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Implementation of Village Minister Regulation No. 21 of 2015 in Utilization of Village Funds for Community Empowerment (Study in The Village of Embacang Kelekar and Suban Baru Village of Kelekar District in 2016)

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ABSTRACT

This research is about the Implementation of Village Ministerial Regulation, PDTT Number 21 of 2015 in the utilization of Village Funds for Community Empowerment in Embacang Kelekar Village and Suban Baru Village Kelekar District of Muara Enim Regency in 2016. The research aims to find out the implementation of Village Ministerial Regulation, PDTT Number 21 of 2015 in utilizing village funds for community empowerment in Embacang Kelekar Village and Suban Baru Village Kelekar District Muara Enim Regency in 2016 and what factors are the obstacles to the success of the Implementation of the Village Minister Regulation, PDTT No. 21 2015 in Utilizing Village Funds for Community Empowerment in both villages. This study uses qualitative research methods with a descriptive approach. The data used are primary data and secondary data. The results of this study, in terms of the many developing programs, of course the government of Embacang Kelekar Village is better than Suban Baru Village because in Embacang Kelekar Village out of 8 groups of goat management only 2 groups failed and 6 other groups succeeded. Whereas in Suban Baru Village, out of 3 programs, only 1 group developed and the rest failed. This indicates that the impact in Embacang Kelekar Village is better than in Suban Baru Village. However, as a whole, when viewed from compliance and smooth routines, functions such as supervision are still not good in both villages. Therefore, when referring to the theory that is used as a reference, namely Ripley and Franklin's Theory, which states that even though the level of compliance is high, routine functions can be carried out smoothly, policy implementation can have a positive impact. However, if one of the three dimensions is flawed, the implementation of the policy is said to have yet to succeed. So the conclusion that can be drawn is the implementation of the Minister of Village Regulation, PDTT No. 21 of 2015 in the utilization of village funds for community empowerment in the Village of Embacang Kelekar and Suban Baru Village Kelekar District of Muara Enim Regency in 2016 can still be said to be unsuccessful.

1. Introduction

The existence of a village legally is recognized formally in Law Number 6 of 2014 concerning Villages. Based on this provision, the village is given the understanding as a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs and the interests of the local community, based on local origins and customs that are recognized and respected in the system of government of the Unitary Republic of Indonesia. The Village's understanding above places the Village as a

government organization that politically has certain authority to manage and regulate its citizens or communities. With this position the village has a very important role in supporting the success of the National Government at large. The village is at the forefront in achieving success in all matters and programs of the Government. So it becomes very logical if village development is a top priority for the success of national development. In the case of exercising its authority, of course, sufficient funds must be available. As one form of State recognition



to the Village, the government provides funds to support the implementation of its authority, namely the provision and distribution of Village Funds sourced from the State Budget (APBN). Provisions regarding Village Funds sourced from the National Budget, of course, the government has set the priority setting for the use of Village Funds. According to Permendesa, PD TT No. 21 of 2015 that the use of Village Funds sourced from the State Budget to prioritize the fields of village development and Community Empowerment.

As the focus of the discussion, the researchers sort out the empowerment of the village community as a discussion because the empowerment of the village community is a reflection of village development. Where village development will not succeed if the community is not built.

Village Communities can be built by empowerment. Empowerment is an effort to develop community independence and prosperity by increasing knowledge, attitudes, skills, behaviors, abilities, awareness, and utilizing resources through the determination of policies, programs, activities, and assistance in accordance with the essence of the problems and priorities of the needs of the village community. In relation to the use of Village Funds for community empowerment in the Village of Embacang Kelekar and Suban Baru Village, it is important to do, because there are still many villagers who are unemployed, drop out of school, poor and lacking in skills so that they are unable to take advantage of the existing local potential. So it is not logical if every village builds magnificent infrastructure with large funds, but the community is not built, this is a waste of money. The data on the welfare of the inhabitants of the village of Embacang Kelekar with a population of 1,726 consisting of 311 poor people, 217 people who dropped out of school, and 253 people who were unemployed. Whereas in Suban Baru Village with a population of 1,328 people consisting of 157 poor people, 230 people who dropped out of school, and 271 people who were unemployed. Based on the data above, it is hoped that the government of

Embacang Kelekar Village and Suban Baru Village can truly implement a community empowerment program that includes alleviating the poor, improving health services, developing basic education services, village infrastructure and agriculture so that the program can be felt by the entire community in the local village which in turn makes the community more empowered to live independently.

2. Literature Review

Policy Implementation

The implementation of the Regulation of the Minister of the Village, PD TT No. 21 2015 is a crucial stage in the public policy process. A policy program must be implemented so that it has the desired impact or objectives. According to James P. Lester and Joseph Stewart (Winarno, 2002: 102) argues that policy implementation is seen in a broad sense, is a legal administration tool in which various actors, organizations, procedures and techniques work together to carry out policies in order to achieve impact or objectives which is desired. In line with the statement above, Mazmanian and Sabatier (Agustino, 2006: 139) mention the implementation of policies as the implementation of basic policy decisions, usually in the form of laws. However, it can also take the form of orders or important executive decisions or other judicial bodies, these decisions identify the problem to be addressed, explicitly state the goals or objectives to be achieved in various ways to structure or regulate the implementation process".

Policy Implementation Model

To find out the success of implementation in a book entitled Policy Implementation and Bureaucracy (1986), Randall B. Ripley and Grace Franklin provide an overview of the factors that determine an implementation, as follows: *"There are three dominant ways of thinking about successful implementation. There are: First, some argue that success should be measured by the degree of compliance of the part bureaucratic*



underlings. A second perspective argues that successful implementation is characterized by smoothly functioning routines and the absence of problems. A third perspective, which is that successful implementation leads to desired performance in impact from whatever program (1986: 232- 233).

Based on the above quote it can be seen that there are three dominant ways used to measure a successful implementation, namely:

The level of compliance with applicable regulations, Smooth functioning routine, The realization of desired outcomes and impacts.

Policies related to Village Fund Utilization

Policies related to the use of Village Funds in Embacang Kelekar Village and Suban Baru Village in 2016, in addition to the Regulation of the Minister of the Village, PDDT No. 21 of 2015 there are also other regulations that touch as supporting elements of the regulation, namely as follows for the planning stage in this case determining priority activities have been regulated in village ministerial regulation number 21 of 2015 article 5 on the mechanism of determining activities of the village ministerial regulation number 21 of 2015 article 8 and explanation of village ministerial regulation number 22 of 2016 regarding the form of activities, while for the implementation phase of its activities regulated in PP No. 43 in 2014 article 132 paragraphs 3 and 4, Muara Enim Regent Regulation Number 57 in 2015 article 9 regarding beneficiaries, beneficiary meetings with village heads and BPD regarding duration / time of implementation and procedures for revenue sharing, and finally the issue of reporting on realization activities have been regulated in Permendagri Number 113 year 2014 article 24 paragraph 3 and Muara Enim Regent Regulation Number 57 of 2015 article 11 concerning reports must have complete and valid evidence, Muara Enim Regent Regulation Number 57 of 2015 article 12 paragraph 2 concerning the time for reports on the realization of activities

3. Methods

This research is a qualitative research with a descriptive approach that is to explore and observe data and events in accordance with existing data in the field. The researcher intends to be able to obtain insights and information in depth and illustrate the complex reality of the Implementation of the Village Ministerial Regulation, Number 21 of 2015 in the use of Village Funds for community empowerment in the Embacang Kelekar Village and Suban Baru Village in 2016. Implementation of Policies in the use of Village Funds for community empowerment in the Embacang Kelekar and Suban Baru Villages is an activity that starts from the planning, implementation and reporting of the Embacang Kelekar Village and Suban Baru Villages in utilizing the Village Fund for community empowerment which has been specifically determined in accordance with predetermined regulations to reach the goal.

This type of research data is qualitative with a descriptive approach obtained from documentation, interviews, and internet related to research. The data source of this study uses primary data and secondary data where primary data is directly from observations and interviews while secondary data in the form of documentation and regulations relating to the utilization of the Village Fund. The unit of analysis in this study is in the form of an organization, in this case Embacang Kelekar Village and Suban Baru Village, Kelekar District, Muara Enim Regency. While the informants in this study were the Village Head, Chairperson of the BPD, Village Secretary, Village Treasurer, Chairperson of the activity group, Kelekar District Head, and the local community from the two villages.

4. Results and Discussion

The theory referred to to assess policy implementation is Ripley and Franklin's theory contained in a book written by Ripley and Franklin (1986: 232-233). According to Ripley and Franklin,



the success of policy implementation is measured in three dimensions, namely: the level of compliance, the smooth functioning of routines, and the realization of the desired performance and impact.

Dimension Level of Compliance

The first dimension of compliance level consists of 3 (three) measured indicators, namely Activity Priority, Activity Implementation, and Reporting.

Activity Priority

The priority activities in the Embacang Kelekar Village and Suban Baru Village based on field data are as follows:

Table 1. Priority activities in the Empowerment Field In the village of Embacang Kelekar and Suban Baru Village in 2016

No	Village name	Priority Activities	Information
1	Embacang Kelekar Village	Forms of activity	Management of Goats
		Mechanism Determination of activities	Through the musdes then poured into the RKPDes and Regional Budget and subsequently passed in Perdes. During the musdes process there were many proposals such as cattle, goats, and purchasing seeds rubber. But only livestock are found in goats.
2	Suban Baru Village	Forms of activity	Training and purchase of handicraft materials local ingredients such as coconut fiber and plait bamboo. (Skills)
			Catfish and Catfish
		Mechanism Determination of activities	Management of Goats
			Through the musdes then poured into the RKPDes and Regional Budget and subsequently passed in Perdes. During the musdes process there were several proposals such as cattle, purchase of rubber seeds, bamboo weaving training, paragraph law training, fish livestock and goat livestock. However which agreed based on the agreement namely training woven bamboo, fish livestock, and goat livestock.

Source: Government of Embacang Kelekar Village and Suban Baru Village

This it can be concluded that the form of activities that are priority activities in the community empowerment program for the two villages are compliant or in accordance with existing provisions namely Permendesa, PD TT Number 21 of 2015 and Permendesa, PD TT Number 22 of 2016. As for the description of the

mechanism for determining a activities in the Embacang Kelekar Village and Suban Baru Village have passed through the Village Deliberation System. This it can be concluded that it is in accordance with existing provisions, this is in accordance with Permendesa, PD TT number 21 of 2015 article 5 paragraph 1,2,3.



Implementation of Activities

The activities in the Embacang Kelekar Village

and Suban Baru Village based on field data are as follows:

Table 2. Implementation of Empowerment Field Activities

No	The Name of Village	Priority Activities	Activities
1	Embacang Kelekarvillage	System Determination executor (recruitment benefieris)	a system for determining the implementation of empowerment activities the community is good enough because the data collection team is given stock data collection, then immediately comb from the house home to select less fortunate people and still refer to the existing provisions.
		Duration / time implementatio n	activities in the form of goat livestock according to the decision of the village head regarding the deadline is rolling according to the agreement together.
		Right on target	Implementation of community empowerment activities in the village of Embacang Kelekar for beneficiaries from these activities it has been said to be quite good i.e give priority to communities that are truly lacking able to.
		The results of theactivities	the results of the activities of the field of community empowerment in The village of Embacang Kelekar can be said to be good though there are some who fail, but not so alot, from 8 groups of goats, only 2 failed group. And the rest can be said to succeed so far many have developed.
2	Subhan Baru Village	System Determination executor (recruitment benefieris)	The implementation system has not been said to be good because the designated data collection team is not provided with data collection. Not only that, Suban Baruvillage head directly just legalize the results of the data collection without any deliberation first and not even the list of beneficiaries published only notified personally.
		Duration / time implementatio n	For the implementation of providing handicraft training, carried out only time in 2 (two) days, this resulting in some of the target groups not yet received the benefits of the training. But for implementation community empowerment program in this case catfish and catfish and goats according to the village head's decision regarding the time limit provisions that the program has scrolling means that the program remains there while good management and vice versa.
		Right on target	For beneficiaries of empowerment activities indeed for the poor. However, there are still a few Village apparatus means that here is not on target or yet not in accordance with the provisions set.



The results of the activities	Community Empowerment activities in new suban There are 3 activities, the first is training activities and there are no benefits distributed to the handicrafts participant. While the second activity is catfish and catfish livestock, there are still some problems, namely in the second group there are some catfish deaths, and for the third activity, management of goat livestock still has 1 group left and the others are all gone.
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Source: Government of Embacang Kelekar Village and Suban Baru Village

Based on the data in the table above, it shows that the implementation system for implementing as a beneficiary for the Embacang Kelekar Village is better than the Suban Baru village because in Embacang Kelekar Village they determine that the implementers will immediately go down to the field to select those who deserve to be the target groups who clearly prioritize the people who lack able to. whereas in Suban Baru Village they only handed over to a group of people whom they mandated to record and report to the village head, while the results of the data collection were justified by the Suban Baru village head.

Furthermore, for the description of the duration/ time of the implementation of community empowerment programs in the Village of Embacang Kelekar and Suban Baru Village in this case in the form of goat livestock activities there are no provisions because the program is revolving. The next description is on target. The implementation of the program of activities in the village of Embacang

Kelekar for the beneficiaries of the activity has been said to be quite good, meaning that it has fulfilled it in accordance with the existing provisions. while the community empowerment activity program in Suban Village is new for the beneficiaries of the activity referred to, there are still a number of Village apparatus, meaning that here is not yet on target or not in accordance with the stipulated provisions. While the next description is the results of the activities. To achieve the results of community empowerment program activities when seen from the number of successful or failed activities, then in Embacang Village it can be said to be good even though some have failed, but not too many failed as in Suban Baru Village.

Reporting on the realization of activities

In terms of submitting reports on the realization of activities in the village of Embacang Kelekar and Suban Baru Village, based on data findings in the field can be described as follows:

Table 3. Data Reporting on the results of activities in the village of Embacang Kelekar and Suban Baru Village

No	Village Name	Reporting Activities	Information
1	Embacang Kelekar Village	That proof complete and legal	In making a report on the results of activities, already accompanied by evidence complete and legal. Therefore, it can be said to be appropriate with existing provisions.
		On time in accordance with the provisions	In submitting the report of the realization of these activities, already on time, that is at stage 1 in July while stage 2 in September in accordance with existing provisions.
2	Subhan Baru Village	That proof complete and legal	In making a report on the results of activities, already accompanied by evidence complete and legal. Despite having difficulty in preparation of evidence or documents as support for the report the results of these activities.



On time in accordance with the provisions

In submitting a report of the realization of these activities, at Stage 1 (one) is experiencing delays in August the current fiscal year, it should be said to be timely existing regulations namely in July of the current budget year. However, the report on reliance in stage 2 (two) did not experience a delay, namely in September of the current budget year. In accordance with Muara Enim District Head regulation number 57 of 2015

Source: Government of Embacang Kelekar Village and Suban Baru Village

Based on the data table above that the Government of the Village of Embacang Kelekar and Suban Baru Village in making a report has been accompanied by complete and valid evidence. Therefore, it can be said that it is in accordance with the existing provisions. In accordance with mandate of Minister of Home Affairs number 113 of 2014 article 24 paragraph 3 and Perbup Muara Enim No. 57 of 2015 article 11 states that all village revenues and expenditures must be supported by complete and valid evidence. As for the timely description in accordance with the provisions. The government of Embacang Kelekar in terms of submitting a report on the realization of activities was timely. While in Suban Baru Village, the

submission of activity realization reports was delayed.

Dimensions of Smooth Routine Function

Furthermore, the dimensions of the smoothness of the measured routine functions consist of 3 (three) indicators, namely the adequacy of the budget, the adequacy of resources, and the existence of supervision.

Adequacy of the budget

The adequacy of the existing budget in the Embacang Kelekar and Suban Baru Villages, based on the findings in the field can be described as follows:

Table 4. Adequacy of the activity budget in the village of Embacang Kelekar and Suban Baru Village

No	Village Name	Budget Sufficiency	Information
1	Embacang Kelekar Village	Amount The budget	The amount of the Village Fund budget obtained is sufficient to realize several activities in one good fiscal year in the field of development and in the field of community empowerment. The DD budget received by Embacang Village was Rp. 607,949,000.00
		Budget's utilization	Use of the budget received by the village government Embacang Kelekar complies with the existing rules of 20% of the total budget received, used for field activities community empowerment and the rest is used for development. (as per PP No. 43 of 2014)
		Transparent	the village government of Embacang Kelekar has implemented management Village Funds with transparency, that is in addition to carrying out village meetings but also announced to the public by attaching a banner easily accessed by the public which contains the amount activity budget.
2	Suban Baru Village	Amount The budget	the amount of budget received is already said to be quite meaningful significant in supporting the smooth functioning of internal routines implementing policy. As for the DD budget amount Suban Baru village received Rp. 615,381,000.00



Budget's utilization	use of the budget received by the Suban village government Only in accordance with existing rules, namely 20% of the total budget received, used for field activities community empowerment and the remaining 80% is used for development. Suban Baru Village Government in the management of village level funds
Transparent	Suban Baru Village Government in the management of village level funds the transaction was only enough to go through the musdes, it wasn't announced to the public because they think it is enough for the community representatives who are invited to discuss at that time. This means that the level of transparency in Suban Baru Village is still closed or not open

Source: Government of Embacang Kelekar Village and Suban Baru Village

Based on the data table above, the amount of budget received by the Government of Embacang Kelekar Village and Suban Baru Village can be said to be sufficient to realize several activities in one fiscal year both in the field of development and in the field of community empowerment. As for the use of the budget in Embacang Kelekar Village and Suban Baru Village, it is in accordance with the existing rules of 20% of the total budget received for

community empowerment programs and the rest is used for development, this is in accordance with article 100 PP number 43 of 2014.

Availability of Resources

The resources in the village of Embacang Kelekar and Suban Baru Village based on the data in the field are as follows:

Table 5. Availability of Resources In the village of Embacang Kelekar and Suban Baru Village

No	Village Name	Availability of human resources	Information
1	Embacang Kelekar Village	The ability of the implementers (human resources)	The ability of human resources in the village of Embacang Kelekar as an executor of activities in the field of community empowerment, when viewed from an educational background is indeed low, but the strength of determination that is in them so that it can mobilize their own abilities in an effort to the intended program of activities has not experienced much failure.
		The amount of human resources	Number of Implementing HRs managing community empowerment if judging by the size of the number of human resources is sufficiently fulfilled, will but there are still parts of the implementing group less compactness. Number of Empowerment Program HR: Embacang Kelekar Village: 96 lk + 16 pr = 112 people (livestock goat)
		Availability Amenities	Supporting infrastructure facilities in the implementation program of village and field development activities community empowerment can be said to be enough fulfilled.
2	Suban Baru village	The ability of the implementers (human resources)	The ability of human resources owned, as implementing activities in the field of community empowerment still low, educational background is also low plus more the new suban village government does not provide training and guidance.



The amount of humanresources	Judging from the number of human resources already sufficient, however the problem is the same as that experienced by the village government Embacang Kelekar which is still part of the group the implementers lack cohesiveness. Number of Empowerment Program HRs in Suban Baru Village namely: 50 women (handicraft training) 150 men (catfish and catfish farming programs) 60 men (goat livestock program) Total human resources in suban baru : 260 people
Availability Amenities	Supporting infrastructure facilities in the implementation program of village and field development activities community empowerment can be said to be enough fulfilled, it's just that most of the facilities in Suban Baru Village lack of maintenance.

Source: Government of Embacang Kelekar Village and Suban Baru Village

Based on the data table above, it shows that the ability of human resources as executors in Embacang Kelekar and Suban Baru Villages can indeed be said to be still low, both in terms of educational background and in terms of skills. What should be done by the village government in dealing with the ability of HR as a low-capacity implementer is that competency development is needed through existing education and training. Then the second description is the number of human resources. Based on the data table above, it shows that the number of human resources in Embacang Kelekar Village and Suban Baru Village who manage community empowerment activities when viewed in quantity is sufficiently fulfilled, but basically the problem is not the quantity of the

implementers namely quality in this case, compactness and commitment for implementers. The next description is the availability of facilities. Based on the data table above shows that the availability of supporting infrastructure facilities in the implementation of the Village development activities program and community empowerment activities in the Village of Embacang Kelekar and Suban Baru Village can be said to be sufficient and very good.

There is supervision

As for the supervision in Embacang Kelekar Village and Suban Baru Village, based on existing data are as follows:

Table 6. There is supervision

No	Village Name	There is supervision	Information
1	Embacang Kelekar and Suban Baru Village	Supervision Type	For the type of supervision that has been fielding, only internal control (APIP) carries out supervision which is preventive before implementation.
		Supervision Method	APIP supervises the village government which is approximately just problematic.
		Supervision Procedure	Supervision procedures have gone through the stages of either distribution, distribution and use, as well as post distribution. But not done regularly.

Source: Kelekar District Head



Based on the data table above shows that the type of supervision from the internal supervision team (APIP), conduct preventive supervision before implementation is carried out in the hope that the implementation does not occur in the future. Although the supervision of the Village Fund is preventive in nature, it does not mean that APIP has ignored the existence of fraud in the management of the Village Fund. For the next description, the monitoring method. Here the APIP conducts supervision based on randomization (random), and even then it can still open a gap in the future, what should be done by the supervisory team is to conduct overall supervision in the hope that it can guarantee that all work carried out goes according to the plan that has been set. The third description is the monitoring procedure. Based on the data

table above, it shows that the supervision procedure can be said to have gone through the stages, but not as a whole, because the supervision is not carried out periodically until the completion of the activity, this will lead to unfavorable gaps. Therefore, based on the above findings, it can be concluded that the oversight procedure is not yet suitable to support the smooth running of routine functions in carrying out a policy.

Desired Performance and Impact

The performance

Performance in supporting the implementation of the Village Minister Regulation Number 21 of 2015 in the utilization of Village Funds in the Embacang Kelekar Village and Suban Baru Village, based on data in the field, are as follows:

Table 7. Performance of policy implementation in DD utilization in the village of Embacang Kelekar and Suban Baru Village in 2016

No	Village Name	The Performance	Information
1	Embacang Kelekar Village	Speed of service (service early system)	Head of Embaccang Kelekar Village in giving service to the community can be said pretty good. This can be seen from the lack of levels a problem that exists with local residents.
		Strengthening participation	Strengthening community participation in Embacang Kelekar Village cannot be said to be good enough. This matter because of the lack of openness of the village government Embacang Kelekar in inviting role involvement and the community in development activities
2	Suban Baru village	Speed of service (service early system)	Head of Suban Baru Village in providing services to the public is still not said to be good, because often experience delays in coping existing problems.
		strengthening participation	In inviting community involvement still very low, here it does not mean there is none participation but the level of community participation is lacking. This is due to the lack of openness of the village government in inviting community participation. both in the form of supervision or implementation because development is allocated through the budget there is a team or contractor from the private sector

Source: Village government Community

Based on the data in the above table, it shows that Based on the interview above, it shows that the head of Embacang Kelekar Village in providing

services can be said to be quite good. This can be seen from the lack of level of problems that exist in local residents. While the Suban Baru Village Head



in providing services to the community has not been said to be good because it often experiences delays in overcoming existing problems. While the next description is Strengthening Participation. Based on the data table above, it shows that the strengthening of community participation in the villages of Embacang Kelekar and Suban Baru Village is still very low, here it does not mean there is no participation, but the level of community participation is lacking. This is because it is lacking the openness of the government of Embacang Kelekar Village and the Suban Baru Village Government in inviting community participation in development activities, both in the form of supervision and implementation.

Desired Impact

There are several conclusions that can be drawn about the dimensions of the impact of community empowerment programs in Embacang Kelekar and Suban Baru Villages. These conclusions, namely:

For successful groups

True, with gratitude for each person, although perceptions of welfare according to each person are different, based on the data available, most community groups in the village of Embacang Kelekar as beneficiaries of community empowerment programs in the form of developed goats can be more prosperous than before. In Suban Baru Village, out of the 3 (three) empowerment programs, only the beneficiary community groups from the catfish and catfish livestock management program have income, although not too large, while other programs have failed.

For groups that have not succeeded or failed

Community empowerment program groups that have not succeeded or failed have certainly not bring positive benefits to them means to remain in the previous state or less prosperous.

The Factor That Becomes an Obstacle to Success

The factors that hamper the success of the Implementation of the Minister of Village Regulation No. 21 of 2015 in the use of DD for community empowerment in the Village of Embacang Kelekar and Suban Baru Village can be conveyed in the results of this study, namely as follows:

Lack of communication by village government officials to the community

From the results of research in the relationship of communication with the implementation of community empowerment programs, there are factors that inhibit this communication is the lack of open socialization and strengthening of community partitions regarding community empowerment program policies, so that the community's understanding of community empowerment programs is less well known. This will result in the difficulty of inviting community participation in the implementation and supervision of the community empowerment program itself.

Low ability of human resources

The low human resources of the villagers can be seen from the level of education of the majority of the population, namely elementary school graduates, around 65.05% of the total number of implementers. This has an impact on the activities of managing community empowerment programs at the implementation stage there are still many failures, especially in the group of empowerment activities in the Suban Baru Village because the human resources are less skilled, there is no creativity, innovation, and an advanced mindset plus no training, the direction and guidance given.

Lack of effective supervision

In terms of monitoring the implementation of community empowerment programs in Embacang Kelekar Village and Suban Baru Village, there are obstacles to the success of the program, namely the lack of effective supervision by APIP because supervision is not carried out periodically and



comprehensively (thoroughly).

5. Conclusion

The level of compliance with policy implementation in Utilizing Village Funds for Community Empowerment in Embacang Kelekar Village is quite high compared to Suban Baru Village.

Routine Function (in the use of Village Funds) for community empowerment is still not smooth because the level of supervision is still low. This can be seen from the APIP supervise only those that are approximately problematic and are not carried out periodically.

Performance, when viewed from the speed of service that the Village of Embacang Kelekar is quite good than in the Suban Baru Village. However, when viewed from the strengthening of the participation of each of the two Villages is still low.

While for the impact, seen from the many groups that succeeded, the Embacang Kelekar Village was more than the Suban Baru Village because from 8 groups only 2 groups failed while the other 6 groups succeeded. While in Suban Baru Village, out of 3 activity fields consisting of 8 groups, only 1 group succeeded, and the others failed. For groups that succeed with gratitude, each person can certainly be more prosperous than before, although not too big, while for groups that fail, it certainly does not bring positive results for them, meaning that they remain in their previous state.

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