

Implementation of Village Funds for Community Development in Supporting Grassroots

Septi Wulandari^{ID}, Isna Fitria Agustina^{ID}

Public Administration Program, Faculty of Business, Law, and Social Sciences, Muhammadiyah University of Sidoarjo, Indonesia

Corresponding Author Email: isnaagustina@umsida.ac.id

ABSTRACT

Received: February 20, 2025

Revised: March 19, 2025

Accepted: March 31, 2025

Keywords:

Implementation, Village Funds, Village Community Development

This study aims to analyze and evaluate the implementation of village funds for community development in Krembung Village which is adjusted to the rules and planning. This research method is based on qualitative descriptive with purposive sampling techniques. Data collection techniques through interviews, observations, and documentation and analysis starting from reduction, presentation, and drawing conclusions. The results of the study are four dimensions of policy implementation according to Edward III, namely communication, resources, disposition, and bureaucratic structure. Based on the findings of the first dimension, communication, there is still miscommunication between the community and village officials. Second, human resources are an obstacle for villages in utilizing existing village funds, but financial resources are in accordance with other village budget allocations in the implementation of village funds for community development. Third, the disposition based on the reaction theory is good, and the willingness, ability, and commitment of implementers in using village finances for community development. Fourth, the bureaucratic structure, support or preparation of appropriate structures, such as the preparation of positive relationship patterns and in accordance with the responsibilities of each village official.

INTRODUCTION

Villages are included in the district area and are legal community units that have the authority to manage community affairs according to the origins accepted by the national government. The central and regional governments have implemented various village development strategies. One of them is the regulation of profit sharing between the central and regional governments, which aims to encourage village development and community involvement. Given that villages have various problems that continue to affect them and tend to be stigmatized, village development must be a priority scale (M. Hariadi et al., 2020). The existence of villages in a formal legal manner according to Law No. 23 of 2014 concerning Regional Government and Law No. 6 of 2014 concerning Villages where Article 1 paragraph 1 states that villages are legal community units with territorial boundaries that have the authority to manage community interests based on community initiatives and original rights recognized by the Indonesian government (Harsin, 2018). Village funds are funds used to finance the implementation of government, development, community empowerment, and community development which are taken from the state revenue and expenditure budget and distributed to villages and traditional villages through the district/city revenue and expenditure budget (PP No. 60 of 2014 concerning Village Funds)

The purpose of village funds is of course to achieve national welfare (Supriyadi and Asih, 2021). The implementation of village funds is one of the efforts to realize national goals, including improving community welfare, as stated in the Preamble to the 1945 Constitution. The government's ability to carry out its duties, which include development, service, and

empowerment functions, greatly influences efforts to achieve them. The budget is needed to carry out state functions, especially community empowerment which is influenced by social, cultural, political, defense and community security (Sinaga, 2023). Before there were village funds, original village income and village fund allocation (ADD) were part of village income. ADD is a percentage of the regional government cash balance, while original village income comes from trade, wealth, community self-reliance, and community involvement. Village income mostly comes from money taken from the APBN and then increased significantly (Halim and Taryani, 2023).

According to the Directorate General of Fiscal Balance (2019) the village fund program for the welfare of the people, encourages the realization of equitable development. Village finances support the realization of more egalitarian villages, improving village public services, strengthening the village economy, empowering village communities, and reducing poverty rates. According to Aziz (2016) the use of village funds is effective if its implementation is in line with community needs. One indicator of the success of village financial utilization for village development is the extent to which the funds are absorbed according to priorities. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration has repeatedly issued laws and regulations on the priority of village financial utilization in line with national priorities to support this statement.

Development is one aspect of the government's role in achieving national goals that produce a prosperous society, in addition to the role of empowerment, regulation, and service (Wibowo and Lestari, 2016). Development in rural areas requires modification through regulation, coordination, and

communication, as Nurcholis (2011) a village is a society founded on the basis of conventions and customary law with established boundaries and has close relationships both physically and spiritually because of common interests, both political, economic, social, security, and hereditary interests (Sinaga, 2023). Development is seen as a deliberate transformation process that occurs in the life of society and involves state involvement. Development is a process of restructuring and revitalizing all social and economic structures and efforts to improve community welfare. The level of independence and willingness of the community to produce, maintain, and advance development results is another indicator of development success. According to Law No. 6 of 2014 Article 1 Number 8, village development is a step to optimize the welfare of village communities (Wahyuni and Yulistiyo, 2021).

According to Nugroho (2012) in theory, policy implementation is how the policy achieves its objectives. In order to implement public policy, there are two options: implementing it directly as a program or creating derivative policies or derivative public policies. Laws and regional regulations are examples of public policies that require the enactment of regulations, which are often known as explanatory public policies (Harsin, 2018). Implementation is a process carried out in order to implement policies in society so that they produce the desired output. Activities in this series include: The first step is to create a series of follow-up regulations which are policy interpretations. Second, providing resources to support implementation activities, such as infrastructure and facilities, funding, and who is responsible for the policy. Third, how to provide concrete regulations for the community (Mansyur et al., 2022). Village funds provide opportunities for Indonesian villages to grow independently through community empowerment and village development initiatives (Sumarto and Dwiantara, 2019). Village finances can encourage economic development and the welfare of village communities if managed properly and efficiently. Economic inequality can be reduced and the village economy can be strengthened by improving infrastructure and improving the quality of human resources through community empowerment supported by village finances. By allocating various programs, village funds primarily aim to achieve inclusive economic growth. The allocation of village funds in Indonesia is:

Table 1. Village Fund Allocation in Indonesia

Village	Fund Year
2021	Rp. 72.000.000.000.000
2022	Rp. 68.000.000.000.000
2023	Rp. 70.000.000.000.000

From Table 1, in the period 2021 to 2023, the allocation of village funds fluctuated, with a significant amount each year. In 2021, the allocation of village funds reached IDR 72 trillion, while in 2022, the amount decreased to IDR 68 trillion, and increased again in 2023 to IDR 70 trillion. Although the allocation of village funds increases every year, the utilization of these funds is often constrained by various factors. Among them are the lack of human resource capacity at the village level, low supervision and transparency in fund management, and minimal innovation in the utilization of funds for sustainable development. In addition, the uneven distribution of funds and the differences between developed and underdeveloped villages are also issues that need attention. This indicates an urgent need to evaluate how these funds can

be used more effectively and efficiently, as well as to identify obstacles that hinder the optimal utilization of village funds.

The problem of village funds is the planning and management of the use of village funds. Reports on the actual distribution and use of village funds have not been communicated adequately, and the low level of community participation has resulted in several programs being poorly targeted or not fully supported by villagers. The use of village funds outside priority areas, the lack of sufficient evidence to support the use of village funds, and the fact that the work chosen to be managed independently is carried out by a third party are obstacles to their use. This national problem also occurs in Krembung Village. Krembung Village receives ADD every year for the management of Krembung Village funds which are used to help village businesses. Every use of village funds in Krembung Village is stated in the local village fund accountability report in accordance with the targets and budget realization. Krembung Village is required to prepare village financial reports in accordance with the village financial management guidelines from the Financial and Development Supervisory Agency and is able to use village funds in accordance with the criteria of Permendagri Number 113 of 2014. Krembung Village ADD, namely:

Table 2. Village Fund Receipts in Krembung Village 2021-2023

Village	Fund Year
2021	Rp. 820.000.000.000
2022	Rp. 815.000.000.000
2023	Rp. 829.000.000.000

From Table 2, in the period 2021 to 2023, the allocation of village funds fluctuated, with a significant amount each year. In 2021, the allocation of village funds reached IDR 820 million, while in 2022, the amount decreased to IDR 815 million, and increased again in 2023 to IDR 829 million. It can be seen that although the funds received are quite large, the management of village funds is constrained by the limited human resources who have expertise in village financial management. This often causes the use of funds that are not in line with the priority needs of the community and are not optimal in improving village welfare. In order for the community to progress, the village government must always be open and honest, including in terms of the use of village money. The village funds obtained by Krembung Village continue to increase every year so that the village government can use the funds for community empowerment, coaching, and development. However, community empowerment and growth are still considered unbalanced. Many people admit that the impact of the development sector is particularly visible in the public works and spatial planning sub-sectors, such as improving village road access and water channels for flood control. This happened due to the lack of socialization from the village government to the community, so that some residents of Krembung Village did not know how to utilize village funds and what the priorities were.

According to this perspective, it is generally known that policy implementation does not only involve the actions of administrative bodies tasked with implementing policies and instilling compliance with targets, but also politics, economics, and social factors that influence actions in deciding whether government actions can result in the realization of public policy objectives (Andi, 2010). The policy implementation model from George C. Edward III contains four variables in it. 1. Communication, which shows that every policy can be successfully implemented if there is good communication

between the target group and the program (policy) implementer. 2. Resources, which states that sufficient financial and human resources are needed to maintain each policy. 3. Disposition, which shows the strongest traits associated with people who implement policies or programs. Honesty, dedication, and democracy are important traits that must be possessed by implementers. 4. Bureaucratic structure, which shows the importance of bureaucratic organizations in policy implementation. The methods and structures of the implementing organization itself are two important components of this bureaucratic system.

Related to the implementation of village funds for village development, there is a previous study written by Dewi and Agustina (2018) entitled "Implementation of Public Green Open Space Arrangement Policy in Sidoarjo Regency" Based on the findings of the first dimension, communication is hampered by the lack of socialization of green open spaces to the community. The available resources are inadequate. The Parks Service as the program implementer already has the right attitude in implementing the policy. The absence of Standard Operating Procedures (SOP) causes the bureaucratic structure to not function properly. A number of obstacles were found that hampered the implementation process, including limited funds, minimal field supervisors, and minimal community contribution due to minimal socialization. Furthermore, research conducted by Winarni (2016) related to "Implementation of Village Fund Policy in Increasing Development in Wukirsari Village, Sleman Regency" based on the research, the results were found that Wukirsari Village had succeeded in implementing the village fund utilization policy based on PP 60 of 2016. Physical development is the result of development through the utilization of regional funds. Effective communication, availability of resources (both financial capacity and equipment), a well-organized bureaucratic structure, and a bureaucratic mindset dedicated to improving village development are factors that contribute to the successful implementation of this policy (Winarni and Yuanjaya, 2016).

Afifah and Rodiyah (2023) entitled "Implementation of Village Fund Policy for Sustainable Community Empowerment" based on the research, the results were found, namely the communication dimension, the clarity of information in communication cannot be expressed properly because the implementers still misunderstand each other. Thanks to the cooperation between the Kemiri Village Government, Sidoarjo Regency, and the support of local villagers, the human resource dimension is quite good. The disposition dimension shows the willingness, ability, and commitment of implementers in implementing village finances in Kemiri Village which is based on the assumption that a positive response in the form of support from implementers is needed to achieve policy objectives. The development implementation guideline book is one component of the bureaucratic structure that functions as a standard operating procedure to ensure that all scheduled activities provide the best possible results [20].

Research by Hayat (2017) related to "Implementation of Village Fund Allocation Policy for Development in Garagata Village, Jaro District, Tabalong Regency" Based on the results of the study, Garagata Village has succeeded in implementing the village fund allocation policy. However, there are several factors that support the implementation of the village fund allocation policy in Garagata Village, such as clear and consistent communication from the ADD policy implementers, as well as facilities and infrastructure that support the policy. However, the lack of external funding and the relatively poor

capacity of ADD to use resources are the main obstacles in implementing the ADD policy in Garagata Village. Recommendations provided include providing instructions and training to ADD implementers, designing a computer application system, and obtaining funding from other sources. This study will offer a comprehensive review of how the implementation of village funds for village development can make a significant contribution to village development. It is hoped that by understanding the unique dynamics of Krembung Village, the findings of this study will significantly increase our knowledge of the relationship between village funds and village development. The purpose of the study is to analyze the implementation of village funds in supporting community development and to evaluate the extent to which village funds are used effectively according to needs. This analysis is expected to be able to create a more inclusive and long-term village development strategy in Krembung Village. This study is to implement village funds for the welfare of village communities.

RESEARCH METHOD

The type of qualitative-based research by exploring data related to the implementation of village funds for community development in Krembung Village, Krembung District, Sidoarjo Regency. This study focuses on the implementation of village funds in community development. The source of research data is primary data through direct interviews with informants and secondary data through available documents. Key informants are the Village Head, Village Treasurer, Planning Head and the community receiving benefits from village development. Data collection techniques are interviews, observations and documentation. Notes on observation results regarding conditions and things that happen in the field, as well as notes on interview results to identify informants. The technique of determining informants with purposive sampling through an assessment of sample characteristics according to the needs of the researcher. Data analysis techniques according to Miles and Huberman are collection, reduction, presentation, drawing conclusions.

RESULTS AND DISCUSSION

Village funds Village funds are funds sourced from the APBN which are distributed to villages through the district/city APBD, with an emphasis on community empowerment and village development. The purpose of village funds is to provide or improve village public services, overcome poverty, advance the village economy, eliminate disparities between villages, strengthen village communities as subjects of development, and give villages the authority to carry out village development independently according to their respective potentials. In addition, village funds also function as a form of government support to encourage village growth and empowerment. Sidoarjo Regent Regulation No. 7 of 2020 concerning village financial management instructions contains provisions for village financial management. Using several references, the author applies Edward III's ideas on program implementation, namely:

3.1 Communication

Communication is one of the elements to impact how policies are implemented. This communication focuses on the efforts or methods used to convey information. In addition to the fact that information is a useful tool for communication, the process of transmitting or conveying information requires that the information be clear and consistent. The delivery of information to policy makers and implementers to achieve desired results is known as transmission. To fulfill government

transparency to the community, information must also be conveyed between policy implementers and the community with the author's interview with the Village Treasurer (Kaur Keuangan), namely Mrs. Tyas as follows:

"transparency of village funds, especially in Krembung Village, of course we have provided a village fund transparency information board at the beginning and end of each year. Thus, the implementation of the previous year's APBD or RPJM is displayed on the information board so that it can be seen and observed by the community. Including what will be done and secondly, what has been done. Thus, the amount of village finances, the amount of village fund allocation, the amount of APBD 1 and APBD 2, and perhaps greater funding support, all of which can be observed by the community. Indeed, all community institutions are currently involved in the implementation of the musrenbangdes. Of course, the village government needs community involvement to accommodate all of that, and this input will then be poured or included in our APBDes, but there are several residents who express a lack of detailed information about the allocation of funds and development progress "(interview results, Thursday, October 10, 2024).

Based on the results of the interview, the delivery of information about village funds in One of the village financial management concepts implemented in Krembung Village is transparency, namely openness that provides the widest possible information to the community regarding village finances. In addition, utilizing the musrenbangdes activity to convey information directly to a number of community leaders. In order to increase the success of development, the author found that some people, especially those involved in the development sector, do not know specifically about the use of village finances. The development of facilities and infrastructure is one of the areas that many people expect that the village government can provide complete information about the use of village funds. The community still thinks that the village government is not transparent in the use of village funds because reports on the use of village funds, both directly and those posted on the transparency board, are only a general description of the use of village funds and there are no details. In order not to raise suspicion in the community regarding the management of village finances, the village government must of course explain and understand the attitude of the community. The community hopes that the village government can provide clearer information. One piece of evidence of the musrenbangdes with the Krembung Village community:



Figure 1. Village Musrenbang Activities

In Figure 1, the musrenbangdes activity was held in Krembung Village to discuss the management of village fund allocation. If decision makers know what they are doing, the implementation will be more effective. Every policy must be conveyed to the right person. Furthermore, the policies conveyed must be clear, accurate, and consistent. In fact, there are a number of direct ways to approach the right community to achieve this. Related to the research of Ike Nur Afifah and Isnaini Rodiyah in 2023 [20] entitled "Implementation of Village Fund Policy for Sustainable Community Empowerment" it was realized that communication still had misunderstandings between the village government and the community. This method of conveying information is similar to the musrenbangdes activity that discussed the allocation of village funds, which does require faster development. The related personnel section must be informed of all policies and implementation guidelines so that they are aware of their responsibilities. Policies must be accurate, consistent, and unambiguous.

3.2 Resources

According to Edward III, resources specifically emphasize the need for adequate financial and human resources to support any policy. In this case, the ability to effectively manage existing financial and human resources is very important for the success of policy implementation. In terms of the implementation or success of a policy, humans are a crucial part. According to the work mandated by politically determined policies, each level of implementation requires high-quality resources. The success of policy implementation depends on a number of factors, including time, money, and human resources. Human resources are one of the most important elements that can determine the success or failure of a program because human resources in this case government officials are the main drivers of program implementation. Human resources must have the knowledge needed to carry out the tasks of the employees they manage. Human Resources Krembung Village, Krembung District, Sidoarjo Regency still lacks community involvement, especially in terms of compiling village financial regulations that can improve community development and empowerment. Village government activities are mostly supported by the community.

In addition to the village government, the community is also involved in implementing village development. The community participates in both planning and implementing development. Through a number of community-based trainings, human resources involved in community empowerment have also been optimized. Various institutions, such as farmer groups and PKK in Krembung Village, are also involved in community empowerment. The following human resources are very likely to work together to produce the best results and benefits for everyone in Krembung Village. Regarding financial resources, facilities and budget are available. The budget is needed to cover the operational costs of Krembung Village in implementing the policy. The budget received by Krembung Village is sufficient to foster the potential of the community so that they can grow and be empowered. One of the determining factors for the effectiveness of policy implementation is the budget. The poor attitude of policy implementers will have an impact if the budget is limited. Supported by an interview with the Village Treasurer (Kaur Keuangan), namely Mrs. Tyas, she said that:

"Human resources and finance in village development have been involved. The development of this village is indeed related to its human resources, ma'am. However, even though there has been a village development planning

meeting, community participation is still lacking. Meanwhile, financial resources are indeed not in accordance with the budget allocation. You can see it later, ma'am, like the data here. We ourselves have fully involved financial and personal resources if they are truly relevant to village development. Therefore, a team will be formed to accommodate and consider proposals from the entire community. The DPRD will then ask for permission from the BPD after receiving the team's draft ideas. The ideas are evaluated based on a priority scale; for example, development that must be built first in the coming year becomes a priority scale" (interview results, Thursday, October 10, 2024).

Based on the interview, Community involvement is still lacking in terms of human resources. It is likely that the relationship formed between the following human resources will benefit everyone in Krembung Village. Although there are sufficient resources as needed, the village faces difficulties in utilizing the money currently available due to its size and location. The allocation of funds for Krembung Village is:

Table 3. Krembung Village Fund Allocation Data

Year	Village Development	Community Empowerment	Total Village Fund Receipts
2021	Rp. 648.000.000	Rp. 172.000.000	Rp. 820.000.000
2022	Rp. 645.000.000	Rp. 170.000.000	Rp. 815.000.000
2023	Rp. 651.000.000	Rp. 178.000.000	Rp. 829.000.000

Table 3 describes how much of Krembung Village's village funds have been used for community empowerment and village development initiatives according to the rules. Village development includes village road construction and maintenance programs, infrastructure and facility construction, culvert construction, asphaltting, management of public health services through the construction of Posyandu and Posbindu, assistance for the elderly and pregnant women, construction and management of educational infrastructure and facilities through the construction of PAUD, and construction of kindergartens. Community economic programs, training for farmer and livestock groups, training for women's organizations and empowerment of Posyandu, training for prospective brides and grooms on health socialization, training on the use of PKK mothers' toga, waste management training, micro PPKM socialization training, training for health cadres, and community involvement in the preparation of village policies (Implementation of Musdes) are all included in the field of community empowerment. Distribution of basic food assistance in Krembung Village is one of the ongoing activities. Distribution of basic food assistance to local residents:



Figure 2. Distribution of Basic Food Assistance

The large population does not allow the village to maximize its human resources, but the financial resources provided by the central government to the Krembung Village government are sufficient to develop the village according to its needs and are distributed according to other village budgets. This is what must be assessed when linking village financial planning with village development. Linked to research according to Fransisca Winarni, 2016 [19] related to "Implementation of Village Fund Policy in Improving Development in Wukirsari Village, Sleman Regency". That resources involve cooperation between the village government and the village community, it's just that the community participates less in village development and for financial resources it is in accordance with the budget that is distributed. The fact that resources are important and significant is the most important thing. The resources in question include the availability of qualified personnel, adequate infrastructure and facilities, and funding and the right time for policy implementation. Therefore, the second crucial element in implementing an information transmission strategy is the resource dimension.

3.3 Disposition

In this case, the activities or responses of implementing agents are components of their attitudes (dispositions). Because policy implementation must be successful, it is important to understand the goals and intentions of the policy. Another important factor is how the attitudes of implementers relate to the goals and standards of the policy. According to Edward, disposition is defined as the willingness, desire, and tendency of policy actors to implement policies seriously in order to achieve policy goals. Community and village leaders are also motivated to create an independent and developing village. Because community involvement is as important as official support for achieving success, the Krembung Village Government responded well to community suggestions by considering a number of factors. The Krembung Village Government is also very committed to the use of village funds, making it difficult for them to fulfill their promises to help the Krembung Village community grow and become independent considering its location. The promises were made in the form of community empowerment and infrastructure development. In line with the author's interview with the Village Secretary, Mr. Fatchul Chorip, where:

"Regarding the attitude of the implementers, officials, or the community in responding to this village development, of course they have behaved as well as possible because as village officials, we must respond to community proposals well by considering several factors because, yes, community participation is just as important as the success of the government. Especially village development, which will make the village more advanced and developed" (interview results, Thursday, October 10, 2024).

Based on the interview, it can be seen that the implementation of village funds for the development of the Krembung Village community is still ongoing and creates training activities related to the advanced and developing Krembung Village. The following are training activities with several residents and village officials:



Figure 3. Women's Organization/PKK Training Activities & Empowerment of Posyandu Cadres

In Figure 3, Several residents of Krembung Village participated in the empowerment training of Posyandu cadres and women's organizations/PKK guided by policy implementers or regional apparatus. From direct interviews, it can be seen that the disposition in implementing the policy must be enthusiastic in working and dedicated in using village funds for community development in Krembung Village. Based on the theory that a positive response in the form of support is very important to achieve the policy, the results of direct interviews can be used to show the willingness, ability, and commitment of implementers in implementing the village fund policy in Krembung Village. Associated with the research of Ike Nur Afifah and Isnaini Rodiyah in 2023 [20] entitled "Implementation of Village Fund Policy for Sustainable Community Empowerment" where To achieve policy objectives, the willingness, capacity, and dedication of implementers to use village funds including their support are very important.

3.4 Bureaucratic Structure

Bureaucratic structure is the characteristics, routines, and patterns of interaction that often appear in executive bodies that have a relationship with their resources to implement policies, both now and in the future. The term "bureaucratic structure" refers to how well the bureaucracy implements government policies. Policy implementation requires a bureaucratic structure; without a strong bureaucracy, policies will not function effectively or reach their full potential. The type of efficient coordination between organizations that manage operations and implement policies, from decision makers is bureaucracy. In Edward's theory, bureaucratic structure can be used as an indicator to explain why the implementation of the fourth policy is successful. It is possible that a policy will not be implemented or realized properly even though resources are available or implementers are aware of what needs to be done and want to achieve it. Resources will be ineffective and policy implementation will be hampered when the bureaucratic structure is not favorable. In line with the interview with Mr. Budi Sutrisno as the Head of Planning:

"Sometimes we also remember to hold meetings to discuss village funds for village development, miss. Our bureaucratic system is patterned after partnerships, cooperation, and other relationships. In addition, there is a division of tasks that results in the formation of a bureaucratic structure, which can be seen from the position and relationship patterns of each individual. The village government carries out its responsibilities by

involving the community in decision-making regarding the allocation of village finances for village development, so that the village community, miss, can support all the planning that has been planned. Thus, it can be said that the bureaucratic structure of Krembung village has formed a positive relationship pattern" (interview results, Thursday, October 10, 2024).

Based on interviews, the Krembung Village government has had goals in implementing village funds for village development. Currently, the division of responsibilities in implementing village development has been clearly stated. With a bureaucratic structure and enthusiastic support from government officials. The bureaucratic structure of Krembung Village is:

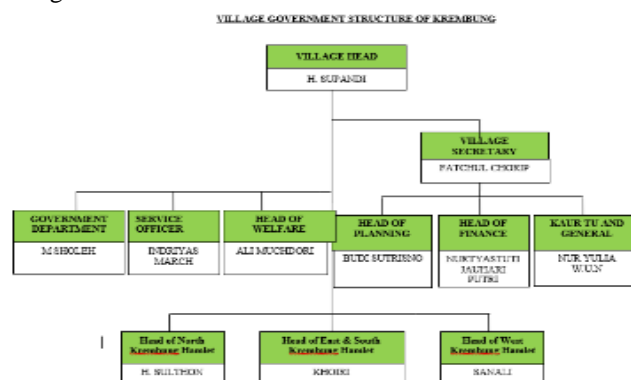


Figure 4. Organizational Structure of Krembung Village Government

Figure 4 illustrates the interaction with the Krembung Village government and the bureaucratic framework in the form of an organizational structure. Figure 4 also provides a sequential explanation. where the Head of Krembung Village is the main person responsible for allocating village finances for community growth. The Village Secretary and Treasurer along with other village government representatives then assist him. Citizen participation has a significant impact on how this community development is carried out. Many benefits and fair equity measures will result from the existence of various incentives or support to increase the growth of this village. Associated with research according to Fransisca Winarni in 2016 [19] entitled "Implementation of Village Fund Policy in Increasing Development in Wukirsari Village, Sleman Regency" shows how both support or build appropriate structures, such as fostering positive interaction patterns that are in line with the responsibilities or job descriptions of each village official. With a clear bureaucratic framework and support from highly motivated government representatives.

CONCLUSION

The results of the study on the implementation of village funds for community development in Krembung Village with four dimensions of policy implementation according to Edward III, the first is that communication still has misunderstandings between the village government and the community. Second, the resources used to implement village funds for community development show that the Krembung Village government has received financial resources from the central government that are comparable to the distribution of other village budgets and are sufficient to build the village according to its needs. However, the village faces challenges in optimizing its human resources due to the large population

and its geographical location. Third, the disposition based on the theory related to positive responses in the form of support from the implementers is very crucial in the implementation of village funds for community welfare, indicating the willingness, ability, and commitment of the implementers in implementing village funds in Krembung Village. Fourth, the bureaucratic structure has a good structure such as building a positive relationship pattern that is in line with the responsibilities of each village apparatus or work desk. Having a clear bureaucratic framework and strong support from government representatives.

REFERENCES

- A. Andi, "Implementasi Kebijakan dan Pemberdayaan Masyarakat (Kajian Implementasi Program Kemitraan dalam rangka Memberdayakan Usaha Kecil)," Universitas Sriwijaya, 2010.
- A. Harsin, "Implementasi Kebijakan Alokasi Dana Desa Di Desa Sungairaya Kecamatan Sungairaya Kabupaten Kuburaya Provinsi Kalimantan Barat," *J. JEKAPE*, vol. 5, no. 1, pp. 1–17, 2018.
- A. R. Halim and A. Taryani, "Pengelolaan Dana Desa Dan Dampaknya Terhadap Indeks Desa Membangun Di Nusa Tenggara Timur," *J. Manaj. Perbendaharaan*, vol. 4, no. 1, pp. 51–71, 2023, doi: 10.33105/jmp.v4i1.486.
- Direktorat Jenderal Perimbangan Keuangan, *Buku pintar dana desa: Dana desa untuk kesejahteraan rakyat (2nd ed.)*. Direktorat Jenderal Perimbangan Keuangan., 2019.
- E. I. Supriyadi and D. B. Asih, "Pengelolaan Dana Desa (Studi pada Desa Rahayu Kecamatan Margaasih Kabupaten Bandung)," *J. Sos. dan Hum.*, vol. 8, no. 1, pp. 61–69, 2021, [Online]. Available: <https://www.dpr.go.id/berita/detail/id/25283/t/Pengelolaan+Dana+Desa+Masih+Bermasalah>
- F. Winarni and P. Yuanjaya, "Implementasi Kebijakan Dana Desa Dalam Meningkatkan Pembangunan Di Desa Wukirsari, Kabupaten Sleman," *Natapraja*, vol. 4, no. 1, pp. 49–64, 2016, doi: 10.21831/jnp.v4i1.12614.
- H. Nurcholis, *Pertumbuhan dan Penyelenggaraan Pemerintahan Desa*. Jakarta: Erlangga, 2011.
- I. N. Afifah and I. Rodiyah, "Optimizing Rural Development: Strategic Implementation of the Village Fund Policy for Sustainable Community Empowerment," *Indones. J. Public Policy Rev.*, vol. 24, pp. 1–12, 2023, doi: 10.21070/ijppr.v24i0.1343.
- I. Z. Wibowo and P. Lestari, "Implementasi Program Dana Desa Melalui Kegiatan Berbasis Pemberdayaan Masyarakat (Studi Kasus Desa Tambong Wetan, Kecamatan Kalikotes, Kabupaten Klaten)," *J. Sociol.*, vol. 2, no. 1, pp. 2–19, 2016.
- J. Mansyur, I. Suyitno, and M. Akbal, "Implementasi Dana Desa dalam Pelaksanaan Pembangunan dan Pemberdayaan Masyarakat," *Phinisi Integr. Rev.*, vol. 5, no. 1, p. 182, 2022, doi: 10.26858/pir.v5i1.31727.
- K. Sinaga, "Implementasi Dana Desa Dalam Mendukung Pembangunan Dan Pemberdayaan Masyarakat Di Kecamatan Galang Kabupaten Deli Serdang," *War. Dharmawangsa*, vol. 17, no. 1, pp. 81–97, 2023, doi: 10.46576/wdw.v17i1.2924.
- M. E. Wahyuni and H. Yulistiyono, "Implementasi Tata Kelola Dana Desa dalam Pembangunan dan Pemberdayaan Masyarakat Desa (Studi Kasus di Desa Sumberingin, Kecamatan Kabuh, Kabupaten Jombang)," *J. Ilm. Aset*, vol. 23, no. 2, pp. 155–166, 2021, [Online]. Available: <https://journal.widyamangala.ac.id/index.php/jurnalaset/article/view/185>
- M. Hariadi, B. Setiawati, and Syahrani, "Implementasi Kebijakan Alokasi Dana Desa (ADD) Pada Pembangunan Infrastruktur Jalan Perkebunan Kabupaten Tabalong," *J. Adm. Publik Adm. Bisnis*, vol. 3, no. 1, pp. 295–305, 2020.
- N. L. L. Aziz, "Otonomi Desa dan Efektivitas Dana Desa The Village Autonomy and The Effectiveness of Village Fund," *J. Penelitian Politik*, vol. 13, no. 2, pp. 193–211, 2016.
- R. Hadi Sumarto and L. Dwiantara, "Pemanfaatan Dana Desa Untuk Peningkatan Taraf Hidup Masyarakat Pedesaan Melalui Pemberdayaan Masyarakat Desa," *J. Publichuo*, vol. 2, no. 2, p. 65, 2019, doi: 10.35817/jpu.v2i2.7461.
- R. Hayati, "Implementation of Village Fund Allocation Policy to Development in Garagata Village District Jaro District Tabalong District," *J. Adm. Publik dan Adm. Bisnis*, vol. 2, no. 2, pp. 173–185, 2017.
- R. Nugroho, *Public Policy*. Jakarta: Gramedia Pustaka Utama, 2012.
- Y. C. Dewi and I. F. Agustina, "Implementasi Kebijakan Penataan Ruang Terbuka Hijau Publik Di Kabupaten Sidoarjo," *JKMP (Jurnal Kebijak. dan Manaj. Publik)*, vol. 6, no. 2, pp. 129–135, 2018, doi: 10.21070/jkmp.v6i2.3007.