

IMPLEMENTATION OF VILLAGE FUND MANAGEMENT POLICIES IN 2022 TO IMPROVE THE ECONOMY OF THE KALIWINING VILLAGE COMMUNITY RAMBIPUJI JEMBER

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ABSTRACT

After the enactment of the *Undang-Undang Desa Nomor 6 Tahun 2014*, villages have their own authority in making regulations or village-scale local authority. In addition, the state also provides funds to villages through transfers regulated in the *Peraturan Pemerintah Nomor 60 Tahun 2014* as a form of effort to equalize and accelerate development in the village. Meanwhile, the implementation of fund management in the village uses regulatory guidelines from the Ministry of Villages that adjust to national conditions. National economic recovery is the most important part after declaring Indonesia free from the Covid-19 pandemic and continues through SDG-based activity programs to improve the population's economy. This research uses a qualitative descriptive method by referring to the policy implementation theory of Donald Van Meter and Carel Van Horn. The way to obtain descriptive data is to use interview methods and direct observation during research. The result of the research, Village financial management cannot be separated from the policy of the village head as the *PKPKD* (Village Financial Management Power Holder) although in general the use of village funds can only be allocated for the administration of village government, development, community development, community empowerment and emergency disaster management.

Keywords: *Public Policy, Village Funds Management, Economic Improvement*

A. INTRODUCTION

The village is an area that is part of the unitary state of the Republic of Indonesia as in the *KEPMENDAGRI No. 050-145/2022* that the details of government administrative areas and islands in Indonesia are 34 Provinces, 416 Regencies, 98 Cities, 7,266 Districts, 8,506 Villages, 74,961 Villages and 16,772 Islands. The large number of villages in Indonesia, to reach progress equally,

especially the underdeveloped villages, the Law on Villages was issued on January 15, 2014, so that villages have some separate authority to make regulations or village-scale local authority because it has been regulated in the *Undang-Undang Desa Nomor 6 Tahun 2014*. To support the implementation of the Village Law, the government issued the *Peraturan Pemerintah Nomor 60 Tahun 2014* on village funds financed through the government budget for development, community empowerment and society, while the use of village funds is prioritized by the ministry of villages as in charge of villages and distinguishes the types of activities allowed in villages with the status of lagging, developing, developed and independent villages (Watts et al., 2019).

The implementation of the use of the Village Fund did not run perfectly, causing several problems and the use of the Village Fund attracted many previous researchers. In Chasanah's research Village Fund Policy Implementation in Gumelem Kulon Village, Banjarnegara Regency, 100% of the Village Fund received was used for infrastructure development after going through the Village Deliberation mechanism due to urgent conditions (Chasanah et al., 2017).

Andi with the title of the social impact of village funds on community welfare in Kalola Village, Wajo Regency, the results in his research that activities sourced from village funds are divided into two, namely physical (infrastructure) by 70% and non-physical (empowerment) by 30% and create gaps due to the uneven use of Village Funds (Sultan et al., 2021). Implementation of the Village Fund Policy in the Management and Improvement of Village Potential by (Ramly et al., 2017) with the results of research that the transfer funds received in Kuala District, Nagan Raya Regency have not been able to maximize village potential because they are constrained by bureaucracy and human resources. Analysis of village fund management in improving the community's economy in Langsa Kota District, Langsa City by (Ridha, 2019) the result of the research is that the allocation of village funds has not been 100% effective. The government's efforts to improve the community's economy are by means of Cash Labor Intensive.

At the end of 2019, the COVID-19 pandemic hit countries around the world, at the beginning of 2020 Indonesia was also affected by the spread of this virus, thus changing the use of Village Funds which were originally only in the health sector and then spread to the economic and social sectors of society (Sahu, 2021). In Turitempel Village, Guntur Subdistrict, Demak Regency in 2020 by (Rahayu & Gufron, 2020) there were research results in January 2020, *Turitempel* Village implemented the *Surat Edaran MENDES PD TT No. 11 Tahun 2020* to carry out 3 activities: Covid Response Village, Affirmation of Village Cash Labor Intensive and *BLT*. Meanwhile, the Implementation of the Village Fund Financial Management Policy in Bone Bolango Regency by (Mohi et al., 2022) resulted in Village Fund research focused on Covid-19 containment and food security. Meanwhile, in the title of the impact of village fund policies on community economic empowerment during the Covid-19 pandemic by (Martini et al., 2023) the results of the effectiveness of the village fund budget in community empowerment during the Covid-19 pandemic in Pangkul Village were very adequate, allocated for socialization of the Covid-19 pandemic, spraying disinfectants, health and environmental protocols.

The economic condition of Kaliwining Village residents had experienced a decline during the spread of the Covid-19 virus outbreak, this was evidenced by the demand for correspondence services to the village office to request relief from school fees payments because they were affected, the occurrence of demonstrations of residents demanding to be given *BLT* (Direct Cash Assistance) because they felt affected, and the high demand for cooperative and bank credit application letter services.

Kaliwining Village has a total population of 20,003 people with variations in the livelihoods of Farmers, Self-employed, Farm Laborers, Trade Private Employees, Casual Laborers, etc. Meanwhile, MSMEs have not yet obtained exact data because they are scattered in various hamlets, and there are several tofu and tempeh industry centers in Bedadung Kulon and Curah Suko hamlets. *UMKM* snack dried soes in Bedadung Kulon, rambak in Gayam Hamlet, salted eggs and woven bamboo in Loji Kidul Hamlet, crackers and soy milk in Curah Arum Hamlet etc. MSMEs have an important role in efforts to improve the economy in the community such as reducing unemployment, increasing national income and spurring regional economic growth (Subiyakto et al., 2022).

The assistance that came to Kaliwining Village during the pandemic were: basic food packages, capital assistance for MSME owners, assistance for art activists, transportation personnel, the elderly and Quran teachers, orphans whose parents died due to Covid-19, assistance in procuring hand washing equipment in all schools and madrasas, masks, disinfectant spraying equipment and hand sanitizers and, direct cash assistance (*BLT*) Village Fund. The village cash transfer scheme refers to the regulation of the Minister of Villages which stems from the *PERMENDES PDPT No. 6 Tahun 2020* concerning changes in the priority use of village funds in 2019 and its special designation for the poor who have not received the assistance as mentioned above (Roziqin et al., 2021).

The Village Fund has clear guidelines for use, namely following the Ministerial Regulation, but from previous studies there are still villages in Indonesia that have not implemented *PERMENDES*. This is due to issues of local village needs or the village head's policy as the *PKPKD* (Village Financial Management Power Holder). Policy is also a governance strategy and part of a financial instrument (De Pieri & Teasdale, 2021) To achieve a policy that is fair and can be felt by the community, the village head needs to conduct an evaluation of the previous year's work program and take appropriate action to respond to the latest regulations by considering existing resources (Zealand, 2015). Village funds are one of the policy instruments to achieve sustainable development (Sustainable Development Goals) through appropriate regulations, village funds can achieve SDG's targets, therefore village governments must also pay attention to their social and geographical environmental conditions (Permatasari et al., 2021).

Village financial management cycle activities include: planning, implementation, administration, reporting and accountability (Kurnianingrum et al., 2021). The village government must prioritize transparency of the incoming fund budget to avoid public suspicion of corruption and supervision of the budget is carried out by *BPD*, NGOs, experts to *BPK* (Savitri & Diyanto, 2019).

Kaliwining Village obtained the status of the Village Development Index (IDM) with the title of Mandiri in 2022. This status according to the *Peraturan Menteri Keuangan No. 201/PMK.07/2022* is the result of an annual assessment and is determined by *KEMENDES PDPT*. The total transfer funds entering Kaliwining Village in 2022 amounted to Rp. 2,892,812,951 and in 2023 amounted to Rp. 3,153,821,036. There was an increase in the amount of transfer funds entering Kaliwining Village, Rambipuji Subdistrict, from 2022 to 2023. In connection with this, it is interesting to study how the implementation of the Village Fund Management Policy in 2022 to improve the community's economy in Kaliwining Village, Rambipuji Subdistrict, Jember Regency because after passing through the pandemic period this village received additional funds. Compliance with implementing village fund priorities means that Kaliwining village will receive additional funds, but based on *BPS Jember* in 2022, it shows that the employment data of the village community is dominated by 5,330 people who do not or have not worked, 3,117 take care of the household, in terms of education, it is dominated by at least 6,265 elementary school graduates. and 4,791 people have not or have not attended school, which has resulted in the economy of the Kaliwining village population not being able to compete in terms of human resources, this is why the Kaliwining village community cannot be absorbed in the world of the office and banking industry.

The activities of using the Transfer Fund are implemented in accordance with regulations in the *PERMENDES nomor 7 Tahun 2021* concerning Priorities for the Use of Village Funds in 2022, which focuses on efforts to deal with the COVID-19 pandemic and its impact in villages which are directed to strengthen adaptation to new habits and national economic recovery in accordance with village authority. So that the purpose of this research is to find out the implementation of policies carried out by the village government in using the Village Fund based on *PERMENDES* regulations to improve the economy of the Kaliwining Village community

B. LITERATURE REVIEW

Theory and Model of Public Policy Implementation

Public policies are policy choices or decisions that can be made by the government to be implemented or not, in order to carry out government duties with certain objectives. Public policy is a series of interconnected choices made by the government in areas concerning the duties of the government or certain institutions (Syafiie, 2006). Policies are the actions, goals and statements of the government regarding certain issues, steps that have been / are being taken (or failed to be taken) to implement and explanations given by them (the government) about what happened or did not happen.

According to Wahab (2012) "Public policy is interrelated and patterned actions and leads to certain goals carried out by government officials and not independent decisions". Thus it can be interpreted that public policy is all government actions that will be carried out or that will not be carried out based on decisions that have been determined as the opinion (Dye, 2013) "Public Policy, whatever governments choose to do or not to do. It can be concluded that public

policy is a decision made by the government towards its people in various forms of rules.

The content of the policy consists of: affected interests, types of benefits, expected levels of change, places of decision making, program implementers and allocated resources. The implementation context consists of the power, interests and strategies of the actors involved, the characteristics of institutions and regimes, compliance and responsiveness (Setyo Prihatin, Panca. Wicaksono, 2021).

Implementation is what happens after a law is enacted that authorizes a program, policy, benefit or some type of tangible output (Febriansyah, 2011). This implementation includes all actions taken by actors, bureaucrats, etc. so that the program can run in accordance with the objectives. In implementing a policy, its success is determined by many factors and also variables that are interrelated with each other, therefore it is necessary to have a policy model to make it easier to understand the concept of policy implementation.

Policy implementation can be seen in the process of carrying out decisions in the form of laws, presidential instructions, government regulations, ministerial regulations, regent regulations, court decisions and so on. This implementation can really be done if the planning is considered final (Syahrudin, 2019).

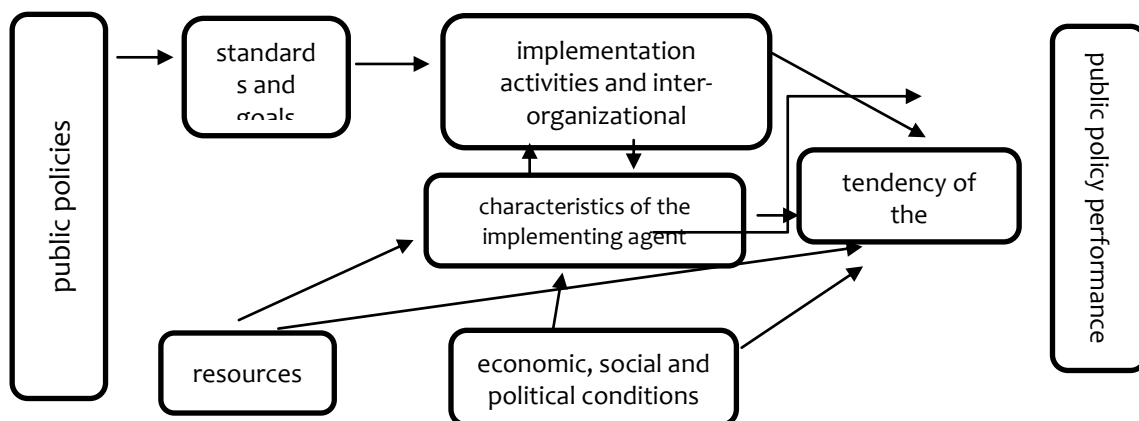


Figure 1. Theory Model of Donald Van Meter and Carel Van Horn

Source: (Public Policy and Good Governance Book, 2018)

Meanwhile, according to Tahir (2018), public policy implementation as one of the activities in the public policy process is often contrary to what is expected, even making the policy product a stumbling block for the policymakers themselves. There are several policy implementation models, but in this study using the Donald Van Meter and Carel Van Horn Model because it is considered the most relevant to use because it covers the entire object of research. This policy implementation requires a match between political decisions, implementers and policy performance, which is formulated that an abstraction shows the relationship between various variables that can affect the performance of a policy. Variables that affect the performance of policy implementation include:

1. Standards and objectives of a policy in the form of both the size and objectives of a policy.
2. Resources include previous policy sources and field facts.
3. There is communication between organizations and strengthening activities,
4. The characteristics of the implementing agent, namely the characteristics of the agency or organizational agency implementing the policy.
5. Economic, social and political environment.
6. Attitudes of policy implementers.

Village Financial Management

Financial management is an overall effort that starts from planning sources of funds, use, actions to obtain to efforts to utilize the funds obtained optimally (Kristanto HC, 2009). Village finances according to the Village Law are all village rights and obligations that can be valued in money as well as everything in the form of money and goods related to the implementation of village rights and obligations. These rights and obligations lead to income, expenditure, financing that needs to be regulated in good village financial management. The village financial management cycle includes: planning, implementation, administration, reporting and accountability in a period of 1 fiscal year starting from January 1 to December 31.

Village Funds

In the *Peraturan Pemerintah No. 60 Tahun 2014*, funds sourced from the state revenue and expenditure budget intended for villages that are transferred through the Regency / City regional revenue and expenditure budget and used to finance governance, development implementation and community development are called village funds.

The regulations that form the basis of Village Fund Management for the 2022 fiscal year if sorted by legal basis as the *Surat Keputusan Bupati Jember Nomor 900 / 122 / 35.09.32 / 2022* dated January 31, 2022. The priority use of village funds referred to in the Village Minister Regulation is the choice of programs and/or activities that take precedence over other activity options to be financed by the Village Fund. Meanwhile, in the guidelines for the use of the Village Fund in 2022, it is directed at the national safety net, Covid-19 safe villages and national economic recovery which include national strategic sectors which include: communication, tourism, stunting prevention, inclusive villages, and disaster mitigation and handling.

Village Economic Improvement

Villages are part of food defence efforts in our country; from villages there are much natural potential that can be produced to support food security, both vegetable and animal. In the *PERPRES No. 104 Tahun 2021* concerning Details of the state revenue and expenditure budget for the 2022 fiscal year, namely in Article 5 number 4 point b. food and animal security programs of at least 20% of village funds show that villages are really supporting national food security. However, of course an effort needs to be made to achieve food self-sufficiency, namely by improving facilities and infrastructure in the village so that economic conditions in the village also increase. Facilities and infrastructure supporting the village economy include:

1. Construction of infrastructure for irrigation, drainage, sluice gates
2. Use of irrigation canals, reservoirs, ponds, to village barns
3. Construction of village markets, livestock markets, and TPI (fish auction site)
- 4.

In addition to supporting facilities and infrastructure for the village economy, there are non-physical developments that are no less important to achieve an increase in the village economy such as community empowerment, education, health and opening up jobs for the young workforce (Aslan et al., 2019) as is the opinion (Siwi, 2017) regarding economic development efforts, namely: First, developing employment opportunities for the population with the aim of providing employment opportunities for residents in the local village. Second, achieving regional economic stability, especially during the pandemic, namely suppressing inflation. The economic development strategies according to (Siwi, 2017) are grouped into 4 major groups, namely:

1. Physical/locality development strategy
2. Business development strategy
3. Human resource development strategy
4. Community development strategy

C. METHODS

This research uses descriptive research methods with a qualitative approach. According to Moleong (2017) Qualitative methodology is a research procedure that presents descriptive data results in the form of written or spoken words from people and observable behavior. The way to get descriptive data is to use interview methods and direct observation during research. While the location of this research will be conducted at the Kaliwining Village Office, Rambipuji District, Jember Regency, which is located at Jl. Bedadung No 51 Bedadung Kulon Hamlet RT 005 RW 011 Kaliwining Village.

D. EXPLANATION

Kaliwining Village is one of 8 villages in Rambipuji Sub-district and geographically located at LU/LS 8.13'8.0292 and BB/BT 113.26'25.3224" with Village ID 3509132004 which is located at Jl. Bedadung No. 51 Kaliwining Village, Rambipuji Sub-district. The village land area is 9, 37 Km/sq.km and most of the village area consists of settlements and agricultural land. There are 10 hamlets consisting of Krajan, Gayam, Bedadung Wetan, Bedadung Kulon, Loji Lor, Loji Kidul, Curah Suko, Curah Arum, Curah Banteng, and Tugusari with a total population of 20,003 people.

The people of Kaliwining Village have a variety of economic activities consisting of trade, *UMKM* home industry and handy craft, as well as rice and secondary crop farmers. The livelihood of Kaliwining Village residents is still dominated by farming and farming, supported by the largest agricultural area of 9,216 ha for rice and 2,797 for corn. There are 10 farmer groups in Kaliwining Village, namely Ramayana, Soponyono, Bedadung Jaya, Ngudi Rejeki, Sri Rejeki, Suko Mulyo, Joyo Boyo, Tani Makmur, Kurnia, Sido Marem. And each of these farmer groups has an agricultural fertilizer kiosk in their respective areas.

In addition, Kaliwining residents also have transportation services and children's game services that operate in the village environment and RTH Rambipuji District. In addition, the economic activities of Kaliwining residents are various types of self-employed jobs, among others; convection services, vulcanized tire patch services, travel services, catering services, laundry, education / course services, etc. but there are also some who become migrant workers both outside the city and abroad.

In using Donald Van Meter and Carol Van Horn's policy implementation theory, the research results for each variable are as follows:

Policy Standards and Objectives

The success of policy implementation performance can be known clearly by the policy standards and targets. So from to clarify the implementation of the policy on the use of the Village Fund in 2022 in Kaliwining Village, Rambipuji District. Then the researcher will describe the Village Fund, which is a transfer fund sent to the Village Cash Account (*RKD*) by transferring according to the status of the village. Kaliwining village received independent village status in 2022 based on the *IDM* of the *PDTT RI* Ministry of Villages, which then transferred the village funds to the *RKD* into 2 stages, namely stage 1 60% and stage 2 of 40% in 2023. Meanwhile, in 2022, the village funds are still like the status of developed villages, namely the transfer of village funds in 3 stages, namely stage I 40%, stage II 40% and stage III 20%. Based on the publication of the realization of the Kaliwining Village Budget in 2022, the amount of funds that entered the *RKD* was Rp. 3,525,201,551. The Village Fund managed by the village that enters through the Village Cash Account (*RKD*) is not all the budget for economic improvement, but the allocation is divided into 5 (five) forms, namely for organizing village government, village development, community development, community empowerment and disaster management.

Kaliwining Village is a village that conducts village financial management activities through various stages. The stages consist of planning, budgeting, implementation, administration and reporting/accountability in terms of its implementation in Kaliwining Village is carried out by 3 people, namely the Head of Planning, Head of Finance, and Head of Welfare. The economic improvement activities using village funds based on observation and documentation in Kaliwining Village in 2022 are:

1. Providing *BLT* village funds to 189 KPM (beneficiary families) with a total budget of Rp. 680,400,000 with details of Rp. 300,000 per person every month for one full year.
2. Expenditure on goods handed over to poor MSME players who complained to the village head in the form of a tire patch compressor worth Rp. 2,350,000.
3. Incentive assistance for village Ngaji/TPQ/Madrasah non-formal teachers worth Rp. 38,400,000 with a total of 96 recipients and each received Rp. 400,000.
4. Additional incentives for Posyandu and Elderly Health Cadres in the amount of Rp. 20,400,000 for 120 people with details of each cadre receiving Rp. 170,000.

5. *PKTD (Padat Karya Tunai Desa)* activities for channel normalization were carried out in krajan hamlet RT 001 RW 002 worth Rp. 10,000,000. and *PKTD* in Bedadung Kulon Hamlet worth Rp. 5,000,000.
6. Local workers' wages for village development activities for one year amounted to Rp. 199,329,500.

The results of the researcher's analysis can be concluded under the economic improvement activities for the community in Kaliwining Village worth Rp. 955,879,500 or 27.28% of the total budget realization of *APBDesa* 2022 Rp. 3,503,718,801.

Policy Resources

Village Government based on the *Undang-Undang Desa Nomor 06 Tahun 2014* concerning Villages, that the Village Government gets an additional budget sourced from the first, namely the ministry of finance and the second, the ministry of villages which is then called the Village Fund (*DD*). Prior to this law, the village government could only manage a budget from the regency called the Village Fund Allocation (*ADD*). As previously explained, there are also Village Funds sourced from within the Village Government, namely Village Cash Lands and Village Revenues from the Village Market. To manage the Village Fund, the Village Head is given the authority to make policies as long as they do not get out of regulations from both the Ministry, the Sub-District Head and the Regent. Then the Village Head to implement the Village Fund makes policies sourced from *PERMENDES* and *PERBUP* as technical instructions. Then the one who is technically responsible for the Village Head's policy is the Head of the People's Welfare Section (*Kasie Kesra*).

Inter-organizational Communication and Strengthening Activities

In order for the Village Head's policy to be implemented properly and in accordance with regulations. So the Village Head with parties who can support the implementation of the Village Fund program activities requires communication from internal and external village governments which are then packaged in the Village Deliberation (*MUSDES*).

In carrying out the work program plan, the village government conducts internal and external coordination carried out by the village head involving 7 policy agents/implementers. This is done to facilitate the running of the program and as a form of budget transparency towards the policies taken by the village head. For external communication, the village head coordinates with the village assistant as an extension of the village minister in the village and community leaders who are active and support village development. Meanwhile, from the internal side, coordination is carried out with *BPD*, *Babinsa*, *bhabinkamtibmas*, *LKD*, *RT* and *RW* as the connector of information to the lower level, namely the community. Coordination is carried out in the form of Village Musyarawah at the beginning, middle and end of the budget year. This is done to minimize conflict in the community.

While socialization activities are carried out depending on the type or form of activity, in the case of data collection such as data collection of Poor Households, data collection of SDG's, the full involvement of *RT* and *RW* is 114 people. Meanwhile, in terms of development, the Head of *Kasie Kesra* is assisted

by 3 *TPK* (Activity Implementation Team) from *LPMD* elements, Hamlet Heads and local community leaders.

Characteristics of Implementing Agents

Policy implementing agents have their own characters and roles; this depends on the main tasks and functions that have been given by the highest leadership or policy makers. In the implementation of the policy on the use of village funds in Kaliwining village, the appointed implementing agents are the Treasurer, *TPK*, Hamlet Head to *RT RW*, meaning that all implementing agents work at the direction of the policy maker. The form of policy in implementing the Village Fund program is *PERDES* (village regulation) or *PERKADES* (village head regulation) which functions as an implementation guide and technical guidance in activities.

Policy implementing agents certainly have their respective roles and characters according to the positions given by policy makers. In this case, the policy implementing agent consists of 3 people, namely the Head of Finance, Head of Planning and Head of Welfare. Which the three of them have their respective roles to implement the village head policy. The head of finance must have a character that is proficient in accounting calculations, this relates to the amount of finance and detailed budgeting both in the form of *RAB* and reporting. Meanwhile, the head of planning is the interpreter of the activities that the village head wants to carry out within one year, which must not come out of the Village *RPJM*. Meanwhile, the Head of Welfare is the executor of the planning and budgeting carried out by the Head of Planning and Finance on the instructions of the Village Head.

The characteristics of the policy implementing agent determine the final value of an implementation carried out by other parties such as the Sub-district Facilitator Team (*TFK*) through Monev, the Attorney General's Office in the village development guard activities and the inspectorate. If the government's performance is in accordance with the regulations, it will get a reward from the ministry in the form of additional performance allocations. Conversely, if there are findings or irregularities in the use of the Village Fund, there will be sanctions for returning funds to the Village Cash Account (*RKD*).

Economic, Social and Political Environment.

The economic condition of the Kaliwining population is dominated by agriculture because it is supported by a large area of agricultural and plantation land. With the social conditions of Kaliwining Village residents who are quite known for Pandhalungan culture, this is evidenced by differences in language and many immigrants from Madura Island so that in several events at the sub-district level it is often said that Rambipuji District is the Pandhalungan gate of Jember Regency. From these three conditions, namely economic, social and political, Kaliwining Village reflects a fundamental difference, namely education.

One of the main objectives of the *PERMENDES No. 7 Tahun 2021* concerning the priority use of village funds in 2022 is to focus on efforts to restore the national economy after Covid-19 hit Indonesia. Because the economic condition of Kaliwining Village Community is affected by uneven human resources between southern and northern Kaliwining. In terms of social

conditions, Kaliwining Village is quite interesting because it is classified as a village that has an original pandhalungan culture because the population consists of 2 Javanese and Madurese ethnicities, however, in terms of daily life there are no differences or conflicts in terms of social society. In contrast to political conditions, in terms of politics, Kaliwining villagers are quite dynamic, this may be due to the influence of social media, or a fairly high political awareness.

Table of Education Level of Kaliwining Village Residents

Type of education level	Total
Not in School	4.791
Not yet in elementary school	2.808
elementary school	6.265
Junior High School	3.148
Senior High School	2.389
D1/D2	59
D3	122
S1	394
S2	26
S3	1
Total	20.003

Data source: (BPS Kabupaten Jember, 2022) data processed

Attitude of Policy Implementers

In implementing policies, what is also important is the attitude of policy implementers in terms of implementor cognition. And policy implementers have carried out according to the rules of the law. Policies can be said to run well when supported by the attitude of policy implementers, the attitude of policy implementers is a reflection of the success of a policy. The Kaliwining village head authorizes the Welfare Section Head as the technical implementer in the field assisted by 3 *TPK* people. In terms of activities outside of development, the welfare section is assisted by the heads of *RT* and *RW*.

From an administrative perspective, public policy is related to technical procedures, systems, or mechanisms of the ability of policy implementers so that they can implement the policy maker's vision and mission. There are several measurement variants: first, standards and targets, resources, second, communication between organizations and strengthening activities, third, characteristics of implementing agents, and fourth, attitudes of policy implementers. Economically, there is still no equal distribution of welfare, there is inequality in economic conditions, namely north of the river and south of the Bedadung river. This is because the level of education is very different, even though road access is equal in the form of hot mix asphalt and paving. In terms of social conditions, Kaliwining village is classified as a village that has a Pandhalungan culture, namely its population consists of two ethnicities, Javanese and Madurese. in daily matters there are no differences or conflicts in terms of community social interaction, the village government has done this. The village government's efforts to improve the community's economy start with

development, *BLT*, distribution of incentives for *Koran Koran* teachers, early childhood teachers and also *Posyandu* cadres. However, in reality this did not result in significant changes, the educational background of human resources in Kaliwining village was one of the factors that made it difficult to make changes (a good mindset had not yet been formed)

E. CONCLUSION

1. The village government's work program for efforts to improve the community's economy is in the form of :1. Providing *BLT* (Direct Cash Assistance) as a form of extreme poverty alleviation 2. Providing compressor assistance to residents who complained because they did not have a job. 3. Additional incentive assistance for village Quran teachers 4. Additional incentive assistance for posyandu cadres and the elderly 5. PKTD (Padat Karya Tunai Desa) in an effort to optimize irrigation channels 6. Employing villagers in development projects organized by the village.
2. The total budget for economic improvement activities of Kaliwining Village Community in 2022 is 27.28% of the total budget realization of APBDesa 2022 Rp. 3,503,718,801.

The increase in the amount of village funds in 2023 is one of the rewards received by Kaliwining Village due to its good performance in 2022, which amounted to Rp. 260,000,000. This is evidenced by compliance with *PERMENDES* number 7 of 2021 concerning the priority use of village funds.

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