

# Implementation of Village Fund Utilization Policy in Supporting Autonomy of Oefafi Village in East Kupang District, Kupang Regency - East Nusa Tenggara Province

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## Article Info

### Article history:

Received Nov 14, 2022

Revised Nov 23, 2022

Accepted Nov 28, 2022

### Keywords:

Implementations

Policy

Village

Fund

Autonomy

## ABSTRACT

The objective of this study is to provide clarity on several things to realize the objectives of implementing the policy on the use of village funds, and therefore the research team conducted a study of the theory and concept of policy implementation as one of the areas of study for public policy. The goal is that this perspective can direct the focus of research on a research framework and analysis that is appropriate, relevant, applicable, measurable with a methodology that can be scientifically justified. The results showed that the process of implementing programs funded by village funds helped Oefafi village to develop its village. However, the regional and village governments certainly have a number of limitations in improving the implementation aspects of village fund utilization policies to support village autonomy in a sustainable manner. The results of the study show that the variables of policy implementation in the use of village funds are still not running optimally and require serious attention from parties related to the management of Oefafi village funds and need to be derived as new concepts of public policy implementation based on the social context so that in the end they are able to provide concrete contribution to the achievement of the village development program strategy. Therefore, the recommendations put forward in this study are that it is necessary to achieve policy goals as the final target that requires attention and support from resources, communication, implementing attitudes, bureaucratic structures, conducive environmental aspects, policy measures and objectives to determine the success of the policy implementation process.

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## 1. INTRODUCTION

The village has the authority to manage and regulate the interests of its community in accordance with local conditions and socio-culture, so the position

of a village that has genuine autonomy is very strategic so that it requires balanced attention to the implementation of regional autonomy. Because strong Village Autonomy will significantly affect the realization of Regional

Autonomy. The implementation of Village Autonomy is genuine, complete and complete autonomy and is not a gift from the government, on the contrary, the government is obliged to respect the original autonomy that the village has. The existence of a village legally recognized formally in Law Number (UU) 23/2014 concerning Regional Government and Law Number (UU) 06/2014 concerning Villages supported by Government Regulation (PP) No. 43/2014 concerning Regulations for Implementing Law Number (UU) 6/2014 concerning Villages and Government Regulation (PP) Number 60 concerning Village Funds sourced from the APBN, has provided a basic foundation related to village administration, implementation of village development, village community development, and village community empowerment. Based on this provision, the village is defined as a legal community unit that has territorial boundaries that are authorized to regulate and manage the interests of the local community, based on local origins and customs that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia.

Villages are at the forefront of achieving success in all government affairs and programs. This is also in line with the composition of the Indonesian population according to the last census in 2021 that around 60% or most of Indonesia's population currently still lives in rural settlement areas. So it becomes very logical if village development becomes a top priority for success supported by adequate village finances. The allocation of funds of 1 billion from the APBN is given to villages in Indonesia for approximately one fiscal year. Likewise, Oefafi Village, East Kupang District, Kupang Regency received an allocation of approximately 1 billion funds sourced from the APBN.

So far, the use of village funds to support village autonomy is still considered low, where the budget allocation received by the village is not commensurate with the results achieved at the village level. The village government is obliged to manage

village finances in a transparent, participatory and accountable manner and be carried out in an orderly and disciplined manner. Transparent which means openly managed, accountable means legally accountable, and participatory means involving the community in its preparation. Village finances must be recorded in the correct accounting system in accordance with the rules of the government financial accounting system. Problems in the implementation of the use of village funds are also found in the ability of managers and utilize village funds both from elements of the village government and community institutions in the village in planning, implementing, and controlling activities that are not yet good. Among them are the non-implementation or the non-inclusion of community components in the deliberations on the use of village fund allocations.

## 2. LITERATURE REVIEW

Public policy always contains at least three basic components, namely clear goals, specific goals, and ways to achieve these goals. The third component is usually not explained in detail and the bureaucracy must translate it into action programs and projects. The method component relates to who the implementer is, how much and where the funds are obtained, who is the target group, how the program is implemented or how the management system is and how the success or performance of the policy is measured. This component is called implementation [1].

Policy implementation, in fact, is not only concerned with the mechanism of elaborating political decisions into routine procedures through bureaucratic channels, but more than that, it involves issues of conflict, decisions and who gets what from a policy [2]. Policy implementation is an important aspect of the entire policy process. Therefore, it is no exaggeration to say that policy implementation is an important aspect of the entire policy process [3]. Execution of policies is as important if not more important than policy making, policies will remain dreams or blue print file jackets unless they are implemented [3].

Public problem has made its way to the policy agenda, various options have been proposed to resolve it, and government has made some choice among those options, what remains is putting the decision into practice the policy implementation is defined as the process whereby programs or policies are carried out; it denotes the translation of plans into practice [4]. In line with what was stated by the experts above, a policy program will only become records of the elite if the program is not implemented [5]. This has the meaning that policy implementation is a follow-up of a program or policy, therefore a policy program that has been taken as an alternative solution to a problem must be implemented, namely carried out by administrative bodies or government agencies at lower levels.

Policy implementation as an action taken by the public or private sector either individually or in groups aimed at achieving the goals set in policy decisions [6]. This definition implies an effort to transform decisions into operational activities, and achieve changes as formulated by policy decisions. Totality of activities related to policy implementation [7]. Studying the problem of policy implementation means trying to understand what actually happened after a program was implemented or formulated, namely the events and activities that occurred after the process of ratifying state policies, both efforts to administer it and efforts to have a certain impact on society or events [8]. Policy implementation means the implementation of a policy or program [1].

This view shows that the policy implementation process does not only concern the behavior of the administrative bodies responsible for implementing the program and creating obedience to the target group, but also involves a circle of political, economic and social forces that directly or indirectly influence the behavior of all parties involved, and ultimately bring logical consequences to both the expected (intended) and unexpected impacts (spillover/negative effects).

Order to be able to implement policies perfectly, it is necessary to fulfill this

requirements, (a) external conditions faced by implementing agencies/agencies; (b) available time and resources; (c) integration of the required resources; (d) implementation is based on a reliable causality relationship; (e) the causal relationship is direct and there are few links; (f) dependent relationships must be minimized; (g) common perception and agreement on goals; (h) tasks are detailed and sequenced systematically; (i) good communication and coordination; and (j) the competent authorities may demand the compliance of the other party [9].

Policy implementation is determined by the content of the policy and the context of its implementation [2]. The content of the policy relates to the interests that are influenced by the policy, the types of benefits that will be generated, the degree of desired change, the position of the policy maker, who implements the program, and the resources deployed. Meanwhile, the implementation context relates to the power, interests and strategies of the actors involved, the characteristics of the institution and the control and compliance as well as the responsiveness of the implementers.

There are related to each other that support implementation policy, (a) communication, (b) resources, (c) disposition (d) bureaucratic structure [10]. On the other hand, the factors that influence the performance of policy implementation include, (a) policy standards and targets; (b) resources; (c) communication between organizations and strengthening activities; (d) characteristics of implementing agencies; (e) social, economic, and political conditions [6]. Four variables that have an impact on the performance of a program, namely 1). environmental conditions; 2). relations between organizations; 3). organizational resources for program implementation; 4). characteristics and capabilities of implementing agents [11].

### 3. METHODS

The approach used in this research is qualitative research which aims to describe and show phenomena related to the

implementation of village fund utilization policies in Oefafi Village, East Kupang Sub-district, Kupang Regency; [12]. The research was conducted in Oefafi Village, East Kupang Sub-district, Kupang City, which was directed at the aspect of policy implementation. The study of this research as the focus are: (a) implementation process, (b) achievement of policy objectives, (c) communication, (d) resources, (e) executor attitudes, (f) bureaucratic structure, (g) environment, (h) policy size and objectives. The types and sources of data needed are primary data and secondary data. Data collection techniques are interviews, observations and documentation, with data analysis techniques using component analysis which is a qualitative data analysis technique through analysis of elements that have contrasting relationships with each other in predetermined domains to be analyzed in more detail.

#### 4. RESULTS AND DISCUSSION

Villages have the authority to manage and regulate the interests of their communities in accordance with local conditions and socio-culture, so the position of villages that have original autonomy is very strategic so that it requires balanced attention to the implementation of Regional Autonomy. This is because strong village autonomy will significantly influence the realization of regional autonomy. The implementation of Village Autonomy is an original, unanimous and complete autonomy and is not a gift from the government, on the contrary the government is obliged to respect the original autonomy of the village. As a legal community unit that has an original structure based on privileges, the village can carry out public and civil legal acts, has wealth, property and can be prosecuted and sued before the court. As a form of democracy, the Village Council is formed in the village. The village functions as a legislative body and supervises the implementation of village regulations, village budgets and village head decisions.

Meanwhile, the purpose of the implementation of Village Autonomy is to

improve the welfare of the village community, accelerate the progress of equitable rural economic activities, and accelerate village industrialization, can create jobs, open up opportunities for the availability of food and other materials to support consumption and production needs, the realization of local economic linkages, and increase the capacity of institutions and economic organizations of the village community. Law No. 6/2014 on Villages provides a juridical basis for a new paradigm and concept of village governance policy. The Village Law emphasizes autonomous authority through village structuring policies. Villages have the right of origin and traditional rights in managing and organizing the interests of local communities. Villages are encouraged to become independent, democratic and strong government entities within the framework of State empowerment protection. According to Law No. 6/2014 on Villages Article 18, village authority includes authority in the field of organizing village governance, implementing village development, fostering village communities, and empowering village communities based on community initiatives of village origins and customs.

The results showed that from the aspect of (a) the implementation process of programs funded by village funds on the one hand helped Oefafi village to develop its village, but on the other hand it still experienced problems caused by internal organizational factors, namely the inability of policy executors and the lack of supporting facilities for the smooth implementation process. Well-defined programs that are accompanied by a good implementation process have a positive impact on the community. (b) From the aspect of achieving policy objectives, the final target requires attention and resource support for its success. Activities funded by the village fund have been successful in developing the village, but in terms of cooperation, it has not been optimized because it still focuses on village officials only. Cooperation to involve the community has not gone well to succeed the programs funded by village funds. The

community does not participate in village activities because they are not involved in the planning process, so they do not understand the programs.

(c) The communication aspect is an important aspect in the success of policy implementation. The results show that socialization activities have not been optimal regarding the utilization of village funds to the community, which has not gone well. Until now, the village government has not optimally socialized the use of village funds to the community. However, the utilization of village funds is in accordance with applicable rules and procedures. (d) Related to the resource aspect that the success of policy implementation is largely determined by whether adequate resources are available or lack of resources. Human resources in Oefafi village as implementers of activities lack the ability to implement activities and lack supporting facilities for the smooth running of the activities carried out. (e) The success of program implementation is largely determined by the attitude of the implementer, which is shown by the seriousness of program implementation. The attitude of program implementers regarding the utilization of village funds is that village funds must be used according to the village head's program and intended for small communities, and how to feel the existence of village funds. It was found that not all Oefafi villagers felt the results of village development financed by village funds. (f) A good bureaucratic structure must fulfill healthy and efficient requirements. The elements involved in activities funded by village funds are the community, posyandu cadres, village officials, village staff, BPD, (g) From the environmental aspect, it shows that there is no interference from institutions outside the organization implementing the utilization of village funds, but input from the environment is a concern for the utilization of the village to develop the village. The ability of the Village Consultative Body and village community institutions in utilizing village funds and there is no interference from institutions outside the organization implementing the utilization of village funds,

(h) The size and objectives of the policy determine the success of the policy implementation process. Programs determined at the village level are in accordance with decisions at the top level (sub-district and district). Target accuracy is in accordance with the specified policy. The goals to be achieved are in accordance with the policies above and are able to help the community.

When compared with the theoretical reference on policy implementation by Mazmanian and Sabatier which explains that policy implementation is understanding what actually happens after a program is declared effective or formulated is the focus of attention on policy implementation, namely events and activities that arise after the enactment of public policy guidelines which include both efforts to administer them and to cause real consequences / impacts on society or events [3]. So, the results of this study provide a view that policy implementation is a dynamic process that involves continuous efforts to achieve what leads to the placement of a program into the desired decision objectives. This theoretical foundation shows that when policy executors understand policy implementation well, the implementation process can automatically run. But on the contrary, policy executors do not understand the implementation of the program, which will cause problems in the implementation process.

From a policy perspective, which is one of the main factors supporting the utilization of village funds in the view of Mazmanian and Sabatier, it is stated that the standards and objectives of policies that are carefully formulated and clearly arranged in order of importance play a very important role as a tool in evaluating programs, as concrete guidelines for implementing officials and as a source of support for the objectives themselves [11]. Similarly, the communication aspect is sought through the exchange of opinions, the delivery of information, and changes in attitudes and behavior. The same thing was also stated by George Edward III who stated that there are three important things in the policy

communication process, namely transmission, consistency and clarity [10]. If these three things are implemented properly, it will help executors and the community in managing village funds properly [5].

The main factor affecting policy communication is transmission. Before an official can implement a decision, he must realize that a decision has been made and an order for its implementation has been issued. The results of the study are in line with that implementation orders may be forwarded carefully, clearly and consistently, but if the executors lack the necessary resources to carry out policies, then this implementation is likely to be ineffective [5]. Thus, resources can be an important factor in implementing public policies. Thus, resources can be an important factor in implementing public policy. George Edward III policy implementation theory (1980) considers that the success and failure of a policy implementation is largely determined by resource factors, both the resources of policy executors, budgets and facilities that need to be prepared optimally for the successful implementation of public policies [10]. The results of this study when compared with the opinion of states that attitude is a reaction that arises from a stimulus from a situation or a person [13]. Meanwhile, Gibson (1989: 57) argues that attitude is mental preparedness, which is learned and organized through experience and has a certain influence on how a person responds to other people, objects and situations related to him [14]. This empirical fact supports the conceptual framework related to the attitude of executors in response to the implementation of programs funded by village funds for the benefit of developing Oefafi village in improving community welfare.

The results of this study when juxtaposed with a good organizational structure must meet healthy and efficient requirements [15]. A healthy organizational structure means that each existing organizational unit can carry out its role in an orderly manner. An efficient organizational structure means that in carrying out its role, each organizational unit can achieve a

comparison between effort and work results. In order to obtain a healthy and efficient organizational structure, when forming must pay attention to various organizational principles. An organization cannot be separated from the influence of the surrounding environment [16]. The environment is a source of input suppliers for the organization, and also as a recipient of the output of the organization itself. From the environment an organization obtains the necessary materials, both physical and non-physical, and from the environment the organization also captures the ideals, goals, needs, and expectations of the relationship between the organization and the environment. The results of this research when linked to the opinion of Van Meter and Van Horn (1975) explain that the identification of achievement indicators is a crucial stage in policy implementation analysis [6]. These achievement indicators assess the extent to which basic measures and policy objectives have been realized [5]. Baseline measures and objectives are useful in outlining the overall objectives of policy decisions. However, in many cases there is some difficulty in identifying and measuring achievements. There are two contributing factors to answer this, namely first, due to the broad program area and the Complex nature of the objectives [6].

## 5. CONCLUSION

The implementation of the policy of utilizing village funds to support village autonomy in Oefafi Village, East Kupang Sub-district, Kupang Regency requires good aspects of policy implementation, namely the implementation process, communication, resources, attitudes, environment and measures of policy success can run accompanied by clarity for policy executors. The implementation of a good village fund utilization policy for all poor people in realizing their welfare requires a breakthrough in building villages by utilizing village funds optimally. Recommendations for this research as well as policy proposals on aspects of the implementation of village fund

utilization policies, namely the need to improve aspects of policy implementation including the implementation process, resources, attitudes, environment, and measures of policy success and cooperation from related elements and commitment in utilizing village funds to develop villages to improve community welfare.



## ACKNOWLEDGEMENTS

The researcher would like to thank the parties involved who have supported and assisted in providing data and information for the purpose of this research.

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