

EFFORTS TO ANTICIPATE SOCIAL DISPARITIES TOWARDS INDEPENDENT VILLAGES: A STUDY OF THE IMPLEMENTATION OF VILLAGE ASSISTANCE POLICIES IN INDONESIA

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Abstract

In the era of regional autonomy, villages are found in conditions that still exhibit disparities, facing various deficiencies when compared to other villages, thus requiring assistance to become self-reliant. Consequently, the main issue is the presence of villages that are not yet self-reliant and lack competitiveness. The purpose of this research is to understand and describe the implementation of Village Assistance Policy in the Margaasih District of Bandung Regency, West Java. The research method used is a qualitative, descriptive approach. Data collection techniques include observation, interviews, and documentation studies. Data analysis involves data collection, data reduction, data display, and conclusion drawing/verification. The research findings reveal that the measures and objectives of the policy have not been achieved. The researcher recommends collaborative assistance based on the penta-helix model to prevent social disparities and achieve village self-reliance.

Keywords: Social Disparities, Assistance Policies, Independent Villages.

INTRODUCTION

Village Assistance is an activity that empowers communities through assistance, guidance, organization, and village facilitation, where one of its goals is to enhance the capacity, effectiveness, and accountability of village governance and development in line with the objectives of the village assistance policy. The formation of village assistants aims to administer governance affairs and the interests of the rural population. Therefore, the presence of Village Assistants is considered crucial in various aspects of society. They must act swiftly in developing strategies to alleviate poverty and minimize social disparities, especially in physical development and village infrastructure, to achieve the goal of enhancing village development for the welfare of the community.

The perception that villages are often neglected in terms of governance and development is a stark reality. Villages and their residents still face deficiencies and lag behind urban areas in various aspects of life, particularly in social and economic dimensions. Cities are perceived as more prosperous in their economic measures. For a developing country like Indonesia, the government focuses more on industrial development to pursue growth. As a result, other sectors such as agriculture in rural areas, which serves as the main source of income for rural residents, are sacrificed. Thus, development is concentrated in urban areas, leaving rural communities sidelined.

An initial step in national development is to enhance the quality of its human resources. Efforts to improve the quality of human resources in rural areas should involve continuous assistance tailored to the conditions and capabilities of each village. In achieving the well-being of the community, the presence of empowerment assistance is deemed crucial in efforts to realize prosperity and eradicate poverty in villages. Essentially, the achievement of prosperity in villages must align with overall successful development.

Although the Law Number 6 of 2014 concerning Villages, particularly in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 3 of 2015 concerning Village Assistance “Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia Nomor 3 Tahun 2015 Tentang Pendampingan Desa”, has been regulated extensively in its role within the community, there are still shortcomings and issues of effectiveness in the implementation of such assistance.

The main mission of village assistance is to empower villages as advanced, strong, independent, and democratic self-governing communities. The activities of assistance range from the development of the quality and capabilities of governance, organizing and building critical awareness in the community, strengthening community organizations, facilitating the community, building participatory approaches, facilitating and strengthening village deliberations as democratic arenas and local accountability, weaving village cooperation networks, to filling the gaps between the government and the community.

According to Government Regulation Number 43 of 2014 regarding the Implementation Regulation of Law Number 6 of 2014 concerning Villages “Peraturan Pemerintah Nomor 43 Tahun 2014 tentang Peraturan Pelaksanaan Undang-undang Nomor 6 Tahun 2014 Tentang Desa” in Article 128, assistance is technically carried out by the Regional Work Unit of the District/City and can also be assisted by professional assistants, village community empowerment cadres, and/or third parties. Professional assistants, as mentioned, are described in the following table:

Table 1. List of Village Assistant Officers in accordance with the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 3 of 2015

No	Position Name	Work Area	Duties	Total
1	Local Village Assistant	Village	Assisting in the administration of governance, cooperation, development of Village-Owned Enterprises “Badan Usaha Milik Desa” (BUMDes), and village-scale development	1
2	Village Assistant		Subdistrict, Assisting in the administration	1
3	Technical Assistant	Subdistrict, Assisting in the implementation of sectoral programs and projects	Assisting in the implementation of sectoral programs and projects	1

4	Community Empowerment Expert	Subdistrict	Enhancing the quality of village assistants	1
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Source : Government Regulation No. 43 of 2014.

The implementation of Village Assistance Policy in the Bandung Regency as a whole shows that almost all sub-districts have village assistant officers, both at the sub-district and village levels. However, despite this, there are several sub-districts where the formation of village assistants is still incomplete. For example, Dayeuh Kolot Subdistrict lacks a Technical Assistant, Banjaran Subdistrict lacks a Technical Assistant, and Margaasih Subdistrict has three vacant positions, namely a village assistant at the sub-district level, a technical assistant, and a community empowerment expert.

In light of these field observations, the researcher selected Margaasih Subdistrict as the focus of the study on this village assistance policy. This choice is based on the level of implementation of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration Regulation No. 3 of 2015 in Margaasih Subdistrict, which is far from compliance with the regulation. Margaasih Subdistrict is one of the sub-districts in the Bandung Regency, with a population of approximately 144,914 in 2019 and a land area of 1634.839 hectares. It is divided into 6 villages: Cigondewah Hilir, Nanjung, Margaasih, Mekar Rahayu, Nanjung, and Rahayu.

The detailed breakdown of its regions is as follows:

Table 2. Village Potential Data in Margaasih Subdistrict

No	Village Name	Land Area (Ha)
1.	Cigondewah Hilir	121,23
2.	Nanjung	318,90
3.	Margaasih	290,44
4.	Mekar Rahayu	299,64
5.	Nanjung	319,83
6.	Rahayu	284,80
Total		1634,839

Source: Population Conditions in Margaasih Subdistrict (processed by the researcher, 2023).

Based on the initial observations by the researcher, in Margaasih Subdistrict itself, the implementation of the Village Assistance program has been underway to some extent and has had an impact on the community. However, in reality, the implementation of this policy is not yet effective due to several issues. Currently, there are only a few components of the assistance team, specifically only Local Village Assistants whose scope of duties is limited to the village.

Here is the data of the individuals occupying the Village Assistant positions in Margaasih Subdistrict:

Table 3. List of Village Assistant Position Holders Based on Their Duties

No	Name of Village Assistant	Position	Scope of Duties	Remarks
1.	Neli Susanti, S. Pd. I	Local Village Assistant	Cigondewah Hilir Village	

			Mekar Rahayu Village	
			Rahayu Village	
2.	Deni Holis Irawan, S. Pd	Tenaga Pendamping Lokal Desa	Nanjung Village	
			Margaasih Village	
			Nanjung Village	
3.	No Position Holder	Village Assistant	Subdistrict Level	Resigned
4.	No Position Holder	Technical Assistant	Subdistrict Level	Resigned
5.	No Position Holder	Expert in Community Empowerment	Subdistrict Level	Resigned

Source: Head of the General and Personnel Subdivision of Margaasih Subdistrict (processed by the researcher, 2023).

According to the Head of the General and Personnel Subdivision of Margaasih Subdistrict, Mr. Agus, S. Sos, as outlined in the above table, in carrying out their duties as Local Village Assistants, each assistant supports three villages. The implementation of Village Assistance is divided into two regions: the West Region, covering Nanjung Village, Margaasih Village, and Nanjung Village, and the East Region, covering Cigondewah Hilir Village, Mekar Rahayu Village, and Rahayu Village. This follows the provisions in the Minister of Village Regulation No. 3 of 2015, which discusses the composition of village assistant officers. Ideally, each village should be assisted by one assistant, but the impact is that the role of existing village assistants becomes less effective because their focus is scattered across several villages, rather than concentrated on one. Meanwhile, the Assistant who works at the sub-district level, whose task is to coordinate all Local Village Assistants at the village level, Technical Assistants at the sub-district level, and Community Empowerment Experts, experiences a shortage of personnel.

Despite this, the presence of village assistants, according to the Secretary of Mekar Rahayu Village, Neneng Komariah, S. Sos, is considered helpful in solving administrative issues in the village, such as the preparation of village accountability reports. Village assistants are also quick to provide information related to regulations or village-related information, allowing village officials to respond promptly to the information provided.

Based on the issues identified during the initial observations, it is evident that there are problems in the implementation of the Village Assistance program in Margaasih Subdistrict to achieve its objectives. The aim of this research is to understand and describe the Implementation of Village Assistance Policy in Margaasih Subdistrict, Bandung Regency.

LITERATURE REVIEW

Implementation of policy is an action or effort in carrying out decisions that have been established in policy formulation, and this policy is implemented by individuals, officials, or specific groups such as the government or private sector.

This research utilizes the implementation framework developed by Van Meter and Van Horn. The policy implementation theory developed by Van Meter and Van Horn, as outlined in Agustino (Agustino, 2016:133-136) includes the following aspects: (1) Policy Size and Objectives, the size and objectives of the policy applied must align with directed and measurable goals to avoid misunderstandings among policy actors that may lead to conflicts. In this regard, crafting a policy should take into account the cultural conditions of the community where the policy is implemented, as the more ideal a policy is, the more challenging its implementation becomes. (2) Resources, resources are crucial in implementing a policy, including human resources, a key aspect in executing a policy, and non-human resources that support the success of the policy. (3) Communication between Organizations, in some cases, the implementation of a policy may require collaboration with other institutions related to that policy. In other words, effective communication is needed between the targets and objectives intended to be achieved and the relevant parties, ensuring that the desired outcomes are achieved successfully. (4) Characteristics of Implementing Agents, policy implementers need to understand the characteristics of each implementing agent to facilitate good and healthy communication between policy implementers and implementing agents. This includes the characteristics of the agents, whether they lean towards supporting or opposing the policy. (5) Implementor Disposition, the disposition or attitude of the implementer is how they respond to the policy, understand it, and delve into it. This is crucial to convince implementing agents to accept the designed policy. (6) Economic, Social, and Political Environmental Conditions, effective and efficient policy implementation is supported by the social-economic conditions at the policy implementation location, economic resources, and healthy political implementation.

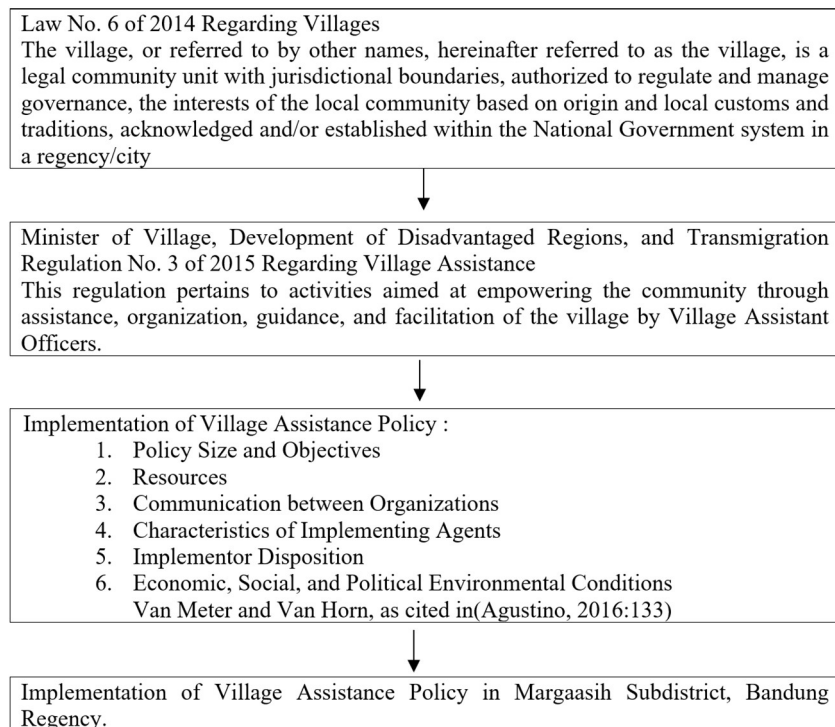


Figure 1. Conceptual Framework

Source: Research Findings (processed by the researcher, 2023).

METHOD

This research employs a qualitative descriptive research approach, intended for the researcher to investigate the research object in line with the natural context in the field. This method is chosen because the researcher seeks to gain an understanding of a group in achieving its goals, so that the phenomenon of the group can be clearly revealed, as expressed by Sugiono (2011). Qualitative research can also describe information or data obtained through interviews or direct field observations and is carried out manually, directly observing the subjects being studied to obtain the desired data. Furthermore (Sugiyono, 2011:15) states that qualitative research methods are based on positivism philosophy and are used to examine conditions in natural object settings (in contrast to experiments), where the researcher serves as the key instrument, purposive and snowball sampling is used for data source selection, the technique involves triangulation, and data analysis is inductive/qualitative, with qualitative research results emphasizing meaning rather than generalization. (Moleong, 2007:6) defines qualitative descriptive research as research intended to understand phenomena such as the experiences of research subjects, such as behavior, perception, motivation, actions, etc., holistically and descriptively in words and language, in a specific natural context, utilizing various natural methods. (Saryono, 2013:1) states that qualitative research is used to investigate, describe, explain, discover the qualities or characteristics of social influences that cannot be explained, measured, or described through quantitative approaches. In this study, the researcher uses qualitative data from primary and secondary sources. (1) Primary Source, This source directly provides data to the data collector (Sugiyono, 2011:225). Primary sources include

interview records obtained through interviews conducted by the researcher. Additionally, data obtained from field observations is also a primary source. (2) Secondary Source, (Sugiyono, 2011:225), Secondary data does not directly provide information to the data collector. Secondary data can be further processed from primary data presented in a different form or from other sources. Secondary data is used to support primary data information obtained from interviews or direct field observations. In this research, secondary data includes various laws and regulations obtained online through the official government website of Indonesia. Additionally, some documents obtained from the Margaasih Subdistrict office also serve as secondary data. (3) Research Instrument, the researcher plays a key role as the main instrument in qualitative research, collecting and interpreting data guided by interview and observation guidelines. As (Moleong, 2007:9) points out, "In qualitative research, the researcher himself or with the help of others is the main data collection tool. This is done because if using non-human tools and preparing oneself as is commonly done in classical research, it is very impossible to adjust to the facts".

As such, the researcher has more flexibility in seeking detailed information and data from research subjects about various aspects needed in the ongoing study. The researcher conducts observations and interviews, assuming that only humans can understand the meaning of social interactions, delve into the feelings, and capture the values reflected in the words and behaviors of respondents. The researcher serves as the constructor of reality based on observations and experiences in the field.

Data Collection Technique. Data collection can be carried out in various conditions, from various sources, and in various ways. In terms of conditions, data can be collected through observation in a natural setting. Considering the data sources, data collection can utilize primary and secondary sources. Additionally, from the perspective of techniques or methods for data collection, data collection techniques can involve observation, interviews, and documentary studies. (Sugiyono, 2011:137). In qualitative research, data collection is conducted in a natural setting, utilizing primary data sources, and employing triangulation/combination as a data collection technique.

Triangulation means that the researcher uses different data collection techniques to obtain data from the same source. The researcher employs participatory observation, in-depth interviews, and documentation simultaneously for the same data source. Triangulation of sources means obtaining data from different sources using the same technique.

(Sugiyono, 2011:241) states that triangulation is interpreted as a data collection technique that combines various data collection techniques and existing sources. The researcher employs different data collection techniques to obtain data from the same source. In this study, the researcher collects data using observation, interviews, and documentary study techniques. (1) Observation, Observation is a traditional data collection method used by early scientists. In short, observation is the oldest data collection method used throughout the history of scientific development. Observation is almost similar in position to interviews. Often, the use of interviews in qualitative research is always accompanied by observation for cross-checking and data validity. Observation comes from Latin, meaning to observe and follow. Observing and following mean observing with careful and systematic attention to the targeted behaviors.

(Herdiansyah, 2010:132) states: "The essence of observation is the existence of visible behavior and the existence of goals to be achieved. Visible behavior can be behavior that can be directly seen by the eyes, heard, counted, and measured. Because it requires visible behavior, potential behaviors such as attitudes and interests that are still in the form of cognition, affection, or intentions or behavioral tendencies cannot be observed".

Additionally, observation must have a specific purpose. Observation without a purpose is not considered an observation. The basic purpose of observation is to describe the observed environment, ongoing activities, individuals involved in the environment along with their activities and behaviors, and the meaning of events based on the perspective of the individuals involved. (2) Interviews, Interviews are a data collection method used in almost all qualitative research. Because interviews are often used in qualitative research, it seems that interviews become an icon in qualitative research data collection methods. Nevertheless, some people still consider this method less accurate because it is less accountable for its validity. They assume that individuals interviewed can easily lie during the interview.

(Moleong, 2007:118) defines interviews as conversations with a specific purpose. The conversation is conducted by two parties: the interviewer who asks questions and the interviewee who answers the questions. The definition of interviews according to Stewart & Cash in (Herdiansyah, 2010:118) can be interpreted as an interaction that includes the exchange of various rules, responsibilities, feelings, beliefs, motives, and information. An interview is not an activity where one person talks while the other just listens.

In selecting informants in this study, the researcher used the Purposive Sampling technique. According to (Sugiyono, 2011:85) purposive sampling is a technique for sampling data sources with specific considerations.

The reason for using Purposive Sampling is that not all samples meet the criteria for the researched problem. Therefore, the researcher chooses the Purposive Sampling technique, which establishes specific considerations or criteria that must be met by the informants selected in this study.

Here is a list of informants in the research conducted by the researcher:

Table 4 List of Informants

No	Name of Informant	Position of Informant	Quantity
1.	ASR	Subdistrict Head of Margaasih Subdistrict	1
2.	NELS	Village Facilitator	1
3.	SYAH	Head of Cigondewah Hilir Village	1
4.	DIR	Head of Nanjung Village	1
			4

Source: Research Findings (processed by the researcher, 2023).

Explanation: (1) Key Informant: ASR (General information and Conceptual knowledge holder). (2) Main Informant: NEL (Detailed information and Primary actor). (3) Supporting Informants: SYAH and DIR (Additional useful and relevant information, and Individuals related to the main informant).

(3). Documentation Study is one of the qualitative data collection methods by examining and analyzing documents created by the object itself or by others about the subject. Documentation study is a way for qualitative researchers to gain an understanding from the subject's perspective through written media and other documents written or created directly by the subject.

(Moleong, 2007:143) mentions two forms of documents that can be used in documentation studies:

(a) Personal Documents, written records or compositions by an individual about actions, experiences, and beliefs. The purpose of studying personal documentation is to obtain an original perspective on real situations experienced directly by the subject, accompanied by the social context and how the subject interprets those events and situations. Three common types of personal documents used for analysis by qualitative researchers are diaries, personal letters, and autobiographies. (b) Official Documents, divided into two categories: internal documents and external documents. Internal documents can be records such as memos, announcements, instructions, rules of an institution, implemented systems, meeting minutes, leadership decisions, and others. External documents can include information produced by a social institution, such as magazines, newspapers, bulletins, statements, and others.

Official documents are considered capable of providing an overview of activities, individual involvement in a specific group in a social setting. Additionally, the career progression, positions, and responsibilities received by a particular individual can provide insight into their personality and character. Data Analysis Technique, data analysis is a process of systematically searching for and organizing data obtained from observations, documentation, and interviews by categorizing data, elaborating on various aspects, and drawing conclusions to make the document easily understood (Sugiyono, 2011:245). The data analysis in this research follows the techniques proposed by Miles and Huberman in (Sugiyono, 2011:257), including (1) Data Reduction, done during the data collection stage to reduce data, similar to summarizing and exploring the topics to be studied. (2) Data Presentation, which can be understood directly what is happening and what needs to be done. (3) Drawing Conclusions/Verification, is a review of field notes obtained according to the agreement. In short, the meanings that emerge from the data are tested for their truth, strength, and validity.

RESULTS AND DISCUSSION

The theory used to discuss the research is the one proposed by Donald S. Van Matter and Carl E. Van Horn in (Agustino, 2016:133) which includes policy size and objectives, resources, characteristics of implementing agents, attitudes or tendencies (disposition) of implementers, inter-organizational communication and activities, and economic and political environmental factors. (A) Ukuran dan Tujuan Kebijakan. The first dimension in measuring the success of implementing a policy is knowing the standards and objectives of the policy created. A policy must have clear standards and objectives to be implemented successfully. Because without clear standards and targets, errors can easily occur among policy implementers.

The dimensions of the village assistance policy outlined in the Minister of Village, Disadvantaged Regions, and Transmigration of the Republic of Indonesia Regulation Number 3

Regarding Village Assistance “Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia Nomor 3 Tentang Pendampingan Desa”, include: (1) Improving the capacity, effectiveness, and accountability of village governance and development; (2) Enhancing the initiative, awareness, and participation of the village community in participatory village development; (3) Improving the synergy of village development programs across sectors; and (4) Optimizing local village assets emancipatorily.

The standards and objectives of a policy can be known by understanding the established policy goals. To determine this, the researcher interviewed informants with two questions: (1) As a policy implementer, can you explain the background of the policy formation? a) With the implementation of the Village Assistance policy, what are the goals to be achieved?

Responses from several informant answers are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, stated: a) Related to the mandate of Law No. 6 of 2014 concerning Villages, that the central government allocates funds from the state budget called the Village Fund, so that this village fund can be directed in its use and be beneficial to the community, the central government takes a policy of village assistance; b) The goal to be achieved with the village assistance policy is for the village to be more directed in utilizing the allocated funds.

(Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, said: a) The background of the formation of this policy is based on data and needs in the field, where the central government allocates funds to the village to be used optimally. b) So that the village can advance, be independent, and competitive. Also, so that development is evenly distributed, so there is no perception that the village is backward and its people are left behind. Now, such images must be changed so that the village is seen as competitive, so that the villagers don't need to go to the city to earn a living or work because they can do it in the village. Therefore, in this village assistance, the target is from the economic aspect and also from the social aspect. Village assistants are also directed to guide their Village-Owned Enterprises (BUMDes) so that the village can be economically independent, based on the needs and potential of the village so that BUMDes can establish businesses to obtain funding sources, not just relying on funds from the central government so that the village can be independent.

(Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

The third informant, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, said: a) The background of the formation of this village assistance policy is to help the village in all aspects, both in terms of development and in providing services to the community. b) The ultimate goal is that with the existence of this village assistance policy, the village can be more directed in all aspects because the village is required to be professional but with limited resources.

(Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office.)

The fourth informant, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy, said: a) Basically, we receive assistance because we receive funds from the state

budget, because the task of the village assistant is to accompany the village in all activities, especially in the fields of development and empowerment, as mandated by the regulations. Such as assisting in the preparation of the Village Budget Plan (RAPBDes), making policies, especially in terms of development. b) The ultimate goal of this assistance is so that the village officials are more competent in carrying out their duties, especially in managing the funds disbursed by the central government to the village.

(Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

Based on the analysis of the overall interview results, the research findings on the size and objectives of the policy on the sources are as follows: Basically, the measure of the formation of the Village Assistance policy is because the central government allocates a significant amount of funds to the village. So that this village fund can be realized well and there is no misappropriation, the village assistant is formed.

The purpose of forming the village assistance policy is for the village to advance, be independent, and competitive. Also, to ensure even development, so there is no perception that the village is backward and its people are left behind. (B) Resources, in policy implementation, the most important resource is human resources. Because they, as implementers who can either succeed or fail in implementing a policy, must have the quality required or set by the relevant authorities. To determine the quality of human resources in Margaasih Subdistrict, the researcher conducted interviews with the question "does the quantity of quality human resources and non-human resources affect policy implementation?" The answers to the question from several informants are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, said: "Resources greatly affect the implementation of this policy. Human resources will certainly affect how the level of capability, ability, and knowledge of the individuals in translating this policy, meaning it will definitely affect this policy."

(Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, said: "Quality resources greatly affect the implementation of this village assistance. Because sometimes the good intentions of the government are not necessarily accepted well by the community. So in this case, the rules made by the government must adjust to the potential in the field."

(Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

The third informant, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, said: "Certainly, when we talk to a community of high quality, we will feel assisted, both in terms of their thinking and others. But when the quality is low, it will be difficult to achieve the end point of that policy."

(Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office.)

The fourth informant, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy, said: "The village has always been a traditional village, based on customs. With the presence of this policy, the village is required to be independent, so assistance is provided. The

obstacle here is not the lack of resources, but measuring the abilities of village officials whose education is only high school. Must be able, as much as possible, whatever it takes.”

(Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office)

Based on the analysis of the overall interview results, the research findings on resources from the sources are as follows:

Resources are an important element in implementing this Village Assistance policy, both in knowledge, personality attitudes, and proficiency in technology. Therefore, the human resources possessed by Village Assistant officers should have adequate quality to carry out the policy so that the implementation of the Village Assistance policy runs smoothly.

Non-human resources such as policy-supporting applications and technology must be maximized in implementing policy implementation because non-human resources also influence policy implementation to facilitate assistance implementation. (C) Communication between Organizations, in various policy implementation programs, a reality of policy programs requires good relations between related agencies, namely through coordination and cooperation between agencies for the success of such programs. Do not let miscommunication occur in anything, especially in the delivery of policies to be implemented. Related to the implementation of the village assistance policy in Margaasih Subdistrict, Bandung Regency, researchers conducted interviews with informants with the following questions: a) In the formation of this policy, did the Central Government conduct socialization to village government officials as the subjects of this policy? b) Who participated in the implementation of this village assistance policy? The answers to the questions from several informants are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, said: a) Socialization certainly exists, but not directly to the village, but through regulations, policies, technical instructions. Socialization is carried out step by step. b) The sub-district also provides assistance because the process of disbursing village funds also involves the sub-district, and the sub-district government also oversees the use of these village funds.

(Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, said: a) The central government conducts socialization gradually, starting from regional government to village government. Village assistants are always given information about central government policies so that when the village asks about the purpose of the policy, the village assistant can answer. b) Those involved in this policy are from the Ministry of Villages and the Regional Development Planning Agency (DPMD) at the provincial and district levels.

(Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

The third informant, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, said: a) Directly or indirectly, there is socialization, such as information in the media, information from village assistants themselves, maybe that's a form of socialization too. b) The most important element is the village government, which includes the village head and its officials, the Village Consultative Body (BPD), and the Village Development Institution (LPMD).

(Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office.)

The fourth informant, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy on Wednesday, April 01, 2023, at 11:30 AM, said: a) There is socialization, but with the village assistant directly visiting the village and introducing himself and his duties while assisting the village. b) The elements involved in the implementation of this village assistance are all village officials, LPMD, and religious leaders.

(Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

Based on the analysis of the overall interview results, the research findings on Inter-Organizational Communication from the informants are as follows:

Dalam hal sosialisasi tentang kebijakan pendampingan desa tidak dilakukan secara langsung kepada masyarakat, karena memang yang menjadi objek dari pendampingan desa ialah pemerintahan desa bukan kepada masyarakat, kepada masyarakat hanya sebatas pemberdayaan yang dilakukan pemerintahan desa dengan didampingi pendamping desa.

In terms of socialization about the village assistance policy, it is not directly conducted to the public because the object of village assistance is the village government, not the public. The involvement of various parties in the implementation of the village assistance policy includes the central government represented by the Ministry of Villages, Development of Disadvantaged Areas, and Transmigration of the Republic of Indonesia. At the provincial and district levels, it involves the Community and Village Empowerment Agency.

(D) Characteristics of Implementing Agents, in the implementation of a policy for maximum success, one must understand the characteristics of implementing agents, including bureaucratic structure, norms, and relationship patterns within the bureaucracy. These factors will affect the implementation of a policy program. Therefore, the researcher interviewed informants with the question: "What is the role of bureaucracy in the implementation of this policy?" The answers from several informants are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, said: "The role of bureaucracy is clear, from the central level down to the village, its role is in accordance with what has been determined, in line with its functions, especially those related to the village assistance policy."

(Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, said: "The role of bureaucracy in this policy is very important because it also applies to its implementation, and the bureaucratic side must understand it so that there is no imbalance between the government's intentions and implementation in the field."

(Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

The third informant, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, said: "So far, it's been smooth, actually, in terms of bureaucracy in the district, there are still many procedures that must be followed. Starting from the preparation of RKPDes to the preparation of RAPBDes."

(Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office)

The fourth informant, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy, said: "The role of bureaucracy in implementing this village assistance policy is more towards following the established regulations."

(Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

Based on the analysis of the overall interview results, the research findings on the Characteristics of Implementing Agents from the informants are as follows:

The role of bureaucracy in this policy is crucial because it also applies to its implementation, and the bureaucratic side must understand it so that there will be no imbalance between the government's intentions and the implementation in the field. (E) Disposition of Implementors, in policy implementation, the attitude or disposition of implementors is divided into three aspects: the implementor's response to the policy related to the implementor's policy for carrying out public policy; conditions, namely understanding of the policy that has been determined; and the intensity of the implementor's disposition. These three aspects are closely related. If the implementor's response is already negative, the next two elements are likely to be negative. An implementor must be willing and ready to carry out the public policy established. The readiness of implementors in carrying out this policy will affect the performance of an implementor. Therefore, the willingness of policy implementors to implement the policy is essential. The agreement of an employee with the policy will encourage the implementor to understand and comprehend the policy and how to apply it to their responsibilities. Therefore, the researcher conducted interviews with the question: "What is your response to the village assistance policy, and what is your attitude in implementing this policy?" The answers from several informant are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, said: "Our response is very positive, because the government's purpose in forming this village assistance policy is very good, so that the village can maximize this assistance and be more directed in implementing policies by the village government."

(Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, on May 5, 2023, at 01:15 PM, said: "My response to this village assistance is very positive because there has been a lot of misunderstanding between the central government and the village government regarding rules. Like now, during the covid-19 pandemic, the village government sometimes does not understand the central government's intentions due to sudden changes. If there is no guidance to the village, the purpose of these policies may be responded to differently. The role of the assistant here provides an understanding of what the central government means and then adjusted to the conditions in the field of the village's potential and needs."

(Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

Informant three, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, stated: "In my opinion, this is a good policy because not all villages have sufficient resources in the field of public services. The presence of a village assistant is very helpful, from planning, implementation to accountability reports." (Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office.)

Informant four, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy, said: "With the existence of this village assistance policy, I think it's good because the resources in the village are new needs, only covering the village's structure, not necessarily competent for the duties of the positions held. In reality, when there is a change in the village head, there is also a change in the subordinates, the majority of whom are appointed based on political connections." (Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

Based on the analysis of the overall interview results, the research findings on the Disposition of Implementors from the informants are as follows: Both village assistants as implementors and village governments as subjects of the village assistance policy strongly support this policy because there are still many things that the village government does not understand, so the village government feels very assisted with the presence of village assistant officers.

(F) Economic, Social, and Political Environmental Conditions, Economic, social, and political environmental conditions strongly influence the success of implementing a policy, as the environment itself executes a policy. A policy exists due to demands from the environment. To determine the support of the political, social, and economic environment for the implementation of this policy, the researcher conducted interviews with several informants with the question "Does the social, political, and economic environmental conditions affect the implementation of the Village Assistance Policy?" The answers from several informants are as follows:

The first informant, Mr. ASR, as the Subdistrict Head of Margaasih, said: "Certainly, but how much influence I cannot explain in detail, but generally, there is an influence, both felt and unfelt." (Interview: April 01, 2023, at 09:30 AM at the Margaasih Subdistrict Office.)

The second informant, Ms. NELS, as a Local Village Assistant, said: "Social, political, and economic conditions greatly influence village assistance because, as it is now in the Bandung district, there is preparation for the regional head election (Pilkada). Village assistants are required to be neutral and not engage in practical politics because everyone surely has different choices, including the village head, who is guaranteed to have different political views. Then, socially, when I am in the field, I find that the social issues encountered in the field are more complex, and most villages are confused in handling social problems because social issues are more complex and are found every day, which affects village policies. Many people still live below the average level; hence, currently, village funds are prioritized for the poor, and development must be beneficial for the poor, not just for image. Therefore, the regional government has a policy to implement Cash Labor-Intensive, where in this policy, those recruited are from among the poor, so that people who previously had no income now have income by participating in this Cash Labor-Intensive." (Interview: May 5, 2023, at 01:15 PM at Rahayu Village Office.)

The third informant, Mr. SYAH, the Head of Cigondewah Hilir Village as the Subject of the Village Assistance Policy, said: "Certainly, it has a very significant effect. When a policy has been formed but the environment does not support it, it will be difficult to implement such a policy. That's why, with a good environment, it will facilitate the implementation of this village assistance policy." (Interview: April 01, 2023, at 10:30 AM, at the Cigondewah Hilir Village Office.)

The fourth informant, Mr. DIR, the Head of Nanjung Village as the Subject of the Village Assistance Policy, said: "It has an impact, especially in politics, it greatly influences the implementation of this policy, as explained earlier, when the leadership changes at the top, it also changes below." (Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

Based on the analysis of the overall interview results, the research findings on the Social, Economic, and Political Environmental Conditions from the informants are as follows: Economic, social, and political environmental factors strongly influence the implementation of the village assistance policy. In political terms, when there is a change in leadership (village head), there is also a change below.

Factors Inhibiting Implementation

It cannot be denied that in the policy implementation process, there are always obstacles to be faced, including in the implementation of the Village Assistance Policy in the Margaasih Subdistrict, Bandung Regency. The obstacles that occur in the Implementation of the Village Assistance Policy in the Margaasih Subdistrict, Bandung Regency, include the fact that the village was originally a traditional village, based on customs. Therefore, it will be very difficult to implement policies that tend to be unfamiliar to village officials. The constraint here is not that there is a lack of resources, but it is about assessing the capabilities of village officials, whose education is only high school and there is no specific training for village officials who tend to be forced to carry out governance.

As stated by Mr. DIR, the Head of Nanjung Village, he said: "The village has always been a traditional village, based on customs. With the presence of this policy, the village is required to be independent, so assistance is provided. The constraint here is not that the resources are lacking, but it is about assessing the capabilities of village officials whose education is only high school. They have to be able, as much as possible, just be able." (Interview: April 01, 2023, at 11:30 AM, at the Nanjung Village Office.)

In addition to these obstacles, according to the researcher, another obstacle to the success of implementing the village assistance policy in the Margaasih Subdistrict, Bandung Regency, is that the village assistant officers are, by nature, local residents of the village. This results in village officials feeling they know best and underestimating village assistant officers.

Efforts Made

In addition to the obstacles that occur in the process of implementing public policies, there must be solutions to overcome these obstacles. One of them is by improving the resources involved in the implementation of this village assistance policy. According to the interview with ASR, the Subdistrict Head of Margaasih, he stated: "Resources greatly influence the implementation of this policy. Human resources will clearly affect the level of capability, the level of ability, and the knowledge of those involved in translating this policy. It will clearly affect this policy. Therefore, to support the implementation of this policy, it is necessary to improve the quality of the resources involved in this policy." (Interview: April 01, 2023, at 11:30 AM, at the Margaasih Subdistrict Office.)

Furthermore, the researcher added solutions that can be implemented to overcome the obstacles in the process of implementing the village assistance policy in the Margaasih Subdistrict, Bandung Regency, based on the researcher's thoughts and inputs from village officials from the interview results, including: (a) Improving the resources involved in the implementation of this policy. (b) Conduct training for village officials to be more prepared to accept new things for the progress and independence of the village. (c) Use a rolling system in placing village assistant officers so that the village officials involved can appreciate these village assistants more.

CONCLUSION

Based on the research findings and discussions, the researcher concludes that there is still a social gap as a result of the implementation of the assistance policy not achieving its target. Consequently, the village is not yet self-reliant and lacks competitiveness. As a consequence of the policy's target not being met, it is expected that efforts will be made to catch up by enhancing skills in village governance, both through training and through training programs organized by the Bandung regency government, the provincial government, or the central government. Additionally, collaboration is essential through a penta-helix approach involving academia, business, government, media, and the community.

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