Therefore, it is essential to explore how Dukuhturi Village has effectively implemented the Village Fund policy.

Based on the above background, the researcher is interested in analyzing the success of implementing the Village Fund Policy. This analysis focuses on the implementation of the Village Fund Policy in Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency. This research is expected to provide a clear picture of good practices that can be used as examples for other villages, while also making a valuable contribution to strengthening the implementation of the Village Fund Policy in the future

LITERATURE REVIEW

Policy implementation is an activity whose success is influenced by many factors. Policy implementation refers to the actions taken by the government, individuals, groups, or non-governmental organizations with the goal of achieving the objectives outlined in the policy decision. Policy implementation is also used to assess the success or failure of a policy that is actually implemented in the field by the implementers and its impact on the community or stakeholders. A village is a legal community entity with specific territorial boundaries that has the right to regulate and manage governance for the welfare of its residents. Village governance functions as the administrator of government affairs, implementing various established programs and meeting the needs of the local community. Various types of public services are directly available to the community through the role of village governance. (Mendrofa/Rosid, 2018).

The Village Fund is a central government program designed to accelerate development in rural areas by directly allocating funds to villages. The Village Fund aims to support governance, development, and community empowerment. These funds come from the State Budget (APBN) and are distributed through the district/city budget (APBD). The government utilizes this mechanism to plan and pursue development and economic growth, so that all regions and villages in Indonesia are free from poverty. (Khumayah, 2021). Village development plays a crucial role in the context of national development and growth, as it encompasses aspects of equitable development and its outcomes, which are vital for the majority of village residents to improve their well-being. Village Funds focus on village development sectors, including infrastructure improvement and maintenance, economic and social education development, and community empowerment efforts that encourage entrepreneurship. (Dian Eko Saputra & Rowa, 2022).

Villages are the smallest administrative units in Indonesia, with autonomy in regulating and managing the interests of their communities. Villages not only serve as places of residence but also as centers of social, economic, and cultural activities that are passed down from generation to generation. The Village Head, who is the leader of the Village Government, is elected through a local election mechanism and has the authority to manage local resources. (Putri, 2024). Villages are considered a key element in realizing the nation's aspirations. A country's progress is highly dependent on the progress of its provinces, which cannot be achieved without strong support from developing districts and cities. Cities require significant contributions from subdistricts and villages to achieve sustainable progress. Therefore, the progress of villages is a crucial factor in determining the progress of a nation. This statement is consistent with the changes in the status of villages as outlined in Law Number 6 of 2014 concerning Villages. The Village Law explains that villages are the smallest, lowest, most frontline, and closest government organizations to the community. (Setyawan & Srihardjono, 2016).

Researchers carefully assessed the program options in comparison to other government programs, and the Village Fund attracted attention because it had a significant and positive impact on village development in each district of Indonesia. Therefore, researchers chose to analyze this program because if the funds were managed with integrity, the results would be visible, and vice versa. (Kasih & Astawa, 2023). The Village Fund is implemented by several local government institutions. First, the local government acts as a regulator or policymaker regarding the use and utilization of funds. Next, the sub-district government and relevant

technical agencies function as supervisors and facilitators. Third, the village government acts as the recipient and user of the funds. (Pangerapan, 2018).

Meanwhile, according to George C. Edward III, policy implementation is an effort made by the government to achieve the objectives of the policy that has been set. However, before implementation, the government needs to consider whether the policy has the potential to cause negative impacts on the community. Fundamentally, policy implementation is a crucial process for achieving the desired policy objectives. (Ismiyarto, 2019). This study will use Edward III's Policy Implementation Model to assess the success of policy implementation. In Edward's model, there are four main variables that determine the success of a policy: Communication, Resources, Disposition, and Bureaucratic Structure. (Supriliyani & Purnamaningsih, 2017).

(Agnes Agneta, 2022) Since 2015, the distribution of Village Funds has been credited with making significant contributions to the progress of villages and their communities. In its implementation, there are undoubtedly many challenges. However, Village Funds in Indonesia are an excellent opportunity to improve the welfare of rural communities through development. Research conducted (Sopia Titin, Ihsan Nurhakim, 2023) shows that the use of Village Funds is optimized to improve the welfare of rural communities, including through the utilization of natural resources (SDA) and infrastructure improvements. Based on research (Fahrurozi, 2024), the implementation of the Village Fund policy indicates that the results of the study show that the allocation of Village Funds by the Village Government is routinely reported to the village head on a monthly basis.

In implementing policies, it is essential to consider and address various factors or variables that may impact the success of policy implementation. If there are variables that are not fully met, the policy implementation may not be fully successful or may even fail. Experts agree that policy implementation is a crucial stage, even more important than its formulation. It should be noted that the implementation of a new policy begins after its objectives and targets have been established in a decision. After the law is enacted, the implementation stage begins with the allocation of funds prepared to support it.

METHOD

The research methodology employed was a descriptive qualitative approach, in which the validity and reliability of the data were enhanced through triangulation strategies. Comprehensive data were obtained through various collection instruments, including in-depth

interviews with key informants, participatory observation in the field, official documentation searches, and extensive literature reviews. The research location is in Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency. Through this study, the researcher seeks to identify the determinants of the successful implementation of the village fund policy in Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency. The findings of this study are expected to contribute as an empirical learning model for other villages in achieving the effectiveness of village fund policy implementation.

Data collection in this study involved primary and secondary data. Primary data was obtained directly from the field through observation and interviews with village officials and the community. Secondary data was sourced from relevant books and research publications, as well as other supporting data.

DISCUSSION

Based on facts obtained directly by researchers in the field as well as the results of interviews, observations, and documentation, the implementation of the Village Fund Policy in Dukuhturi Village has been in accordance with the mandate contained in Law Number 6 of 2014 concerning Villages.

This study analyzes the implementation of the village fund policy in Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency, using George C. Edwards III's policy implementation theory as the main analytical framework. Based on our research, the analysis of the implementation of the village fund policy refers to four variables, namely:

Communication

Based on the results of the interviews, discussions regarding the allocation of Village Funds in the Dukuhturi Village area have been conducted with a satisfactory level of effectiveness. Before the Village Funds are distributed, the sub-district government conveys information regarding the allocation of funds to each village. In the Dukuhturi Village area, the dissemination of information was carried out through village deliberation meetings known as MUSRENGBADES (Joint Deliberation at the Village Hall), which involved various elements of the community, such as Community Empowerment Institutions, community leaders, and religious leaders, with the aim of ensuring that information was disseminated evenly to all parties with an interest.

The annual meeting is scheduled prior to the disbursement of the Village Fund budget, aiming to ensure transparency regarding the allocation of funds received and their utilization. The meeting serves as a platform for the community to gain in-depth knowledge about the Village Fund allocation, which includes various priority programs agreed upon by the central government, such as Stunting Prevention, Food Security, and Direct Cash Assistance. By holding meetings at the village level, village government representatives and villagers have the opportunity to communicate with each other and share their views on the planned programs, allowing the management of the Village Fund to be carried out more efficiently and effectively.

Overall, the communication used to convey information about village fund policies in Dukuhturi Village has been clear and organized. The involvement of various parties in village discussions ensures efficient communication, and it is hoped that the community can participate optimally in the decision-making process regarding the use of village funds, in line with the available opportunities. This indicates that openness and community involvement in managing Village Funds have been optimally implemented.

As an integral part of the public policy process, implementation is the phase in which policies are realized and is crucial in determining the quality of a policy. If a policy is not well prepared at the implementation stage, it will not be able to be implemented due to a lack of clear objectives. Some programs resulting from the implementation of public policies require strong inter-institutional synergy, realized through effective coordination and communication mechanisms to ensure cross-sectoral support.

In Dukuhturi Village, communication to convey information about Village Fund policies has been quite good. This can be seen from the success of Dukuhturi Village in implementing programs in the village, especially national programs that are priorities for the allocation of these funds. Coordination with the Brebes Regency Government, which provides information and guidance on national programs such as stunting prevention, food security, and direct cash assistance, is also effective. The regency government communicates by holding village meetings to coordinate and provide direction. The Dukuhturi Village Government also has a program every time funds are allocated, which involves holding village meetings to discuss or find solutions together. The Dukuhturi Village Government seeks to address community aspirations that have become issues in Dukuhturi Village, evaluate them, and use the village meetings as a platform for mutual coordination and assistance in developing infrastructure in Dukuhturi Village.

Resources

Village Funds are a crucial mechanism implemented by the central government to support development at the village level. However, it is questionable whether the amount of funds allocated is sufficient to meet the needs of the villages. From interviews conducted with village officials, it appears that the budget allocation received is used to the maximum extent possible, regardless of whether the amount is sufficient or not. Each rural area determines the priority levels for allocating village budgets through the Village Development Planning Meeting. Through this meeting, the allocation of funds will be directed toward programs deemed urgent and providing significant benefits to the community.

Village Funds play a vital role in improving community welfare through various strategic programs tailored to the needs and potential of the village. Approximately 45% of village funds are allocated to address stunting and malnutrition issues, aiming to improve health and human resource quality at the village level. Twenty-five percent is allocated for direct cash assistance (BLT) to support the purchasing power and economic conditions of disadvantaged communities, while 40% is allocated for food security programs reflecting the village's efforts to achieve self-reliance and economic resilience based on local resources. The remaining village fund budget is then used for other priority village interventions in line with the results of village deliberations. Through the proper utilization of village funds, village development can be implemented effectively, thereby improving community well-being and ultimately achieving sustainable village development as a whole.

In the management of village funds, village officials have been provided with the necessary knowledge to manage and utilize the budget effectively. Currently, the distribution system for Village Funds has been transitioned to a non-cash or direct transfer method, utilizing the CMS system. The implementation of this system is scheduled to be rolled out evenly across Indonesia starting in 2025, while Brebes Regency has already begun utilizing it from the outset. With the implementation of this system, the disbursement process becomes more transparent, and taxes such as VAT and income tax can be directly deducted. This statement indicates that village officials have been able to understand and adapt well to the system implemented by the government to enhance village financial accountability.

From an infrastructure perspective, village officials state that supporting infrastructure has reached an adequate level, enabling transactions to be conducted easily via computers or mobile phones, thereby providing greater convenience and efficiency. The government has also conducted outreach activities related to the implementation of this cashless payment system

through village-level meetings to ensure that all parties involved have a thorough understanding of its usage process. Through the provision of adequate facilities and a deep understanding of the new system, it is hoped that village fund management will become more transparent and effective in improving the welfare of village communities.

The necessary policy resources must also be prepared to support the smooth implementation of specific policies. As key actors in implementation, the capacity of village officials to manage the Village Fund allocation program is essential. It is worth noting that financial resource constraints often become a significant hindrance to the successful implementation of policies. Village officials, as the implementing actors of the Village Fund program, must possess essential capabilities in leadership, guidance, planning, supervision, and reporting. Mastering these capabilities will automatically enhance the success rate of policy implementation.

As part of the resource element, funding requires optimal management. The village government has a crucial responsibility to ensure the effective and efficient utilization of the budget provided. In relation to the implementation of the Village Fund allocation policy, the local government has taken strategic steps to determine and provide funds. However, the village government remains responsible for appropriately utilizing these funds so that they can be effectively conveyed and understood by the entire village community.

Disposition/Attitude of the Implementer

The Village Fund policy implemented by the government has contributed significantly to rural communities. Previously, no specific budget was allocated for community development and empowerment efforts in villages. The Village Fund provides crucial support for this policy, as village officials recognize the significant benefits it brings to the community. The village deliberation process remains the primary step in determining the programs and development initiatives to be funded by the Village Fund, aimed at meeting the needs and aspirations of the local community. The concept of community self-reliance is a crucial pillar, ensuring that every development initiative makes a significant contribution to improving community well-being and accelerating sustainable village development.

In the context of commitment to fund management, village officials demonstrate a very cautious attitude and comply with applicable regulations. Collaboration among the village head, village secretary, operator, and treasurer is crucial in managing the Village Fund to ensure the program's success.

Disposition is closely related to the desire to act. In the context of behavioral science, willingness can arise from internal motivation within an individual. Village officials, as the party responsible for implementing village fund allocation policies, need to create strong motivation in order to implement these policies effectively. When this desire arises, it will encourage village officials to implement village fund allocation policies with full responsibility. This disposition can be recognized through participation, active involvement, and other concrete efforts in implementing the village fund allocation policy, particularly those related to physical development.

Regarding the concept of disposition in the context of policy implementation, this study found that the attitude of the Village Fund program implementers in Dukuhturi Village was in the fairly good category. They demonstrated strong dedication and commitment in implementing the established programs.

Full support from all elements of the village administration (officials, BPD, LPM, Karang Taruna, community leaders, and local residents) for programs in Dukuhturi Village is driven by the positive impact of village development. This is an important asset for Dukuhturi Village in demonstrating its commitment to realizing the Village Fund budget for each development program implemented, as well as preparing for potential future success.

Bureaucratic Structure

Bureaucratic Structure in the Implementation of Village Fund Policy In the implementation of the Village Fund, a comprehensive understanding of the objectives and benefits of the policy is essential for village officials. In managing the allocated budget, the village government, comprising various village officials, always exercises caution. The key to the effective use of funds lies in good coordination to meet community needs. Every decision related to the use of Village Funds is made through a deliberation process at the village level, ensuring that community aspirations are adequately accommodated. In addition, if a village faces an emergency, such as a natural disaster, a Special Village Deliberation (MUSDESUS) will be held to respond to the situation efficiently and accurately.

Although several factors can hinder the implementation of the Village Fund, the bureaucratic system is well-organized. When a situation arises in which the village secretary or the individual responsible for village financial management is no longer able to continue their duties, it can cause significant obstacles in village financial operations. In such circumstances, delays occur in administrative processes because crucial documents and data

are under the control of the individual who previously managed the system. To resolve this obstacle, village officials often discuss with village facilitators to ensure the smooth running of administrative processes.

In addition to technical issues, village meetings often involve differences of opinion or objections from residents regarding the use of Village Funds. However, the village officials' perspective is that these are part of the community's aspirations that must be assessed. All feedback provided will be considered, taking into account budget availability and the established priorities for village development. By maintaining good coordination and continuously conducting evaluations, village officials strive to ensure that the implementation of the Village Fund is effective and provides tangible benefits to the community.

The role of the organizational structure as a framework for distributing authority and coordinating mechanisms among implementing agencies is crucial in the context of policy implementation. Observations in Dukuhturi Village indicate that coordination and cooperation within the organizational structure for Village Fund implementation have been functioning fairly well across all elements. All levels of government, from the district to the village level, demonstrate solid collaborative performance through effective communication and coordination, as well as the accountable execution of functions. This condition ensures the smooth running of the Village Fund management process without significant obstacles, from budget planning to distribution. Furthermore, the BPD has successfully carried out its duties in facilitating the flow of information related to the Village Fund to the community, thereby effectively preventing misunderstandings among the various parties involved in implementing this policy.

CONCLUSION

Based on our study of the Village Fund's success in Dukuhturi Village, Ketanggungan Subdistrict, Brebes Regency, it can be concluded that the implementation of this policy has been consistent with the provisions of Law No. 6 of 2014 concerning Villages. In line with George C. Edward III's concept of policy implementation, all key variables of communication, resources, disposition, and bureaucratic structure have been proven to have been implemented effectively. Village meetings serve as an important platform for facilitating communication between the village government, sub-district, and community to ensure equitable access to information. From a resource perspective, despite constraints on available funds, the village government has made efforts to manage the village fund optimally by implementing a cashless

system that enhances transparency and accountability. The disposition or commitment of village officials to policy implementation reflects a high level of seriousness and responsibility, supported by strong community participation. The existing bureaucratic structure operates with efficient coordination among the elements of village, sub-district, and district governments, enabling the implementation of village funds to proceed smoothly from planning to execution without significant obstacles. The successful implementation of the Village Fund Policy in Dukuhuri Village can serve as an apparent best practice reference for other villages.

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