

Implementation of Minister of Finance Regulation 212 of 2022 on Village Funding in Togolobe Village, Hiri Island District, Ternate City

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ABSTRACT

The funding for community empowerment on Hiri Island, an isolated administrative district of Ternate City, requires attention to support the development of the island communities. The objective of this study is to assess the application Minister of Finance Regulation in the allocation of funds in 2023 year. This study used a qualitative methodology to examine Edward III's concept of policy implementation. With the qualitative methodology, the studies finding that the allocation of funds has proven to be highly effective in empowering the community. The communication, allocation of resources, performance of staff, and work quality of Hiri sub-district employees are highly professional. Their team demonstrate a transparent disposition, collaboration is commendable, including the effective mechanism for controlling policies at the lower levels.

INTRODUCTION

In village community empowerment, there are often several obstacles such as low public awareness and will, there are still residents who tend not to know and care less, time constraints and the busyness of each group so that they cannot be maximized in empowerment (Ramandei, et al., 2022). In the economic sector, for example, the empowerment of urban villages still encounters several obstacles experienced by MSME actors such as the product marketing process, so that the empowerment most needed by MSMEs is the empowerment of online product marketing through digital market platforms. The result of this community service activity is an understanding and increase in turnover obtained by partners (Fauza, et al., 2022).

But of course, the village community empowerment program must actually be able to identify existing empowerment programs, then the program will be evaluated to determine what programs have a positive impact on improving family welfare. The program has not fully had a direct impact on improving community welfare, because there are programs that have completed training implementation that cannot be followed up by the community independently due to constraints on financing (Dewi, et al., 2021).

The authority of the village government can be said to be less effective, this is shown from the obstacles faced, namely the understanding of programs to the community carried out by the village government has not succeeded well, because the socialization process of empowerment programs such as joint business groups is only carried out once due to the unavailability of budget to conduct socialization to provide understanding to the community (Lizard, et al., 2017). For example, the obstacles to empowering urban coastal communities are low human resources and lack of Anggaran (Riza, et al., 2017); lack of funds, Secretariat Office Does not yet exist, human resources and coordination meetings are rare, some activities in the program have been carried out by the village (Aminudin, et al., 2020).

Slakory (2017) revealed that community empowerment activities through infrastructure development by the community using funds from three activities, namely dug wells, well lips and family latrines with different fund allocations, but the physical development that has been made is not in accordance with the design that has been set. Yogia, M. A. (2020) found that the implementation of Community Empowerment Policy through the Village Economic Business Program has not been implemented as a whole, some villages have not implemented properly in accordance with technical guidelines and implementation guidelines, this is due to the lack of management resources that understand and master their duties.

Meidiana (2021) that village funds are very helpful in supporting the improvement of the quality of public services in Pagentan Village. Tirtanadi et al., (2021) argue that the supporting factors for the implementation of the village fund policy are community participation and cooperation between policy implementers. While the inhibiting factor is the attitude or response of the community and implementing human resources. Yudhistira, M. A. D. (2021) related to the implementation of child-friendly village policies and the

role of villages, rts and rws, KRA task forces, communities and KRA partner institutions through activities. Rachma & Widowati (2020) show that the implementation of community empowerment programs is carried out from preparation, planning, implementation, to sustainability. Inhibiting factors are technical obstacles when implementing the program and lack of public awareness related to waste problems. It is necessary to increase the construction of narrow roads, improve communication to the community, and improve a good waste system in Mangunharjo Village.

Nuruliah & Trisnaningsih (2022) showed that the use of village budget allocations was also not in accordance with RKA, initially the activity budget was allocated to the proposed activity program from institutions and pokmas, after changes, the budget was allocated to the activities of the covid-19 handling post. Even so, the community can still feel the direct benefits of community empowerment programs. Pratidina (2022) the government's efforts to increase community empowerment through the Tourism Village Program by presenting the facilities and infrastructure needed and human resource development has been carried out by the Kandri Village Government. The drawback is that in the funding and promotion section, it is recommended that the Village Government hold training on the use of technology and management for the promotion of Tourism Villages through social media. Karundeng et al., (2022) showed that the planning and distribution of village funds is said to be successful in implementation, especially in the field of infrastructure and community empowerment.

Several research results on the development and empowerment of coastal communities of Hiri Island found that funding for the empowerment of the people of Hiri Island, especially Togolobe Village, needs to be done with several alternatives, namely there are 4 marine tourism attraction development programs; (1). Develop tourism products. Create a connecting tour package, fishing attractions and see dolphins. (2) improve the safety and comfort of tourists by implementing CHSE, (3). Provide tourism facilities (toilets, parking lots, TIC, homestays, port improvements), Promote and expand networks (4). Improve the quality of human resources through formal and informal education channels (Taghulihi, 2022).

In addition, the empowerment of coastal communities on Hiri Island in the tourism sector can be done through the tourism sector strategy in four villages of Togolobe, Mado, Faudu, Dorari Isa by creating photo spot tourist areas to capture the moment when travelers are on Hiri Island. Then, tourism signs were prepared in the form of information about charm as well as tourism awareness groups (Subuh & Mulae, 2020); income and business feasibility using investment criteria from smoked fish processing businesses by communities in Hiri Island District (Kamisi, et al., 2017); Community empowerment, especially by utilizing the potential of new tourist destinations that can attract tourists in terms of physical conditions such as natural phenomena, panorama and geographical location, climate, waters, tourist attractions, accessibility, history, accommodation and natural charm on Hiri Island (Amin & Pribadi, 2023).

In addition, the connectedness of APBD implementation is beneficial for the community as seen from the infrastructure development carried out in the Districts of Pulau Batang Dua, Hiri and Moti. It is hoped that the budget utilization process can encourage development, services and community empowerment to be further optimized (Koloca, et al., 2021). In general, this study aims to know and understand about "Implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District." Specifically, this study aims to identify and analyze the Implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District; Supporting and Inhibiting Factors for "Implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District". Benefits This research can contribute in addition to the wealth of research on the Implementation of PMK 212 in 2022 Related to Village Funding in Togolobe Village, Hiri Island District. This research is expected to contribute to scientific implementation of policies in the field of village funding for development needs and empowerment for research results in the academic world.

LITERATURE REVIEW

Policy implementation has many concepts with competing frameworks in policy science, advocacy coalitions, various streams and policy cycle models. Policy implementation is applied to agenda-setting and policy formulation activities, helping to better place implementation activities in public policy studies, drawing attention to the various streams of actors and events that are active in the public policy-making phase and helping to bring implementation studies back into the mainstream of policy science (Howlett, 2019).

Some argue that policy implementation is still ignored mainly because of its complexity in terms of analytical and practical pressure. The political sensitivities involved in it led to significant complexity. Therefore, the following are considered obstacles that hinder the policy implementation process: (1) political (slow authorization, weak political support, bureaucratic opposition, and poor implementing incentives); (2) analytical competence (unclear or multiple missions, changing priorities, poor design, and uneven feasibility); and (3) operational capacity (limited funds, weak management structure or clean coordination capacity, and lack of clarity in operational plans). Therefore, the secret to the success of the policy or the reverse side lies in all the following factors: the presence or absence of these factors determines the success or failure of the policy (Seraw & Lu, 2020). According to Birkland (2015: 56), the top-down approach is based on a series of critical assumptions, namely Policy contains clear objectives that can be used to measure performance, Policy contains clearly defined policy tools to achieve goals, The existence of one law or other authorized policy statement characterizes the policy, Policy is a "chain of implementation" that "starts with the policy message at the top and looks at implementation occurs in a chain.

Designers have a good knowledge of the commitment and capacity of the implementer. Capacity includes the availability of resources for the implementing organization to carry out its duties, including monetary and human resources, legal authority and autonomy, and knowledge necessary to

implement policies effectively. Implementers assume that these features exist or address any issues suggested by these assumptions. The focus then is on creating appropriate structures and controls to encourage or force adherence to leadership objectives.

Program-based policy implementation is critical in implementation, featuring the introduction of new 'program' actors, primarily administrators but also some affected community members and stakeholders involved in the delivery, distribution or consumption of goods and services supplied or affected by governments. Of course, policy implementation often relies on civil servants and administrative officials to establish and manage the necessary actions and they are key actors in the program pipeline who apply their knowledge, experience, expertise and values to shape the launch and evolution of programs that implement policy decisions.

Indeed, bureaucrats are usually the most significant actors in most policy implementations, thus bringing intra- and inter-organizational endemic conflicts in public bodies to the forefront of the policy cycle (Dye, 2001). Different bureaucratic bodies at different levels of government (national, state or provincial and local) are usually involved in policy implementation, each with specific interests, ambitions and traditions that influence the implementation process and shape its outcomes, in a 'multi-purposed' process. level of governance or governance (see Bache and Flinders, 2004; Bardach, 1977; Elmore, 1978).

Implementation research can be divided into three different theoretical approaches: top-down, bottom-up, and hybrid theory. Top-down theory focuses on the ability of decision makers to produce firm policy objectives and control the implementation stage, ignoring the impact of implementers on policy delivery. They follow a prescriptive approach that interprets policy as input and implementation as output factor. Top-down classicists, such as Pressman and Wildavsky (1973), Van Meter and Van Horn (1975), Bardach (1977), Sabatier and Mazmanian (1981), and Edward III, have contributed to this field by analyzing the difficulties in achieving policy implementation objectives. The approach used in analyzing the implementation of policies on the Implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District is a theory proposed by George C. Edwards III (1980: 10), namely 4 main factors in the implementation of public policy, namely: (1) Communication, (2) Bureaucratic Resources, (3) Disposition / attitude, and (4) Bureaucratic Structure. Policy implementation can be successfully determined by 4 variables, by Edwards III (1980) explained, namely *Communications, Resources, Dispositions or Attitudes* and *Bureaucratic Structure*.

METHODOLOGY

This research uses a qualitative approach in this study. Qualitative research begins with the assumption and use of interpretive frameworks/theories that inform the study of research problems that address the meaning ascribed to a social or humanitarian problem by individuals or

groups. The final written report or presentation includes key sound information, the reflexivity of the researcher, the complex description and interpretation of the problem, and its contribution to the literature or the suggestion of recommendations for change (Creswell, 2013: 42). Emphasizing that broad assumptions lead to qualitative research, and the lens of interpretation used by bringing up a topic or substantive field of research, reviewing the literature on the topic as a problem that occurs in the "real world", or is caused by deficiencies or gaps in the literature or past research on a topic, or both Creswell (2013: 51).

Qualitative Research uses data collection procedures that adequately summarize in various tabular forms—the form of data and their details, and spend considerable time in the field. Qualitative approach, using the researcher as the main instrument (*key instrument*) In data collection, the same is true for this study. The choice of research location illustrates the social conditions characterized by three elements, namely the place, actors (Togolobe Village Bureaucratic Apparatus, recipient groups of community empowerment facilities, and types of activities. The implementation of this research is about the implementation of PMK 212 of 2022 related to Village Funding, especially development and empowerment in 2023 in Togolobe Village, Hiri Island District, Ternate City. The author chose the location of this study based on several backgrounds Hiri Island has abundant natural resource potential such as tourism and fisheries but has not been optimally touched due to limited funds and human resources.

Data sources for qualitative research are obtained from oral and written information. Primary data collected from the personal perceptions and understandings of the interviewees and other descriptions provided by the interviewees related to the focus of research sourced from the results of interviews with key informants such as leaders of the District Government; Villages, empowerment groups and the community in general. Secondary data is data obtained not from the original source or data obtained from the second source containing Togolobe Village, or in general Hiri Island District data related to the implementation of community empowerment funding policies. The primary data in this study were sourced from officials within the Hiri Island Sub-District Government, and Togolobe Sub-District, consisting of: Sub-district Secretary, Lurah, Sub-district Secretary, Head of Government and Development Section, Head of Social Welfare Section, and Several Community Empowerment Group Coordinators.

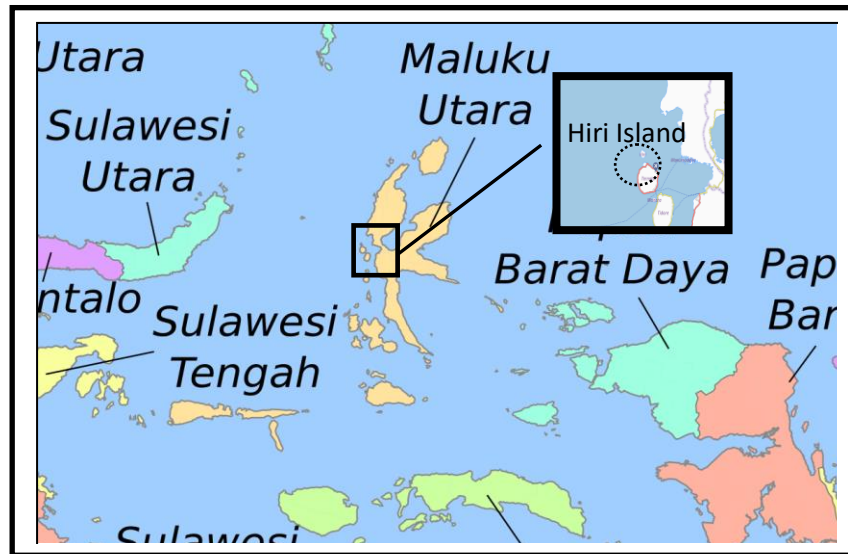


Figure 1. Research Location

Data Collection Method is taken by collecting Data and information in this study through various sources. Sugiono (2008: 222) who stated that collection techniques carried out through data collection techniques can be done by observation, interviews, documentation. Moleong (2013) states that an interview is a conversation carried out with a specific purpose. Some of the goals to be achieved through the interview process are to verify, expand and deepen information. Field observation is an important aspect of qualitative research because it provides a social context for the researcher's observation. However, it is important to remain vigilant and critical of these practices, due to inherently authentic social observations. The fusion of beauty and truth may be the main goal of qualitative methods and analysis (Marvasti, 2014: 354-366).

Moleong (2013: 277) explains that writing is done by first collecting notes from each category. Study the notes, then do the writing. Creswell officially usually stipulates there are 7 main steps and stages in analyzing data findings in the form of an interactive cycle. These stages include: 1) determining the location of the study; 2) gain access and establish good relations; 3) Intentional sampling; 4) Collecting data; 5) record information; 6) solve problems; and, 7) store data. Data analysis owned by Milles and Huberman, (2007) is an iterative and continuous process and is a series of analysis activities that follow each other on data reduction activities, data presentation, and conclusions. The final result of this study is to form a narrative that has been structured by utilizing the Creswell (1998) model as an interpretation built from existing natural forces. Based on Creswell's (2013) approach, qualitative research starts from the introduction and background of the problem; followed by a problem statement (including literature review of the problem), Research objectives, Research questions Limitations and limitations, Procedures, Qualitative research characteristics and philosophical assumptions/interpretation framework (optional), Qualitative research approach used, Role of researcher, Data collection procedure, Data analysis procedure, Strategy to validate findings, Narrative structure, Anticipated ethical issues, Importance of learning, Initial

findings of the pilot, and Results expected. It includes Appendices: Interview questions, observation forms, schedules, and research budget proposals.

RESEARCH RESULT

Communication. Implementation will be effective if the measures and objectives of the policy are understood by the individuals responsible for achieving the policy objectives. 1). Every implementer must understand what is being done; 2. The executor must understand the juklak; 3. The executor of hrs is consistent on the juklak; 4. There are often obstacles in the delivery of information in the multi-layered organizational hierarchy; 5. The better the communication, the better the implementation; 6. Reduce information distortion; and 7. With regard to information transparency.

The implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District, for fiscal year 2023 can be realized and run effectively because of the role of community empowerment that is able to convey through various media of communication, meetings, guidelines so that a budget of Rp. 200,000,000 (Two hundred million rupiah) can be realized to carry out community empowerment through various activities (see Table 4.2) regarding the details of community empowerment spending.

All community empowerment activities can be realized through understanding and communication messages between the Ternate City Government, Hiri Island District, and Togolobe Village. Incentive communication is carried out through meetings with village officials, RT and RW as well as the community. Communication is also carried out on the proposed community empowerment program in 2023 in accordance with applicable needs and regulations. That is, the communication target has been realized and runs successfully with the realization of the 100 perswen budget has been carried out. Clarity on the size of community needs in empowerment has been communicated appropriately between the community community and its tools with community groups that receive empowerment such as carpenters, members of the mosque Sarah Board, Posyandu teams, and Farmer Groups who receive monthly plant seeds.

Consistency and uniformity about the output of communication results have been well established. Togolobe Subdistrict uses communication channels in every activity with explanations of various community empowerment programs. Even though communication between the Lurah and the community does require complex and complicated explanations, especially on the careful use of budgets and expenditures for goods in accordance with agreed budget standards. Lurah is always transparent in delivering empowerment programs so that they can be realized.

All empowerment programs have been understood by Togolobe Subdistrict and community groups as recipients of facilities and benefits to be used properly. Lurah also uses juklak and shopping standards and communicates through meetings and technical instructions. This consistency has been carried out to strengthen the realization of empowerment implementation, by means of symbolic handover and has been utilized for

empowerment needs. With this facilitated communication process, it has strengthened the results of good implementation, no miscommunication between the community and the community was found.

Resources

These resource components include the number of staff, expertise of the implementers, relevant and sufficient information to implement the policy and the fulfillment of related resources in the implementation of the program, the existence of authority to ensure that the program can be directed to what is expected, and the existence of supporting facilities that can be used to carry out program activities such as funds and infrastructure: 1. Adequate and skilled staff as needed; 2. Information about policies; 3. Authority possessed by the executor; 4. Existing facilities The attitude of the executor includes the attitude and support of the implementing apparatus and bureaucratic behavior.

Togolobe Village has readily available resources. In addition to Lurah, there is also a Lurah secretary This resource component includes a total of 14 staff, with their respective expertise. The successful implementation of empowerment policies cannot be separated from the ability of available resources. For example, in the realization of empowerment facility assistance, administrative order by the Subdistrict Secretary is still prioritized. Similarly, in carrying out village security socialization, Lurah utilizes the resources of the Head of Government, Order and Peace.

The relevance of empowerment in Togolobe Village is greatly influenced by the quality of the Kelurahan's device resources. The authority given by the Togolobe Subdistrict on its devices is the key to the success of community empowerment realization. In addition, Kelurahan has provided various facilities such as wifi, computers, printers, comfortable and good office space, television, information boards and technical instructions that are simple and easy to understand by the community. The realization of the empowerment program can run successfully because it is supported by the existence of adequate office support facilities, as well as the compatibility between the availability of the budget amount and the type of program that suits the needs of the people of Togolobe.

Human resources of the village bureaucracy are available in accordance with their main tasks and functions so as to be able to drive the empowerment program, monitoring and evaluation of the program. The Head of Government, Order and Peace has realized several programs such as Posyandu uniforms, PKK uniforms, and security socialization. Kasi was assisted by the Government Administration Manager, Mr. Yusuf Salam in the success of the safari uniform assistance program for PKK mothers in Togolobe Village and Posyandu uniforms. While the Manager of Security and Order, Mr. Rais N. Abdullah has good resources and is very helpful in realizing the SECURITY SOCIALIZATION program.

In general, all staff already have good resources because all of them have Bachelor degrees. The results of the analysis show that all staff placed are in accordance with educational backgrounds. For example, all staff under the

Head of Government, Order and Peace are educated S1 Bachelor of Government Science. Similarly, the resources under the Social Welfare Service Office are mostly alumni of the Economics and Social Sciences Study Program in general. All staff always support empowerment programs by utilizing budget and facility resources.

Table 1. Policy Implementation and Availability of Togolobe Village Fund Resources, Hiri Island in 2023

<i>Working Group</i>	Resource Realization
<i>Farmer Working Group</i>	Shop Lantana Servo Tomato 3 Packs, Eggplant Deliciousa 5 Packs, Curly Chili Red Arrow 2 Packs, Long Bean Seeds 1 Pack.
<i>Fostering Security of Order and Territory</i>	Shopping for Food (Ordinary Meeting) 40 people and Snacks (Ordinary Meeting) 40 people, Honorarium of Resource Persons or Discussants, Moderators, Hosts, and Committees, Shopping for Official Travel Meeting Packages in the City, Pocket Money for Socialization Participants in Ternate Island 35 people
<i>Management Activities of Customary Institutions</i>	Dance Studio Uniform, Traditional Batik Clothes 16 Pieces, Shopping for Sar'ah Body Clothes, Traditional Batik Clothes 20 Pieces
<i>Management of TP-PKK Institution Ex. Togolobe</i>	Shop for Ta'lim Council Uniforms, Traditional Batik Clothes 20 pieces, and Shop for TP-PKK Uniforms, Ex. Togolobe and Traditional Batik Clothes 20 Fruit, shopping for Posyandu uniforms Kel. Togolobe Traditional Batik Clothes 10 pieces.
<i>Business Development Activities</i>	Shop Makita Brand Electric Sekaf 1 Unit, Makita Electric Saw 2 Units, Makita Brand Electric Drill 1 Unit, and Electric Router 1 Unit.
<i>Construction of Public Facilities</i>	Construction of Road Shoulder Safety 1 Package, Environmental Maintenance Talud 1 Package, Procurement of Garden Lights and Equipment 1 Package.

Disposition or Attitude

There are three forms of attitude/response of the implementer to the implementer's awareness policy, the implementer's direction/direction to respond to the program towards acceptance or rejection, and the intensity of the response. Implementers may understand the aims and objectives of the program but often fail to implement the program properly because they reject the objectives contained therein and thus secretly divert and avoid program implementation. In addition, the support of implementing officials is needed in achieving program objectives (Edward III., 1980: 11).

This point can be analyzed by taking examples of some findings in the field related to the realization results of the Implementation of PMK 212 of 2022

Related to Village Funding in Togolobe Village, Hiri Island District. The attitude or response of the Togolobe Lurah implementor is quite good in realizing this policy, having clear implementation guidelines and directions through discretionary coordination to his subordinate devices, especially the Section Head (KASI) who is directly related to his TUPOKSI (Main Function Duties). Lurah quickly responded to the FMD program, accepting it to be forwarded to the community, recipients of empowerment tools and facilities. The disposition of Lurah was enthusiastically welcomed by the community. This is evidenced by the many requests and proposals for capital assistance for community empowerment in Togolobe Village, but all of them cannot be done due to limited budget.

It was found that the target of the empowerment program had been well realized, where there was a disposition of mutual support between the Togolobe Village Government and the community receiving FMD funds. The implementation of the program is right, with the right goal, namely the community is empowered, posyandu services are getting better, PKK mothers are getting better at organizing their programs because they are supported by permanent uniforms because they are able to unite cohesiveness and togetherness. The implementation of the program went smoothly because of the good and earnest attitude of both parties, namely the giver and recipient of assistance.

Bureaucratic Structure

Discussing the implementing body of a policy, cannot be separated from the bureaucratic structure. Bureaucratic structure is the characteristics, norms, and patterns of relationships that occur repeatedly in executive bodies that have both potential and real relationships with what they have in carrying out policy. Discussing the role of the Village Bureaucracy in the Implementation of PMK 212 of 2022, which is also related to funding for community empowerment facilities in villages in Togolobe, has been proven to be strengthened by networks and collaboration of bureaucratic structures. From the observations at the sub-district office, it can be concluded that the village structure is very appropriate, where the sub-district oversees all subordinate devices with a clear command line system. The implementation of FMD has been supported by a policy-making and controlling structure with policy implementers at the lower level and communities receiving empowerment facility assistance.

The bureaucratic structure of the Togolobe Subdistrict Office consists of Lurah assisted by the Lurah Secretary. While the third level below consists of Section Heads, and the fourth level consists of managers and implementers of community empowerment programs. Togolobe Subdistrict controls the entire village bureaucratic structure with several functions, namely Carrying out village government activities, Empowering the community, carrying out community services, maintaining public peace and order, and Maintaining facilities and infrastructure as well as public service facilities.

The authority of the Togolobe Subdistrict is very influential on the smooth organization of the KASI apparatus and the implementers under it.

Togolobe sub-district always supervises and evaluates the work of its subordinates every hour. Togolobe sub-district uses the resources of its bureaucratic authority. The level of vertical open communication with his superiors, namely the Hiri Island Subdistrict and the Mayor of Ternate, is always integrated with the network of his subordinates. At least some interesting facts can be revealed in the Implementation of PMK 212 of 2022 which is also related to the funding of community empowerment facilities in villages in Togolobe, namely (1) has been regulated in work procedures and budgets, standard provisions and a reporting system for spending on support for Togolobe community empowerment facilities. Another measure, the presence of (2) Hierarchical organizational structure of Togolobe village; and 3. The bureaucratic structure is very useful in facilitating community empowerment service activities by using a coordination pattern in accordance with the authority given by the Mayor of Ternate and Hiri Island Sub-District to Togolobe Subdistrict and all its tools.

DISCUSSION

Tirtanadi et al., (2021) argue that the supporting factors for the implementation of the village fund policy are community participation and cooperation between policy implementers. The implementation of the Village Fund Policy can be said to have met the indicators of Communication, Disposition and Bureaucratic Structure, while the resource indicators are still not met because there are still limitations in human resources and infrastructure facilities in the Village.

Ode et al., (2022) found that the failure of policy implementation is inseparable from several inhibiting factors, including the level of management and knowledge of human resources that are still weak and a sense of distrust in less active areas. Baskoro and Hertati (2022) found that the implementation of the Village Fund use policy has not been implemented properly and optimally as a whole, especially in the focus of communication, resources, and bureaucratic structure, while the disposition focus has been implemented optimally. Yudistira (2023) assessed that the empowerment of MSME owners is directed to increase productivity and competitiveness in efforts to grow new entrepreneurs in sectors that have high productivity based on knowledge, technology and local resources, and the role of institutions as development tools to benefit low-income communities.

In comparison, implementation in Togolobe Village is considered successful in all indicators, but the problem is that there are still limited budget resources available in the allocation of Togolobe Village funds, so it is unable to meet the demands of various business groups. Groups that are not accommodated in the allocation of village funds are the Togolobe Village Youth and Student Football Association, Togolobe Fishermen Community, Digital Book Literacy Community, Traditional Music Community, as well as Nature Lovers Group and the preservation of rare and extinct animals such as turtles and Ketang Kenari.

Village community empowerment is hampered by low community awareness and willingness (Ramandei, et al., 2022). This situation is contrary to the results of community empowerment in Togolobe Village. Limited capital and facilities are circumvented with good skills such as carpentry and agricultural business can be realized. The Togolobe sub-district community empowerment program is able to have a positive impact on the group's business income, thereby stimulating the emergence of many new business groups even though the Village Fund is limited, and the lack of business capital in fisheries. However, all of them have not been able to boost community welfare, as found in the results of the study (Dewi, et al., 2021) that often the implementation of training cannot be followed up by the community independently due to constraints on financing.

The authority of the village government can be said to be less effective, this is shown from the obstacles faced, namely the understanding of programs to the community carried out by the village government has not succeeded well, because the socialization process of empowerment programs such as joint business groups is only carried out once due to the unavailability of budget to conduct socialization to provide understanding to the community (Lizard, et al., 2017). For example, the obstacles to empowering urban coastal communities are low human resources and lack of Anggran (Riza, et al., 2017); lack of funds, Secretariat Office Does not yet exist, human resources and coordination meetings are rare, some activities in the program have been carried out by the village (Aminudin, et al., 2020). Although it must be admitted that facilities and support in the field are not fully available, such as the need for fishing gear for fishermen in Togolobe village has not yet reached all, the completeness of musical instruments has not yet been realized. This is in line with the results of Nurulia & Trisnarningsih (2022) responding to the use of village budget allocations that have not been able to meet infrastructure needs and community empowerment equally.

CONCLUSIONS AND RECOMMENDATIONS

The implementation of PMK 212 of 2022 Related to Village Funding in Togolobe Village, Hiri Island District, for fiscal year 2023 can be realized through communication patterns between institutions through various communication media, meetings, guidelines so that they can realize programs and budget implementation. The availability of budget resources, village staff and quality of work have helped in the successful implementation of empowerment policies that cannot be separated from the ability of available resources. Supporting factors include empowerment facilities, administrative order, the flow of authority given by Togolobe Subdistrict on its devices is the key to successful realization of community empowerment, office facilities, information boards and technical instructions, human resources of the village bureaucracy in accordance with their main duties and functions.

Successful implementation is carried out through the attitude of Lurah implementors and their tools that are professional, open and fully supportive in implementing. Good response attitude in realizing policies, having clear

implementation guidelines and directions through discretionary coordination to subordinate devices, the existence of TUPOKSI or its main function duties. The role of the Village Bureaucracy is very important and has been successfully carried out well, which is strengthened by the network and collaboration of bureaucratic structures. The village structure is very appropriate, the command line system is clear, there is a mechanism for the structure of policy takers and controllers with policy implementers at the lower level and communities receiving empowerment facility assistance.

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