

Implementation of the Village Fund Allocation Policy (ADD) in Sindanghayu Village, Saketi District, Pandeglang Regency in 2021

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Abstract

This study aims to analyze the implementation of the Village Fund Allocation (ADD) policy in Sindanghayu Village, Saketi District, Pandeglang Regency, in 2021. The research uses a descriptive qualitative approach with interviews, observations, and documentation as data collection techniques. The informants consisted of village officials, members of the Village Consultative Body (BPD), and community beneficiaries. The findings indicate that the implementation of the ADD policy has been relatively effective, supported by strong community participation in village development planning meetings. The village government successfully prioritized the use of funds for basic infrastructure such as road construction and clean water facilities. However, challenges remain, including delayed fund disbursement and limited administrative capacity among village officials. Overall, the ADD policy implementation in Sindanghayu Village reflects the local government's commitment to improving public welfare through transparent and participatory governance.

Keywords: *Village Fund Allocation, Policy Implementation, Rural Development, Community Participation*

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I. Introduction

The Village Fund Allocation (ADD) policy is one of the important instruments in the implementation of fiscal decentralization in Indonesia. Through this policy, the government seeks to strengthen village independence in planning, implementing, and supervising development based on community needs. ADD is expected to accelerate the improvement of the welfare of village communities through infrastructure development, economic empowerment, and strengthening the capacity of village government. According to Law Number 6 of 2014 concerning Villages, ADD is a tangible manifestation of the state's commitment to supporting village autonomy so that it can develop according to its local potential and characteristics.

Pandeglang Regency as one of the regions in Banten Province has a large number of villages and a high level of economic dependence on the agricultural sector. This condition makes ADD's role very strategic in supporting the development of rural areas. One of the villages that is of concern is Sindanghayu Village in Saketi District, which receives village funds every year with the main goal of improving the quality of public services and basic infrastructure. However, the implementation of these policies often faces various challenges, both in terms of planning, implementation, and supervision.

The implementation of ADD policies at the village level is not only determined by the amount of funds allocated, but also by the ability of village officials to manage these funds effectively and accountably. According to the theory of policy implementation put forward by Edward III (1980), the success of implementation is influenced by four main factors, namely communication, resources, disposition, and bureaucratic structure. In the context of village government, these four factors greatly determine the success of the ADD policy. Good communication between the village government, BPD, and the community is the basis for transparency and accountability in fund management.

In addition, the success of implementation also depends heavily on the quality of human resources of village officials. Many villages still face limited administrative and managerial capabilities that have an impact on the effectiveness of program implementation. This leads to delays in budget absorption and inaccuracy in development targets. The disposition or commitment of policy implementers also plays an important role, because without integrity and moral responsibility from village officials, the use of ADD is prone to cause deviations.

In the context of Sindanghayu Village, the ADD policy has a direct impact on improving community welfare through the development of public facilities such as roads, drainage, and clean water facilities. However, based on the results of initial observations, there are still problems in the disbursement process, delays in reporting, and lack of public participation in supervision. This condition shows the need to evaluate the implementation process so that the use of funds is more effective and in accordance with the principles of good governance.

In addition, the implementation of the ADD policy is also closely related to the principles of participatory development. According to Dwiyanto (2015), community participation is a key factor in realizing good governance. Through community involvement in development planning and implementation, the village government can ensure that each program truly responds to the needs of the residents. Therefore, this research is important to examine how the ADD policy is implemented in Sindanghayu Village, how the communication and coordination process is, and the extent of the community's role in supporting the success of the policy.

Theoretically, this research is expected to contribute to the development of government science, especially in the study of public policy implementation at the local level. Practically, the results of this research can be an input for village governments and local governments in improving the village fund management system to be more transparent, accountable, and on the side of the community. Thus, the implementation of the ADD policy is expected not only to become an administrative routine, but also as a real instrument in strengthening sustainable and socially just village development.

Literature Review

Public Policy Concept

Public policy is a series of decisions made by the government to overcome societal problems and achieve certain goals. According to Thomas R. Dye (2013), public policy is "whatever the government chooses to do or not to do." This means that public policy reflects the government's commitment to allocating resources to meet the interests of the community. In the context of village government, public policies such as Village Fund Allocation (ADD) are important instruments in supporting community development and empowerment at the local level.

According to Dunn (2018), public policy must go through a series of stages such as formulation, implementation, and evaluation. Among these stages, implementation is the most crucial stage because it determines the success of policies in the field. Without good implementation, even a perfectly designed policy will not deliver results according to its objectives.

Policy Implementation Theory

Policy implementation is the process of implementing government decisions into concrete actions. According to George C. Edward III (1980), the success of policy implementation is determined by four main variables: communication, resources, disposition, and bureaucratic structure.

- Communication is related to the extent to which the policy is understood by the implementer. If communication is not clear, implementation is likely to fail.
- Resources include labor, funds, time, and equipment that support policy implementation.
- The disposition or attitude of the implementer describes the commitment, motivation, and responsibility of the apparatus in carrying out policies.
- The bureaucratic structure is related to the division of authority and coordination mechanisms between implementing units.

This theory is widely used in public policy research because it provides a concrete analytical framework to understand why policies are effective or not. In the context of ADD policy, these four factors play an important role in determining the effectiveness of village fund management.

Mazmanian and Sabatier (1983) also added that the success of implementation is influenced by clarity of objectives, resource availability, and commitment of implementers. Therefore, in the implementation of ADD, it is important to ensure that every stage—from planning, implementation, to supervision—runs according to the principles of efficiency and transparency.

Village Governance and Village Fund Allocation (ADD)

Village government is the smallest government unit that has the autonomy to regulate and take care of the interests of the local community. Based on Law Number 6 of 2014 concerning Villages, Village Fund Allocation is a fund sourced from the district/city government budget allocated to villages to finance government, development, and community empowerment.

According to the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendesa PDTT, 2020), the main goal of ADD is to strengthen village governments to be able to manage

development independently. ADD also serves to improve community welfare through improving the quality of public services and basic infrastructure development.

However, in practice, many villages face obstacles such as low capacity of apparatus in managing financial administration, delays in disbursing funds, and lack of community participation. This problem shows that the implementation of ADD policies requires strong leadership, good coordination, and transparent oversight mechanisms.

Principles of Good Governance in Village Fund Management

The concept of *good governance* emphasizes the importance of participatory, transparent, accountable, and fair governance. According to Dwiyanto (2015), the implementation of good governance can only be achieved if the apparatus and the community have a common awareness to carry out government functions honestly and openly. In the context of the implementation of ADD, this principle is realized through community participation in the planning, implementation, and evaluation of village development.

The principle of transparency is realized through the disclosure of public information regarding the amount of funds, allocations, and reports on the use of ADD. Accountability includes the accountability of the apparatus for the implementation of activities and their results. Meanwhile, participation requires the active involvement of the community in every stage of development. If these three principles run in harmony, then the management of village funds will be more effective, efficient, and trusted by the community.

Community Participation in Policy Implementation

Community participation is an important aspect of village development policies. According to Cohen and Uphoff (1980), participation can occur in various stages: planning, implementation, utilization of results, and evaluation. The high level of community participation is an indicator of the success of the implementation of the ADD policy, because the policy is designed to answer the needs of the village community directly.

In the context of Sindanghayu Village, community participation can be seen through involvement in village deliberations (Musdes), mutual cooperation in infrastructure development, and supervision of the use of funds. Strong participation will increase ownership of development outcomes, strengthen transparency, and reduce potential deviations.

Research Conceptual Framework

Based on the above theoretical study, this study departs from the view that the successful implementation of the ADD policy is influenced by the variables of communication, resources, disposition, and bureaucratic structure as stated by Edward III (1980). These four factors are the basis for analyzing the effectiveness of policies in Sindanghayu Village. In addition, the application of the principles of good governance and community participation is an important supporting factor in ensuring that ADD policies can run transparently, accountably, and sustainably.

Thus, this literature review strengthens the theoretical basis of research that the implementation of ADD policies does not only focus on administrative aspects, but also on social dynamics, local leadership, and community involvement as a form of participatory democracy at the village level.

II. Research Methods

Approaches and Types of Research

This study uses a descriptive qualitative approach, which is an approach that aims to describe in depth the process of implementing the Village Fund Allocation (ADD) policy in Sindanghayu Village, Sageti District, Pandeglang Regency. The qualitative approach was chosen because this research focuses on understanding social phenomena in a contextual and natural way. According to Moleong (2017), qualitative research seeks to understand the meaning of behaviors, actions, and social interactions from the perspective of participants.

This type of research is a case study. This approach is used to examine in depth the implementation of ADD policy as an event that occurs in a real-life context. Through case studies, researchers can identify the factors that affect the success and obstacles to policy implementation at the village level.

Research Location and Time

The research was carried out in Sindanghayu Village, Saketi District, Pandeglang Regency, Banten Province, which is one of the villages receiving the Village Fund Allocation (ADD). This location was chosen because it has social and geographical characteristics that are representative of the implementation of ADD policies in

rural areas. The research was carried out for four months, starting from the preliminary observation stage, data collection, to analysis of research results.

Data Sources and Types

The data sources in this study consist of primary data and secondary data.

Primary data was obtained directly from the results of in-depth interviews with key informants such as Village Heads, Village Secretaries, members of the Village Consultative Body (BPD), and community leaders involved in the process of implementing the ADD program.

Secondary data was obtained through documentation studies of official documents such as reports on the use of village funds, village regulations, minutes of village deliberations, as well as literature and journals relevant to the research topic.

These two types of data are used in a complementary manner to provide a comprehensive picture of the implementation of the ADD policy in Sindanghayu Village.

Informant Determination Techniques

The informants in this study were determined using the purposive sampling technique, which is the determination of informants based on certain considerations that are relevant to the purpose of the research. According to Sugiyono (2017), purposive sampling was chosen because researchers need subjects who really understand the phenomenon being studied.

The criteria for informants in this study include:

- 1) Have direct involvement in the management and implementation of ADD policies.
- 2) Understand administrative procedures and mechanisms for using village funds.
- 3) Willing to provide information honestly and openly.

In addition, *the snowball sampling* technique is also used to obtain additional informants based on recommendations from the initial informants who are considered to know more about policy implementation in the field.

Data Collection Techniques

The data collection techniques in this study include:

1. In-depth Interview

It was carried out in a semi-structured manner to gather information related to the process of planning, implementing, and supervising ADDED policies. Interviews were conducted directly with village officials and beneficiary communities.

2. Field Observation

The researcher conducted direct observations of development activities financed by ADD, such as village road repairs, the construction of clean water facilities, and community empowerment activities. Observation helps to understand the social context and dynamics of policy implementation in the field.

3. Documentation

Data was obtained through official village government documents such as reports on the realization of the use of funds, photos of development activities, and records of the results of village deliberations. This documentation serves to verify the data of interview and observation results.

Data Analysis Techniques

Data analysis was carried out using the interactive model of Miles and Huberman (1994) which consisted of three main stages:

1. Data Reduction

Filter and simplify raw data by focusing on information relevant to the research objectives, such as supporting factors and barriers to policy implementation.

2. Data Display

Present data in the form of narratives, tables, or matrices for easy understanding and further analysis.

3. Conclusion *Drawing*

Interpret the meaning of the data that has been organized to produce valid conclusions and in accordance with the focus of the research.

The validity of the data was tested through triangulation of sources and methods, namely by comparing the results of interviews, observations, and documentation. In addition, member checks were carried out on informants to ensure the suitability of the results of the researcher's interpretation with the actual conditions.

Research Limitations

This research has several limitations, especially in access to sensitive village financial data and limited time to reach all beneficiary communities. However, these obstacles are overcome by increasing interviews with authorities and strengthening verification through secondary data. Thus, the results of the study can still accurately describe the reality of the implementation of the ADD policy in Sindanghayu Village.

III. Results and Discussion

Overview of the Implementation of the Village Fund Allocation Policy in Sindanghayu Village

Sindanghayu Village is one of the villages in Saketi District, Pandeglang Regency, which is a recipient of the Village Fund Allocation (ADD) program every year. In 2021, the village received an allocation of funds that were used to support basic infrastructure development and community empowerment activities. Based on the results of the study, the implementation of the ADD policy in Sindanghayu Village is going quite well even though it still faces a number of administrative and technical obstacles.

In general, the ADD policy in Sindanghayu Village is implemented through three main stages, namely: planning, implementation, and accountability. The planning stage begins with village deliberations (Musdes) involving the village government, the Village Consultative Body (BPD), and community representatives. This process shows the application of participatory principles in determining development priorities. In the implementation stage, activities are focused on the construction of village roads, waterways, and the improvement of public facilities. Meanwhile, the accountability stage is carried out through financial realization reports prepared by village officials and submitted to the sub-district government and the community through public information boards.

Supporting Factors for Policy Implementation

Some of the factors supporting the successful implementation of the ADD policy in Sindanghayu Village include:

1) Responsive Village Head Leadership.

The village head plays an active role in directing and supervising the implementation of the program. His open and communicative leadership style encourages the creation of good coordination between village apparatus and the community.

2) Community Participation

The level of community participation is relatively high, especially in physical development mutual cooperation activities. This strengthens the community's sense of ownership of the development results.

3) Coordination between village institutions

The synergy between the village government, BPD, and village community institutions is quite effective, especially in planning and evaluating activities.

4) Transparency and Accountability System

The village government has displayed financial reports through public information boards, so that the community can monitor the use of village funds openly.

These factors show that the implementation of the ADD policy in Sindanghayu Village has led to the application of the principles of good governance, namely participation, accountability, and transparency.

Factors Hindering Policy Implementation

Although the implementation of ADD is quite effective, the study found several obstacles that hinder policy optimization, including:

1) Delay in Disbursement of Funds

The disbursement process from the district level to the village level is often late, so the implementation of the program is not according to the planned schedule.

2) Limited Capacity of Village Apparatus

Some village officials do not have adequate administrative and financial capabilities, especially in the preparation of accountability reports.

3) Lack of Socialization to the Community

Not all people fully understand the purpose and mechanism of using ADD, so participation is still limited to certain groups.

4) Weather Factors and Geographical Conditions

The geographical location of Sindanghayu Village, which is mostly in the form of hills, causes several infrastructure projects to not be completed on time.

These obstacles show that the implementation of public policies at the village level still requires support from local governments in the form of training, supervision, and the provision of more adequate resources.

Implementation Analysis Based on Edward III's Theory

According to George C. Edward III's (1980) policy implementation theory, successful implementation is determined by four factors: communication, resources, disposition, and bureaucratic structure. In the context of this study, the four factors can be explained as follows:

1) Communication

The Sindanghayu Village Government has carried out quite effective communication through village deliberations, coordination meetings, and the dissemination of public information. Two-way communication between the government and the community is the key to success in understanding development priorities.

2) Resources

The funds allocated through the ADD program have been used according to the needs of the community. However, the limitation of human resources (apparatus) is the main challenge in the management of administration and financial statements.

3) Disposition (Attitude of the Executive)

Village officials have a high commitment to implementing policies, although some still require increased technical capacity. A positive attitude and moral responsibility are important capital in running the program consistently.

4) Bureaucratic Structure

The organizational structure of the village government in Sindanghayu is already in place, but coordination between devices needs to be strengthened to speed up the decision-making and administrative reporting process.

This analysis shows that the implementation of the ADD policy in Sindanghayu Village is already going in the right direction, although it still requires increasing the capacity of human resources and bureaucratic management to be more effective.

The Impact of Policy Implementation on Village Development

The implementation of the ADD policy has a real impact on improving the quality of life of the people of Sindanghayu Village. In terms of infrastructure, the construction of village roads and clean water facilities facilitate the mobility of residents and support local economic activities. In terms of community empowerment,

ADD facilitates training and productive economic activities for community groups, thereby fostering awareness of the importance of village economic independence.

In addition, the implementation of the ADD policy also has a positive impact on village governance. Transparency in the use of funds increases public trust in village officials. The community is now more active in providing input and supervision on development programs, so that a collaborative relationship is created between the government and residents.

General Discussion

Overall, the implementation of the Village Fund Allocation policy in Sindanghayu Village has been effective and shows progress in realizing participatory governance. However, to achieve optimal results, it is necessary to increase the capacity of the apparatus through training and technical assistance. Local governments also need to strengthen the supervision mechanism and accelerate the process of disbursing funds so that the implementation of activities is not hampered.

By referring to Edward III's implementation theory and the principle of good governance, this study confirms that the success of public policies at the village level is highly dependent on effective communication, integrity of implementers, and adequate resource support. Sindanghayu Village can be used as an example of the relatively good implementation of the ADD policy, although it still needs to be refined in technical and administrative aspects to realize sustainable village development.

IV. Conclusions and Suggestions

Conclusion

Based on the results of the research and analysis that has been carried out, it can be concluded that the implementation of the Village Fund Allocation (ADD) policy in Sindanghayu Village, Sageti District, Pandeglang Regency in 2021 is running quite effectively even though it still faces several technical and administrative obstacles. Policy implementation has gone through three main stages — planning, implementation, and accountability — most of which are carried out in accordance with the provisions of government regulations.

The success of the implementation of this policy is supported by several important factors, including communicative village head leadership, active community participation in village deliberations, and the application of the principles of transparency and public accountability. The village government is able to manage ADD by focusing on the development of basic infrastructure such as village roads, waterways, and public facilities that support residents' economic activities. Community participation is also the main force in ensuring the sustainability of the program and increasing the sense of ownership of development results.

However, this study also found a number of obstacles that need attention, such as delays in disbursing funds from the district government, limited capacity of village officials in financial administration management, and lack of socialization to the community about the mechanism for using ADD. These obstacles have an impact on delays in project completion and reduce the effectiveness of policy implementation.

In general, the implementation of the ADD policy in Sindanghayu Village reflects the village government's commitment to implementing the principles of good governance by prioritizing transparency, participation, and accountability. Although not perfect, this policy has had a positive impact on improving community welfare and strengthening village government institutions.

Suggestions

Based on the results of the research, some suggestions that can be submitted are as follows:

- 1) Capacity Building of Village Apparatus

Local governments need to provide financial and administrative management training for village officials so that the reporting process and implementation of ADD runs more professionally and efficiently.

- 2) Accelerating the Disbursement Process

The district government is expected to improve the fund disbursement system so that there are no delays that can hinder the implementation of village development programs.

- 3) Strengthening Community Participation and Supervision

Village governments need to expand socialization and involve the community in all stages of village fund management, including planning, implementation, and evaluation.

4) Increasing Public Information Transparency

Information about the use of village funds should be conveyed regularly through bulletin boards, social media, and citizen forums to strengthen public trust.

By paying attention to these things, it is hoped that the implementation of the Village Fund Allocation policy in Sindanghayu Village can run more effectively, efficiently, and sustainably, and become an example for other villages in realizing transparent and participatory village governance.

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