

IMPLEMENTATION OF VILLAGE FUND POLICY IN WAJO REGENCY



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Abstract

This study aims to describe and analyze the implementation of the Village Fund policy in Wajo Regency in terms of the content of policy and policy context aspects. This study used qualitative research methods. This research approach was carried out using a case study approach. The selection of informants in qualitative research is entirely determined by the researcher using a purposive sampling technique. The types of data collected in this study are primary data and secondary data. Data collection techniques used in this study were direct observation, in-depth interviews and documentation. The analysis phase includes data arrangement, data reduction, data presentation and drawing conclusions or verification. The steps to determine the validity of the data are carried out through the degree of trust, changeability, dependability and certainty. Based on the results of the research, it is concluded that aspects of policy content based on indicators of interests that are affected have not been successful in accommodating group interests. The type of benefit indicator has many benefits for the presence of village funds. indicators of the desired degree of change, have not succeeded in giving a better change impact in accordance with the change targets to be achieved. Indicators of the position of decision makers are not centralized but are coordinative in nature so that there is fragmentation between authorities dealing with other units so that the role in formulation and implementation is not maximized. Indicators of resource availability were found to be inadequate in terms of the quantity of resources available and the budget inadequate. While aspects of the policy context, it was found that policy implementers were unable to overcome economic interests and create equal distribution of income, employment and business opportunities for rural communities in the framework of the dominant socio-economic development of rural communities. Based on these conclusions, it is suggested that the design of proposals for implementation of the Village Fund policy should prioritize community participatory aspects through the Bottom Up activity planning scheme. Village fund policy implementation activities should be made by taking into account the potential that exists in the village. Implementers of the Village Fund policy implementation program are not focused solely on the village government, but are distributed to stakeholders and community groups in the village.

Keywords: *Implementation, Policy, Policy implementation, Village Fund*

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1. Introduction

The village is an important entity in the Unitary State of the Republic of Indonesia. The village is mentioned in Law Number 6 of 2014 concerning Villages as a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, origin rights,

and/or traditional rights that are recognized and respected in system of government of the Unitary State of the Republic of Indonesia. In order to accelerate the backwardness of rural development, the village government is obliged to carry out accountability in the use of village funds and improve the quality of human resources, with an approach that can accommodate all components of human

resources with existing qualities capable of participating.

Based on Government Regulation Number 72 of 2005 that Village income consists of: 1) Village Original Income from: results of village wealth, self-help and participation results, and mutual cooperation, 2) Tax Sharing or Regency Restitution, 3) District Central and Regional Balancing Funds or Allocation of Village Funds, 4) Financial Assistance from Provincial and District Governments, 5) Non-binding grants and donations from third parties.

Village Funds are stimulant assistance or incentive funds to encourage financing programs for administering village governance, implementing development, community development, and community empowerment (Regulation of the Minister of Village Number 5 of 2015), also part of the balancing funds received by districts/cities for at least 10 % in the regional revenue and expenditure budget after deducting the Special Allocation Fund (Law Number 6 of 2014).

Merilee S. Grindle's implementation theory reveals that the occurrence of cases in policy implementation lies in the policy environment factors, namely the amount of power, interests, and strategies owned by the actors involved in implementing the policy, in this case the amount of authority of the village head who receives Village Funds goes directly into in the village account, and its use is the full authority of the village head.

As described in Government Regulation Number 72 of 2005 that the source of Village Funds is from the National Revenue and Expenditure Budget and the Regional Revenue and Expenditure Budget which are redistributed to the village. This means that the source of funds comes from taxes and fees collected from the people, so reporting and accountability must be clear.

The accountability form of the Village Fund is integrated with the accountability of the Village Revenue and Expenditure Budget, so that the form of accountability is accountability of the Village Revenue and Expenditure Budget. The form of reporting on activities in the Village Revenue and Expenditure Budget financed from the Village Fund is as follows: (a) Periodic reports,

meaning that reports regarding the implementation of the use of Village Funds are made regularly every month. As for what is contained in the periodic report is the realization of Village Fund receipts and realization of Village Fund spending; (b) Final report on the use of Village Funds which includes developments in the implementation and absorption of funds, problems encountered, and recommendations for finalizing the results of using Village Funds.

Meter and Horn (1975: 6) define policy implementation as actions taken by the public and private sector both individually and in groups aimed at achieving the goals set in policy decisions. This definition implies an effort to transform decisions into operational activities, as well as achieve changes as formulated by policy decisions.

Grindle's (1980) administrative political model assumes that the task of implementation is to establish a chain that allows the direction of public policy as a result of government activities. In this case, government policy is translated into action programs to achieve the goals stated in the policy. The program seems to be translated into specific projects that are easy to implement.

Implementation often encounters obstacles, namely in the process of formulating policies there are usually assumptions, generalizations and simplifications, which in implementation are impossible to do, the result is a gap between what is formulated and what is implemented. This gap, according to Warnham (Salusu, 2003: 432), is caused by: (1) resources are not available when needed; (2) lack of information; (3) the goals of organizational units are often contradictory, so it takes a long time for management to adjust them. Discrepancies may also be caused by: (1) because they are not implemented or implemented not as they should; and (2) due to failure in the implementation process.

There are 2 (two) variables that influence the success of policy implementation according to Grindle (1980), namely policy content and implementation content. Policy content variables, including: (1) interests affected; (2) types of benefits; (3) the desired range of changes; (4) position of decision maker; (5) program implementation; and (6) availability of resources. While the implementation

context variables include: (1) the capabilities, interests, and strategies of the actors involved (2) the characteristics of the government and institutions; and (3) appropriateness and responsiveness.

2. Methods

This study used qualitative research methods. This research approach was carried out using a case study approach, namely the implementation of the village fund policy in Wajo district. The selection of informants in qualitative research is entirely determined by the researcher using a purposive sampling technique. The parties selected to be key informants are those or parties who are seen as knowing and even experiencing the events that are the object of research, namely from elements of policy makers and from elements of the community who see, feel the development in the village. The types of data collected in this study are primary data and secondary data. Data collection techniques used in this study were direct observation, in-depth interviews and documentation. The analysis phase includes data arrangement, data reduction, data presentation and drawing conclusions or verification. The steps to determine the validity of the data are carried out through the degree of trust, changeability, dependability and certainty.

3. Results and Discussion

Content of Policy

Interest Affected

The most important demand in the implementation of public policy is the extent to which the policy is able to accommodate the needs of the target group (target group), especially for policies that adhere to the top down model, policies that are unable to understand the needs of the target group tend to face public resistance so that it greatly influences the performance of successful implementation. the policy later. The target of this policy is the entire community of Wajo Regency who are directly or indirectly involved in the Village Fund program, the interests of the target groups also vary widely.

The field findings show that the tendency for Village Fund policy implementation in Wajo District to be classified as successful is for those who carry out Village Fund program

activities with monograms synchronized village potential or village real basis with Village Fund program activities in the village. Conversely, villages that tend to be underdeveloped in matters of Village Fund policy implementation refer to villages where Village Fund program activities are separate from the real basis in the village, in this case the Village Fund program is different from the daily activities of the people in the village.

This can at least be seen from field findings, especially in the six research location sub-districts. Tanasitolo sub-district as one of the sub-districts that so far has quite successful Village Fund program activities. One of them is the activity of the Village Fund program which is engaged in entrepreneurship in agriculture. What's interesting is that although the activities of the Village Fund program are engaged in the agricultural and entrepreneurial sectors, so far economically they have contributed greatly to village income, and most importantly they have been able to develop Village Fund program activities that take place in the village of Nepo. During an interview that took place, it was revealed that the Village Fund program activities were taking place in this sub-district, especially in the village, as one of the Village Fund program activities which so far had made a major contribution to the economy in the village.

"The Village Fund Program in community empowerment activities here had previously been in a vacuum. However, in the last two years it has started to appear again. Especially when empowerment activities were diverted to activities in agriculture in the form of pumping. Pumping is quite effective, this can be seen in two things. First, it can be seen from the enthusiastic participation of the community and the second aspect that can be directly felt is the contribution of this activity to village income even to the hamlet level. And again, this all took place when the Village Fund program was in empowerment activities carried out in the agricultural sector (Interview with Community Leaders/Managers of Bumdes in Nepo village, on 21/05/2022).

The agricultural profession as a profession that the community is involved in. The successful implementation of the Village Fund policy in this sub-district is inseparable from the

relational correlation between the Village Fund programs. This can be seen from BPS data which released data if the population conditions in the sub-districts are more dominated by professions. About 96% of people's livelihoods are entrepreneurs. Other data which then strengthens the field findings is that holistically, according to BPS, Wajo Regency is one of the regencies in South Sulawesi Province with relatively high agricultural potential with the agricultural sector contributing up to 30% of the existing sector.

"Almost half of the community activities here are silk weavers. You can probably be sure that every woman who is here has skills as a weaver. And this can be found in every house. Weaving activities are carried out during the day under the columns of their respective homes. Some work for necessities, themselves and relatives, there are also those who weave to be sold to traders "(PKK Management, Pakkanna Village, Tanasitolo District).

Likewise in the villages found in Takkalalla District, the tendency for policy implementation for the Village Fund program in empowering village communities to focus more on activities to improve village officials.

"The Village Fund Program in empowerment activities here is more about training activities. Training activities include training to improve the quality of village government officials and staff. This is done considering that so far the human resources in the village are still very lagging behind compared to the human resources in the village. other villages, especially in villages like in Java. In addition, the Village Fund program in empowerment activities for village officials is also carried out because so far, the knowledge of village officials regarding governance in the village is still very minimal. Through this activity, it is hoped that they can immediately improve village officials" (Interview with Leweng Village Secretary, April 26, 2022).

There is no link between community bases and activities and the implementation of the Village Fund policy in village administration activities, village development implementation, community development, community empowerment, and disaster, emergency & unexpected management that takes place in villages is an obstacle to policy

implementation in villages. It is very difficult for the community to get involved in the Village Fund program in village community empowerment activities. The classic reason is very simple that what is then offered in community empowerment activities in the village has absolutely no connection with the daily activities of the community. So that they do not have the attraction to immediately involve the community, this was acknowledged by village officials in two sub-districts.

"There are many obstacles faced in the field. Most of the obstacles expressed by the community are because they are busy with their respective jobs. So it is very difficult to get them involved in community empowerment activities. I don't think they should be blamed either, because many complain when participating in empowerment activities the community is just wasting time. There is no economic value that can be obtained by the community. even though the community wants to be able to produce. Well, you know, the name is community (Head of Patila Village, Pammana District, On 27/05/2022).

If you look at the interview excerpt above, an argument can be drawn that the obstacle is the difficulty of involving the community while realizing the implementation of the Village Fund policy in community empowerment in the village because there is a discrepancy between what the community then wants and what the government is doing through the implementation of the Village Fund policy in empowerment activities. public. Indeed, so far, the grand scheme of village fund policy implementation that has taken place in Wajo District has concentrated more on community participation in village community empowerment activities.

The problems that arise in the dimension of interests that are affected in the implementation of the Village Fund policy in Wajo Regency, arise due to the inability of the Wajo Regency government to detail the target groups whose interests are most affected, in the view of Freeman (1984), stakeholders are any person or group that can influence or influenced by the achievement of objectives, this condition causes external factor variables which were not originally the main target of

program interventions instead become key factors for successful implementation, for example the provision of credit assistance to low-income people.

This program was not completely successful in solving the problem of community needs, because the party appointed by the government as the Village Fund provider was also bound by regulations governing the procedure for granting credit to the community so that even though the budget had been provided, the community had to fulfill a number of complex requirements so that cannot be utilized by the community, conditions like this have indeed been predicted by Kadji (2008), even successful implementation must pay attention to aspects, Metality, System and Networking implementers, if implementation policies fail to solve problems then the implementing agencies are considered to lack management skills in building networking with other parties who are also involved as a determinant.

Type Of Benefits

The implementation context point of the Type of Benefits indicator seeks to realize or explain that in an implemented policy, there must be several types of benefits that show a positive impact resulting from the implementation of a policy, the greater the benefits obtained by the target group, the performance of the policy implementation more and more effective. The Village Fund Program Policy in Wajo Regency, is one of the government's efforts to carry out activities in empowering village communities.

Public policy is an intervention carried out by the government on a public problem. The existence of problems that occur in the community becomes a problem, then these problems can only be solved by means of local government intervention.

It's just that, in practice, what is then desired does not work as it should. The aim of the policy to solve public problems has not been realized. Instead what appears is often a new problem. At this stage, there is concern about the limitations of the implementor in understanding the problems in the field. Implementor limitations become something natural. The social distance between public issues and implementers often takes a very

long distance. Thus, what is said by the public issue by the implementor is not necessarily the most crucial public issue in society. This situation is very risky. The reason is, problems that are said to be problems by implementers will be formulated as public policies. The impact on policy implementation is also biased by not solving problems, but has the potential to add to a long list of new problems.

"Alhamdulillah, so far the implementation of the Village Fund policy in the community empowerment activities that are taking place here has been very helpful. With community empowerment activities in the form of agricultural pumping. As a form, in a year this activity is able to generate a profit of 80-100 million per year. A quite large number. this is then used for many activities, including for activities in the village, community empowerment activities, for repairing facilities in the village and also what is no less interesting is that this activity is able to increase the awareness of the village community to work together. Because there are results that they can get immediately " (Interview with Community Leader of Malluse Salo Village, Sabbangparu District, On 24/05/2022).

This finding strengthens the argument that the implementation of a policy will be largely determined by the measure of benefits that will be felt by the target group. Although at this stage it is very possible to debate about the satisfaction limit which can then be said to be a measure of the success of a policy implementation. A measure that is quite biased which is a very debatable gap in assessing the success of a policy implementation.

The embodiment of the implementation of the policy from the aspect of the benefits provided has not been successful in being given fairly and evenly as a whole even though there have been some positive impacts in improving conditions from before, but in terms of the benefits of the policy only touching a few groups, several factors have caused an unequal distribution of justice in providing benefits to society is caused by the government's weak consistency in implementing law enforcement, whereas according to Merilee S. Grindle's (1980) implementation theory, the aspect of the type of benefits from implementation explains that in a policy there must be several

types of benefits that show the positive impact produced by the implementer of the policy. to be implemented.

The same view was also expressed by Purwanto (2012: 21), describing that implementation activities are "activities to distribute policy output (to deliver policy output) implemented by implementers to groups (target groups). The benefits of the policy are expected to emerge when the policy output can be accepted and utilized properly by the target group so that in the long term the results of the policy will be realized. but also has concern for the implementation of village development and empowerment of rural communities while at the same time improving the welfare of rural communities.

Extend Of Change Envisioned

Every implementation of a policy certainly expects a change that is better than the previous conditions. Each policy has a target that one wants and wants to achieve, the content of policy that wants to be explained at this point of scope of change is that the extent to which the desired change from a policy must have a clear scale. A program that aims to change the attitudes and behavior of the target group is relatively more difficult to implement, compared to policies that are real in nature and the results are obtained directly. In relation to the impact of the changes to be achieved in the implementation of the Village Fund policy in village community empowerment activities in Wajo District, it contains elements of the reach of changes in the behavior of village communities as well as real changes in the form of village community empowerment activities.

In implementing the Village Fund policy, the Wajo Regency Government formulates the goals of the changes to be achieved, based on the goals and targets set by the laws and regulations in the field of the Village Fund program, according to the Head of the Wajo District Community and Village Empowerment Service Dra.Hj.Andi Liliyanna., M Si, explained that there were several targets for change that the Wajo Regency government wanted to achieve through the implementation of this policy:

"The Constitution in article 28 is a constitutional mandate, that clothing, food and

shelter are citizens' rights that must be fulfilled so that it is the government's obligation to provide boards, in this case people's homes according to their level of ability, therefore the government through the Village Law and Regional Regulations Wajo District has developed policy scenarios to achieve several targets for meeting community needs as well as environmental feasibility and comfort aspects. (Source: Wajo Regency PMD Service, 17 April 2022).

Based on the objectives stated by the informants, it is known that the general goal to be achieved by the government is community empowerment as mandated by the constitution in order to realize these goals, several policy scenarios have been formulated to achieve these goals obtained from policy sources that regulate Village Funds. Furthermore, the Head of Community and Village Empowerment Division of Wajo Saiful Regency., S.STP., M.Sc.

"We hope that the changes that occur after this policy is implemented, there will be changes in the relations of the three actors, namely the Government, the business world and society, these three are actually the targets of the policy so that the expected changes also occur in these three components, because each of them Each of them has an important role in administering the Village Fund, as stipulated in Law Number 9 of 2015 that one of the concurrent government affairs that is mandatory and related to basic services is the matter of empowering village communities. (Source: Wajo Regency PMD Service, 17 April 2022).

The informant's statement above is in line with Law Number 23 of 2014 concerning Regional Government as amended several times, most recently by Law Number 9 of 2015, one of the concurrent government affairs that is mandatory and related to basic services is the matter of empowering rural communities. Furthermore, the explanation of the policy contains clearly the scope of changes to be achieved, making it easier for implementers at the district/city level to determine the target criteria to be achieved.

Policy consistency turns out to be the underlying causal factor so that policy implementers have the ability to formulate the desired range of changes, this opinion is in line

with Islamic thought (2010), that policy implementation can be interpreted as consistent actions, both by individuals and government groups, which is oriented towards achieving the objectives outlined in policy decisions at various levels. The results of implementing the policy can produce the expected impact or the impact that is not expected (spillover negative effect).

Site Of Decision Making

Decision making in a policy plays an important role in the implementation of a policy, so in this section it must be explained where the decision making of a policy will be implemented. Policies that will be formulated and legitimized by authorized institutions also greatly influence the success of policy implementation, the legitimacy of the authorities will greatly determine the compliance of implementing agents at the low level. The more dispersed the position of decision makers in implementing public policy, the more difficult it will be for policy implementation, because many decision-making units are involved in it, in this case stakeholders who are seen as decision makers, the simpler and more centralized their position will be, the easier it will be for implementation performance.

The characteristics of the implementation of the Village Fund policy are multi-sectoral and multi-actor, very complex and require centralized coordination so that this policy can be implemented properly, it realizes the importance of war for all stakeholders and optimal inter-sectoral coordination to facilitate implementation performance on the decision-making dimension. decision, the Wajo Regency government issued Wajo Regent Regulation Number 6 of 2016 concerning the Formation and Composition of Wajo Regency Regional Apparatuses.

Even though the Wajo Regency Community and Village Empowerment Service is the leading sector in implementing the Village Fund Program, it does not mean that all sectors of the Village Fund Program implementation can be formulated in the Community and Village Empowerment Office institutions, the division of elements of Village Fund administration in village community empowerment activities in other institutions, complicating implementation performance, the

existence of coordination and a fragmented bureaucratic structure causing the potential for failure of communication between policy implementers to become more open, this division of roles was also revealed by the Head of the Community and Village Empowerment Service (PMD) of Wajo Regency.

"Indeed, when it comes to administering the Village Fund, some of the work sectors are with us, for example in terms of administering the Village Fund and Village Government in village community empowerment activities" (Source: Primary data of the Wajo District Community and Village Empowerment Office, April 2022).

This fragmentation of decision making will limit the ability of officials in certain jurisdictions, a further consequence is the waste of scarce resources with such a successful implementation of complex policies, there needs to be good cooperation from many people. Therefore, with the existence of a fragmented organization, it can hinder the coordination needed to implement a complex policy and can waste resources, the desired changes, cause chaos, confusion, all of which will lead to the implementation of policies that deviate from its original purpose. previously set.

The implementation of the Village Fund policy in Wajo Regency when making decisions comes from various agencies and is not centralized in the responsible technical regional apparatus, namely the Community and Village Empowerment Office. Conceptually, the Wajo District government formed a working group for the Village Fund with the intention that all stakeholders can take a role and contribute to the successful implementation of the policy. Village head. All three can formulate programs in a coordinative or authoritative manner.

This opinion is not entirely wrong because in practice it does have significant benefits, but that does not mean that it does not have negative implications. Collaboration by dividing the respective roles to all stakeholders will actually create sectoral egos between institutions, which will make it difficult to make strategic decisions. .

This is in line with the opinion of Merilee S. Grindle (1980) the more dispersed the position of decision makers in the implementation of public policy, both geographically and organizationally, the more difficult it is to implement the program. saving and getting out of authority as an executor can lead to inconsistent performance. Decision making is the process of evaluating various alternatives related to individual or organizational goals, so decision making is choosing one of the various alternatives, from this definition it can help us to predict the situation, so if the existence of a decision lies in several organizations and institutions it will also produce an evaluation. and different alternatives even though the context of the problem is the same.

Implementation Program

The process of implementing policies does not only concern the behavior of administrative/governmental bodies that are responsible for implementing programs and engendering adherence to the target group, but also involves the network of political, economic and social forces, which can directly or indirectly influence behavior of the parties involved. Errors or imperfections in a policy can usually be evaluated after the policy is implemented, as well as the success of implementing the policy can be analyzed in terms of the consequences that arise as a result of implementing the policy. Assessment of policies can include policy content, policy implementation, and policy impact.

"Indeed, one of the obstacles related to the implementation of the Village Fund policy in community empowerment activities lies in the implementation of activities. The implementers of the activities referred to here are more about the ability of village officials together with other village staff. Actually, if the human resources are qualified in village community empowerment activities here It can also be done. But because of the quality of the human resources we have, so even though there is an idea, it still gets stuck in implementation" (Interview with Secretary of Salotengnga Village, Sabbangparu District, April 11, 2022)

The relatively low human resources of village officials were strengthened by the very low

human resources of the target group. This makes the activity program for the Village Fund even more constrained. This situation is clearly illustrated by the Village Fund output. Each village meeting is held by village officials and the community is very passive, only accepting and agreeing. Meanwhile, those who take a bigger role are village assistants, village assistants and even the person who initiates each Village Fund program in village community empowerment activities which are then made documents to become working documents for the village government in Wajo District. This was revealed from the results of interviews,

"Ideas about Village Fund program activities regarding village community empowerment usually come from village assistants. Even village assistants almost dominate when deliberations take place. Never mind the community, village officials often don't even think about community empowerment in the village (Interview with BPD Lempa Village, Pammana District , on April 28, 2022)

In the field, there is a tendency for community empowerment activities to be carried out by the village as repetitive activities. Many community empowerment activities have actually been carried out in the previous year, but in the following year they were still presented and re-presented as community empowerment activities. This was done consciously by village officials, and the community has also accepted it as something normal. As a result, many community empowerment activities are merely ceremonial. Have neat notes in the document as a work plan, but the activities carried out are the same as the activities in the previous year.

Regarding the success of public policy, Islamy (2003) states that a state policy will be effective if it is implemented and has a positive impact on society, in other words, the actions or deeds of humans who are members of society are in accordance with what is desired by the government or the state. Therefore, the government needs to ensure that policy implementation is carried out effectively through adequate program design and structuring of the implementation process (Pulzl & Treib, 2007).

According to Matland (1995) can be interpreted as "who does what", the clarity of tasks and authority of program implementers is the key word for successful implementation of activities referred to as the accuracy of implementing, in many cases the implementation of policies involved in implementing activities is strongly influenced by the quantity and quality possessed. by program implementers, quantity can be in the form of the number of people and organs involved as implementers.

Resource Committed

Village Community Empowerment aimed at increasing the capacity and capability of the Village community in applying the results of the development of science and technology, appropriate technology, and new findings for the economic and agricultural progress of the Village community by utilizing their own potential and resources. Village community capacity development must be carried out on a self-managed basis by the Village or inter-village cooperation bodies and carried out based on statutory provisions,

Priority use of Village Funds for programs and activities in the field of administering village administration, in the field of implementing Village development, in the field of village community development, Village community empowerment and in the field of disaster, emergency & unexpected management as referred to in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 16 of 2018 concerning Priority for Use of Village Funds.

"Almost all village community empowerment activities that take place in the village are budgeted for from the Village Fund. Moreover, in this village, the community also does not fully have sufficient income so they still need assistance. We are indeed trying to reduce dependence on Village Funds for activities village community empowerment activities but for now it seems we can't. We still really need Village Funds for community empowerment activities". (Interview with Liu Village Head, Sabbangparu District, May 2022).

It is almost certain that every village community empowerment activity that takes

place in Wajo Regency still relies heavily on the Village Fund. This is most evident in Bumdes activities, for example. It is true that the people in Liu Village have quite good village community empowerment activities. On the contrary, field findings show that many village governments have allocated large budgets for community empowerment activities in villages, but in practice community empowerment activities in villages have not been fully realized. This proves that the resources that have been mobilized so much for the village cannot guarantee that community empowerment activities can run optimally.

In line with the view of Edward III (1980), resources consist of human resources and facility resources, the availability of human resources can be seen from the adequacy of the number of employees (quantity) and the competencies possessed by employees (quality), while facility resources can be in the form of a budget and other physical facilities needed by the implementor in running the program, if using the parameters Meter and Horn (1975), in the study of implementation of the Village Fund policy, it can be concluded that the resources are still not able to support implementation performance.

Context of Policy

Power, Interests and Strategy of Actors

Today, village governance is an interesting topic when viewed from a micro political escalation. The dynamics of village government is very pronounced after the reform which explicitly provided democratic space for the village and had implications for the existence of the village head's political position. This democratic space has provided an opportunity for village elites to be able to contest democratically. In order to obtain a mandate from Village residents in managing village administration and resources. This aims to build and realize the welfare of the village community.

The democratization that has taken place in the Wajo district has provided implicit support for welfare improvement programs in the villages under the Wajo district administration. One form of this program is empowerment which directly targets rural communities, both in underdeveloped areas and urban villages. In

the village context, there have been dynamics in the implementation of village governance in recent years. Precisely after the issuance of the Law on Villages which gave more authority to the Village in managing the Village budget. The budget received by each Village can be managed autonomously so that this authority creates dynamics that have implications for the process of democratization in the Village. The post-issuance of the village law is a breath of fresh air for the current village government. Financial capacity can slowly be managed independently by the Village.

In this context, the process of implementing a policy is not enough to just need a good policy content program. However, it is also necessary to consider the condition of the policy context as a space for policy implementation, because the real factor that is no less important is the issue of social, political and economic conditions. Thus, context is still needed as a region and time so that the desired changes from the policies that have been designed in the policy content can be implemented properly in accordance with the policy objectives. The process of inequality in the distribution of resources in Wajo Regency can be said to be influenced by a political structure that does not accommodate the needs of the community as a whole.

Communication between implementing actors in a village with a political structure above it does not run as a whole. So that the implementation game strategy for actors cannot make their wishes accommodated in policy implementation. Especially with regard to Village Fund policies. Therefore, it is important to pay attention to context for implementers both at the intra-organizational level and at the extra-organizational level with the target groups that are the target of the policy. The imbalance in distribution that occurs should be a note that political affiliation that is not evenly distributed in each village will have implications for not achieving policy goals evenly in Wajo Regency. The influence of power will continue to provide easy access in creating appropriate policies. The practice of approaching the authorities can be a bridge in achieving the effectiveness of the policies that have been set.

Characteristics of Government and Institutions

Institutional styles can provide an overview of the pattern of relations between the state and society. State capacity is closely related to the authority it has in the framework of policy making and budgeting. Meanwhile, the community is positioned more as a social network that can be mobilized. The problems that occur in the field explain that one of the people's unrest or disagreement in terms of government policies is not on target. In the village, of course, they are very familiar with various village assistance officers, especially the Family Hope Facilitator, which is a program of the Ministry of Social Affairs.

Sometimes those who subscribe to the provision of social assistance target groups that fall into the category of those who are well-off or able-bodied in the village. As a result, other residents who are still in the category of deprivation do not receive social assistance. This has become a separate problem for the village community, the apparatus has tried to protest against the parties involved. However, communication between the two parties did not go well. The villagers even suggested that in the future Family Hope Assistance officers should be recruited based on domicile alone because they are thought to have a better understanding of the actual conditions of the village.

The top-down pattern has the disadvantage of not being able to cover in detail the needs at the grassroots level. Therefore the potential for conflict that occurs is quite likely to occur. Although it has the advantage of time efficiency in determining the policies to be implemented. This is the complaint of Lagoari village residents because policy programs in the form of assistance are instead given to residents who are categorized as able-bodied in the village. Meanwhile, residents who were in the poor category did not receive any assistance at all (Interview with Mr. Kaharudin on 25 May 2022, as chairman of the Consultative Council for Lagoari Village, Takalalla District, Wajo Regency). Such public anxiety should be input for the government to pay attention to. So that public services for welfare in the village get a bright spot. With a good amount of budget should continue to improve services. The attitude of the people who tend to be participatory in voicing their anxieties, the real problems that exist in the village should make it easier to

identify the problems that exist in the villages. So that local governments can easily provide the right solution.

Compliance and Responsiveness

The level of participation of village residents varies greatly in responding to the implementation of the Village Fund policy which will be carried out in the village, especially the issue of village community empowerment. The participative role of the community is very important in responding to policies, an indicator of community acceptability can be one of the benchmarks in assessing whether the implementation is going according to purpose or not. In this context, researchers classified the forms of responsiveness that exist in villages in the Wajo Regency area. The classification can be divided into 2 parts, namely, the first is the responsiveness of the community in the urban village category, and the second is the responsiveness of the community in the village category far from the city center.

In the context of urban villages, as happened in Nepo village as a village that has a variety of different community professional backgrounds. In addition, urban characteristics are also a challenge for villages in gaining participation in implementing Village Fund policies in village community empowerment activities. The problem that arises is the participatory problem of village residents, whose constraints can be felt by village officials. One of the problems is participatory issues that are not yet comprehensive in society. Some people still don't care about the various Village Fund programs so that the facilities provided by the Village cannot be maximized by all residents. The indifference of some people can be said to be a social obstacle faced by every village. With the characteristics of a village that is very close to urban areas, it will definitely pose its own challenges for the village.

Close interaction with urban areas creates various effects for villages, ranging from cultural issues to business competition issues. So that village communities are required to be more competitive in facing various challenges in village development. It will feel very different when viewed from rural conditions far from urban areas. The composition of the community which tends to have the same

background makes it easier for them to be able to participate together in the implementation of the Village Fund policy in community empowerment program activities in the village.

In the context of this research, of course, it can also show villages that are considered successful in carrying out village policy implementation. Especially the village of Nepo which has been successful due to political support factors. The funds will look very different from their neighboring villages, which do not have the same program as Nepo village. In addition, there is another category that shows the success of the village in the process of implementing policies in the village, namely urban villages. The interesting thing about urban villages is that they have limited village budgets, and do not get the distribution of resources from the authorities but are still able to implement policies properly.

All problems that are common in other villages, such as the problem of a budget that is considered minimal, can be overcome by carrying out various creative and innovative ways by the village government itself. This concept is also developing by optimizing the role of Village Owned Enterprises as village business units whose profits will provide input to the village's original income. So that economic independence will greatly affect the policy implementation process in the village. The difficulty of political affiliation to obtain resource assistance is not a significant obstacle to policy implementation. Villages can still carry out maximum empowerment programs by recognizing the needs of village communities. Therefore, qualified human resources are needed in managing the village. Competitive human resources tend to be able to rely on internal strategies in fulfilling policy programs run by villages. In addition, the village will also not have a very high dependence on political factors in the framework of implementing policies in the village.

4. Conclusion

Based on the results of the research, it is concluded that aspects of policy content based on indicators of interests that are affected have not succeeded in accommodating group interests. The type of benefit indicator has

many benefits for the presence of village funds. indicators of the desired degree of change, have not succeeded in giving a better change impact in accordance with the change targets to be achieved. Indicators of the position of decision makers are not centralized but are coordinative in nature so that there is fragmentation between authorities dealing with other units so that the role in formulation and implementation is not maximized. Indicators of resource availability were found to be inadequate in terms of the quantity of resources available and the budget inadequate. While aspects of the policy context, it was found that policy implementers were unable to overcome economic interests and create equal distribution of income, employment and business opportunities for rural communities in the framework of the dominant socio-economic development of rural communities. Based on these conclusions, it is suggested that the design of proposals for implementation of the Village Fund policy should prioritize community participatory aspects through the Bottom Up activity planning scheme. Village fund policy implementation activities should be made by taking into account the potential that exists in the village. Implementers of the Village Fund policy implementation program are not focused solely on the village government, but are distributed to stakeholders and community groups in the village.

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