

IMPLEMENTATION OF VILLAGE GOVERNMENT POLICY IN THE SHEEP INVESTMENT TOURISM PROGRAM IN SUCO VILLAGE MUMBULSARI DISTRICT JEMBER REGENCY

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ABSTRACT

The Village Government led by the Village Head who is democratically elected has the right to regulate and take care of the interests of the community, this is in accordance with Law 6/2014 on Villages. Therefore, the village government has the obligation to organize government, develop the area sustainably, and provide good public services. As well as the efforts of the Suco Village Government to prosper its community by issuing a policy in the form of a Sheep Investment Tourism Program. This is in accordance with the vision and mission made by the Suco Village Government, namely the creation of services in the field of creative and innovative government, in order to realize a prosperous Suco Village community born and inward. Based on Thomas R. Dye's statement above, it was found that the sheep investment tourism program was carried out in a way that the government chose to do this program without making a policy document. The purpose of this research is to know, analyze and explain the implementation of Village Government policies in the sheep investment tourism program in Suco Village. By using variations of George Edward III's implementation theory. And using a qualitative descriptive data analysis method with the determination of informants using the purposive sampling technique. Data collection techniques are carried out through interviews, observations, and documentation. The results of the research implementer of this program have carried out various dimensions offered by Gorge Edward III, namely communication, resources, disposition and bureaucratic structure. The executor was found to have a bad attitude.

Keywords : Policy Implementation, Village Government, Sheep Investment Tourism Program

1. INTRODUCTION

The wealth of natural and human resources owned by Jember Regency has the potential to build the national economy, with the principle of decentralization and regional autonomy Jember Regency has the right to manage existing resources and their budgeting, which is contained in the Regent Regulation of Jember Regency number 11 of 2022 which contains the procedures for the distribution, determination of details and management of village fund allocation in Jember Regency. With this regulation, the village government is also an important factor in economic development. Villages in Jember Regency can manage their own resources with a vision and mission to accelerate economic growth that can prosper the community. With the reality of the ideal potential of Jember Regency, the people of Jember Regency should be able to live properly, so what needs to be underlined here is the need for the Regency Government's policy to optimize these potentials. The essence of public policy based on Decentralization and Regional Autonomy is a strategic form of the government to respond to domestic and global issues.

This statement is in line with the opinion of Mardiasmo (in Azhari & Negoro, 2021) stating that in an effort to respond to the challenges in the era of globalization in 1998, the Indonesia nation has set a strategy that has dual goals. The first goal, the granting of regional autonomy is a strategy to deal with the pressure from local communities on three main problems, namely sharing of power, distribution of income, and system independence in the regions. Second, regional autonomy as a strategy to strengthen the national economy in the face of a free economic market. The above strategic policies are also in line with the vision of regional autonomy in the economic sector, namely on the one hand, it must ensure the open implementation of national economic policies in the regions. On the other hand, Regional Governments have the opportunity to develop regional and local policies as a form of optimizing the utilization of economic potential.

The most basic government, commonly called a village government, is one of the most influential governments because it is in direct contact with the community. According to Nurcholis (in Riant & Firrean, 2021) Autonomous Village (local self government) which means that the village is a formation based on the principle of decentralization with a law that has clear authority because it has been regulated in the Law on its formation, the Village Government as a Government institutions that are closest to the community, have an important role in the welfare of the community. The village government has the obligation to administer the government, develop the area sustainably, and provide good public services.

Suco Village is a village that has excellent natural resource potential, by being under the Mayang Mountains and surrounded by fertile lands. The majority of the residents of Suco Village work as farm laborers and traditional breeders because the natural conditions of Suco Village are so suitable for doing this work. Understanding the potential of natural resources and human resources in Suco Village, the Suco Village Government issued a policy in the form of the Sheep Investment Tourism Program to accelerate the pace of the village economy which will have an impact on the welfare of the community.

The sheep investment tourism program is an idea issued by the head of Suco Village so that it becomes a policy, this program was born because through analysis or observation of the potentials that exist in Suco Village with the aim of prospering the community. This is in accordance with the vision and mission made by the Suco Village Government, namely the creation of services in the field of creative and innovative government, in order to realize a prosperous Suco Village community born and inward.

This effort to improve the welfare of the community by the Village Government is in accordance with the concept of an entrepreneurial government, namely with the hope that the turnaround of the village economy can have an impact on the welfare of the community. The Village Government no longer only spends the budgets that come down from the government above it, but the Village Government can pursue profits or profits to get the original village income that can be managed together by utilizing the existing local potential (Azhari & Negro, 2021).

Meanwhile, according to Thomas R. Dye (in Anggara, 2018:35) stated "Public Policy is whatever the government chooses to do or not to do" which means that public policy is whatever the government chooses to do something or not to do. Based on Thomas R. Dye's statement above, it was found that the sheep investment tourism program was carried out in a way that the government chose to do this program without making a policy document. However, it still makes a procedure as the basis for its implementation. Therefore, further research is needed on the implementation of the sheep investment tourism program using the dimensions offered by George Edward III, namely Communication, Resources, Disposition and Bureaucratic Structure.

2. LITERATURE REVIEW

2.1 COMMUNICATION DIMENSIONS

Communication is one of the important factors in implementing policies according to George C. Edwards III in Widodo (2010) said that the dimension of communication can be seen from three factors, namely

1. Transmission Factor, namely public policy is not only conveyed to policy implementors but also to policy target groups and other parties who have interests or not.
2. The clarity factor of the delivery conveyed to the implementers, target groups and other parties must be clear so that they know what is meant, the goals and roles of each so that the implementation of the policy can run effectively and efficiently.
3. The consistency factor is needed so that the policies conveyed to implementers, targets and other parties are not confused so as to confuse the party (Syahrudin, 2019).

From the explanation above, it can be explained in the dimension of communication during the implementation of the sheep investment tourism program policy, which is found in the results of observations, interviews and documentation carried out by the researcher that the Village Government makes several efforts to carry out good and correct communication in accordance with the theory described above. The first is the transmission factor, the Suco Village Government conveyed the policy of this program not only to the implementers, both to farmers and investors, but the Village Government also conveyed to the general public, that the Suco Village Government has a sheep investment tourism program that aims to drive the village economy and prosper the community. The Suco Village Government is also open to conveying the details of the baiaya issued in the process of implementing this program, both the initial source of funds, namely from the village fund (DD) to the distribution of proceeds from the community and investors that go into the income of the Village Government.

The second factor is clarity, in this factor the Suco Village Government conducts regular meetings that are held once a month to clarify how to implement policy programs to the community (partners) in accordance with the provisions that have been made so that the community can find solutions to the problems faced when implementing this policy program. With the routine activities carried out once a month by the Village Government, it is hoped that it can explain how to implement this sheep investment tourism program and hurry up to achieve its goals.

Then the third factor is consistency, the Village Government can be seen in several statements in the digital footprint always stating that Suco Village has a policy program that can be managed together by involving all levels of society, namely the sheep investment tourism program. This is done to increase the enthusiasm of farmers (communities) who join this program and as an effort to attract potential investors to invest in Suco Village.

2.2 RESOURCE DIMENSIONS

The resource dimension according to George Edward III (in Reno, 2023) states that even though policy implementers have clear and consistent provisions or rules, they are less responsible when they do not have resources, policy implementation will not run effectively. The resource dimension has four factors, namely human (staff), equipment (facilities), and information and authority (information and authority).

Based on the data obtained by Suco Village Government researchers in the implementation process in the resource dimension, initially created a team that had several tasks, namely the first team was assigned to detail the financing of the sheep investment tourism program, observe the potentials of the village and control the farmer's cages in order to supervise, educate and listen to the problems that exist in the implementation process.

Next, the researcher obtained data on the facilities provided by the Suco Village Government. As with the village fund budget given of 50 million, the details of the financing for sheep care per year per hundred sheep

Table 2.2 Breakdown of the cost of sheep farming per 100 head in 1 year

It	Procurement of Goods	Cost
1.	Lease of 0.3 Ha	IDR 6,000,000
2.	15 sack grass seedlings	IDR 1,500,000
3.	Maintenance/Fertilizer	IDR 5,500,000
Total		IDR 13,000,000

Source: Researcher Documentation (2024)

procurement of sheep seeds and broodstock, procurement of grass seeds, land acquisition, procurement of sheep pens and supervisory equipment. All of these facilities are given in full to the policy implementers of this sheep investment tourism program, so that the implementers are able to carry out their duties in accordance with the procedures that have been given.

Figure 2.2 Base Camp of the Sheep Investment Tourism Program



Source : Researcher Documentation (2024)

2.3 DISPOSITION DIMENSIONS

According to George Edward III (in Andry, 2022) explains that the disposition dimension is a tendency of the attitude of the implementer which has important consequences in the effective implementation of the policy, if the implementers have a good attitude towards the agreed policy, which means that the implementer supports the policy, then it is more likely that the implementer will implement the policy as desired by the maker. policy. Likewise, if the attitude of the implementer is different from the policy that has been determined, the implementation of the policy program will be difficult.

The importance of the implementer's attitude in implementing the program in accordance with the provisions that have been made at the beginning. In this dimension, the Village Government always strives for its policy implementers to be able to behave well by carrying out policy procedures. As the researcher has met, the Village Government is always present in the midst of policy implementers to monitor the implementation of policy programs. The Village Government, which is symbolized by the Village Head, is always present in coaching the community in the pternak association forum which is held once a month at the Suco Village Head Office. Not enough for this, the Suco Village Government also assigned Village Officials to supervise farmers in their respective areas. In this way, it is hoped that the implementers (farmers) will carry out policy procedures well.

However, the researcher found that there are still implementers (farmers) who do not implement program policies in accordance with the provisions that have been determined at the beginning. There are several implementers (breeders) who are not successful in implementing the policy of this sheep investment tourism program, namely farmers do not take optimal care of sheep such as cleaning cages and feeding irregularly, there are also implementers who are distrustful or behave badly by betraying the policy, such as abandoning sheep for personal interests for

example work, without meeting sheep feed. This tendency is found to be around 30% in the implementation of this sheep investment tourism program policy. The Village Government as a policymaker regrets such an attitude because it can harm several parties such as investors and the Village Government. So in the face of such problems, the Village Government conducts education and coaching to farmers who have such an attitude.

2.4 DIMENSIONS OF THE BUREAUCRATIC STRUCTURE

In the dimension of bureaucratic structure, George Edword III said that what has an influence on the success of policy implementation is the bureaucratic structure which is divided into two factors, namely the mechanism (SOP) and the bureaucratic structure (fregmentation). In the implementation of a policy, operational standards have usually been made that serve as guidelines for policy implementers in their implementation so as not to deviate from the goals and objectives of the policy. The second factor is a bureaucratic structure that is too long which causes fregment, if this happens, it will cause weakening of supervision and create a complicated bureaucratic structure that results in ineffective policy implementation (Muhammad, 2017).

From the explanation above, the dimension of bureaucratic structure is a dimension that has an important role in the process of implementing a policy. Where when too many agencies are involved without understanding the policy procedures that have been made, there will be problems in its implementation. Understanding from the implementers involved is important to increase efficiency and effectiveness in its implementation. As happened in the implementation of this sheep investment tourism program policy. There are several agencies involved in its implementation.

Initially, the policy implementer only involved the bureaucratic structure from the Village Government, including the ranks of the Village Government such as the Village Head to RT and RW, village-owned enterprises (BUMDes) and their staff, and farmers (communities) and investors. The Village Government has the task of making policies by explaining the procedures, and objectives that will be carried out by the implementers and forming an implementation team to supervise, control and foster the implementers under them. The Village Government through the Village Head proposes a policy in accordance with the resource potentials owned by Suco Village which is outlined in this sheep investment tourism program.

Furthermore, the Village Government makes standard opration procedures to be carried out by the community (partners/breeders) and investors. Farmers and investors are required to meet the requirements to participate in this program as well as the community must come from Suco Village, the community must have the intention to cultivate sheep consistently, not to sell sheep without the permission of the Village Government. To become an investor, the community must have sheep, at least two sheep or a pair to invest, and both parties must be willing to agree by signing a contract about sheep investment which contains implementation procedures and profit sharing.

In the end, when this program is running, agencies outside the Village Government are involved, such as the district government represented by the Regent who actively participates in promoting this sheep investment tourism program. The Regent of Jember on duty is always seen to be present at events held by the Suco Village Government, such as during the 110th anniversary of Suco Village in Suco Village. The Regent of Jember also conveyed to the general public to be involved in this sheep investment tourism program, especially inviting the community to invest in Suco Village and ratifying the sheep investment tourism program policy with the Head of Suco Village.

The next agency to join the Suco Village Government in the implementation of the sheep investment tourism program policy is the party from the local Regional Government who assigns the Jember Regency Food Security and Livestock Service. In observations and interviews, the researcher found that the Regional Government was involved in the implementation of this program because there was a common vision between the Regional Government and the Village Government, namely about the National Food Security Program.

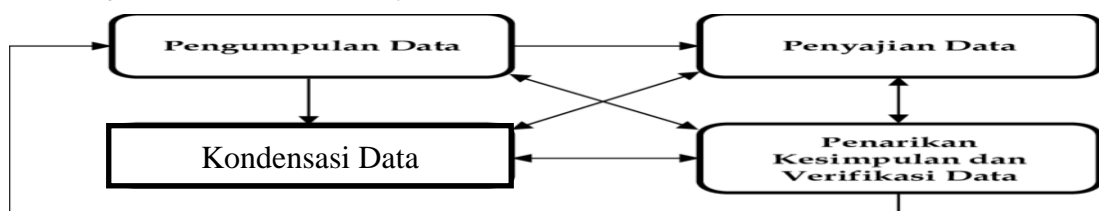
The Regional Government also contributes to the procurement of sheep in Suco Village. The handover of this assistance was carried out to support the implementation of the sheep investment tourism program to immediately achieve its goals, namely to prosper the community and improve the village economy. The handover of sheep assistance was given directly by the Regional Government to the fostered farmers in Suco Village. This is very helpful for farmers because it can accelerate and increase their income.

The Food Security and Livestock Service itself assists in coaching the community regarding sheep breeding procedures and the initial symptoms that occur when sheep are about to give birth or contract diseases. The Jember Regency Food Security and Livestock Service usually conducts guidance to the community every three months at the office of the Head of Suco Village. This education is provided as a provision for farmers in implementing the sheep investment tourism program. However, the researcher could not confirm the time or schedule for the implementation of the education to be carried out again in Suco Village by the Jember Regency Food Security and Animal Husbandry Office.

3. DATA ANALYSIS TECHNIQUES

Data analysis is an indispensable part of the research process. This data analysis is a way of organizing data, sorting data into patterns, categorizing data, and analyzing data. So that a theme can be found and a research hypothesis can be formulated that has been determined. The data analysis method used by the researcher is an interactive data analysis method whose points according to (Miles et al., 2014) are as follows

Figure 3.1 Interactive Data Analysis Method

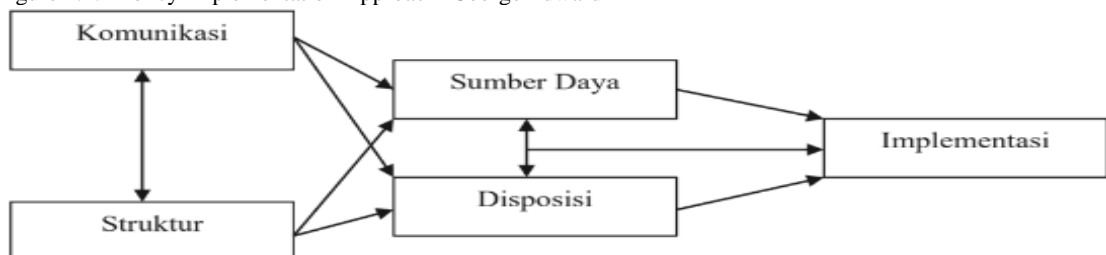


Source: Miles et.al (2014)

4. CONCEPTUAL FRAME WORK

According to (Sugiyono, 2019) stated that a framework of thought is a conceptual way of how theories relate to various actors that have been identified as important factors. In this study, the researcher uses the concept of public policy with a policy implementation model using a variation of George C. Edward III's theory on Policy Implementation because the phenomenon that the author researches is related to the approach in the theory. The Suco Village Government as the originator of the Sheep Investment Tourism Program. Thus the following is an overview of the author's frame of mind:

Figure 2.2.2 Policy Implementation Approach George Edward III



Source: George C.Edword III (1980)

5. CONCLUSION

The Suco Village Government in the process of implementing the sheep investment tourism program uses the policy concept from Thomas R. Dye, namely "Public Policy is whatever the government chooses to do or not to do" which

means that public policy is whatever the government chooses to do something or not to do something. Dimensions in the process of implementing Village Government policies in sheep investment tourism programs. These dimensions are in the form of communication dimensions, resource dimensions, disposition dimensions, and bureaucratic structure dimensions. The implementers or implementers of this program were found to have a bad attitude, with a ratio of 70:30. These implementers are unable to follow the procedures in the program policy that has been made by the Village Government.

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