

POLICY IMPLEMENTATION OF VILLAGE FUND ALLOCATION IN SANSARINO VILLAGE, AMPANA CITY DISTRICT, TOJO UNA- UNA REGENCY: A CASE STUDY

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Abstract

This study investigates the implementation of the Village Fund Allocation policy in Sansarino Village, Ampana City District, Tojo Una-Una Regency. Utilizing a qualitative descriptive approach, this research identifies factors influencing the policy's effectiveness, including standards, resources, communication, and the socio-economic environment. Data were collected through purposive sampling, involving key informants such as village officials and community members. The analysis applies Van Meter and Van Horn's policy implementation model. Results indicate significant challenges, including resource inadequacies, lack of coordination, and discrepancies between policy objectives and community needs. Recommendations include enhancing human resources, fostering collaboration among stakeholders, and ensuring better alignment between policy goals and local contexts. This study contributes to the discourse on public policy implementation in rural settings.

Keywords: Village fund allocation, policy implementation, public administration.

INTRODUCTION

Rural development serves as a cornerstone of national progress, positioning villages as pivotal players in implementing grassroots policies. Villages are integral not only to the socio-economic fabric of nations but also to the achievement of broader developmental goals. The enactment of Law No. 6 of 2014 on Villages marked a transformative moment for rural governance in Indonesia. By granting significant autonomy, this law empowers village governments to manage their administration, development, and resources independently. This autonomy is expected to enhance the welfare and quality of life of rural communities.

The Village Fund Allocation (ADD) policy represents a major governmental initiative to realize the vision of rural self-reliance. It allocates substantial resources to villages, aiming to improve infrastructure, support community empowerment, and strengthen governance. ADD's implementation, however, has faced various challenges, ranging from resource constraints and regulatory ambiguities to limited engagement among stakeholders. These challenges are particularly evident in Sansarino Village, located in Ampana City District, Tojo Una-Una Regency. Despite receiving substantial financial support, Sansarino Village's outcomes from ADD utilization remain below expectations. This disparity underscores the need for an in-depth examination of the factors influencing policy implementation.

Villages are uniquely positioned to address local issues due to their proximity to the grassroots. They act as a bridge between communities and higher levels of government, facilitating the delivery of essential services and programs. With this strategic role, villages contribute significantly to national development by improving living standards, reducing poverty, and fostering economic growth.

To fulfill these responsibilities, villages require adequate resources, competent governance, and effective community participation. However, the success of village-level initiatives often depends on how well policies like ADD are implemented. Poor execution can lead to inefficiencies, mismanagement, and unmet objectives, diminishing the potential benefits of these policies.

Implementing ADD in rural areas like Sansarino Village involves navigating a complex web of challenges. One primary issue is the inadequacy of human resources. Village officials often lack the training and expertise required to manage funds and execute development programs effectively. Furthermore, limited community involvement in decision-making processes can result in programs that do not align with local needs.

Another critical challenge is the regulatory framework governing ADD. While it provides guidelines for fund allocation and utilization, it often lacks flexibility, making it difficult for villages to adapt to unique circumstances. For example, prioritizing infrastructure development over community empowerment may address immediate needs but fails to ensure long-term sustainability.

This study aims to explore the implementation of ADD in Sansarino Village by examining its alignment with policy standards, the adequacy of resources, the effectiveness of communication among stakeholders, and the influence of the socio-economic environment. These dimensions are analyzed using the Van Meter and Van Horn policy implementation model, which provides a robust framework for evaluating public policy execution.

Understanding the dynamics of ADD implementation is crucial for several reasons. First, it helps identify gaps and inefficiencies that hinder policy effectiveness. Second, it offers insights into best practices that can be replicated in other villages facing similar challenges. Lastly, it contributes to the broader discourse on rural development and governance, providing a basis for policy reform and capacity building.

Sansarino Village serves as an ideal case study due to its unique socio-economic and geographical characteristics. Situated in Ampana City District, Tojo Una-Una Regency, the village has a diverse population with varying needs and priorities. Despite receiving substantial ADD allocations in recent years, the village has struggled to achieve its developmental objectives. This study examines the underlying causes of these challenges and proposes solutions to enhance the effectiveness of ADD implementation.

The Van Meter and Van Horn model identifies six dimensions critical to policy implementation: standards and objectives, resources, communication, characteristics of implementing organizations, attitudes of implementers, and the socio-economic environment. By applying this framework, the study provides a comprehensive analysis of ADD implementation in Sansarino Village. Each dimension is explored in detail to uncover the interplay between policy design and practical execution.

To guide the analysis, the study addresses the following questions:

1. How well do the standards and objectives of ADD align with the needs of Sansarino Village?
2. What are the key resource constraints affecting the implementation of ADD?

3. How effective is the communication between stakeholders involved in ADD implementation?
4. What role does the socio-economic environment play in shaping ADD outcomes?

The Indonesian government's commitment to rural development is evident in its allocation of substantial resources to villages. ADD, sourced from the General Allocation Fund (DAU) and Revenue Sharing Fund (DBH), constitutes a significant portion of village budgets. The policy mandates that at least 30% of ADD funds be allocated for operational costs, while the remaining 70% supports community development and empowerment initiatives.

Despite these guidelines, variations in implementation across regions highlight the importance of contextual factors. Studies have shown that villages with strong governance structures and active community participation tend to achieve better outcomes. Conversely, those with limited capacity often struggle to utilize funds effectively, leading to wastage and unmet objectives.

Community involvement is a cornerstone of successful policy implementation. In Sansarino Village, limited participation in decision-making processes has been identified as a major barrier to effective ADD utilization. Empowering communities to take an active role in planning and monitoring can enhance transparency, accountability, and alignment with local needs.

The findings of this study have significant implications for both policymakers and practitioners. For policymakers, the study underscores the need for flexible regulatory frameworks that accommodate local contexts. For practitioners, it highlights the importance of capacity building, stakeholder collaboration, and community engagement in achieving policy objectives.

LITERATURE REVIEW

Village Fund Allocation (ADD): Definition and Objectives

The Village Fund Allocation (ADD) is a critical policy initiative aimed at fostering rural development and improving governance at the village level. According to the Indonesian Ministry of Finance, ADD is sourced from the General Allocation Fund (DAU) and Revenue Sharing Fund (DBH), representing at least 10% of these funds. The policy's objectives include enhancing infrastructure, supporting community empowerment, and strengthening village governance. Studies, such as those by Ningsih (2017) and Rahim (2021), emphasize the role of ADD in reducing rural poverty and improving quality of life. However, these studies also highlight discrepancies in implementation outcomes, often linked to resource and capacity constraints.

Policy Implementation Models

Theoretical frameworks play a crucial role in understanding policy implementation. The Van Meter and Van Horn (1975) model identifies six key dimensions: policy standards and objectives, resources, communication, implementing organizations' characteristics, implementers' attitudes, and the socio-economic environment. This model has been widely

used in public administration studies to evaluate the effectiveness of policy implementation. Agustino (2014) underscores that successful policy implementation hinges on the interplay between these dimensions. For example, clear communication and adequate resources are often cited as prerequisites for achieving policy goals.

Challenges in Policy Implementation

Numerous studies have explored the challenges associated with implementing public policies like ADD. Pasolong (2016) identifies resource inadequacies, such as limited financial and human capital, as primary barriers. Similarly, Suranto (2014) highlights the lack of training and technical expertise among village officials as a significant impediment. These challenges are compounded by regulatory ambiguities that make it difficult for village governments to adapt policies to local contexts. Moreover, community participation, which is critical for ensuring alignment between policy objectives and local needs, is often minimal in rural settings.

Community Participation in Policy Implementation

Community involvement is a cornerstone of effective policy implementation. Studies by Adriana (2015) and Banga (2018) suggest that participatory governance enhances transparency, accountability, and alignment with local needs. In the context of ADD, community participation is essential for identifying priority areas and ensuring that funds are utilized effectively. However, empirical evidence from villages like Sansarino shows that community engagement remains limited, often due to cultural and structural barriers. Addressing these barriers requires targeted interventions, such as capacity-building programs and inclusive decision-making processes.

The Role of Human Resources in ADD Implementation

The capacity of human resources significantly influences the success of ADD implementation. According to Winarno (2022), the lack of skilled personnel often results in poor financial management and suboptimal use of resources. This issue is particularly pronounced in villages with limited access to education and training opportunities. Rahim (2021) argues that enhancing the technical and managerial skills of village officials is critical for improving policy outcomes. Technical guidance and regular training sessions can bridge existing gaps and empower local governments to execute their responsibilities effectively.

Regulatory Frameworks and Flexibility

The regulatory environment plays a pivotal role in shaping policy implementation. Government Regulation No. 47 of 2015 and its subsequent amendments provide a framework for ADD utilization. However, rigid regulations often limit the flexibility needed to address unique local conditions. Studies by Hilman (2022) and Subarsono (2005) recommend revising these frameworks to allow for greater adaptability while maintaining accountability. For example, permitting discretionary spending on community-driven initiatives can enhance the relevance and impact of ADD.

Communication and Coordination Among Stakeholders

Effective communication and coordination are integral to successful policy implementation. Van Meter and Van Horn (1975) emphasize the importance of clear and consistent communication between policymakers, implementers, and beneficiaries. In the context of ADD, communication gaps often lead to misunderstandings and misaligned priorities. Research by Santoso (2008) and Hessel's Response (2003) highlights the need for structured communication channels and regular stakeholder meetings to ensure alignment and transparency. Additionally, leveraging digital platforms can facilitate real-time communication and improve coordination among stakeholders.

Socio-Economic and Political Environment

The socio-economic and political context of a village significantly affects ADD implementation. Studies by Dye (1981) and Agustino (2014) suggest that high poverty levels, limited access to education, and political dynamics often hinder policy effectiveness. For instance, political interference in fund allocation decisions can lead to favoritism and corruption. Addressing these challenges requires a holistic approach that considers the socio-political realities of rural communities. Empowering local institutions and fostering a culture of accountability can mitigate these issues and enhance policy outcomes.

Comparative Case Studies

Comparative analyses of ADD implementation in different regions provide valuable insights into best practices and common pitfalls. For example, a study by Baharuddin (2013) on ADD in Tolole Village highlights the importance of community-driven planning in achieving sustainable development. Conversely, Darman (2018) identifies poor governance and lack of stakeholder engagement as major barriers in Basngkir Village. These case studies underscore the need for tailored strategies that address the unique challenges and opportunities of each village.

Lessons Learned and Best Practices

Drawing from the literature, several best practices emerge for enhancing ADD implementation. First, capacity building for village officials is crucial for improving financial management and policy execution. Second, fostering community participation ensures that development initiatives align with local needs and priorities. Third, revising regulatory frameworks to allow for greater flexibility can enhance the adaptability and relevance of ADD. Lastly, leveraging technology for communication and data management can improve transparency and accountability.

METHOD

This study employs a qualitative descriptive approach to explore the implementation of the Village Fund Allocation (ADD) in Sansarino Village. The qualitative method was chosen to gain an in-depth understanding of the dynamics, challenges, and factors

influencing policy implementation. A case study design was utilized to provide a comprehensive examination of the specific context of Sansarino Village.

Data were collected using multiple methods to ensure triangulation and enhance the validity of the findings. The primary data sources included:

1. Observation: Field observations were conducted to understand the practical aspects of ADD implementation and its impact on the community.
2. Interviews: Semi-structured interviews were held with key informants, including village officials, members of the Village Consultative Body (BPD), and community representatives. Informants were selected purposively based on their roles and knowledge of ADD implementation.
3. Documentation: Relevant documents, such as village budgets, activity reports, and regulatory guidelines, were reviewed to provide additional insights and context.

Data analysis followed the Miles and Huberman interactive model, which includes three main steps:

1. Data Reduction: The collected data were organized and summarized to focus on key themes related to policy standards, resources, communication, and socio-economic factors.
2. Data Display: Thematic matrices and narrative summaries were used to present the data systematically.
3. Conclusion Drawing and Verification: Patterns and relationships were identified, and findings were verified through iterative analysis and cross-checking with the data.

Ethical considerations were upheld throughout the study. Informed consent was obtained from all participants, and confidentiality was maintained to ensure their privacy and comfort in sharing information. The research process adhered to academic integrity and ethical guidelines for qualitative research.

RESULT AND DISCUSSION

Policy Standards and Objectives

The study revealed that the Village Fund Allocation (ADD) policy in Sansarino Village has not fully met its intended standards and objectives. Interviews with key informants indicated that while the policy aims to address critical areas such as infrastructure development, community empowerment, and poverty alleviation, its implementation often falls short due to misalignment with local needs. For example, the prioritization of road construction and physical infrastructure projects has overshadowed initiatives aimed at enhancing community skills and empowerment. These findings are consistent with Van Meter and Van Horn's assertion that unclear or overly idealistic policy objectives can hinder effective implementation.

Resources

Resource constraints emerged as a significant barrier to the successful implementation of ADD in Sansarino Village. Human resources, in particular, were identified as a key area of concern. Village officials lack adequate training and technical

expertise to manage funds effectively, resulting in inefficiencies and delays. Furthermore, financial resources are often insufficient to cover the comprehensive needs of the village, leading to suboptimal outcomes. The study also highlighted the lack of supporting infrastructure, such as proper administrative tools and facilities, which hampers the efficient execution of development programs.

Communication and Coordination

Effective communication and coordination among stakeholders are crucial for the successful implementation of ADD. However, this study found significant gaps in this area. Miscommunication between village officials, the Village Consultative Body (BPD), and the community often leads to misunderstandings and delays in decision-making. For instance, community members reported limited awareness of how funds were allocated and utilized, which undermines transparency and trust. Regular and structured communication mechanisms, such as periodic village meetings and feedback sessions, were recommended to address these issues.

Socio-Economic Environment

The socio-economic context of Sansarino Village plays a critical role in shaping the outcomes of ADD implementation. High levels of poverty and limited access to education exacerbate the challenges faced by the village government. Additionally, political dynamics within the village often influence decision-making processes, sometimes leading to favoritism and unequal distribution of resources. Addressing these issues requires a holistic approach that includes targeted poverty alleviation programs, capacity-building initiatives, and the establishment of clear and fair allocation mechanisms.

Key Challenges Identified

Based on the analysis, several key challenges were identified:

- a) **Inadequate Human Resources:** The lack of skilled personnel impacts the overall efficiency and effectiveness of ADD implementation.
- b) **Limited Community Participation:** Low levels of community involvement in planning and decision-making processes hinder the alignment of development programs with local needs.
- c) **Regulatory Constraints:** Rigid regulations limit the flexibility required to adapt policies to the unique context of Sansarino Village.
- d) **Political Interference:** Power dynamics and favoritism affect the equitable distribution of resources and undermine the credibility of the village government.

Recommendations

To address these challenges, the following recommendations are proposed:

- a) **Enhancing Capacity Building:** Regular training programs should be provided to village officials to improve their technical and managerial skills.

- b) Promoting Participatory Governance: Community members should be actively involved in planning and monitoring ADD implementation to ensure alignment with local needs.
- c) Revising Regulatory Frameworks: Policies should allow for greater flexibility in fund allocation and utilization to accommodate local conditions.
- d) Strengthening Communication Channels: Structured and transparent communication mechanisms should be established to improve coordination among stakeholders.
- e) Addressing Socio-Economic Issues: Targeted initiatives, such as vocational training and small business support programs, can help alleviate poverty and enhance community resilience.

Comparative Analysis

The findings from Sansarino Village align with trends observed in other rural areas. For instance, studies in Tolole Village (Baharuddin, 2013) and Basngkir Village (Darman, 2018) highlight similar challenges related to resource constraints, limited community involvement, and regulatory issues. However, villages that have successfully implemented ADD, such as those documented in Hilman (2022), often exhibit strong leadership, active community participation, and effective use of resources. These comparative insights underscore the importance of context-specific strategies for enhancing ADD outcomes.

Implications for Policy and Practice

The findings of this study have significant implications for policymakers and practitioners. For policymakers, the study highlights the need for more flexible and context-sensitive regulatory frameworks. For practitioners, it emphasizes the importance of capacity building, community engagement, and transparent communication in achieving policy objectives. By addressing these issues, ADD can be transformed into a more effective tool for rural development.

The implementation of the ADD policy in Sansarino Village faces numerous challenges, including inadequate resources, poor communication, and socio-economic constraints. However, by adopting a multi-faceted approach that addresses these issues, it is possible to enhance the effectiveness of ADD and achieve sustainable development outcomes. The next steps involve translating these findings into actionable recommendations and monitoring their impact on policy and practice in Sansarino Village and beyond.

CONCLUSION

The implementation of the Village Fund Allocation (ADD) policy in Sansarino Village reveals significant challenges and opportunities for improvement. This study has highlighted key factors affecting the policy's effectiveness, including the alignment of standards and objectives, resource adequacy, communication and coordination among stakeholders, and the socio-economic environment. While the policy aims to promote rural development and enhance community welfare, its implementation in Sansarino Village has faced several hurdles, such as limited human resources, insufficient community participation, and rigid regulatory frameworks.

The findings emphasize the need for a multi-dimensional approach to address these challenges. Enhancing the capacity of village officials through targeted training programs, fostering participatory governance to involve community members in decision-making, and revising policy regulations to allow greater flexibility are critical steps toward improving ADD implementation. Additionally, addressing socio-economic issues through targeted poverty alleviation and empowerment programs can create a more conducive environment for policy success.

Comparative insights from other villages further underscore the importance of leadership, collaboration, and context-sensitive strategies in achieving policy objectives. By applying these lessons, Sansarino Village can overcome existing barriers and set a precedent for effective ADD implementation in similar contexts.

In conclusion, while the ADD policy holds significant potential for transforming rural areas, its success depends on addressing systemic challenges and leveraging local strengths. Policymakers and practitioners must work collaboratively to ensure that the policy not only meets its objectives but also empowers rural communities to achieve sustainable development. Future research could explore the long-term impacts of these interventions, providing further guidance for enhancing ADD implementation across diverse rural settings.

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