

IMPLEMENTATION OF POLICY FOR THE USE OF VILLAGE FUND

(Study on the Implementation of The Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency)

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Abstract

The purpose of this study is to describe and analyze the implementation of the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency, what are the factors that influence the implementation of the use of the Village Funds, and the implementation model for the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency. This study uses a descriptive qualitative approach. Data collection techniques with semi-structured interviews, observation, and documentation. Data analysis using interactive model. The validity of the data in this study used source triangulation and technical triangulation. The results of this study indicate that the implementation of the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency has been carried out through stages that are influenced by leadership factors, community participation, village organizations, and village head examinations. In this study, the steps and factors influencing the implementation of the use of the Village Funds are juxtaposed with Edward III's theory, then the implementation model for the use of effective the Village Funds consists of: 1) Communication factors include: village head leadership, socialization, problem identification, and village head examination. 2) Resource factors include: Team and RKPDes. 3) Disposition factors include: activity implementation team, and community participation. 4) Organizational Structure factors include: organization of village apparatus and outside village apparatus, assistance for development activities, monitoring and evaluation (monev). And in practice these factors work partially and simultaneously, but the communication factor, namely the leadership style of the village head has the strongest influence on other factors.

Keywords: Use of The Village Funds, The Village Funds, Sidoarjo Regency, Village

1. Introduction

Since the new order and until now, the issue of village development is to make villages more suitable for physical infrastructure and more functional educational infrastructure; a well-built economy has become the government's goal, such as the birth of Consitution number 5 of 1979 concerning Village Administration, Consitution number 22 of 1999 concerning Regional Government, Consitution number 32 of 2004 concerning Regional Government, and the last is the phenomenal Village Consitution, namely Consitution number 6 of 2014 concerning Villages. As described by Eko, Sutoro et al., 2014, these village regulations certainly carry a noble mission to make the village socially powerful, politically sovereign, economically empowered, and culturally dignified.

Constitution number 6 of 2014 concerning Villages contains five fundamental changes in village governance, including (1) Recognition of diversity, (2) Village authority, (3) Financial and asset consolidation, (4) Integrated planning, (5) Democratization in the village, and the recognition of village autonomy determine development priorities and the use of village budgets.

This paradigm shift in the regulation of the village is a milestone that the village should no longer be seen as an object of development, but the village must be considered as the subject and spearhead of development in achieving development goals, namely community welfare (Eko, Sutoro, 2014: 11).

The expansion of the recognition of authority over village autonomy is an opportunity to encourage the village to be strong, advanced, independent, and democratic in realizing the implementation of village governance, implementation of village development, village community development, and village community empowerment. This authority provides space for the village government to improve the community's economy, original village income, and creative, innovative tools and produce superior achievements in each village to prosper the community (Aziz., Ny.L.L: 196 – 197).

One of the instruments to be able to achieve the welfare of rural communities is the Village Fund which is given to all villages in Indonesia, including in East Java, in the amount of up to 1.5 billion, the source of which is from the State Revenue and Expenditure Budget (APBN) and channeled through the Revenue and Expenditure Budget. Regency/City Regional Expenditures (APBD) are used to finance government administration, implementation of development, community development, and community empowerment (PP 60 of 2014 ps 1 paragraph 2).

Amir Muhidin (2015), in his research on four villages in Gowa Regency, South Sulawesi, stated that the study sites were not ready to receive Village Funds in institutional, human resources, and program aspects. The explanation in this study provides knowledge that the stages in implementing the use of Village Funds as a basis/regulation have not adequately socialized, so the stakeholders' understanding in the implementation of Village Funds at the district and village levels is not optimal. Furthermore, Rahayu, D (2017), who researched Kalikayen Village, Ungaran Timur District, Semarang Regency, stated that Village Funds Management had carried out by technical guidelines. However, Village Funds have not been able to maximize community welfare because most of the Village Funds are used for infrastructure development and repair.

Village Funds issues are increasingly attractive when Village Funds in Sidoarjo Regency are among the main instruments of community development and empowerment in villages. It can be seen from the Village Building Index (IDM) have not been able to optimally increase village independence, which is still 42.9 % or 132 villages have not been able to increase the status of their village independence or are still in a stagnant position, namely from villages with developing status in 2018 and 2019 still with developing status (IDM Sidoarjo Regency data, 2018 and 2019)

A model for implementing the use of village funds is needed, which is obtained from the implementation of the use of Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency, which is a village with limited potential but can increase the independence of the village from a developing village in 2018 to a developed village in 2019. The use of Village Funds in Durungbanjar Village is an integral part of a series of village annual development plans with a developing village paradigm, the steps of which have been determined in the Minister of Home Affairs and Transmigration Regulation number 16 of 2018, regarding priorities for the use of Village Funds in 2019.

The steps taken by Durungbanjar Village, Candi District, Sidoarjo Regency in implementing the use of village funds include 1. Conducting various forms of socialization of the use of Village Funds; 2. Identification of problems and potentials; 3. Establishment of the RKPDes Team; 4. Formation of the Implementing Team; 5. Assistance in Development Activities; 6). Monitoring and Evaluation. The implementation of this Village Funds will be successful if it is implemented effectively. Edward III, George C (1984) in Akib, Haidar (2010: 1) states that implementation can be successful if the policy implementation is implemented effectively. Furthermore, Edward III, George C (1984: 9-10) introduced a policy implementation model to determine the effectiveness of a policy which is a precondition for successful policy implementation which is formulated in four factors, namely 1. Communication whose elements are transmission, clarity, and consistency, 2. Resources in the form of human resources, budget, authority, and equipment, 3. Bureaucratic or executor attitude is the commitment, honesty and democratic attitude of the implementor, and 4. Bureaucratic/organizational structure related to the division of authority, division of labor between organizational units, and system operating procedures. These factors are interrelated and will synergize with each other to achieve a policy goal.

A fact in the field regarding the implementation of Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency, that the use of Village Funds is not enough just about the mechanisms and procedures

that exist in the underlying regulations. However, some factors cause all elements of the village to move so that it becomes a developed village. Therefore we need an in-depth study of the implementation of the use of Village Funds in the Durungbanjar Village, Candi District, Sidoarjo Regency to get a precise model of implementing Village Funds so that other villages can use the model to improve the status of their village independence to become a more developed village.

2. Formulation of The Problem

It is necessary to understand the steps and pay attention to what factors can affect the course of implementation to implement the use of Village Funds in the Durungbanjar village, Candi District, Sidoarjo Regency. That includes identifying factors that strongly support the implementation steps, determining the implementation model of the effective use of Village Funds in the Durungbanjar Village, Candi District, Sidoarjo Regency.

Following the background described, the research questions to be studied are as follows: 1) How is the use of village funds implemented in Durungbanjar Village, Candi District, Sidoarjo Regency? 2) What factors influence the implementation of the use of village funds in Durungbanjar Village, Candi District, Sidoarjo Regency? 3) What is the implementation model for the effective use of Village Funds?

3. Development

According to Wilis, K (2005: 2-3), descriptions and explanations of the development theory approach may change from time to time. These changes are strongly influenced by the social and spatial situation when the development theory approach is described. Kartasasmita, G (1996: 50) also explains that *development* is defined as a process to increase per capita income, defined as economic growth.

In the context of village development, development is interpreted as respecting the rights of origin and recognition of village-scale local authority whose implementation is carried out with a "village building" and "building village" approach. The village approach to building and building a village explained by Soimin (2019: 2-3) that village development is an affirmation of the village's right to plan, implement, monitor, and evaluate development independently based on local initiatives while building a village shows the government carries out that the supra-village gives village development and the community a dominant role in carrying out rural and regional development.

4. Empowerment

The views that development is not just an economic issue are increasingly emerging when development does not create justice. Awareness of the importance of human growth and welfare, justice, and sustainable development gave rise to a theory called by Korten (1984) with the theory of (people-centered development); this theory is also called the Alternative Development Theory.

Furthermore, Kartasasmita, G (1996: 172) states that people-oriented development and various policies that favor the people do not mean denying growth. Within this framework, the concept of empowerment was developed as a strategy to build sustainable and equitable welfare. The concept of empowerment is used as an alternative development concept, which is the answer to the inability of existing development concepts and to answer development problems, especially the problem of power and inequality.

The opinion of the experts above is the basis that community empowerment can be interpreted as a process of individuals or communities/communities in mobilizing all their abilities and strengths so that they can participate, negotiate, influence, manage existing resources to obtain a better quality of life.

5. Public Policy

5.1 Definition of Public Policy

The policy is generated from a decision to achieve goals, and the policy can be implemented in its proper form. Various definitions of public policy are explained by several experts such as Friedrich (1969) in

Agustino, L.A (2016:16), Wahab, S.A (2017: 13, it can be concluded that there is no standard definition of policy. Public policy has characteristics that characterize the policy itself. These characteristics, among others: have specific aims and objectives, are not random but have goal-oriented goals, are made by the authorities, are simultaneous decisions and not separate decisions, actions are taken by the government and not what the government wants to do, can be popular or unpopular, positive or negative; based on law and is an action that is governing (Agustino, L.A., 2016: 19).

5.2 Process of Public Policy

The policy analysis process is a series of intellectual activities carried out in the activation process, and basically, these activities are political. Policy activity is a chronological process in agenda-setting, policy formulation, policy adoption, policy implementation, and policy assessment (Dunn, W.N., 2003: 22).

From the explanations of policy experts about the public policy process, it can be said that public policy has a reasonably broad dimension, which begins with activities to identify problems or problem formulation. Then policies are formulated and can be translated into programs or activities, which are then implemented. Moreover, monitoring is carried out until the policy is evaluated.

6. Village Fund

6.1 Village Finance

All rights and obligations that can be valued in money and everything in the form of money and goods related to the implementation of village rights and obligations are the definitions of village finance (Permendagri 20, 2018). The village government manages village finances, starting from planning, implementation, administration, reporting, and accountability.

Village finances are determined annually by the Village Revenue and Expenditure Budget (APB) with the village deliberation process, which consists of 1. Village income; 2. Village shopping; and 3. Financing. In village regulations such as Constitution no. 6 of 2014, Government Regulation no. 43 of 2014 concerning the implementation of Constitution no. 6 of 2014 and Permendagri 20 of 2018, it is explained that village income consists of Village Funds, Allocation of Village Funds, 10% share of district/city regional taxes and levies, Financial Aid from Provincial and Regency/Municipal Governments, Village Original Income (PAD), non-binding third party grants and donations, and other legitimate village income.

6.2 Definition of Village Funds

Village Funds are funds sourced from the State Revenue and Expenditure Budget designated for Villages that are transferred through the Regency/City Revenue and Expenditure Budget and are used to finance government administration, development implementation, community development, and community empowerment (Constitution no. 6 of 2014; PP No. 43 of 2014; PP 60 of 2014; Permendagri No. 20 of 2018; Permendes PDTT No. 16 of 2018).

This Village Funds are a national policy whose allocation is given to all villages in Indonesia. Village Funds are given to villages to provide improved public services in the village, improve the welfare of rural communities, reduce poverty, advance the village economy to increase original village income, and strengthen village communities as subjects of development (Permendes No. 16, 2018; Muslihah, Siregar, Srinayati, 2019: 86).

6.3 Budgeting and Disbursement

The allocation of Village Funds for each regency/city adheres to the principles of equity and justice. Therefore the basis for allocating is basic allocation, affirmation allocation, performance allocation, and Formula allocation.

The Village Funds distribution to villages is carried out in 3 stages, namely stage 1 at the earliest January and at the latest June at 40%, stage 2 at the earliest March and at the latest August at 40%, and stage 3 at the

earliest in July by 20%. For villages with independent village status, the distribution of Village Funds is no longer carried out in 3 stages but is carried out in 2 stages, namely stage 1 at the earliest in January and at the latest in June at 60%, stage 2 at the earliest in July at 40 %. Distribution in 2 stages to independent villages, as a reward from the Government to villages that have been able to carry out the development process and community empowerment to become independent (Permenkeu 205, 2019).

6.4 Usage Priority

Village Minister Regulation No. 16 of 2018 explains that Village Funds are used to finance government administration, development implementation, community development, and community empowerment and are prioritized for community development and empowerment.

Nurlan Darise, quoted by Banurea and Mahmudin (2018: 6), states that prioritization is how to choose essential decisions and determines the scale of authority/affairs/functions or programs and activities that must be carried out first then the other programs or activities. The aim is to meet the needs of the community, which are considered to be the most important and have the broadest reach so that that village finances can be used or utilized economically, efficiently, and effectively, reducing the level of risk and uncertainty and making programs or activities more realistic and by the objectives of the provision of village funds.

7. Implementation of Public Policy

Policy implementation is a critical stage in the process of a policy. Wahab, S.A (2017) said that if public policy is seen as a policy cycle, then policy implementation is critical in a series of policy processes. Grindle (1980) in Agustino, L.A (2016) that measures the success of policy implementation can be seen from the process by questioning whether the program's implementation is by what is determined, namely looking at the program actions of individual projects seeing whether the program objectives are achieved.

An essential aspect of policy implementation is that there is no certainty or guarantee that the implemented policies will have a positive impact or changes in line with the policymakers' objectives. This condition by Andrew Dunsire (1978) in Wahab, S.A (2017) is called implementation gap. The size of the difference will depend on the organization/actor that implements the policy decision, so there is a guarantee that the goals or targets that have been set can be achieved.

8. Implementation Model of Public Policy

A good policy implementation model, according to Lester and Steward (2000) in Wahab, S.A (2017), the policy implementation model to a certain degree can play a key role or give a graphic description of several essential aspects in policy implementation. The important note is that the policy model can help understand reality well, and the model can distort the power of analysis and creativity and even dwarf intelligence in understanding the existing reality.

George C. Edward III (1980) in Agustino, L.A (2016:137), with the Direct and Indirect Impact on an Implementation model, four variables are very influential in achieving successful implementation, including 1). Communication, good communication between policy implementers and target groups, will streamline the course of policy implementation. Transmission, consistency, and clarity are three essential things in communication; 2). Adequate resources, including every policy, must pay attention to human resources, financial, authority, information, and infrastructure; 3). Implementer's attitude/disposition, related to implementor's attitude such as honesty, commitment, and democracy; 4) Bureaucratic Structure, which is related to the mechanism in the SOP which is systematic, straightforward, uncomplicated, and easily understood by anyone; and implementing organizational structure.

9. Framework of Thinking

Durungbanjar Village, Candi District, Sidoarjo Regency is one of the villages that able to improve the status of its village independence, from a developing village in 2018 to a developed village in 2019. This

increase in status is certainly closely related to the steps taken by the Durungbanjar Village government in implementing the use of the Village Funds. Implementation of the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency which was carried out with 6 steps, namely: 1. Carrying out socialization of the use of the Village Funds, 2. Identification of problems and potentials, 3. Formation of Teams and RKPDes, 4. Formation of Activity Implementation Teams (TPK); 5. Assistance in activities, 6. Monitoring and evaluation, has indeed been in accordance with the regulations that have been set, however, in its implementation there are factors that cause the Village Head of Durungbanjar to be able to mobilize all the resources owned, so that it will have a positive impact on achieving the objectives of implementing the funding policy village in Durungbanjar Village.

The steps for implementing the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency and the influencing factors when placed in the position of the policy implementation model of Edward III (1980) show the suitability and become an effective implementation model for the use of the Village Funds.

10. Research Methods

This study uses a descriptive qualitative approach, which is to reveal the facts of the implementation of the use of The Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency, by describing the steps starting from the implementation of socialization carried out by the village head and his apparatus both formal and informal, identifying problems and potentials, the process of forming the RKPDes Team and the formation of the Activity Implementation Team, assisting development activities, as well as monitoring and evaluation. In addition, researchers also describe the factors that influence, and find an effective implementation model of the Village Funds policy.

Data collection techniques were carried out by interviewing, interviewing and observing the PMD Officer of Sidoarjo Regency, Tanggulangin District apparatus, Village Head, Village Secretary, Head of Planning Affairs, Head of Community Welfare Affairs, Deputy Chairman of the Village Consultative Body (BPD), community leaders and RT heads. Furthermore, data analysis was carried out using an interactive model from Miles and Huberman (2009), which was then tested for the validity of the data by triangulation of sources and techniques.

11. Results and Discussions

11.1 Implementation of the Use of The Village Funds

Durungbanjar Village, Candi District, Sidoarjo Regency in implementing the use of The Village Funds which is based on Permendagri number 114 of 2014 and Permendes PD TT number 16 of 2018 has the following steps; 1) Carry out various forms of socialization activities for the use of the Village Funds, 2) Identify problems and potentials, 3) Forming the RKPDes Team, 4) Formation of the Team for Implementation of activities, 5) Assistance in Development Activities, 6) Monitoring and Evaluation.

11.2 Socialization of the Use of The Village Funds

An important step to disseminate and provide an understanding of how to use the Village Funds to reach the goals and objectives is socialization. This socialization activity is also part of the openness, inviting the village community to participate related to the preparation of a development work plan in the Durungbanjar Village, Candi District, Sidoarjo Regency through a bottom-up process. Understanding about the assessment of village conditions, extracting and collecting data on the objective conditions of the community, problems and potentials, as well as the dynamics of the village community can be understood by the village community through socialization and that is the essence of village socialization. The Head of Durungbanjar Village, Candi District, Sidoarjo Regency with his leadership style has carried out socialization to encourage participation and openness, so that the use of the Village Funds is truly in accordance with the needs. According to Effendy (1999) cited by Dian Herdiana in his journal (2018:15), socialization is the provision of various sources of knowledge that enable people to behave and act as effective members of society and are aware of their social functions, so that they can be active in society.

11.3 Identify Problems and Potential

This step, when referring to Permendagri number 114 of 2014 article 1, is identical to the assessment of village conditions, namely the process of extracting and collecting data regarding the objective state of the community, problems, potentials, and various information related to the dynamics of the village community. In simple terms, problems and potentials can be interpreted as how the problems that must be solved through development in the village, and related to what potential exists in the village to continue to be improved, especially to overcome existing problems.

Identification of these potentials and problems, is closely related to the quality of development planning in the village that requires community participation through RT, RW / hamlet, including community leaders, to propose plans through forms distributed by related villages in the fields of development, empowerment, and community development, which will then be discussed by the RKPDes Team.

In this study, the Village Head, village communities including RT, RW and community leaders can understand how to fill in the problem and potential form, this is also related to the leadership style of the village head who has a way of socialization so that all elements involved in the village understand and comply with applicable regulations as in Permendagri number 114 of 2014 concerning village development.

11.4 Formation of RKPDes Team

The Village RKP Team is formed by a Village Head Decree whose process is through village deliberations (Musdes). The RKPDes team consists of the village head as the coach, the village secretary as the chairman, the head of the community empowerment institution as the secretary, and members including: village officials, community empowerment institutions, village community empowerment cadres, and community elements, with at least 7 (seven) up to 11 (eleven) people and change members every year (Permendagri 114, 2014, Article 33). The tasks of the RKPDes team are to carry out development planning, empowerment and community development, observe the village indicative ceiling and align programs/activities to enter the village, namely programs from the government and also proposals from problem and potential forms in program priorities, re-examine the village RPJM document, and reviewed last year's village budget. In connection with the formation of this RKPDes Team, the village government of Durungbanjar has made a policy, as explained by Abidin, S.Z. (2012:55), the policy is basically a decision, so that all the characteristics and procedures that exist in a decision are attached as well.

11.5 Formation of the Implementation Team for Development Activities

When the Village Development and Expenditure Budget (APBDes) has been determined, the next stage carried out by Durungbanjar Village is to form a Development Activity Implementation Team. The implementation team for development activities, preferably from residents or the village community of Durungbanjar, will carry out their work with self-management.

Implementation of self-managed activities in the use of the Village Funds in Durungbanjar Village, prioritizing the use of human resources, and utilizing self-help and community cooperation. Village development through self-management is in accordance with Permendagri number 114 of 2014 concerning village development, article 69 and Permendes No. 16 of 2018 article 3. Therefore, village development is through the formation of an Activity Implementation Team from the community carried out by the Durungbanjar Village, Candi District, Sidoarjo Regency. can run smoothly without any significant obstacles.

11.6 Assistance in Development Activities

This activity assistance is carried out by the Village Head together with the apparatus to the Activity Implementation Team (TPK), intended to facilitate or open access to needs in the implementation of activities, provide convenience, motivation, drive, invite discussions in togetherness to find solutions when there are problems in the implementation of development activities both formally and informally. The

formal form is in the form of meetings, while in the non-formal form, namely discussing together to find solutions to problems. According to Wiryasaputra, (2006:79), one of the goals of mentoring is to provide continuous assistance to facilitate the people being mentored to become agents of change for themselves and their environment.

In principle, this activity assistance is carried out by the village head and his apparatus to provide a quick response to problems that arise, so that problems do not develop and do not become obstacles to the implementation of the use of the Village Funds.

11.7 Monitoring and Evaluation

This monitoring step will carry out monitoring to obtain correct information which is carried out periodically, can be done on a scheduled basis or as needed. While evaluation is a step to carry out a final assessment of an activity, whether the activity is in accordance with the stipulated documents, or not, or the activities / programs carried out are running according to applicable regulations or not, as well as to find out the achievement of predetermined targets.

Monitoring and Evaluation in Durungbanjar Village carried out properly and on a scheduled basis will encourage especially the activity implementing team, so that development with the Village Funds is in accordance with the budget plan, and will have seriousness in accounting for the finances that have been absorbed in accordance with the activities, so that it will avoid irregularities in village finances.

In the implementation of monitoring and evaluation there were no problems and no problems were found that affected the use of the Village Funds. This is related to the leadership of the village head which can be accepted by the local community, because when inputs are received from the PMD monitoring and evaluation team and the inspectorate including the Candi sub-district, the village head is able to transmit to all interested parties in Durungbanjar Village, starting from village officials, institutions formed by the village, community leaders and the Durungbanjar Village community.

11.8 Factors Influence the Implementation of the Use of The Village Funds

There are four factors that influence the implementation of the use of the Village Funds in Durungbanjar Village, Candi District, Sidoarjo Regency:

1. Leadership factor, the village head of Durungbanjar in implementing the use of the Village Funds oversees the relationship approach style. This driving factor makes the implementation of the use of the Village Funds right on target and always getting better.

Leader behavior can be related to performance effectiveness, and leadership has an important role so that it can make relationships, approach, and encourage motivation, also can arrange tasks to determine the extent to which tasks can be completed (Robbins, S.P, 1996:42). The leadership style of the Durungbanjar Village Head shows a relationship-oriented and task-oriented leadership style that is applied in a balanced way. In the opinion of Yukl G, (1994: 49), the type of relationship-oriented behavior was found to be correlated with effective leadership including paying attention to trust and a sense of trust, acting friendly and attentive, trying to understand the problems of subordinates, helping to develop subordinates and improve careers. . Task-oriented, namely his leadership style that concentrates on the functions of carrying out tasks and functions including planning, and organizing work, coordinating the activities of subordinates, and providing the necessary equipment and technical assistance needed.

2. Strong community participation factor, the people of Durungbanjar Village, Candi District, Sidoarjo Regency have a positive level of response or care for village development, so that village community participation in village development with the Village Funds is getting stronger. It is proven by good self-management, filling in the problem and potential forms that are in line with the target, and in the realization of development implementation there are no significant problems. This means that the process of implementing the use of the Village Funds in the Durungbanjar Village is quite running in accordance with Regulation number 6 of 2014 concerning Villages which aims to provide initiatives to village communities. According to Soimin (2019: 3) the concept of the village as the subject of development is very relevant to village-scale local authorities and the rights of village origins to initiate development

according to village community initiatives that have been stipulated in village regulations.

3. Village organizational factors, implementation of the main tasks and functions of the Durungbanjar Village apparatus, Candi District, Sidoarjo Regency according to their respective duties and functions, available infrastructure and a work environment that able to solve every problem, has the ability to work together between the apparatus and the community. Supported by the coordination of the village head both internally, namely with village officials, and externally, namely with the community, including RT, RW and institutions under the village.

The strength of the organization in the administration of Durungbanjar Village government is also influenced by the leadership of the village head. Leadership is the ability of leaders to make changes for the better, namely changes to the work culture of an organization (Riani, L.A., 2011: 21). In addition, it is also influenced by the competence and emotionality of the staff who are quite experienced or who have worked as a tool for a long time and are accustomed to solving both internal and external problems.

The leadership style of the village head that is applied proportionally is related to task orientation and relationship orientation and is supported by experienced equipment resources, so the organization in Durungbanjar Village is quite strong, especially in relation to the implementation of the use of the Village Funds.

4. The inspection factor by the village head is carried out in accordance with the development of activities starting from the beginning of the activity to the end of the activity.

The point of this inspection step is that the village head can ensure that development activities that use the Village Funds are running according to the regulations and plans that have been set, and this inspection makes improvements if the planning is still considered less than optimal. This step is implemented as a leader's responsibility to monitor the progress of the work that can be completed according to plan.

11.9 Effective Model of Implementing the Use of The Village Funds

The implementation model for using the Village Fund in Durungbanjar Village is based on the Edward III (1980) model, as follows:

1. Communication, in this communication, there is the leadership of the village head, socialization, identification of problems and potentials and the inspection of the village head has fulfilled the realm of transmission, clarity and consistency. The leadership of the village head is the most dominant factor. With a task-oriented leadership style and a balanced relationship orientation, the village head conducts socialization, is understood correctly about identifying potential problems and checking development progress can be carried out easily. This communication process is carried out by the village head formally and informally.

2. Resources, which include human resources, budgetary resources, infrastructure/equipment resources, and information and authority resources. Resources in implementing the use of the Village Funds, namely the Team and RKPDes. Human resources are members of the Village Development Work Plan (RKPDes) team. Budget resources are in the form of the Village Funds that have been transferred in accordance with a predetermined amount.

Resources for infrastructure and equipment are well met by the Village Government. Information resources for authority can be seen from the intensive coordination of the RKPDes Team, whose duties and obligations are determined by a village head decree.

3. Disposition, including the implementation team of activities, and community participation. The activity implementation team has a strong will and high community participation, so the Durungbanjar Village can realize development in its village well through the use of the Village Funds. It should be noted that this disposition to be strong cannot be separated from the communication factor, especially that carried out by the village head through his leadership style and is also influenced by the factor of easily available resources.

4. Bureaucratic structure, related to village apparatus organization, activity assistance and evaluation monitoring, which relates to the division of labor or tasks, principal, and functions of village apparatus

internally (within the village government) and main tasks, functions of village apparatus externally, namely the relationship between village apparatus village with outside organizations (outside the village government). In carrying out its activities, it is equipped with standard operating procedures (SOPs) in accordance with their field of duty, so that the existing bureaucratic structure is not fragmented.

12. Conclusion

1. The implementation steps of implementing the use of the Village Funds in the Durungbanjar Village, Candi District, Sidoarjo Regency include, carrying out various forms of socialization activities on the use of the Village Funds, identifying problems and potentials, forming the RKPDes team, forming an implementing team, assisting development activities, monitoring and evaluation, which is in accordance with Permendagri number 114 of 2014 concerning Village Development Guidelines.
2. Factors that influence the implementation of the use of the Village Funds in Durunbanjar Village, Candi District, Sidoarjo Regency, among others, leadership factors, strong community participation factors, village organizational factors, inspection factors by the village head.
3. Finding an effective model for implementing the use of the Village Funds in Durunbanjar Village, Candi District, Sidoarjo Regency, namely, 1. Communication which includes: village head leadership, socialization, identification of problems and potentials, and village head examination; 2. Resources include: Team and RKPDes; 3. Dispositions include: activity implementation team, and community participation; 4. The bureaucratic structure includes: organization of village apparatus and outside village apparatus, assistance for development activities, monitoring and evaluation. These factors are partially and simultaneously interconnected, however, the leadership factor has a strong dominance.

13. Sugestion

1. Implementation of the implementation of the use of the Village Funds, needs to pay attention to and taking into account the role of leaders who can mobilize all interested elements, namely elements that are within the internal government and elements that are external to the village government.
2. To produce output that is in accordance with the goals and objectives, the leadership factor, strong community participation factor, village organization factor, and the inspection factor by the village head, absolutely must be a concern.
3. Taking into account the similarities in the character of the village, the Village Funds implementation model as the findings of this study can be used for the success of the village fund policy.

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