

## REFLECTIONS ON VILLAGE AUTONOMY THROUGH THE IMPLEMENTATION OF VILLAGE FUNDS IN GAMPONG KAPA, EAST LANGSA DISTRICT, LANGSA CITY

Muklir <sup>1)</sup>, Fadhil <sup>2)</sup>

<sup>1)</sup> Program Magister Administrasi Publik Universitas Malikussaleh, Aceh – Indonesia, [muklir@unimal.ac.id](mailto:muklir@unimal.ac.id)

<sup>2)</sup> Program Magister Administrasi Publik Universitas Malikussaleh, Aceh – Indonesia, [fadhil.pmap@gmail.com](mailto:fadhil.pmap@gmail.com)

### ABSTRACT

*Village funds are provided by the central government to villages (gampong) to improve the welfare of the gampong community. The existence of village funds is expected to increase community productivity. This study aims to explain how the implementation of village fund policies in Gampong Kapa in 2019 by linking the policy implementation model according to Grindle. The research method used is descriptive qualitative. Data collection was carried out through interviews, observation, and documentation. The results showed that the implementation of village fund policies in Gampong Kapa has not been carried out well even though the budget absorption has reached 100%. The process is following the existing regulations, but in the implementation in the field, there are many problems. The development and empowerment activities made by the gampong government are not felt by the community. This is because the implementation of village funds in Gampong Kapa does not pay attention to both the policy context and policy content so that the village funds disbursed by the central government in very large numbers are considered by some residents to be not optimal in improving the welfare of the people of Gampong Kapa.*

**Keywords:** Village Fund, Village Autonomy, Implementation, Policy, Kapa Village

### ABSTRAK

Dana desa merupakan dana yang diberikan oleh pemerintah pusat kepada desa (gampong) untuk memperbaiki kesejahteraan masyarakat. Keberadaan dana desa diharapkan meningkatkan produktivitas masyarakat. Penelitian ini bertujuan untuk menjelaskan bagaimana implementasi kebijakan dana desa di Gampong Kapa pada tahun 2019 dengan mengaitkan model implementasi kebijakan menurut Grindle. Metode penelitian yang digunakan yaitu deskriptif kualitatif. Pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa implementasi kebijakan dana desa di Gampong Kapa belum terlaksana dengan baik meskipun serapan anggaran tercapai 100%. Prosesnya memang sudah sesuai dengan peraturan yang ada, tetapi dalam pelaksanaan di lapangan banyak terjadi permasalahan. Kegiatan pembangunan dan pemberdayaan yang dibuat oleh pemerintah gampong tidak dirasakan oleh masyarakat. Hal ini karena implementasi dana desa di Gampong Kapa kurang memperhatikan baik konteks kebijakan maupun konten kebijakan sehingga dana desa yang dikucurkan oleh pemerintah pusat dalam jumlah yang sangat besar dinilai oleh sebagian warga tidak optimal dalam meningkatkan kesejahteraan masyarakat Gampong Kapa.

**Kata Kunci:** Dana Desa, Otonomi Desa, Implementasi, Kebijakan, Gampong Kapa

## PRELIMINARY

Village is the forerunner to the formation of political society and government in Indonesia. The existence of the village in a formal juridical manner was strengthened by the presence of Law Number 6 of 2014 concerning Villages (Village Law). The existence of the Village Law provides status and authority for villages to run their wheels of government, so the government issued a village fund policy as a manifestation of financial decentralization towards an independent village. With this policy, it is hoped develop local economic based on the conditions and potential of the village. Village funds are a form of state recognition to villages as an effort to improve welfare and equitable development. This is realized by encouraging the improvement of public services in the village, advancing the village economy, overcoming development gaps between villages, and strengthening rural communities as the subject of development.

In the context of implementing village autonomy based on the mandate of the Village Law, the central government has given authority to the village to carry out all programs and activities with the aim of village independence. This was supported by village funds. The village fund policy is a means for the central government to develop villages because village development is one of the national development agendas. The problem that then arises is that the relatively new regulations are not yet fully understood by the implementers of the village government. Some weaknesses arise when the village fund policy is implemented in the village. This weakness will cause problems such as misappropriation of village funds so that their use is not right on target. This could be caused by the inability of the village fund implementers, consisting of *Geuchik* and village officials, who do not have sufficient competence to manage these funds. Gampong Kapa, East Langsa Subdistrict, is one of the recipients of village funds and has realized village programs supported by village funds. Gampong Kapa received village funds from 2015 to 2020 with a total amount received of IDR 3,879,484,188 with details of village funds each year as follows:

Table 1. Gampong Kapa Village Fund for the Last 6 Years

No.	Year	Budget Ceiling	Source of Funds
1	2015	IDR 269.950.572,-	State Budget (APBN)
2	2016	IDR 598.842.000,-	
3	2017	IDR 763.865.602,-	
4	2018	IDR 698.998.014,-	
5	2019	IDR 769.273.000,-	
6	2020	IDR 778.555.000,-	
Total Village Fund		IDR 3.879.484.188,-	

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019.

Based on the table, it is known that in 2019, Gampong Kapa received village funds amounting to IDR 769,273,000. The village funds are used for four fields of activity, namely the government sector, the fostering society sector, the development sector, and the empowerment sector, as follows:

Table 2. Details of the Use of the Gampong Kapa Fund in 2019

No.	Year	Budget Ceiling
1	Government Administration	IDR 34.000.000,-
2	Development	IDR 477.738.220,-
3	Fostering Society	IDR 180.350.000,-
4	Community Development	IDR 77.184.780,-
Total		IDR 769.273.000,-

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

The implementation of these four projects areas is carried out by the team (TPK) which consists of the Heads of Affairs (Kaur) and Heads of Sections (Kasi) in the village and the supervision is carried out by *Tuha Peut* and all components of the community. *Geuchik* as the village head is fully responsible for all activities carried out in the village.

The problem faced is the lack of transparency in the management of village funds, so that many people do not know what village funds are used by the gampong government. Apart from that, other problems are weak human resources, laws, and regulations governing village funds are not fully understood, and lack of coordination in the implementation of village fund policies. Meanwhile, the community is also less involved in the process of using village funds, starting from planning to evaluation.

Studies on the implementation of village funds by several previous researchers but in different contexts and areas were carried out by Chasanah *et al.* (2017), Magdalena *et al.* (2017), Dana & Suprpta (2019), Muliawan *et al.* (2019), and Lituhayu (2019). However, the problem of implementing village funds in each village is of course different, so it is interesting to reflect on how village funds are used in Gampong Kapa, East Langsa District, Langsa City.

### Public Policy Implementation

Policies in the Indonesian Dictionary (KBBI) are a series of concepts and principles that outline and base plans for the implementation of a job in achieving goals or objectives. According to Abidin (2012), policies are generally divided into three levels, namely: 1) general policies, 2) implementation policies, and 3) technical policies. According to Subarsono (2011), public policy

can be defined as a policy or decision made by the authorities (in this case the government) which may involve other stakeholders concerning the public whose manufacturing process always starts from formulation to evaluation. According to Dunn (2017), public policy follows the following stages: 1) policy drafting, 2) policy formulation, 3) policy adoption, 4) policy implementation, and 5) policy evaluation. The policy implementation relates to actions and activity processes. Implementation is an important aspect of a policy process where the success of a program can be seen from its implementation. Implementation can also be said as an action in the process of proving a policy. Policies are derivatives in the form of programs that later become projects and eventually take the form of activities, whether carried out by the government, society, or cooperation between the government and the community. Udjodi in Wahab (2015) states that policy implementation is something that is important, maybe even more important than policymaking. Policies will simply be dreams if they are not implemented. Some of the ways to implement a policy are through top-down processes, namely processes that emphasize how to implement policies effectively from policymakers to targets. The second method uses a bottom-up approach, namely policy implementation based on the perspective of policy objectives (Agustino, 2012; Nugroho, 2017).

The research on the implementation of village fund policies uses a policy model proposed by Merilee S. Grindle. According to Grindle in Subarsono (2006: 93), successful implementation is influenced by two major variables, namely the content of the policy and the policy context. The policy content variables include 1) the interest of the target group, 2) the type of benefit, 3) the degree of change desired, 4) the location of the decision making, 5) program implementation and 6) the resources involved. Meanwhile, the policy context variables include: 1) how much power, interests, and strategies are owned by the actors involved in policy implementation, 2) the characteristics of the institutions and authorities, and 3) the level of compliance and responsiveness of the target group.

## **METHODS**

The research location is in Gampong Kapa, East Langsa District, Langsa City. The area was chosen because the implementation of the village fund policy was not following existing regulations. In this study, researchers used qualitative research. Sources of data used consisted of 1) primary data, in the form of text from interviews with informants and results of observations, 2) secondary data, in the form of documents, announcements, and letters. Informants are determined using a purposive technique, which is selected with certain considerations and goals, who master

the object under study (Moleong, 2014; Sugiyono, 2017). Some research informants who contributed to collecting the required data included Head of Division Dinas Pemberdayaan Masyarakat dan Gampong Kota Langsa, East Langsa Sub-District Head, Village Assistant, *Geuchik* of Gampong Kapa, Sekdes of Gampong Kapa, Kaur Keuangan Gampong, *Tuha Peut*, Chief of Dusun, youth leader, and public figure. Data analysis was carried out in three steps, namely data reduction, data display, and data verification.

## RESULTS AND DISCUSSION

### 1. Allocation of Village Funds in Gampong Kapa

Gampong Kapa received village funds from the APBN amounting to IDR 769.262.000,- in 2019. Village funds are allocated for four fields of activity, namely 1) the field of government administration, 2) the development sector, 3) the fostering society sector, and 4) the community empowerment sector. 100 percent of the budget is absorbed/realized. Government administration affairs spend a budget of IDR 34.000.000,- which are used for four activities, namely: a) preparation of RKPG, b) preparation of APBG and LPJ, c) making gampong qanuns, and d) paying PKPKG fees. The following is a table of village fund activities for the field of government administration:

Tabel 3. List of Allocation for Gampong Kapa Government Sector in 2019

No.	Year	Budget Ceiling
1	Preparation of RKPG	IDR 3.000.000,-
2	Preparation of APBG and LPJ	IDR 6.000.000,-
3	Compilation of the Gampong Qanun	IDR 3.000.000,-
4	PKPKG	IDR 22.000.000,-
Total		IDR 34.000.000,-

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

The budget for development affairs is IDR 463.923.000,-. These development activities are physical activities, such as constructing gampong gates, hoarding gampong roads, and making concrete slabs. Apart from physical activities, there are also non-physical activities such as integrated healthcare center (Posyandu) and billboard installation.

Table 4. List of Allocation for Gampong Kapa Development Sector in 2019

No.	Year	Budget Ceiling
1	Procurement of village street lights	IDR 22.221.170,-
2	Renovation of the <i>Geuchik</i> office	IDR 77.255.500,-
3	Gampong gate construction	IDR 55.000.000,-
4	Procurement of clean water networks	IDR 10.474.780,-
5	Village road hoarding	IDR 66.860.000,-
6	Concrete plate making	IDR 17.695.400,-
7	Installation of paving blocks	IDR 25.196.150,-
8	Kindergarten (PAUD and TPA) activities	IDR 38.415.000,-
9	Integrated healthcare center (Posyandu)	IDR 53.305.000,-
10	Home improvement for the poor	IDR 100.000.000,-
11	APBG billboards	IDR 500.000,-
Total		IDR 463.923.000,-

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

One of the priorities for utilizing village funds is the provision of village street lights which aim to illuminate the environment around the village at night. If we look at the lack of facilities and infrastructure for street lighting in the village, the provision of street lights, in general, can help the community to get better lighting. Procurement of street lights is indeed a basic need for the people of Gampong Kapa. This is following what was conveyed by Mr. M. Rajab as a community leader, as follows:

“... in this village, every night is dark because there are no street lights, even if there are street lights on the Medan-Banda Aceh road, and that too is the government who owns it, but when we enter the village road it is dark, so the residents propose to procure street lights”. (Interviewed, 25 August 2020)

Another allocation is the renovation of the *Geuchik* office. *Geuchik* office renovation aims to optimize services to the community. The following is the statement from Mr. Syafruddin as the Village Secretary of the Kapa Village:

“... this *Geuchik* office renovation is made to facilitate the gampong apparatus in providing services to the community because there are only two rooms ... the office renovates with dividers so that there are many rooms.” (Interviewed, 10 August 2020)

This policy triggered resistance from several elements of society, such as the statement made by Tgk. Ismail as *Tuha Peut* regarding the renovation of the *Geuchik* office. Informants do not agree that the existing funds are allocated to these activities because there are still many other activities that need to be prioritized, as follows:

“... indeed it is the authority of *Geuchik*, but why renovate it, if the service is the same and the new room is not used, it would be great if the funds were made for other activities.” (Interviewed, 13 August 2020)

The same statement was also conveyed by Mr. Syaifuddin as the youth leader:

“The *Geuchik* office renovation is unnecessary, because it is useless ... just look there is no activity there, just space, even the *Geuchik* never entered the room, it's useless.” (Interviewed, 14 August 2020)

From the two statements above, the researcher then interviewed the village facilitator who was accompanying Gampong Kapa to ask the reasons for the renovation of the *Geuchik* office being included in the 2019 APBG. The following is the statement of Mr. Afrizalludin as the village assistant of Gampong Kapa:

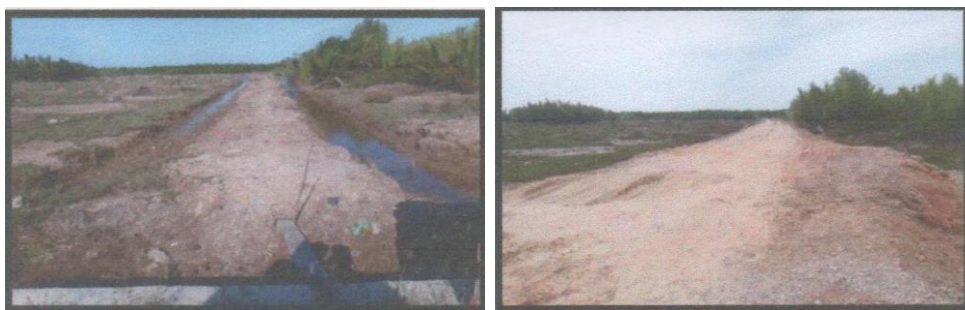
“We as assistants have conveyed to Mr. *Geuchik* and village officials that development must be carried out by looking at the benefits for the community and whether or not there is a priority for this activity, but *Geuchik* and the apparatus are still looking after this priority, we as assistants do not have any authority... can provide suggestions and input only.” (Interviewed, 13 August 2020)

From the interviews above, it is known that there are problems with the implementation of the *Geuchik* office renovation. The problem is related to the usefulness of these activities because based on the researchers' observations, there has never been any activity in the renovated room.

In contrast to the renovation of the *Geuchik* office, the construction of the gate is a proposal that comes from the community which is submitted during hamlet meetings and then finalized at the village meeting so that it is included in the 2019 RKPG and APBG. Apart from that, it is intended to provide boundaries between one gampong and another to avoid land dispute conflicts.

Meanwhile, in the report on the realization of the use of village funds, it was stated that the village road hoarding activity was carried out in three hamlets, namely Dusun Ilham, Dusun Samudra, and Dusun Pendidikan. The hoarding of gampong roads is a proposal submitted by residents so that the roads in Gampong Kapa are better. This proposal was then included as a priority for village fund activities in 2019.

Figure 1. Gampong Road Covering



Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

The picture above depicts the road conditions in Gampong Kapa. Not all of these roads have been paved by the government. Most of the roads in Gampong Kapa are still dirt roads so that it will be difficult for residents during the rainy season. Based on an interview with Mr. Zulkifli Aman as *Geuchik* Gampong Kapa, it is known that the aspiration for hoarding roads has been voiced by the community for a long time but only in 2019, this activity can be realized.

Village funds are also allocated for house renovation activities for poor families. This policy idea came from *Geuchik* himself. The goal is to improve the standard of life of the poor. The total number of community houses renovated is 10 units. The target group received an allocation of renovation funds of IDR 10.000.000,- per house. This is following the statement conveyed by Mr. Munir as the Activity Implementation Team (TPK) and also the Head of Samudera Hamlet, along with the statement:

“Home renovation is done specifically for the poor in the gampong, each house gets IDR 10 million from the gampong government, but the government does not give cash, but the house owner who wants to renovate his house makes his own need and provided by the gampong government.” (Interviewed, 20 August 2020)

Figure 2. Renovation of Houses for the Poor



Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

The purpose of the house renovation activities is to provide livable houses for the residents of Gampong Kapa who are economically deprived. This has received a positive response from the community by Tgk. Ismail as *Tuha Peut* Gampong Kapa:

“House construction activities for the underprivileged are very good, if possible every year funds are budgeted for a house renovation because there are still many houses that are unfit for habitation in this Kapa village.” (Interviewed, 23 August 2020)



The Gampong Kapa government also carries out coaching activities for the gampong community. The activities carried out include the celebration of national holidays (PHBN), donations for the community, religious activities, purchasing sports equipment, youth activities, purchasing PKK equipment, and leasing PAUD buildings.

Table 5. List of Allocation for Gampong Kapa Fostering Society Sector in 2019

No.	Year	Budget Ceiling
1	PHBN activities	IDR 20.000.000,-
2	Compensation for the poor	IDR 30.000.000,-
3	Religious activity	IDR 64.000.000,-
4	Procurement of sports equipment for youth	IDR 16.350.000,-
5	Youth activities	IDR 3.000.000,-
6	PKK activities and procurement of tools	IDR 42.000.000,-
7	PAUD building rental fee	IDR 5.000.000,-
Total		IDR 180.350.000,-

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

One of the gampong government programs is providing compensation to the community. This is aimed to help the economy of the less fortunate. It is hoped that it can make it easier for people in need. Compensation is given to three groups of people, namely orphans, people (children) who study at *dayah* (religion school), and the elderly. The compensation budget for the community is allocated IDR 30.000.000,-. Every underprivileged community is entitled to receive IDR 1.000.000,- with a total of 30 beneficiaries. This compensation has been implemented by the village government in 2019 with the realization of reaching 100%.

The last program that becomes the priority for the use of village funds is based on Permendesa PD TT No. 16/2018 and Langsa Mayor Regulation Number 43 of 2018 are in the field of empowerment. The field of empowerment aims to increase the capacity of the village apparatus using training conducted both by the city government and by third parties. Apart from training on equipment, activities in the field of empowerment also aim to improve the welfare of the community. Activities that are priority activities in the field of empowerment in Gampong Kapa in 2019 are organizing government events, training for community and community services, technical guidance to increase the capacity of village apparatus, and capital participation of Gampong-Owned Enterprises (BUMG).

Table 6. List of Allocation for Gampong Kapa Empowerment Sector in 2019

No.	Year	Budget Ceiling
1	Organizing government events	IDR 18.000.000,-
2	Kamtibmas training	IDR 4.000.000,-
3	Technical Guidance (Bimtek)	IDR 14.500.000,-
4	BUMG equity participation	IDR 40.684.780,-
Total		IDR 77.184.780,-

Source: Report on the realization of the absorption of funds of Gampong Kapa in 2019

Government event activities were initiated by the Langsa City government. This activity is in the form of an exhibition to commemorate the Birthday (HUT) of Langsa City. Each village is obliged to participate in this event by allocating a budget of IDR 10.000.000,-. Specifically for Gampong Kapa, the funds provided for participating in the Langsa City event are IDR 18.000.000,-. The funds are used for registration and operations during the Langsa City event.

Besides, a community service training was held involving the East Langsa Sector Police. Kamtibmas training activities were carried out in the hall of the East Langsa Police. Including the participants are from Gampong Kapa who are represented by the village secretary, youth leaders, and youth representatives. This activity is carried out using village funds with a total budget of IDR 4.000.000,-. Kamtibmas training aims to provide knowledge and understanding in the field of security and defense in the village as well as a good understanding of public order, which is one of the duties of the police. Additionally, this training was conducted to optimize the role of youth in the community so that they could become the mobilizer and pioneer of security in the village.

Meanwhile, the budget used for participation in technical guidance activities (bimtek) is IDR 14.500.000,-. The purpose of holding bimtek is to improve the quality of human resources of the village apparatus, increase motivation and willingness to continue learning on an ongoing basis, provide a good understanding of village financial management, and APBG management so that the use of village funds is effective. The technical guidance participants are all *Geuchik* in Langsa City. This technical guidance activity was carried out in the city of Bandung, West Java.

Finally, one important allocation is the capital participation of Village-Owned Enterprises (BUMG). BUMG are business institutions managed by the community and the gampong government to strengthen the village economy. BUMG formed based on the needs and potential of the gampong. The establishment of BUMG was based on the needs and potential of the village, as an effort to improve community welfare. Concerning its planning and establishment, BUMG is built on community initiatives based on the principles of cooperation, participation, transparency, emancipation, accountability, and sustainability with member-base and self-help mechanisms. Of

all that, the most important thing is that BUMG management must be carried out professionally and independently. BUMG is a pillar of economic activity in the village that functions as a social and commercial institution. BUMG as a social institution sides with the interests of the community through its contribution in providing social services. Meanwhile, as a commercial institution, it aims to seek profit through the supply of local resources (goods and services) to the market. In running their business the principles of efficiency and effectiveness must always be emphasized. The BUMG in Gampong Kapa has been established since 2017. The form of business run by BUMG Gampong Kapa is the production of bricks. BUMG Kapa already has a brick kitchen and several tools for producing bricks. The workers used are members of the Gampong Kapa community themselves so that the economic benefits can be felt immediately.

## **2. Implementation of Village Fund Policies in Gampong Kapa**

The process of implementing the village fund policy in Gampong Kapa starts from the planning process which is carried out in consultation with the hamlet. Hamlet deliberations are carried out by the Hamlet Head to capture proposals for activities to be carried out in the 2019 fiscal year. The proposals generated in the hamlet deliberations are then brought into the village deliberations to be discussed again and adjusted to the Gampong Kapa RPJM. The proposal must cover two areas of activity, namely development activities, and community empowerment. This is by what was conveyed by Mr. Zulkifli Aman as the *Geuchik* of Gampong Kapa:

“Deliberations start from the hamlet level to solicit proposals directly from the community, after which they are taken to the village deliberations, which are attended by all village officials to finalize proposals from the community and adjust to the existing budget ... besides that, proposals submitted must also be adjusted to the RPJMG. . After that the gampong government prepares an RKPG and then an APBG is made based on the RKPG.” (Interviewed, 10 August 2020)

Continuing the statement delivered by *Geuchik* Gampong Kapa, the author also interviewed Mr. Hendri Soenandar, S.STP as the Head of East Langsa Sub-district, following the results of his statement below:

“In the gampong, there is the highest forum called musdes (village meetings). *Geuchik* cannot decide without a musdes ... the results of the musdes will be published in APBG. The results of the musdes must be directly submitted to the APBG according to budget adequacy, if it is not enough, it can be submitted to the next year, the problem is that there are RPJMG and RKPG which are used as references in preparing APBG.” (Interviewed, 12 August 2020)

Theoretically, the village fund planning mechanism can be described: first, *Geuchik*, as the person in charge of using village funds, held a deliberation to discuss plans for the use of village funds. Second, the deliberation is attended by village officials, *Tuha Peut*, *Imeum Gampong*, hamlet heads, youth leaders, posyandu cadres, PKK cadres, women elements, and other elements of society, and must be attended by village assistants. Third, the gampong apparatus represents the submission of the plan for the use of village funds as a whole to the deliberation participants. The design for the use of village funds is based on the priority scale of the results of village deliberations. Fourth, the plan for the use of village funds that was agreed upon in a village meeting is outlined in the plan for the use of village funds, which is one of the materials for the preparation of the APBG. This mechanism is a gradual effort that provides opportunities or space for community aspirations as well as a medium for community learning on the principles of using village funds. This mechanism is a gradual effort that provides space for community aspirations as well as a medium for community learning on the principles of using village funds.

### **3. Reflections on Village Funds and Village Autonomy**

The implementation of the village fund policy in Gampong Kapa has been carried out under the applicable regulations. This can be seen from the policy implementation process starting from the planning process to accountability following Permendesa Number 16 of 2018 and Perwal Kota Langsa. Besides, deliberations were held up to the preparation of the RKPG and APBG. The procedure for using village funds is carried out by determining the priority for the use of village funds through village meetings. Then the results of the deliberations are integrated into the RPJMG and RKPG which are then included in the gampong spending priorities or APBG and then a Qanun (gampong regulation) is issued by the Gampong Government regarding the APBG.

The results of the deliberations which are then included in the APBG should benefit the village community. However, based on the results of the interviews, it is known that the community has not received great benefits. At an empirical level, it turns out that village funds are not implemented properly even though it is reported that the implementation of projects is appropriate. This means that the implementation of the village fund policy has been carried out and there has been development, but in terms of quality, the physical form of the existing development is not as good as budgeted. Also, the process does not comply with statutory provisions.

Based on the policy implementation model put forward by Griendle which sees the policy implementation process based on the policy content and the policy context, it can be illustrated in Gampong Kapa that:

#### a. Policy Content

- 1) The implementation of the village fund policy implementation in Gampong Kapa has not been in the interests of the community, where the implementation of activities has not touched the real needs of the community.
- 2) The benefits generated by implementing the village fund policy should be shared by the community. Because the benefits of shared interests mean that all elements of society can benefit from the assistance of village funds. However, the facts in the field are known that the community cannot benefit from the results of the village fund activities.
- 3) Actually, the community wants changes that will occur with the existence of village funds. Increasing welfare and improving the community's economy are changes that are expected by the gampong community. However, due to the absence of transparency and weak resources of village officials, the desired changes could not be achieved.
- 4) Policymakers, in this case, the central government to the village government, do not have clear coordination so that the community does not feel any changes to the presence of the village fund policy. The central government makes policies without paying attention to the aspirations or basic needs of the gampong community, while the government below it, especially the gampong government, is weak in interpreting the wishes and objectives of the village funds.
- 5) Implementing policies is only limited to *Geuchik* and village officials. Supposedly, *Tuha Peut*, *Imeum* Gampong, and many other traditional institutions in the gampong can also implement village fund policies. This is one of the reasons why the policy implementation does not run optimally.

#### b. Policy Context

- 1) The first indicator in the context of this policy can be explained that: the strength in this indicator is the strength possessed by the gampong apparatus to be able to implement the village fund policy properly, from what the community needs to what the community needs not yet. Then in implementing the village fund policy there is an interest. This interest should be related to the life of the village community, namely for the welfare of the community, the improvement of the standard of living of the community, and economic empowerment for the community. Then in the context of strategy, *Geuchik* and gampong apparatus should use an old strategy in the process of approaching the community which has proven effective to further strengthen the harmony and cooperation of the gampong

community, namely through socialization, good deliberation with religious leaders, youth leaders, or community elements in the village.

- 2) The characteristics of the institutions and authorities are following the respective duties and principal of the village apparatus in carrying out their duties. Each village apparatus certainly has its role in implementing the village fund policy in Gampong Kapa.
- 3) The compliance and responsiveness of *Geuchik* and village officials regarding the implementation of this village fund policy are still lacking, this can be seen from how they meet the needs of the community in Gampong Kapa.

## CONCLUSION AND RECOMMENDATION

The implementation of the village fund policy in Gampong Kapa has gone well. This can be seen from the planning process until the accountability stage is carried out with the existing regulatory guidelines. Even so, there are still several problems that occur in the implementation of village fund policies in Gampong Kapa. Several things deviate from the existing regulations, such as the use of village funds that is not transparent, the implementation of the work carried out is not following the village meetings, the level of resources is less competent, there is no good coordination in the management of village funds and the absence of community participation. in the management of village funds in Gampong Kapa. Therefore, *Geuchik* and village officials should be more open in managing village funds, because the purpose of village funds is for the welfare and economic empowerment of the village community. The Gampong government must coordinate more, especially with community elements and institutions in the village, be it *Tuha Peut*, *Imem* Gampong, as well as sub-district government and other parties in the technical implementation of village fund management so as not to cause problems and conflicts. The gampong community must also be more aware of the importance of participation in every government policy and program so that the allocation of village funds is right on target.

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