

Policy Implementation of the Village Building Movement in West Java Province



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ABSTRACT: One of the priorities of the West Java Provincial Government is the Village Development Movement (Village Gate). Gates of the Village is a movement to create an independent village, namely a village that is able to build and empower village communities by optimizing the utilization of all village potential, both natural resources, human resources and village infrastructure, through collaboration between the government, community and other stakeholders. The portrait of the implementation of the village development movement policy has not been effective in supporting the achievement of the target of a champion village in West Java Province, this is still found in the Dominant Poor Population in the Village, more Unemployment in the Village, 18 Villages Still lagging behind in Cianjur, Karawang and Tasikmalaya Regencies and only 50 percent villages implementing the Village Financial System.

This study uses Muchlis Hamdi's theory (2014) with qualitative methods to understand the depth of the problem. This theory does not merely stand alone, it is also compared with other theories as a complement. Data collection methods were carried out through literature studies, field studies (observations), interviews, focus group discussions, and triangulation data analysis. Informants and resource persons were selected based on their competence on issues related to this research issue. All of the instruments used are expected to be able to get good results.

This study found that in addition to the dimensions of productivity, linearity and efficiency of the policy implementation model based on Muchlis Hamdi's theory, a strategy is needed to encourage policy substance, implementing task behavior, network interaction, target group participation, and resources in implementing village development movement policies in the Province West Java. The strategy for implementing the village development movement policy includes elements of collaboration, transparency and innovation. The findings of this study illustrate that in order to create a champion village through the strategy of implementing the village building movement in West Java Province, a Triangel Coltin strategy (collaboration, transparency and innovation) is needed, where the collaboration strategy is carried out using the pentahelix approach by involving academia, the business world, community, government and media . The transfer strategy is to provide education to the community (educate citizen), consult with the community (Delibaretion Partner Community) and always monitor the implemented policies (Monitor Polcies).

KEYWORDS: Policy Implementation and Village Development Movement.

INTRODUCTION

The government's attention to villages is increasing day by day in line with efforts to accelerate the creation of a prosperous society. The government is fully aware that until now the village community has not optimally felt what is the hope and goal of the state, namely a just, prosperous and prosperous society as mandated by the 1945 Constitution. Rural communities have not enjoyed maximum development results, infrastructure such as roads and bridges, inadequate health facilities and services, school buildings, office buildings, religious facilities and so on.

The village is often identified with underdeveloped areas. Development in several fields such as education, health and the economy is still running slowly. This phenomenon occurs due to various factors such as limited infrastructure, human resource capacity which tends to be low and people's economic activities that do not yet have very high added value.

The issues that exist in the village theoretically then give rise to a concept of village development which is often called the Superior and Sustainable Village. Fundamentally Superior and Sustainable Village is a village development concept that uses an urban development approach while maintaining the characteristics and values of village communities (Heap, 2015). One

Policy Implementation of the Village Building Movement in West Java Province

approach that can be used in village development is the use of technology applications. Through technology, various development constraints such as limited information, community knowledge and infrastructure can be overcome.

One of the priorities of regional heads supported by DPM-Desa is the Village Development Movement (Gerbang Desa). Gates of the Village is a movement to create an independent village, namely a village that is able to build and empower village communities by optimizing the utilization of all village potential, both natural resources, human resources and village infrastructure, through collaboration between the government, community and other stakeholders. . The purpose of organizing the Village Development Movement (Gerbang Desa) is to realize the achievement of the Village Building Index (IDM) with the objectives of: a) accelerating village development, b) developing village community empowerment, c) developing innovation and collaboration to optimize village potential.¹

The Village Building Movement Program is a development with the concept of a Superior and Sustainable Village implemented in West Java Province, namely the Champion Village Program to answer various problems that exist in the village. Villages in West Java Province are important areas whose welfare must be guaranteed because of the total population of West Java, namely 48,037,827 people in 2018, 34.31% of them live in rural areas. To build the intended commitment and desire according to the duties, roles and functions that must be carried out, the West Java Provincial Government must formulate policies related to the public interest. To realize Champion Village, villages in West Java Province already have some basic capital in the form of resources. The basic capital of these resources is the existence of 51,415 Posyandu Units, 5,957 LPM, PKK, DS/Kel, 2,785 Bumdes, 1,844 Village Markets, 296,855 Poyandu Cadres, 17 thousand Community Empowerment Cadres, 835,476 PKK General Cadres, and 2,929 Village Facilitators. However, the development of the Champion Village program in West Java Province still leaves problems. The condition of poverty in West Java Province is at 7.45% which is a high poverty rate. This poverty condition is also exacerbated by the number of unemployed, which is at 7.45%. Data on poverty and unemployment in West Java Province is dominated by villagers. Not all of the villagers have education above the minimum, namely 65 percent of the villages have residents with education above the minimum.²

Table Potential of Village Community Institutional Resources in West Java Provision

626 SUBDISTRICT	VILLAGE INDEX BUILDING WEST JAVA					
5.312 VILLAGE	586 INDEPENDENT VILLAGE	2.102 ADVANCED VILLAGE	2.606 GROWING VILLAGE	18 DEVELOPED VILLAGE	0 THE VILLAGE IS VERY UNDERWARDED	
645 WARD	VILLAGE CLASIFICATION			VILLAGE DEVELOPMENT LEVEL		
	175 SELF- SWASEMBAD A	936 SWAKARYA	4000 SWADAYA	1.099 GROWING FAST	3286 DEVELOP	940 LESS DEVELOPEMEN T
	51415 UNIT POSYANDU	5957 LPM, PKK, DS/KEL		2785 BUMDES		1844 VILLAGE MARKET
	296.855 POSYANDU CADRES	673 POSYANDU CADRES COMPANION	17.000 COMMUNITY EMPOWERMENT CADRES		835.476 PKK CADRES	

Source: West Java Province Community and Village Empowerment Office, 2021

The level of village development through village classification in West Java Province also shows empirical issues regarding the development of the Village Building Movement program. Village classification shows the level of progress in the village. Villages with underdeveloped classifications have far more complex problems than villages with advanced classifications. The table above shows that of the 5,312 villages in West Java Province, there are 11.03 percent Independent Villages, 39.57 percent Developed Villages, 45.06 percent Developing Villages, and 0.33 percent Disadvantaged Villages.

Based on the background above, several key issues that can be identified are: 1) The percentage of poor population in rural areas in 2021, amounting to 9.76 percent, is dominated by villagers; 2) The number of unemployed is still 8.16% in 2018

¹ Governor of West Java Regulation Number 8 of 2022 Concerning the Organization of Village Building Movements, article 3, page 4

² West Java Province Community and Village Empowerment Service Work Plan, 2021

Policy Implementation of the Village Building Movement in West Java Province

which is dominated by villagers; 3) Not all residents have education above the minimum limit, namely 65 percent of villages that have residents with education above the minimum; 4) Not all villages have implemented a village financial information system, namely 50 percent of villages have implemented a village financial information system; 5) Not all villages have Village Owned Enterprises, namely only 2785 Bumdes out of 5312. 6) There are still 18 underdeveloped villages in West Java, namely in Cianjur Regency, Karawang Regency and Tasikmalaya Regency; 7) Movement data to build a village in 2021 is IDR 5,990,622,942,000.-.

The limitation of the problem in this study focuses on the implementation of the Village Development Movement policy in West Java Province based on Regional Regulation of West Java Province Number 8 of 2019 concerning the Regional Medium-Term Development Plan for 2018 – 2023 which contains priority programs, one of which is the Village Development Movement. This research focused on 3 (three) Disadvantaged Villages in Cibuluh Village, Cianjur Regency, Ceramajaya Village, Karawang Regency, and Nagrog Village, Tasikmalaya Regency.

RESEARCH METHODS

The research method used by researchers is descriptive with a qualitative approach. Descriptive research is a writing that describes the actual situation of the object under study, according to the actual situation during direct research, the data collected is not in the form of numbers but the data comes from manuscripts, interviews, field notes, personal documents, memo notes, and other documents. The principle of qualitative research is naturalistic or natural. It is called naturalistic because the research field situation is "natural" or reasonable, as it is without being manipulated, regulated by experiments or tests. This study does not test a hypothesis, but only wants to know the state of the variables independently, does not link one variable to another systematically, therefore the research method uses a qualitative approach.

RESULT AND DISCUSSION

Policy Implementation of the Village Building Movement in West Java Province

The implementation of the Village Building Movement Policy in West Java Province is studied through the dimensions: productivity, linearity, and efficiency. The dimension of policy implementation consists of a series of images (things or circumstances) regarding the dynamics of the movement of policy implementation. This description relates to the dimensions of policy implementation, namely, productivity, linearity and efficiency.

The Village Building Movement is an attempt to overcome the trend of urbanization which has become a classic problem in Indonesia. The benchmark for village development has actually been standardized, but in practice it tends to make it difficult for villages, as expressed by the Head of the Office for Community and Village Empowerment of West Java Province as follows³: Village development performance indicators are directed at increasing the village development index and the achievement of becoming an Independent Village. In practice, developing village indexes is too complicated and takes the village government's time just to do administration. IDM has 3 indicators that come from 3 ministries. The Mandiri Village is expected to be in accordance with the objectives of preparing indicators, namely to become a village that no longer relies on subsidies.

The description/dimensional implementation of the Village Building Movement Policy in West Java Province is described as follows:

Productivity Dimensions

Productivity is the ability of an organization to produce the right quantity and quality of output for its target environment. This includes work output, quality of work, workload, and production time. The productivity of policy implementation in implementing the Village Building Movement policy in West Java Province can be seen in the ability of the West Java Provincial Government to realize the achievement of previously set target standards. The target for the implementation of the Village Building Movement policy in West Java Province for 2019-2023 is set in the West Java Province MD Term Development Plan for the period 2018-2023 and in the target of regional minimum service standards in the field of Community and Village Empowerment.

According to the statement of the Governor of West Java Mr. Ridwan Kamil on March 19 2023: The Champion Village Policy or implementation of the Village Building Movement is a movement of West Java development programs that are integrated with a focus on rural areas by optimizing the utilization of all village potential. The Village Building Movement or Champion Village policies cover economic, educational, health, community empowerment, infrastructure and governance aspects which are expected to be able to reduce poverty and unemployment and improve people's welfare. the consistency of the derivation of policy content in determining the success and failure of the implementation of the policy implementation of the Village

³ Head of the Office of Community and Village Empowerment of West Java Province during the FGD presentation on the Implementation of the Village Building Movement, 12 June 2023.

Policy Implementation of the Village Building Movement in West Java Province

Development Movement in West Java Province has been consistently carried out on an ongoing basis and has been in accordance with central policies and City/District policies in West Java Province.⁴

West Java Governor Ridwan Kamil said that many villages in West Java are now becoming champions. At the beginning of his leadership there were 929 villages with underdeveloped status. However, all villages in West Java are no longer underdeveloped villages. In fact, the total number of independent villages increased significantly from 37 to 1,130 villages. "Villages in West Java have become more champions. Out of 929 underdeveloped villages in 2021 after I took office, there are only 18 villages. Independent villages also for three years, initially 37 villages are now 1,130 villages," improving the quality of life of rural communities is important to roll out so that there is no longer a community dichotomy who live in cities and villages.

The West Java Provincial Government's policy strategy for reducing Disadvantaged and Very Disadvantaged Villages, as well as raising the strata of Independent Villages is as follows:

1. The Central Government accommodates the West Java Provincial Government's proposal for affirmation funds to be distributed to the Independent, Advanced, Developing Village strata, so that they are not concentrated on the Disadvantaged and Very Underdeveloped Village strata so that the Village Government is motivated to increase the Village strata;
2. Apart from that, the Provincial Government of West Java provided a stimulus in the form of the Champion Village Aspiration Car (MASKARA) to villages that were able to increase their village level to become Independent.

The productivity of the implementation of the village building movement policy should be a sustainable policy in accordance with the principles of community empowerment so that this policy will be able to affect not only increasing the status of a developing, developed and independent village but in real terms can change the behavior of people who are able to adapt to changing times. This. The facilities and infrastructure owned by the village are still felt to be lacking by the Government and the village community, including roads as a means of community access, there are still many that are not feasible or the condition is still very bad, this is due to the limited development budget owned by the Karawang Regency Government and also For this reason, we really hope that the policy of the village development movement must continue so that our village community has competitiveness like other villages that have been advanced and independent.

Linearity Dimension

Linearity is the conformity of standards in accordance with standard specification guidelines that have been set, including procedures, time, cost, place and implementation. The dimension of linearity in the implementation of policies for implementing the village building movement in West Java Province is related to the conformity of the process of fulfilling the standards set by the West Java Provincial government, this suitability is related to procedures, time, cost, place and implementation of policies for implementing the village building movement in West Java Province . Based on the research results, information was obtained about the standard guidelines for the Village Building Movement, which is a movement for West Java development programs that are integrated with a focus on rural areas by optimizing the utilization of all village potentials. Champion Village includes aspects of the economy, education, health, community empowerment, infrastructure and governance which are expected to be able to reduce poverty and unemployment and improve people's welfare. The policy of the Village Development Movement is a development carried out to build and empower village communities by optimizing the utilization of all village potential.

Efficiency Dimension

The dimension of efficiency in implementing the policy of the movement to build villages in West Java Province is related to the ability of the Regional Government, in this case the community and village empowerment services in implementing the policy of the movement to build villages in West Java Province in empowering resources consisting of executors, assets, funds and technology optimally. Ideally a service will be effective if the service bureaucracy can provide input to the service, the ability to use resources makes it easier for the community to act as service users. As well in terms of service output, the bureaucracy can ideally provide quality service products, especially from the aspect of service accuracy.

Determinant Factors Influencing the Implementation of the Village Building Movement Policy in West Java Province

Policy Substance Determinant Factors

Policy substance relates to policy specifications and other policy alignments. The implementation of the village development movement policy in West Java Province is a program created to accelerate towards an independent village in West Java through a process of updating various resources, so that these resources can have benefits. Innovation is also influenced by the use of technology, because using technology makes it easier to produce new products. Innovation is closely related to cultural renewal and can change behavior patterns in a more positive direction.

⁴ Interview results with the Governor of West Java, March 19, 2023

Policy Implementation of the Village Building Movement in West Java Province

Based on the substance of the policy implementation of the village development movement in West Java Province, this is in line with Anderson (1994: 10-22) who distinguishes between substantive policies and procedural policies.⁵ The substantive policies of the development village movement policy concern things that are currently being carried out by the government, such as improving village infrastructure, providing assistance with village technology facilities, social facilities and other facilities. This policy directly distributes benefits or disadvantages, benefits or costs, to society as a whole, groups of people, and individuals. On another dimension, procedural policies are related to determining the ways in which something will be done or who will do it in the implementation of the village building movement. Thus, the procedural policies for village development policies include matters relating to the organization, such as the institution responsible for implementing a regulation, and detailing processes or requirements and procedures related to actions to carry out these responsibilities.

Determinant Factors of Policy Implementer's Behavioral Duties

The government will always be involved, considering that public policy is a policy made by government officials or institutions. In general, all parties involved are referred to as policy actors (policy stakeholders). More concretely, policy actors are all individuals or groups who are involved, either with the role of influencing or with the role of being influenced, in a policy process. Anderson⁶ distinguishes policy actors into two groups. The first group is referred to as formal policy makers, consisting of: legislature, executive and court. The second group is referred to as informal participants, which include: interest groups, political parties, research organizations, mass media, universities, and citizens. Howlett & Ramesh⁷ describes policy actors institutionally, and differentiates them into three institutions, namely the state, society, and international organizations.

With regard to the behavioral characteristics of the executor's task where the implementation of the village building movement policy appears to have shown activity in a structured manner using existing patterns and norms. Rules with the same unit by government institutions under the coordination of the village government under the auspices of the sub-district head have given a strong signal how massive this policy is implemented.

Determinant Factors of Network Work Interaction

One of the urgent factors that influence inter-organizational networks and influences the determination of the implementation of village building movement policies is coordination through network interactions. coordination of network interactions is carried out with cross-sectoral organizations as implementers of the village development movement policy in West Java Province. Coordination is carried out both in terms of decision making, especially in the provision of data and information as well as in terms of implementing activities.

According to Malon quoted by Masl, coordination is the act of managing interdependencies between activities (acts that are interdependence to manage between activities). This understanding indicates that complex activities require coordination so that activities can produce maximum output. Organizational complexity can cause coordination to usually not go as expected.

Determinants of Target Group Participation

The behavior of the target group does not only influence the effect/impact of the policy but also affects the performance of lower-level officials, if the impact is good then the performance of lower-level officials is also good and vice versa. The behavior of the target group includes the positive and negative responses of the community in supporting or not supporting a policy accompanied by good feedback in the form of the target group's response to the policies made. Participation of the target group in the implementation of the village development movement policy will certainly accelerate the success of this policy because the various potentials that exist in the village can play an active role according to their potential.

Resource Determinants

The implementation of the village development movement policy seen from the aspect of resources found that empirically there was compliance in carrying out regulations on efforts to accelerate community development in villages by coordinating with various parties. This policy is easy to implement because it is properly accompanied by an umbrella of administrative law. Standards for achieving policy targets are very measurable so that apparatus resources have no doubts in implementing them because they have good policy standards and facilities. This is reinforced by the opinion of Mazmanian Sebatier (1983) that the policy can be easily implemented when viewed from the characteristics of the problem, where there are some social problems that are technically easy to solve and some are difficult to solve, this has been carried out well. In the aspect of resources as part

⁵ Hamdi, Muchlis, 2014, *Public Policy*, Galua Indonesia, Hal 55

⁶ Anderson, James E. 1994. *Public Policy Making An Introduction Second Edition*. Boston: Houghton Mifflin Company. Hal 54 dan 63

⁷ Howlett, Michael dan Ramesh, M. 1995. *Studying Publik Policy: Policy Cycles and Policy Subsystems*. New York: Oxford University Press. Hal 59-78

Policy Implementation of the Village Building Movement in West Java Province

of achieving the performance of implementing the village development movement policy in West Java Province, it can be found in the field with the illustration that all elements of successful policies can be easily implemented.

Factors Inhibiting the Implementation of the Village Building Movement Policy

The results of interviews with three village heads and several informants indicated that there were three inhibiting factors that influenced readiness to accept village development movement policies, namely the timing factor, regulatory factor, and precautionary factor. These factors have a correlation with each other, and significantly contribute to institutional readiness, HR readiness and program readiness.

1) Time Factor

The time factor is indeed a determining factor why the policy of the village building movement is resistant to implementation and is resistant to the goals of development and empowerment of village communities. suddenly, even though the village was institutionally not ready, the human resources were not ready, neither was the program ready. As a result of this unpreparedness, planning is not of good quality in terms of mechanisms and participation, nor is quality in terms of policy outputs such as targets and goals that are far from the wishes and expectations of the people. Secondly, the time considered by the village heads was very limited because the program had not yet been completed, a program implementation schedule had to be implemented, and then the report was immediately included. This is all that is complained about by the village heads where time is very influential on the implementation of the village building movement program.

Edwards⁸ justifies the statement above that policy implementation should be preceded by "preconditions", what kind of readiness the implementer or implementer of the policy is, and what kind of obstacles will likely occur in the field. Pre-conditioning can be done in the form of outreach, education and training in order to obtain a common perception and common action. It must be realized that implementing policies in the field is not as easy as turning the palm of the hand, in fact implementation is often more difficult than when carrying out the policy formulation itself. In this regard, Edward again argued that the first requirement for effective policy implementation is that those who carry out decisions must know what they have to do. Decisions must be forwarded to the appropriate personnel before the decision can be followed, of course the communication must be accurate and must be carefully understood by the implementers.

2) Regulatory Factors

Regulatory factors also contribute to institutional readiness, HR readiness and program readiness. Regulations in the form of laws and regulations should be a guide and controller in managing the implementation of the village development movement in West Java Province, but in some cases they have become obstacles, caused by frequent changes, overlapping policies, and difficulties for implementers in the field to understand. In mid-2022 the West Java Provincial Government issued a policy in the form of Governor Regulation No. 8 of 2022 concerning the implementation of the village building movement which is expected to better prepare for the implementation of the village building movement policy in 2023 with the target of no more underdeveloped villages in West Java.

According to Edwards⁹, a policy that changes frequently and is not consistent will give rise to its own problems in implementation, at least there will be delays, not wholeheartedly, and there is even a fear of implementing it. Edwards' statement above is very similar to the experiences of four village heads in managing village development movements. One of the problems is how often the rules change, today the regulations allow it, tomorrow and the day after it prohibits it.

Cibuluh Village, Cidaun District, Cianjur Regency is one of the villages that complains how regulations are often inconsistent, so that the dismantling program is allowed today, tomorrow it is not allowed. According to the head of Cibuluh village, they are afraid of things like this, lest they get trapped. If it's already been funded, it turns out there's a new rule that says it's not allowed, it's a problem. What was stated by the head of Cibuluh village above, it appears that regulatory factors contributed to the implementation of village building movement policies, especially when making programs, as well as during implementation and reporting. Regulations that often change make village heads doubtful and even afraid, they are afraid of being caught by the law.

Furthermore, it was stated again that policy implementation often fails because the content of the policy is still vague, meaning that the objectives are not detailed enough, the means and implementation of priorities, or the policy programs are too general or nonexistent. Furthermore due to the lack of internal and external determination of the policies to be implemented and due to deficiencies concerning supporting resources, time, costs/funds and human resources.

⁸ Edward III, George C. (1980). *Implementing Public Policy*. Washington DC: Congressional Quarterly Press

⁹ Edward III, George C. (1980)

Policy Implementation of the Village Building Movement in West Java Province

3) The precautionary factor

The implementation of the village building movement policy is one of the strategic programs of the West Java Provincial Government, and often becomes a trending topic in several media. Every time the village building movement policy is displayed, the public's attention is always focused on knowing what the village development movement looks like and how it is progressing. What is most interesting is the expectation of the community and the central government that this village building movement will truly benefit the community, not be misdirected, and not even corrupted. The three village heads interviewed indicated that in fact there was an impression of being unprepared to accept the implementation of the village development movement and increasing the status of a backward village to a developing, advanced and independent village, because there was still an assumption that if the status of a village was already developed, advanced, let alone independent, it would no longer receive assistance from Central and provincial government.

Regarding the caution of the village heads, doubts and even fear, it is understandable, this is what gave birth to the idea of the Governor of West Java to anticipate so that the doubts and fears can disappear and the village heads can work with confidence. This anticipation is carried out through training, mentoring and outreach to the program, as well as the Central Government accommodating the West Java Provincial Government's proposal for affirmation funds to be distributed to strata of Independent, Advanced, Developing Villages, so that they are not concentrated on the Disadvantaged and Very Underdeveloped Village strata so that the Village Government is motivated to increasing village strata, besides that the West Java Provincial Government also provided a stimulus in the form of the Champion Village Aspiration Car (MASKARA) to villages that were able to increase their village strata to become Independent

Policy Implementation Strategy for the Village Development Movement in West Java

Institutional readiness

The three villages as targets for the implementation of the village building movement policy until 2021, as previously described, are actually not ready, even though each of them already has institutions formed both by the government and by the community. These institutions are the village government institution itself, the Village Consultative institutions and Village Community Institutions, Village Customary Institutions, Village Cooperation Agency, and Village Owned Enterprises.

Institutional readiness can be seen in two things, the first is that each of these institutions has not yet functioned in planning or implementing village building movement policies, the second is that institutions such as Village-Owned Enterprises are not yet optimal when village building movement policies are implemented, even though these institutions which should be a forum for community empowerment.

Institutional aspects that are not ready have a domino effect on other aspects, for example the participation aspect, the independence aspect, the target aspect, even though these are the main objectives of the village development movement. The institutional aspect that was not ready resulted in the creation of programs that did not go through the deliberation mechanism which is usually carried out at the sub-village level to the village level. Even though it is at the deliberations that the Village Consultative Institutions, Village Government, and community elements organized by the Village Consultative Institutions meet to agree on strategic matters.

Programme Readiness

Program readiness is one of the things that gets attention when the village building movement is rolled out, the problem is not only what program will be made but how the mechanism for making the program is, as well as regarding the technique of making it. As it is known that the program must be in touch with two main activities namely development and empowerment. What development will be made and what type of empowerment will be carried out. Besides that, what kind of mechanism should be carried out and how to carry out the mechanism, everything has a procedure so that the program is not automatically created even though it is considered conditional. In addition, the program must also be listed in the Regional Medium-Term Development Plan and included in the Village-Development Work Plan, and what is no less important is that the program must be timely and of course with clear rules.

The results of interviews with the head of Cibuluh Village, Cidaun District, said:¹⁰

That the implementation of the Village Building Movement in us requires relatively hard work because we have to adjust to the targets set, one of which is that our IDM must become a developing village, even though our infrastructure is still very concerning, especially if one of the targets for our village is a digital village, how come the internet network is still very difficult for us.

¹⁰ Results of Interview with the Head of Cibulu Village on 23 February 2023

Policy Implementation of the Village Building Movement in West Java Province

When the village building movement policy was implemented, it was realized that it was far from a mechanism, which should have involved community participation but that was not done because time and the people in it were not contacted, as a result the program that was made was not in accordance with the wishes and needs of the local community, the program was made more because of the instructions from above, therefore in making a program let alone implementing it there must be preconditions. In this regard, Edwards argues that policy implementation should be preceded by "preconditions", such as the readiness of the implementer or implementor of the policy, and what kind of obstacles will hinder the policy. According to him, there are four crucial factors or variables in the implementation of public policy, namely communication, sources, tendencies or behavior and bureaucratic structure.

Readiness of Human Resources

The readiness of Human Resources is indeed one of the obstacles in the implementation of the village development movement policy. The readiness of human resources is an inseparable link with institutional and program readiness. This means that if institutions are not functioning properly, as well as programs that are not of good quality, then the cause is easy to suspect because of limited human resources, that is why Robbins (2004) suggests that institutions are boundaries about the behavioral unit of people who are in an organization, interact with each other. in carrying out tasks and activities to achieve organizational goals. The essence of institutional theory is to regulate and organize the behavior of institutionalized people to achieve institutional goals.

There were 3 villages that received assistance from the village development movement, all of whom complained about the limited human resources, especially when it was related to the volume, time and type of work being carried out. The movement to build a village, which was originally considered to be sustenance for development and society, has actually become a problem because the programs that will be made are all in touch with technological capabilities, good planning, accurate calculations, careful legal analysis, all of this requires intelligent and skilled human resources, but the problem is that the village doesn't have human resources like that, so what happens is work as best it can, what's important is that it meets the minimum standards, because it can't be done - it has to be done.

SOAR Strategy (strength, opportunities, aspiration, result) in the Implementation of the Village Building Movement Policy in West Java Province

The results of the SOAR analysis conducted by the researchers were based on the identification of the four factors in SOAR that described the best fit in the strengths and outcomes quadrants. This analysis is based on the assumption that a strategy will maximize strengths and expectations, and maximize opportunities and outcomes.

After carrying out a combination of the SOAR matrix strategies, then making a model analysis as the basis for the total score on each factor in the SR strategy. The ranking of the strategy values in each quadrant is obtained by adding up the total score generated in the EFAS matrix, so that the values obtained for each strategy are as follows:

Total SA strategy score: $3.35+3.32 = 6.67$

Total OA strategy score: $3.34+3.35 = 6.69$

Total SR strategy score: $3.35+3.43 = 6.78$

Total OR strategy score: $3.34+3.43 = 6.77$

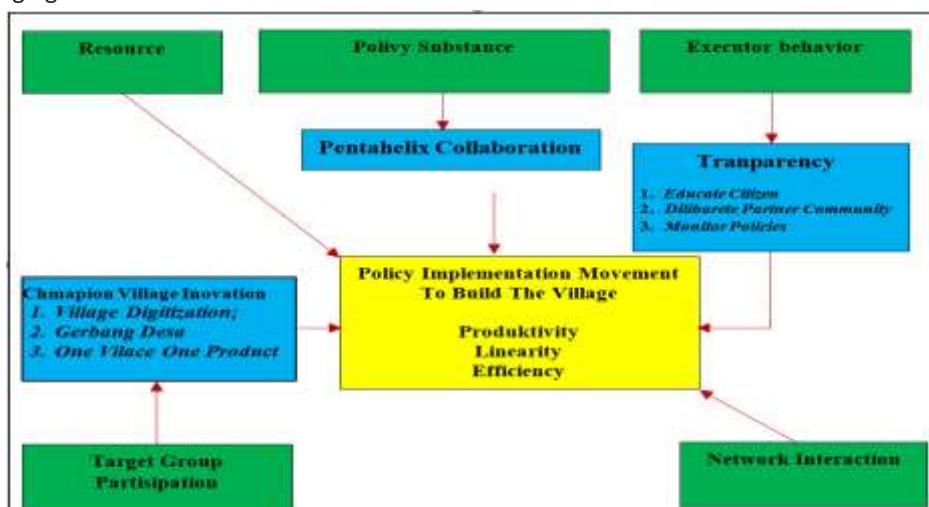
From the strategy combination matrix that is generated based on the calculations that have been done. The strategy combination matrix is the SR Strategy, OR Strategy, SA Strategy and OA Strategy. Based on the acquisition of scores in each strategy quadrant, the SR strategy is the strategy that obtains the highest score, namely 6.78. This shows that the opportunity strategy that can be applied in the implementation of the village building movement policy in West Java Province is the SR strategy followed by the OR strategy in second place with a score of 6.77. Furthermore, the OA strategy is ranked third with a score of 6.69 and the last is the SA strategy with a score of 6.67. The strategy that has the highest value is the SR strategy, while the strategy that has the lowest value is SA. Thus, at this time the most appropriate strategy applied for the implementation of village building movement policies in West Java Province is the SR strategy, which is oriented towards using force to achieve results, namely by: 1) Collaboration in community empowerment, 2) Increasing apparatus resources, 3) Increasing village community participation, 4) Regulatory support must be implemented in a village development movement budget policy that is managed in a transparent manner.

Novelty

Based on the results of the research that has been described, the researchers formulated the implementation of the Village Development Movement policy in West Java Province and is in line with Muclis Hamdi's (2014) policy implementation theory with three dimensions namely productivity, linearity and efficiency. The policy implementation model of Muchlis Hamdi (2014) is still

Policy Implementation of the Village Building Movement in West Java Province

relevant for use, only in research on the implementation of the village building movement policy in West Java Province the policy implementation model is added with approaches of collaboration, participation and transparency as a theoretical novelty as shown in the following figure:



Picture Findings of Research Implementation of Village Building Movement Policy in West Java Province
Source: Research Results 2023

Furthermore, the researchers tried to provide alternative solutions to the West Java Provincial Government through an effective strategy for implementing the village building movement policy in West Java Province through strategies for increasing collaboration, program transparency and increasing community participation in the implementation of the village building movement policy in West Java Province.

1. Strategy to increase collaboration

Of course, the implementation of the village development movement policy in West Java Province will not be much related to the role of interest actors in the collaboration process. The actors who play a role in collaborative activities, whether carried out between several stakeholders or multiple stakeholders, we often hear of as Stakeholders. Stakeholders themselves exist because of the desire or interest between several collaborative actors who have the same goals and desires on the basis of the benefits obtained in the process of collaborative activities carried out. In the collaborative governance process activities carried out between several interest actors usually involve the government as a facilitator, the private sector as a supporting actor and the community as implementing actors implementing the village development movement policy in West Java Province. The West Java provincial government has a central role, namely as a facilitator as described in the technical guidelines for community empowerment programs in West Java Province. In addition to acting as a facilitator in the collaboration process, the Provincial Government of West Java, in this case the Office of Community and Village Empowerment of West Java Province, is also obliged to provide program assistance to the community it fosters and to community movements technically according to the types of activities that are related to technical work units.

2. Transparency Strategy

The implementation of community policies is a key success factor that makes transparency of public information that runs in one area false or not, long-lived or not, so that various steps and approaches are taken to empower the community in an effort to create transparency of public information related to the program. Transparency is carried out mainly by executors from public authorities in opening budget implementation documents to the public who are directly involved in the implementation of empowerment policies in West Java Province. Transparency of policy implementation must be accompanied by education for the public (educate cooperative) so that they can understand the regulations in program implementation so that the community can adjust between budget implementation documents and the types of activities proposed by the community. Apart from that, open data on the implementation of the village development movement policy in West Java Province must be carried out so that the community understands the stages of activity and also which activities can or cannot be carried out. Furthermore, the last element of transparency must be carried out when monitoring by policy implementers to the community so that the implementation of the village development movement policy in West Java Province is in accordance with mutually agreed rules. These transparency measures can be carried out by taking advantage of advances in information technology, where everyone can get information, both information regarding program implementation and policies, through the facilities owned by the community, namely

Policy Implementation of the Village Building Movement in West Java Province

cellphones, which now almost all people have. Furthermore, transparency for monitoring as well as a means of accommodating the aspirations of the community's village development movement policies can have various information systems owned in the village so that village communities can obtain complete information and can provide suggestions and input for good in the future. Here's an overview of the transparency of the movement's policy implementation building villages in West Java Province:

3. Champion Village Innovation Improvement Strategy

The strategy for increasing champion village innovation in the implementation of the village building movement policy in West Java Province is to increase community involvement in all stages of the program, from planning, implementation, evaluation and maintenance of the program so that the program can run effectively by producing as expected. Government programs that have been implemented will be redundant if there is no awareness, support and participation from the community so that active participation is needed from all participants to always work hard to solve village community problems because awareness and community hard work is the main key to the success of these programs. the. As a strategy for increasing innovation to create champion villages in West Java Province consisting of: One Village One Village Business Entity, One Village One Company (OVOC), Village Advocacy, Village Patriot, CEO of Village Business Entity, Champion Posyandu: Integrated Service Post which can organize the need for basic social services and the development of the quality of human resources and community-based family resilience with multifunctional Mandiri Posyandu strata, Champion Village Schools, Digital Villages, Tourism Villages, Greet Residents, Champion Village Alert Cars (MASKARA), Improvement of rural infrastructure.

CONCLUSION

Based on the results of the discussion of data processing, the following conclusions can be drawn:

- 1) The village building movement policy has been implemented in all districts in West Java, indicated by a decrease in the number of underdeveloped villages and developing villages in West Java Province, and increased to become developed villages and independent villages.
- 2) The dimensions of implementing village development movement policies include productivity, linearity, and efficiency. From a productivity standpoint, the implementation of the village building movement policy is still constrained by limited facilities and infrastructure as a result of the district government's limited budget as the executor of this implementation. The linearity dimension is reflected in the fulfillment of the standard guidelines for the village building movement which are elaborated into the Champion Village program, covering aspects of the economy, education, health, community empowerment, infrastructure and governance. Meanwhile, the dimension of efficiency is reflected in the ability of the Regional Government through the Office of Community and Village Empowerment in implementing the village development movement policy in West Java Province. Implementation efficiency has been achieved as indicated by the optimum role of executor, utilization of assets, funds and technology.
- 3) Implementation of village development movement policies is influenced by factors of institutional readiness, program readiness, and human resource readiness. There are three dominant factors that influence the readiness of policy recipients in implementing the village development movement; time, regulation, and caution. In its implementation, sufficient time is often an obstacle in policy implementation. Policies that are often perceived as inconsistent (often changing), redundancy (overlapping), and difficulties in understanding at the level of policy implementers are also obstacles in policy implementation.
- 4) SOAR analysis related to the implementation of the village building movement policy resulted in strategic priorities, namely strategies for increasing collaboration, strategies for increasing transparency and strategies for increasing village innovation.

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