

Policy Implementation of the Village Fund Cash Assistance Program in Bagaiserwar II Village

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Abstract - This research aims to analyze the implementation of the Village Fund Direct Cash Assistance Program Policy in Bagaiserwar II Village, Sarimi District, Sarimi Regency City and examine the Supporting and Inhibiting Factors for the Implementation of the Village Fund Direct Cash Assistance Program Policy in Bagaiserwar II Village Sarimi District City Sarimi Regency. The methodology used in this research is a qualitative approach with case studies, and the type of research is field research. For data collection, the author used observation, interviews and documentation methods. This research also refers to the theory of policy implementation developed by Edward III which focuses on the Implementation of the Village Fund Direct Cash Assistance Program Policy in Bagaiserwar II Village, Sarimi District, Sarimi Regency City. The results of this research show that the Implementation of the Village Fund Direct Cash Assistance Program Policy in Bagaiserwar II Village, Sarimi District, Sarimi Regency City, is based on the findings of Edward III's theory, namely transparent communication, efficient resource management, positive attitude of implementers, and a simple bureaucratic structure. All this ensures assistance is targeted, timely and without administrative obstacles. Supporting and Inhibiting Factors for Implementing the Village Fund Direct Cash Assistance Program Policy in Bagaiserwar II Village, supported by various parties, but hampered by infrastructure, inaccurate data, and weak supervision. Improvements are required for the program to run smoothly.

Keywords: Implementation, Village Funds, Cash Assistance Program, Bagaiserwar II Village, East Sarimi District, Sarimi Regency.

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1. Introduction

Indonesia is a vast archipelago, so the central government gives some of its authority to local governments, known as regional autonomy (Azhari & Suhartini, 2021). In the context of regional autonomy, villages have an important role in national development. Villages are considered one of the indicators of the successful implementation of a country's development (Waluyo, 2007; Widjaja & Haw, 2012). One of the main focuses in Nawacita, the development program initiated by President Joko Widodo, is to develop Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state. To realize this, the central government allocates special funds from the State Budget (APBN) which are transferred through the Regional Budget (APBD) in the form of Village Funds (Raharjo, 2021). This Nawacita program emphasizes the importance of the Village Fund in national development.

Government Regulation of the Republic of Indonesia Number 8 of 2016 concerning Village Funds sourced from the State Budget (APBN) explains that Village Funds are funds that come from the APBN and are intended for villages. These funds are transferred through the Regional Budget (APBD) to fund the implementation of village governance, development implementation, community development, and community empowerment.

Village Minister Regulation No. 7 of 2023 on the Details of Priorities for the Use of Village Funds provides clearer guidelines regarding the allocation and use of village funds, with an emphasis on programs that can directly impact the welfare of the community. One of the programs regulated in this

regulation is direct cash assistance (BLT), which is sourced from village funds. The village fund BLT program aims to provide assistance to poor and vulnerable families, especially those affected by economic crises, disasters, or other special situations. The village funds allocated for BLT are expected to increase people's purchasing power and reduce the impact of poverty. In addition, this regulation also regulates the technical implementation, from the determination of beneficiaries, the amount of assistance, to the monitoring mechanism, which aims to ensure that village funds are used in a targeted and accountable manner.

Village funds are distributed as a form of the state's commitment to protect and empower villages, improve the quality of public services in villages, reduce poverty, develop the village economy, and strengthen the position of village communities as the main actors of development. It is hoped that village funds can be a driving force for villages to grow to become more advanced, independent, and democratic. Through village funds, it is expected to create equitable development and empowerment and prosperity for village communities. Village financial management is crucial to achieving these main objectives, where the role of the village government is key in managing and implementing the village funds. Implementation here means the implementation of programs or activities that aim to achieve the expected results optimally (Bintarto, 1983; Beratha & Nyoman, 1982; Unang, 1984; Hatta & Amin 2016; Syaukani et al, 2004; Taufik & Isril, 2013).

According to a report from the Tribunnews.com page, in 2019 the world was rocked by the spread of a virus that caused mass deaths due to its very fast transmission rate, including in Indonesia. In early March 2020, Indonesia was also affected by this virus, known as Coronavirus Disease 19 (Covid-19) and originated from Wuhan City, China (Tribunnews, 2021). The rapid and easy spread of the virus has affected all regions in Indonesia. This virus not only causes mass deaths, but also has a broad impact on various aspects of human life, including social and economic aspects.

Seeing this situation, the Indonesian government immediately acted by declaring the Covid-19 emergency status and implementing the Large-Scale Social Restrictions (PSBB) policy to accelerate the handling of the virus. The implementation of PSBB has a major impact on community activities, including recommendations to maintain physical distance, reduce activities outside the home, avoid public places, and avoid crowds. Through PSBB, several rules are enforced, such as school learning is done from home, workplace activities are closed or work from home, religious activities in places of worship are limited, as well as restrictions on other activities. This policy has an impact on the economic sector, especially with the increased potential for poverty in the community. To overcome this problem, the government is working hard to minimize the spread of Covid-19 while suppressing the increase in the number of poor people. One of the steps taken is the implementation of social assistance policies through various guarantee programs, including Village Fund Cash Assistance (BLT-D).

Village Fund Cash Assistance (BLT-DD) is cash assistance provided directly to poor families, people with family members suffering from chronic diseases, and people who have lost their jobs. This assistance is sourced from the Village Fund to reduce the impact of the Covid-19 pandemic. BLT-DD is a social protection program that aims to help the poor affected by the pandemic, encourage community consumption, and support economic recovery in the village.

Prior to the Covid-19 pandemic, the Village Fund was used for various areas such as education, health, and infrastructure. In education, for example, it was used to support PAUD activities, provide PAUD facilities and infrastructure, and honorariums for PAUD managers and caregivers. In the health sector, it funds posyandu activities, while in the infrastructure sector it is used for the construction and maintenance of village roads, drainage, and the construction of uninhabitable houses. However, due to the impact of the Covid-19 pandemic, in 2020 the Village Fund was allocated for education, health, and preferably for Direct Cash Assistance to improve community welfare in the face of the economic impact of the pandemic (Aji & Wahyu, 2020).

However, there are still many problems in the distribution of Village Fund Cash Assistance (BLT-DD), especially in implementing the Village Fund to the community. In various regions, mistakes often occur, such as data collection that is not in accordance with the rules, a lack of transparency in data

collection that causes complaints from people who feel entitled to receive assistance but are not registered, multiple recipients, and there are also people who are registered but are actually not entitled to receive assistance. This can be seen, for example, in Bagaiserwar I Village, Sarmi District, Sarmi Regency.

Based on initial observations made by researchers, Sarmi District is one of the districts where each village prioritized the use of Village Funds for Village Fund Cash Assistance (BLT-DD) during the Covid-19 pandemic. Sarmi District, located in Papua Province, consists of 13 districts, namely East Sarmi, South Sarmi, East Sarmi, West Coast, East Coast, Tami, South Tami, Tor Atas, Tor Laut, Senggi, Jita, Yapen, and Wapoga, and consists of 98 villages. East Sarmi District has 12 villages.

Bagaiserwar Village, which is located in the East Sarmi District, is densely populated, has been divided into two villages, namely Bagaiserwar I and Bagaiserwar II, each of which has a different management and village head. Bagaiserwar II is the village with the largest population in Kabupaten Sarmi and is also the largest BLT-DD recipient village, with the largest number of beneficiaries in the kabupaten. This causes the potential for various problems to arise in the distribution of Village Fund Cash Assistance.

In Bagaiserwar II Village, East Sarmi District, there was a change of village head three times in three consecutive years, namely in 2021, 2022 and 2023. This change occurred because of the dynamics in the community that caused the village head to continue to change, even though based on applicable regulations, the term of office of the village head should last for eight years. This indicates instability in leadership at the village level, which is most likely influenced by various factors, such as community aspirations, conflicts of interest, or ineffective local policies.

In three consecutive years, namely in 2021, 2022 and 2023, the distribution of Village Fund Cash Assistance (BLT-DD) in Bagaiserwar II Village continued in accordance with the mechanism set by the government, despite the change of village head three times. Each village head in office is responsible for ensuring that the assistance is distributed to the people who are entitled to receive it, in accordance with predetermined criteria.

The change in leadership did not change the main procedures for distributing BLT-DD, which included data collection of beneficiaries, verification, and disbursement of funds according to a predetermined schedule. However, each village head has a different leadership style in managing administration and communication with residents, which can influence the smoothness of the process in the field. However, with clear guidelines from the government, the implementation of BLT-DD continues to run as it should in order to support the welfare of the people of Bagaiserwar II Village.

The criteria for receiving Village Fund Cash Assistance (BLT-DD) in Bagaiserwar II Village are determined based on guidelines set by the government, with the main priority given to poor families affected by difficult economic conditions. Recipients generally include residents who have lost their livelihoods, elderly people who have no fixed income, people with disabilities, and other vulnerable groups who need economic support. The selection process is carried out through data collection by village officials, then verified and validated to ensure that the assistance is right on target. However, in its implementation, there are still challenges such as data adjustments due to changes in the community's social conditions and expectations from other residents who feel entitled to receive assistance. With the established mechanism, the village government endeavors to make the distribution of BLT-DD transparent and in accordance with its purpose to help the neediest people in Bagaiserwar II Village.

The number of family heads in Bagaiserwar II village based on data updating in January 2023 amounted to 84 families or 566, with 299 male souls and 267 female souls. In Bagaiserwar II Village, the initial observation carried out by the village government for BLT-DD distribution was carried out through a verification process or data collection of prospective recipients carried out by the village verification team. After that, the data collected will be continued with the implementation of village deliberations to determine the community entitled to receive BLT-DD.

Table 1.1

**Distribution of the Direct Cash Assistance Program (BLT)
In Bagaiserwar II Village**

| No | Year | Number of Recipients | Amount of Funds per Recipient | Total Funds Distributed | Date of Disbursement |
|----|------|----------------------|-------------------------------|-------------------------|----------------------------------|
| 1 | 2020 | 120 Families | Rp. 300,000 | Rp. 36,000,000 | January, April, July, October |
| 2 | 2021 | 130 Family | Rp. 300,000 | Rp. 39,000,000 | February, May, August, November |
| 3 | 2022 | 150 Family | Rp. 300,000 | Rp. 45,000,000 | March, June, September, December |
| 4 | 2023 | 155 Family | Rp. 300,000 | Rp. 46,500,000 | January, April, July, October |

Source: Bagaiserwar II Village, 2024.

The number of recipients of the Direct Cash Transfer Program (BLT) in Bagaiserwar II Village can vary each year, depending on the latest data obtained from the village. This variation in the number of recipients is adjusted to the economic situation and the needs of the local community which are continuously updated. The distribution of BLT funds is carried out four times a year or every quarter, with the aim of ensuring that assistance can be received evenly and on time throughout the year.

As previously explained, and based on observations obtained through interviews with the Village Head and Village Secretary, in Bagaiserwar II Village there are also still problems in the distribution of Village Funds, especially Direct Cash Assistance (BLT) during the pandemic. Some of the problems found included the existence of people who received double assistance, namely those who had received other assistance such as the Family Hope Program (PKH) but still received BLT-DD. In addition, the number of BLT-DD recipients decreased from 446 people to 171 people. There were also people working in the tourism sector who lost their jobs due to the pandemic and should have been eligible to receive BLT-DD. However, because most people in Bagaiserwar II Village work in tourism, the village government has difficulty in providing this assistance due to the limited budget of the Village Fund.

The distribution of Village Fund Cash Assistance (BLT-DD) in Bagaiserwar II Village faced a number of problems, one of which was an error in the data collection of beneficiaries. Some residents who should have been entitled to receive assistance were not registered, while individuals who actually did not meet the criteria were recorded as recipients. For example, an elderly widow who had no regular income and depended on the help of her neighbors was not included in the list of recipients, while an employee who still had a regular job received BLT-DD. These errors generally occurred due to a lack of data validation and the absence of updated information regarding the economic condition of the community. As a result, complaints arose from residents who felt disadvantaged, which could potentially lead to dissatisfaction with the village government in distributing assistance fairly.

In addition, the limited allocation of village funds was also a major obstacle in the distribution of BLT-DD. The village government had to adjust the number of recipients with the available budget, so not all residents in need could receive assistance. For example, in one RT there are ten families who are all experiencing economic difficulties, but due to limited funds, only five families can receive assistance. This caused a dilemma in determining who was most entitled to receive assistance, especially since many residents were experiencing similar economic difficulties. As a result, some people who were actually also affected did not receive assistance due to limited funds, even though they met the criteria.

Another problem that arose was the double receipt of assistance, where some residents continued to receive BLT-DD even though they already received assistance from other programs such as the Family Hope Program (PKH). For example, there are families who receive BLT-DD every month,

but are also registered as PKH recipients who provide regular assistance in the form of cash and education assistance for their children. This happened because there was no system in place to ensure that beneficiaries did not receive multiple assistance from different sources. As a result, the allocation of assistance has been uneven, and those who have not received any assistance at all have been further marginalized.

The pandemic has also worsened the situation for people in Bagaiserwar II Village, especially for those who work in the tourism sector. For example, some residents who previously worked as tour guides and lodging managers have lost their livelihoods due to the lack of tourists. The decline in the number of tourists has caused many residents to lose their jobs or experience a significant decrease in income. Unfortunately, this condition cannot always be accommodated in the BLT-DD distribution, given the limited funds and data that is not always updated quickly. Many residents who had just experienced economic difficulties due to the pandemic were not included in the list of recipients, while those who had previously been registered continued to receive assistance even though their conditions were more stable.

The lack of supervision and evaluation in the distribution of BLT-DD was also a factor that exacerbated inaccuracies in the distribution of assistance. The absence of a strict monitoring mechanism led to irregularities in implementation, such as assistance not reaching recipients who really needed it or inaccuracies in distribution. For example, in some cases, there were people who were supposed to receive assistance but their names were suddenly replaced by others who were not entitled without any clarification process. Ineffective evaluation also means that errors in data collection are repeated without any significant improvement. Without good supervision, assistance that should be a solution for the community instead creates injustice and polemics among the residents of Bagaiserwar II Village.

Given the existing problems, caution and accuracy are needed from the village government in implementing the rules set by the government regarding the requirements for Village Fund BLT recipients during the Covid-19 pandemic, so that the distribution of assistance can be carried out on target and fairly. Based on the description of the problems that have been described, the dynamics of the implementation of the BLT-DD program are still interesting to study. The researcher assumes that there are still many things that can be explored from the implementation of this BLT-DD program. Therefore, researchers are interested in conducting research with the title "Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency".

2. Research Methods

The research approach chosen in this study is a qualitative approach. According to Bogdan and Taylor (1992) explain that qualitative research is one of the research procedures that produces descriptive data in the form of speech or writing and the behavior of the people observed. Meanwhile, what is meant by descriptive is that the researcher tries to describe a situation systematically the facts and phenomena as they are and are studied precisely.

This research was conducted with a qualitative approach. Qualitative research is research that produces descriptive data in the form of written or spoken words from people or observable behavior. This definition emphasizes more on the type of data collected in the research, namely qualitative descriptive data. In other words, qualitative research is research that produces descriptive data and seeks to explore the meaning of a phenomenon.

The qualitative approach was chosen because this research aims to examine and analyze how the Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency and what are the supporting and inhibiting factors for the Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency. The focus of this research is as follows:

- 1) Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency.

- 2) Supporting and inhibiting factors for the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) policy in Bagaiserwar II Village, Sarimi District, Sarimi Regency.
- 3) Efforts made in the Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency.

The phenomena observed in the research are as follows:

1. Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency, according to Edward III, namely communication, resources, disposition, and bureaucratic structure.
2. Supporting and inhibiting factors for the Implementation of the Village Fund Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency, namely Supporting Factors (Local Government Support, the Role of Village Officials, and Community Involvement) and Inhibiting Factors (Infrastructure Limitations, Inaccuracy of Recipient Data, Challenges in Monitoring and Accountability).
3. Efforts made in Implementing the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency.

This study had 8 informants consisting of the village head, village treasurer, 2 people from the BLT-DD implementation team, 3 people from the BLT-DD recipient community, and the chairman of the village deliberation body. The data source used in this research is secondary data obtained from books and journals related to the research title regarding the Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, Sarimi District, Sarimi Regency. Data collection techniques were carried out in this study by means of in-depth interviews, descriptive observations and documentation. Qualitative data analysis starts from facts or information in the field then selected and developed into meaningful questions (Sujana, 2010: 255). Data analysis in qualitative methods is carried out simultaneously through the data collection process. According to Miles and Humberman (2010: 255) data analysis includes:

1. Data Collection: Research records all data objectively and as it is in accordance with the results of observations and interviews in the field.
2. Data Reduction: Data reduction is choosing the main things that are in accordance with the focus of the research. Reduction is a form of data analysis that classifies, directs, discards unnecessary and organizes data that has been reduced, provides a sharper picture of the results of observations and makes it easier for researchers to find it if needed at any time.
3. Data Presentation: Presentation of data is an organized set of information, allowing conclusions to be drawn and actions taken.
4. Decision Making or Verification: After the data is presented, decision making and verification are carried out. For this reason, it is attempted to look for patterns, models, themes, relationships, things that often appear and so on. Verification can be done by decision, based on data reduction and data presentation which is the answer to the problem raised in the research.

3. Results and Discussion

1. Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency

Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, is part of the government's efforts to provide direct assistance to village communities affected by the COVID-19 pandemic. This program aims to help vulnerable communities, especially those who are classified as poor and have lost their livelihoods due to the pandemic situation. In its implementation, the village government in Bagaiserwar II Village collected data on residents who were entitled to receive assistance, ensuring that they met the predetermined criteria, such as not receiving other social assistance or falling into the category of poor families. The funds distributed are utilized by recipients to fulfill basic needs and increase purchasing power among village communities that have been affected.

However, in its implementation, the BLT-DD program also faced several challenges in Bagaiserwar

II Village. Several obstacles arose, such as a lack of transparency and inaccurate data collection, resulting in discrepancies in beneficiaries. In addition, some residents who may have been in dire need of assistance were overlooked due to limited access to information or effective communication in the area. To overcome these challenges, the village government is working to conduct wider socialization, ensure community involvement in the data collection process, and increase transparency in the distribution of funds. These steps are expected to increase the effectiveness and sustainability of the BLT-DD program so that it truly benefits the people in need in Bagaiserwar II Village.

1) Communication

Communication in policy implementation is an important aspect that cannot be ignored. As one of the main variables that influence the success of public policy implementation, communication plays a crucial role in achieving the policy objectives. The success of policy implementation is greatly influenced by how well decision makers understand the tasks they carry out. This understanding is supported by access to the right information, which allows them to make better decisions to implement policies effectively (Mazmanian & Paul, 1986; Jones & Charles, 1994; Agus et al, 2012).

Based on the research results, it can be analyzed that effective communication plays an important role in the smooth implementation of the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency. The village government has tried to convey information about this program openly and transparently to the community, especially regarding the criteria for beneficiaries and the selection mechanism. This is done so that residents understand the purpose and process of distributing assistance so that it does not cause misunderstanding. Various media are used to convey information, including community meetings, notice boards in the village hall, and direct socialization that reaches the lowest level of the community. With clear communication, it is hoped that all parties, including potential beneficiaries, will understand their roles and rights in this program so that the implementation of BLT-DD can be carried out properly, fairly, and on target.

The BLT-DD program implementation team in Bagaiserwar II Village applied a two-way communication approach to ensure smooth program implementation and build community trust. At each aid distribution session, the team provided space for residents to provide input or ask questions about things that were not understood, so that residents felt involved and valued in this process. In addition, the team proactively communicated the latest information related to the program through village officials, which helped disseminate updates on the schedule or distribution procedures quickly and evenly. This approach is expected to strengthen transparency in program implementation and ensure that all residents, especially beneficiaries, have access to clear and timely information.

2) Resources

According to Edward III, one of the important factors in policy implementation is human resources, especially staff or employees. Failure in policy implementation is often caused by inadequate, poorly trained, or incompetent staff. In addition, information also plays an important role in the policy implementation process. The information needed has two forms: first, information related to how to implement the policy, and second, information regarding data on implementers' compliance with established government rules and regulations.

Resources function as inputs in an organization viewed as a system, with implications from both an economic and technological perspective. From an economic point of view, resources relate to the direct costs or expenses borne by the organization, which reflect the value or potential usefulness in the process of transforming them into outputs. While from the technological side, resources include the organization's ability to transform inputs into outputs effectively.

Based on the research results, it can be analyzed that in the implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, the implementation team tried to optimize the available resources, both from the budget and manpower aspects. Each implementing member was given a task that was in accordance with their respective expertise to ensure efficiency in completing the work. Collaboration between team members was also a key focus, where they supported each other in every stage of implementation to maintain the

smooth running of the program. In addition, the team coordinates regularly to identify and evaluate obstacles that may arise during the program. With this approach, any problems can be addressed quickly and effectively, so that program implementation can run on target without significant obstacles.

Financial resources play a very important role in the successful implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency. In order for the program to run smoothly, the allocated budget must match the number of beneficiaries and follow the predetermined distribution schedule. This ensures that recipients can obtain assistance on time and in accordance with the provisions. As treasurer, the main responsibility lies in managing and recording the use of funds in detail and accurately, so that every transaction related to the distribution of aid can be accounted for with transparency. Good management of financial resources not only maintains the smooth running of the program, but also maintains community trust, which is crucial for the sustainability of the BLT-DD program in the future.

The Village Fund Cash Assistance Program (BLT-DD) implementation team in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, tried to maximize the use of available resources, both in terms of budget and manpower. Each team member was given clear tasks according to their expertise, which enabled them to complete their responsibilities effectively and efficiently. Solid cooperation among team members is also key to success, where they support each other and work together to ensure that each stage of the program can be carried out properly. In addition, the implementation team regularly coordinates to discuss various obstacles that may arise during program implementation. With this coordination, any problems can be identified early and resolved immediately, so that the smooth process of distributing assistance can be maintained, and the BLT-DD program can run successfully in accordance with the expected objectives.

3) Disposition

According to Edward III, the tendency or disposition of the implementers is a factor that has a major impact on the success of policy implementation. If the implementers have a positive attitude or support for the policy, then it is likely that the policy will be implemented in accordance with the stated objectives. Conversely, if the implementers have a negative attitude or oppose the policy due to a conflict of interest, then policy implementation will face serious obstacles and can hinder the achievement of the desired results.

On the other hand, authority must be formal so that orders can be carried out effectively. Authority is the authority or legitimacy for implementers to carry out policies that have been determined politically. Without authority, the power of the implementers in the eyes of the public will not have legitimacy, which in turn can thwart the implementation of public policies. In addition, physical facilities are also an important factor in policy implementation. Although implementers have sufficient, capable, and competent staff, without adequate supporting facilities (facilities and infrastructure), the policy implementation will not be successful (Tahir, 2014).

Based on the research results, it can be analyzed that the attitude in implementing the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency strongly supports the successful implementation of this program. The program implementers realize how important this assistance is, especially for residents affected by the pandemic, so the commitment to ensure that the distribution of assistance is carried out transparently and right on target is a top priority. This is so that there are no errors in the distribution of aid that could harm the community. In addition, good communication between implementers and all village officials is maintained, so that every policy can be carried out in accordance with the established rules. With an open approach and solid coordination, it is expected that the BLT-DD program can be distributed on time and provide optimal benefits for people in need.

Attitudes towards the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, strongly support the successful implementation of this program. A deep understanding of the importance of this program, especially for communities affected by the pandemic, encourages implementers to carry out their duties with full

responsibility and professionalism. Efforts to ensure that every assistance is received by the rightful recipients and in accordance with applicable procedures are crucial steps to maintain the effectiveness of this program. In addition, support from the village head and other village officials is vital for smooth implementation, as good coordination between various parties is the main key to the success of the program. This success depends not only on the policies set, but also on the positive attitude, dedication, and commitment of all implementers involved in ensuring that the assistance reaches those in need in a transparent and efficient manner.

4) Bureaucratic Structure

The last variable in Edward III's policy implementation theory is the bureaucratic structure. Bureaucracy is one of the institutions that most often, even as a whole, acts as an implementer of activities. The existence of bureaucracy is not only found in government structures, but also in private and other institutions. Therefore, understanding the structure of bureaucracy is a fundamental factor in studying public policy implementation. Edward III mentions two main characteristics of bureaucracy, namely standard operating procedures (SOPs) and fragmentation.

Based on the research results, it can be analyzed that the bureaucratic structure in Bagaiserwar II Village is designed to be simple and efficient, to ensure the implementation of the Village Fund Cash Assistance Program (BLT-DD) runs smoothly. Existing procedures are kept simple, so that the distribution of aid is not hampered by excessive bureaucracy. Each village official has a clear task, with a structured division of responsibilities, which minimizes confusion in implementation. In addition, every step in the aid distribution process follows pre-agreed procedures, ensuring accuracy and transparency. By avoiding unnecessary layers of bureaucracy, the aid distribution process can be carried out quickly, on target, and without administrative obstacles that can hinder the distribution of aid to people in need.

The bureaucratic structure in Bagaiserwar II Village is designed to be quite simple, which allows the implementation of the Village Fund Cash Assistance Program (BLT-DD) to run quickly and effectively. The procedures applied are not too complicated, so work can be completed more efficiently and without unnecessary delays. In addition, there are clear lines of communication between village officials, which facilitates coordination between the parties involved and ensures that each step in the process can be carried out smoothly without administrative obstacles. This simple structure greatly supports the smooth implementation of the program, while at the same time increasing the effectiveness in achieving the desired goal, namely the distribution of timely and targeted assistance to the community.

2. Supporting and Obstacles to the Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, East Sarmi District, Sarmi Regency.

Supporting factors for the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) Policy in Bagaiserwar II Village, East Sarmi District, Sarmi Regency, include the commitment and positive attitude of village officials and the community towards this program. The implementers have a deep understanding of the importance of this program, especially to help communities affected by the pandemic. Support from the village head and other village officials is vital in ensuring that the distribution of assistance is done with transparency and on target. In addition, a simple bureaucratic structure and clear procedures facilitate the implementation process, so coordination between village officials runs smoothly. Easy access to information and good communication between related parties are also important factors in supporting the success of this program.

However, there were some inhibiting factors that could affect the smooth implementation of the BLT-DD program. One of these is the limited financial resources that can affect the timeliness of the distribution of assistance. Although the budget has already been allocated, sometimes administrative constraints or delays in the allocation of funds can cause delays in the distribution of assistance. In addition, despite a good communication system, there is sometimes confusion or a lack of understanding on the part of some residents regarding the procedures that must be followed in receiving assistance. This can lead to confusion and potential errors in aid distribution. More intensive coordination and tighter supervision from the implementation team needs to be done to minimize these obstacles.

1) Supporting Factors

Policy Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, runs with the main focus of helping people affected by the pandemic. The program is designed to provide direct financial support to residents in need, with clear and simple procedures to ensure the distribution of aid runs smoothly. The village government ensures that every stage of the distribution is done with transparency, right on target, and in accordance with applicable regulations. The support of the village head and other village officials is vital in coordinating and monitoring the program to prevent misappropriation. In addition, good communication between the implementers and the community helped smooth the distribution process, ensuring that the assistance reached those in need on time. With the commitment and active involvement of all parties, the BLT-DD program in Bagaiserwar II Village is expected to provide maximum benefits to the community.

a. Local Government Support

Local government support plays a very important role in the successful implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency. The local government not only provided sufficient funding allocations to ensure the smooth distribution of assistance, but also provided the necessary direction and supervision to optimize program implementation at the village level. In addition, the local government through the relevant agencies also provided training to village officials to improve their ability to collect data on beneficiaries, thus avoiding errors in the selection and distribution process. With this support, the BLT-DD program in the village can be implemented more efficiently, on target, and transparently, which in turn supports the achievement of the program's objectives to help people affected by the pandemic and meet their basic needs.

Based on the research results, it can be analyzed that local government support plays a crucial role in the successful implementation of the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency. One of the main contributions of the local government is the provision of sufficient funding allocations, which ensures that the program can be implemented according to plan and on time. With adequate funding, the program is able to reach communities in need without financial barriers. In addition, the local government also provides technical support to village officials through training to improve their ability to collect data on beneficiaries. This training is crucial to ensure that the data collection is done accurately, so that the assistance distributed is right on target and in accordance with the predetermined criteria. Through this comprehensive support, the BLT-DD program in Bagaiserwar II Village can run more effectively, provide maximum benefits, and ensure the welfare of people in need.

The support provided by the local government for the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village is highly appreciated by the community, especially because the funds distributed are very helpful, especially in difficult times such as during a pandemic. The program was able to run well thanks to clear coordination between the local government and the village government, which ensured that every process was carried out smoothly without a hitch. In addition, the local government also actively conducts meetings and socialization to provide adequate explanation of the procedures so that the community can receive this assistance appropriately. This effective socialization is essential so that every resident understands the mechanisms and requirements that must be followed, so that the assistance can be distributed fairly and on target, providing maximum benefit to the people in need.

b. Role of Village Officials

The role of village officials is very important as a supporting factor in the successful implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency. Village officials have the main responsibility for collecting data and verifying beneficiaries, ensuring that the assistance is distributed to residents who meet the right criteria. In addition, they also play an active role in socializing to the community, explaining the procedures and distribution mechanisms to avoid misunderstandings. Good coordination between village officials and

the local government greatly supports the smooth process, from planning to program implementation. With dedication and solid cooperation, village officials are able to maintain transparency and accountability in every stage of the program, ensuring that assistance can arrive on time and on target to the people in need.

Based on the research results, it can be analyzed that the role of village officials is crucial in supporting the implementation of the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, because they function as the main link between the local government and the community. Village officials have the responsibility to ensure that information related to the program is conveyed clearly and accurately to all residents, so that there are no misunderstandings about the mechanism and conditions for receiving assistance. In addition, village officials are also active in conducting socialization, both through direct meetings and other communication media, to ensure that everyone knows how to access the assistance. With the active role of village officials in educating and directing the community, the process of distributing assistance can run smoothly, be right on target, and provide maximum benefits for residents in need.

The role of village officials in the BLT-DD program in Bagaiserwar II Village is highly appreciated by the community, because they always ensure that every resident clearly understands the procedures and criteria for beneficiaries. Every time there was a meeting, the village officials provided comprehensive and easy-to-understand information, and explained in detail the mechanism for distributing assistance. In addition, village officials are also very open in listening to complaints or problems that may arise, such as residents who have not been registered as beneficiaries. With this open and responsive attitude, village officials are able to immediately overcome obstacles that arise, ensuring that no eligible residents are overlooked and that assistance can be distributed fairly and on target. The proactive and communicative village officials played an important role in the smooth implementation of the BLT-DD program.

c. Community Involvement

Community involvement is a very important supporting factor in the successful implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarumi District, Sarumi Regency. The community was actively involved in every stage of the program, from the data collection of beneficiaries to the socialization process, which had a positive impact on the success of this program. With community participation, information about the mechanism for distributing assistance can be spread more widely, so that every resident knows what to do to get assistance. In addition, community participation also helps create a sense of ownership of the program, which in turn encourages them to care more about the smooth distribution of assistance. Community involvement in the monitoring process is also an important step in ensuring transparency and accountability, so that the assistance distributed is truly targeted and can provide maximum benefits for those in need.

Based on the research results, it can be analyzed that the community in Bagaiserwar II Village showed significant involvement in the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) by actively participating in meetings held by the village government. They provide input regarding who is entitled to receive assistance and help verify recipient data so that it is accurate and in accordance with predetermined criteria. In addition, the community also plays a role in reminding neighbors or families who may not fully understand the mechanism of this program, so that they can follow the correct procedures. The active involvement of the community is very helpful in ensuring that the BLT-DD program can run smoothly, be right on target, and provide maximum benefits for all residents in need. With community participation, the aid distribution process becomes more transparent and easier to monitor, so that this program can have a greater positive impact on the progress of the village.

The impact of community involvement in the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village is very positive. The active participation of the community in determining who is entitled to receive assistance makes this program more transparent and in accordance with the needs of residents. The community feels more valued because they are involved in the selection process

of beneficiaries, which not only gives them a sense of belonging, but also increases their sense of responsibility for the success of the program. With this involvement, no one feels left behind or overlooked, and all residents are more confident that the assistance they receive will be well-targeted. The community's trust in the program increases, which in turn ensures that the assistance distributed can provide maximum benefits to those in need.

2) Inhibiting Factors

The inhibiting factors in the implementation of the BLT-DD Program in Bagaiserwar II Village include inaccurate data on beneficiaries, which can lead to mistargeting. This often occurs due to limitations in data verification. In addition, the community's lack of understanding of the program mechanism and delays in information are also obstacles, slowing down the distribution of assistance. Complicated administrative processes also reduce program efficiency. These factors require attention so that the program can run more smoothly and on target.

a. Infrastructure Limitations

Infrastructure limitations are one of the inhibiting factors in the implementation of the BLT-DD Program in Bagaiserwar II Village. Limited access, especially in remote areas, affects the smoothness of the aid distribution process. Roads that are damaged or difficult to access prevent the implementation team from reaching all beneficiaries on time. In addition, facilities such as meeting rooms or places for socialization are also limited, reducing the effectiveness of communication between the village government and the community. These infrastructure limitations slow down the administration and distribution of the assistance, potentially reducing the benefits of the program for those in need.

Based on the research results, it can be analyzed that one of the biggest obstacles in the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village is the very poor condition of the road infrastructure. Several points of the road to the village have been badly damaged and cannot be passed by heavy vehicles, thus slowing down the aid distribution process. In addition, many residents live in remote areas, far from the village center, which takes longer to receive assistance. Another obstacle is the limited communication facilities available in the village. This makes it difficult to convey information related to the assistance program quickly and effectively to the entire community, which in turn can cause confusion and slow down the process of distributing much-needed assistance.

The main hope in overcoming infrastructure limitations in Bagaiserwar II Village is that the government will immediately repair damaged roads and provide adequate transportation facilities. With the improvement of road infrastructure, aid distribution can be carried out more quickly and evenly, so that no residents are left behind or late in receiving assistance. In addition, it is hoped that there will be an improvement in communication facilities in the village so that information about aid programs can be delivered more smoothly and on time. This will make it easier for the community to obtain the information they need and ensure that programs such as BLT-DD can be implemented more effectively and efficiently.

b. Inaccuracy of Beneficiary Data

One of the main inhibiting factors in the implementation of the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village is the inaccuracy of beneficiary data. Some of the problems related to this data include inaccuracies in the data collection of residents who are entitled to receive assistance, such as multiple names or recipients who do not match the established criteria. These inaccuracies often occur due to a lack of regular data updates, as well as errors in the verification of data collected by village officials. As a result, the aid distribution process is disrupted, with some residents who should be receiving aid being overlooked, while those who do not meet the requirements are listed as recipients. To overcome this problem, there needs to be a stricter data verification and updating system, as well as training for village officials to ensure that the data used is accurate and accountable.

Based on the research results, it can be analyzed that the inaccuracy of beneficiary data is one of the main obstacles in the implementation of the Village Fund Cash Assistance (BLT-DD) program in Bagaiserwar II Village. The existing data often does not reflect the real conditions in the field, which leads

to errors in determining beneficiaries. As a result, some residents who should have received assistance, due to their poor economic condition, were not even listed in the list of recipients. On the other hand, there are also residents who do not meet the criteria, such as more stable economic conditions, but are listed as beneficiaries. This inaccuracy creates injustice in the distribution of assistance and slows down the distribution process, which is not well-targeted. To overcome this problem, it is necessary to update the data regularly and involve the community in the verification process so that the distribution of assistance can be more effective and well-targeted.

The inaccuracy of beneficiary data is one of the main inhibiting factors in the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village. Some people who really needed assistance were not registered as recipients, while others received assistance even though they did not really need it. This condition created a sense of injustice among the community, because the assistance that should have been intended for those most in need did not reach the rightful recipients. This led to feelings of disappointment and resentment among residents, especially those who felt more in need but did not receive the assistance they expected. This kind of injustice also creates social tension, as people feel that the data collection process does not reflect the real conditions on the ground. To overcome this problem, improvements are needed in the data collection system that are more accurate and transparent so that assistance can reach those who need it most.

d. Challenges in Monitoring and Accountability

Challenges in supervision and accountability are significant inhibiting factors in the implementation of the Village Fund Cash Assistance Program (BLT-DD) in Bagaiserwar II Village. One of the main obstacles is the lack of an effective monitoring system to ensure that the aid distribution process is transparent and in accordance with applicable regulations. Weak supervision can lead to the potential for budget misuse or inaccuracies in the distribution of assistance. In addition, the lack of accountability at the field level makes it difficult to track and account for every transaction that occurs. This raises doubts among the community about the honesty and integrity of program implementers. Therefore, a tighter supervision system and transparent reporting mechanism are needed so that every stage of the distribution of assistance can be clearly accounted for, as well as increasing community trust in the BLT-DD program.

Based on the research results, it can be analyzed that the main challenge in the implementation of the BLT-DD program in Bagaiserwar II Village is the lack of effective supervision and adequate accountability. Weak supervision has the potential to cause misuse of funds and inaccuracy in the distribution of assistance, where assistance does not always reach those who really need it. In addition, low accountability, especially regarding transparency in the use of funds and data collection of recipients, creates distrust among the community. Without close supervision and clear reporting, the program becomes vulnerable to irregularities, which ultimately hampers the effectiveness of the program and harms the communities that are supposed to be helped. This shows the need for a tighter supervision system and a more transparent reporting mechanism to increase community trust and ensure that the assistance is well-targeted.

The distribution process of BLT-DD assistance in Bagaiserwar II Village sometimes lacks adequate supervision, so the assistance is not always on target and is not fully received by people who really need it. The lack of clarity in the supervision mechanism makes the distribution of assistance vulnerable to errors or inaccuracies. In addition, the lack of transparency regarding the use of funds raises doubts about the accountability of this program in the eyes of the public. This affects the level of trust in the program, as information on the allocation of funds and the list of eligible recipients is unclear. If these issues are not addressed soon, it will be increasingly difficult for the public to believe that the program can provide maximum benefits to those who are truly in need.

3. Efforts Made in Implementing the Village Fund Direct Cash Assistance Program (BLT-DD) Policy in Bagaiserwar II Village, East Sarimi District, Sarimi Regency

In the policy implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, East Sarimi District, Sarimi Regency, the village government seeks to improve the

accuracy of data collection of beneficiaries so that it is more targeted. One of the steps taken is to improve the data collection mechanism through direct verification in the field by involving the dusun and RT heads. This data collection does not only rely on administrative data, but also considers the real conditions in the field. In addition, the village government actively communicates with residents to ensure that those who are truly entitled to assistance are not overlooked, and receives input from the community regarding recipient data that is deemed inappropriate.

Limited village funds are a challenge in providing assistance evenly to residents in need. To overcome this, the village government coordinates with the kecamatan and related agencies to find solutions, including proposing additional budgets through local government policies. In addition, good communication with the community is also applied to provide an understanding that the allocation of funds must be adjusted to the available budget. With transparency in the delivery of information, residents better understand that the village government is trying its best to distribute assistance despite limited resources.

Avoiding the receipt of double assistance is the main focus in the implementation of BLT-DD in Bagaiserwar II Village. The village government tried to improve coordination with agencies handling other assistance programs, such as the Family Hope Program (PKH) and Non-Cash Food Assistance (BPNT). Through intensive communication with the social service, the village government can harmonize recipient data so that there is no overlap in assistance. In addition, socialization is conducted to the community regarding the rules for receiving assistance, so that residents who have received assistance from other programs no longer apply for BLT-DD and provide opportunities for those who are more in need.

The impact of the pandemic, which has worsened the economic condition of the community, especially those working in the tourism sector, is also a major concern. The village government is trying to better reach the affected groups through direct communication with residents who have lost their jobs. By listening to their complaints and noting changes in household economic conditions, the village government can propose revisions to the data of beneficiaries to better match the latest situation. In addition, the village also encourages residents to seek alternative livelihoods by providing information on other job opportunities that can be accessed amidst the limitations caused by the pandemic.

To improve the effectiveness and accuracy of BLT-DD distribution, the village government strengthened regular monitoring and evaluation. One of the efforts made was to form a supervisory team consisting of village officials, community leaders, and community representatives to make the aid distribution process more transparent. Through open communication, the community can submit complaints if they find inaccuracies in the distribution of aid. In addition, each stage of distribution is evaluated to ensure that previous mistakes are not repeated. With a better monitoring mechanism, the implementation of BLT-DD in Bagaiserwar II Village can run more effectively and in accordance with the main objective of this program, which is to help people who really need it.

4. Conclusion

Based on the research findings and data that have been collected and discussed in this study, the following conclusions can be drawn:

1. Implementation of the Village Fund Direct Cash Assistance Program Policy (BLT-DD) in Bagaiserwar II Village, East Sarmi District, Sarmi Regency.

The implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Bagaiserwar II Village, Sarmi District shows positive results by helping the welfare of the community. Although there are some challenges, this program is effective in meeting the basic needs of residents. Improved coordination and monitoring are needed so that the program is more effective and well-targeted.

- 1) Communication, Communication in the implementation of BLT-DD in Bagaiserwar II Village has been carried out transparently through various media, but it has not been optimal because there are still residents who do not understand the distribution process and challenges in updating recipient data.

- 2) Resources, The BLT-DD implementation team in Bagaiserwar II Village has done well in optimizing resources and coordination, as well as managing the budget transparently and on time, although there are still some areas that need improvement.
- 3) Disposition, the positive attitude and commitment of the BLT-DD Program implementers in Bagaiserwar II Village ensure that the distribution of assistance is right on target and transparent. Good coordination between implementers and village officials supported the smooth running of the program.
- 4) Bureaucratic Structure, The simple bureaucratic structure in Bagaiserwar II Village ensures that the implementation of BLT-DD is optimized to run quickly, efficiently, and without administrative obstacles, so that assistance can be distributed on time and on target.

The implementation of the BLT-DD Program in Bagaiserwar II Village went smoothly thanks to transparent communication, efficient resource management, positive attitudes of implementers, and a simple bureaucratic structure. All of these ensure that the assistance is right on target, on time, and without administrative obstacles.

2. Supporting and Hindering Factors for the Implementation of the Village Fund Direct Cash Assistance (BLT-DD) Program Policy in Bagaiserwar II Village, East Sarmi District, Sarmi Regency

Supporting factors for the implementation of BLT-DD in Bagaiserwar II Village were the commitment of the implementers and good coordination, while the obstacle was the community's limited understanding of the procedures. Good coordination helped overcome these obstacles.

- 1) Supporting Factors, as for the supporting factors, are divided into three, namely as follows:
 - a. Local Government Support, Local government support in the form of funds, training, and good coordination ensures that BLT-DD in Bagaiserwar II Village runs smoothly and is right on target, providing maximum benefits, especially during the pandemic.
 - b. Role of Village Officials, Village officials play an important role in conveying information, socializing, and solving problems, so that BLT-DD distribution runs smoothly and is right on target.
 - c. Community Involvement: Community involvement in Bagaiserwar II Village ensures that BLT-DD runs smoothly, transparently, and on target, and increases trust and benefits from the program.
- 2) Inhibiting Factors, the inhibiting factors are divided into three, namely as follows:
 - a. Infrastructure limitations, obstacles to BLT-DD in Bagaiserwar II Village include damaged roads and limited communication facilities. Infrastructure improvements and improved communication are expected to facilitate the distribution of aid.
 - b. Inaccuracy of Beneficiary Data, Inaccuracy of BLT-DD data in Bagaiserwar II Village creates injustice. Data updating and community verification are needed so that the assistance is right on target.
 - c. Challenges in Supervision and Accountability, Lack of supervision and accountability hampered the implementation of BLT-DD in Bagaiserwar II Village. Strict supervision and transparency are needed so that assistance is right on target.

3. Efforts Made in Implementing the Village Fund Direct Cash Assistance (BLT-DD) Program Policy in Bagaiserwar II Village, East Sarmi District, Sarmi Regency

The implementation of the BLT-DD program in Bagaiserwar II village faced challenges such as data collection errors, limited funds, multiple aid recipients, the impact of the pandemic, and lack of supervision. To overcome these, the village government improved data collection, coordinated with related parties, and improved communication with the community. Stricter monitoring and evaluation were also implemented to ensure that the distribution of assistance was well-targeted. With these efforts, it is hoped that the BLT-DD program can be more effective and provide benefits to residents in need.

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