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Implementation of Urban Village Fund Allocation Policy in Airmadidi District

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Abstract. This study aims to analyze the implementation of the urban village fund allocation policy in Airmadidi District, North Minahasa Regency . Urban village funds are a form of budget support from the central and regional governments aimed at strengthening community development and empowerment in urban areas. Although regulatively the allocation of funds has been determined, the implementation of policies in the field still faces various challenges. This research uses a descriptive qualitative approach with data collection techniques through in-depth interviews, direct observation, and documentation studies. Research informants consisted of urban village officials, district officials, community leaders, and members of urban village community institutions. This research uses the Edward III policy implementation model which includes four variables: communication, resources, disposition (executor attitude), and bureaucratic structure. The results showed that the implementation of the urban village fund allocation policy in Airmadidi District has not been running optimally. The main obstacles lie in the lack of coordination between parties, limited human and budgetary resources, and low community participation in the planning and monitoring process. In addition, not all urban village have consistently applied the principle of transparency in budget management. The conclusion of this study is that the successful implementation of the urban village fund allocation policy depends on the clarity of policy communication, readiness of local resources, and active community involvement. Institutional capacity building and a more structured evaluation mechanism are needed for this policy to run effectively and sustainably.

Keywords. Policy Implementation, Urban Village Fund Allocation, Community Participation, Development, Community Empowerment

A. INTRODUCTION

Urban village as the smallest unit of government has a very important role in improving the quality of life of the community (Pattylima et al., 2023) [1]. One way to improve the quality of life of the community is to allocate urban village funds effectively and efficiently (Supit & Lumingkewas, 2023) [2]. Government Regulation Number 17 of 2018 concerning Districts is a central government policy to regulate all district affairs up to the district, including district funding, namely in Article 30. District funds usually consist of several sources, including: 1) State Budget (APBN): Funds allocated by the central government for activities in urban villages. 2) Regional Budget (APBD): Funds allocated by local governments for activities in

urban villages. 3) Urban village Fund: Funds allocated by the urban village government for activities in the urban village. 4) Donation Funds: Funds provided by the community or other organizations for activities in the urban village (Mashuri et al., 2020) [3].

The 2019 State Budget (APBN) has allocated additional General Allocation Funds (DAU) for urban villages to support local government funding to urban villages through the APBD in accordance with Government Regulation Number 17 of 2018, but after the COVID-19 pandemic, urban village funds are no longer budgeted (Dewi & Trisnaningsih, 2022) [4]. Then in 2020 the pandemic period was over, the village funds were again budgeted by the North Minahasa Regency Government in 2022, but the amount budgeted was not in accordance with Government Regulation Number 17 of 2018 concerning Districts. In article 30 paragraph (8) "for regencies that have villages and cities that have villages, the village budget allocation as referred to in paragraph (1) is at least the lowest village fund received by the village in the regency / city". Whereas this Central Government policy gives hope to urban villages to improve the quality of life of the community through the development of urban facilities and infrastructure and urban community empowerment (Djamiraga & Widajantie, 2022) [5].

In recent years, the allocation of urban village funds has been allocated for non-priority activities, thus providing less significant benefits to the community. North Minahasa Regency, which has 125 villages and only 6 urban villages, when viewed from the Village Fund ceiling of North Minahasa Regency as stated in the Minister of Finance Regulation Number 108 of 2024 concerning Allocation of Village Funds for Each Village, Use, and Distribution of Village Funds for Fiscal Year 2025, namely for Kolongan Village, Talawaan District is the Village with the lowest Village Fund of IDR.612,963,000, - the budget difference between villages and urban villages is very significant, when compared to the APBD for the last 3 years, the Urban Village Fund in Airmadidi District is only budgeted at IDR.200,000,000 for each urban village. Of course this gap greatly impacts the quality of development of village facilities and infrastructure and community empowerment in the village with the aim of improving the quality of life of the community and services to the community in the village.

In addition to the lack of budget, the transparency of urban village budget allocations has not been effective so that planning for urban village facilities and infrastructure development activities that should be carried out in self-management with the community is instead carried out by third parties who are not the urban village community itself. Facilities and infrastructure development work has a time limit, so the work is carried out hastily because it is not carefully planned. In addition to the head of urban village, LPM's role as community empowerment is also very important in seeking the interests of the urban village community, in line with the LPM's function as a working partner of the Urban village government. Community Empowerment Agency (LPM) can voice the interests of the community in accordance with the wealth of existing resources, even resources that have potential for the community in the urban village. Community leaders can also be promoters to support the development of infrastructure and community empowerment in the urban village, in addition to being involved in urban village budgeting, of course, the involvement of LPM and community leaders will fulfill the supervisory function in the realization process in the field later. For this reason, transparency must be carried out from the district to the village level, because the village budget allocation itself is included in the district budget.

The creation of urban village budget allocations must also pay attention to regulations, allocation of funds, and the capacity of urban villages. Strong and clear regulations are an important legal basis to ensure that the Urban village Fund program can run well. It is also important to note that the allocation of urban village funds is used to finance the development

of urban village facilities and infrastructure, as well as community empowerment (Girsang & Auwalin, 2023) [6].

Precision budget planning is also important to ensure that urban village funds are used to their full potential. Budget planning needs to consider both the present and the future. The head of the urban village has duties and responsibilities in the management of urban village funds. In addition, the head of the urban village is also tasked with carrying out urban village government activities, empowering the community, maintaining infrastructure and public service facilities (Tirtanadi & Prianthara, 2021) [7].

The implementation of Government Regulation No. 17/2018 on the budgeting of urban village funds in Airmadidi District, North Minahasa Regency is still said to have not run according to the provisions. This is what causes the quality of public services in Airmadidi District to not be optimal, even though Airmadidi District is in the center of the City of North Minahasa Regency, but the facilities and markets in Airmadidi District still tend to be small when compared to other Districts in North Minahasa Regency with villages that already have village fund budgets. this will certainly be the center of attention of the North Minahasa community.

This study aims to analyze the implementation of the urban village fund allocation policy in Airmadidi District, North Minahasa Regency.

B. METHOD

This research uses descriptive qualitative research methods. Descriptive qualitative research method is a research method that aims to describe and explain systematically, factually, and accurately about the facts, characteristics, and relationships between the phenomena under study. According to Sugiyono (2019) in Pangkey et al. (2023), descriptive qualitative research is research based on the philosophy of postpositivism, which is used to examine the conditions of natural objects, where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive / qualitative, and research results emphasize meaning rather than generalization [8]. In this study, researchers play a direct role in the field to understand social situations, behaviors, and views of research subjects in depth, with the aim of producing detailed descriptions of phenomena that occur in society or in certain environments according to their context. By using descriptive qualitative research, this study describes in detail and in depth how the implementation of village budget allocations is carried out in Airmadidi District. Researchers collected data on the process of planning, budgeting, and supervision of urban village funds based on Government Regulation No. 17/2018 through observation, interviews, and document studies.

The focus of this research is the implementation of the urban village fund allocation policy in Airmadidi District according to Government Regulation Number 17 of 2018 in Article 30 paragraph (8). The data analysis technique used in this research is the qualitative data analysis technique of the interactive model of Miles and Huberman in Pangkey et al. (2024), namely data collection, data reduction, data display, and conclusion drawing/verification [9].

C. RESULT AND DISCUSSION

RESEARCH RESULT

Airmadidi district consists of 3 villages namely Sawangan, Sampiri, and Tanggari and has 6 urban villages namely, Sukur, Sarongsong 1, Sarongsong 2, Airmadidi Atas, Airmadidi Bawah and Rap-rap. Based on data from the Airmadidi District Office, the total population in

Airmadidi District until 2024 amounted to 30,381 people consisting of 15,463 males and 14,918 females from 6 urban villages and 3 villages. Airmadidi District has an area of ±11,037 hectares.

Table 1. Population Data of Airmadidi District

No.	Village/Urban village	Gender		Total
		Male	Female	
1	Airmadidi Bawah	1,808	1,777	3,585
2	Rap-Rap	748	673	1,421
3	Saronsong I	1,907	1,760	3,667
4	Airmadidi Atas	4,302	4,246	8,548
5	Sukur	2,114	2,085	4,199
6	Sarongsong II	1,652	1,544	3,196
7	Tanggari	959	889	1,848
8	Sampiri	597	578	1,175
9	Sawangan	1,376	1,366	2,742
Total		15,463	14,918	30,381

Source: Data processed by researchers, 2025

This study aims to analyze the allocation of urban village funds in Airmadidi District, North Minahasa Regency, North Sulawesi. The main focus is on how urban village funds are allocated, utilized, and their impact on development and community welfare at the urban village level. The main legal basis governing this funding is Government Regulation No. 17/2018 on Districts, which regulates funding sources and local government obligations in funding district activities.

The Urban village Fund policy, which was first implemented in 2019 based on Minister of Finance Regulation No. 130/2018, aims to accelerate development and community empowerment in urban villages (Faradila & Lutfi, 2020)[10]. However, in early 2020, the COVID-19 pandemic affected budget allocations, with the focus shifted to health care and COVID-19 prevention across North Minahasa Regency, including in Airmadidi District, resulting in the temporary removal of the budget for urban villages.

After the end of the pandemic in 2022, the urban village fund was re-allocated for 2023, and this study will analyze the implementation of this policy from 2023 to 2024.

Planning

Community meeting of Urban village (Muskel) is a participatory forum at the urban village level that functions as a forum for formulating development plans based on local needs (Nikma et al., 2021) [11]. This forum involves various elements of the community, ranging from traditional leaders, religious leaders, community institutions such as the Community Empowerment Agency (LPM), Family Welfare Empowerment (PKK) Movement Team, Youth Organization, to village officials. The implementation of urban village deliberations aims to arrange and prioritize activities that will be funded through urban village funds, both in the form of physical development and community empowerment.



Figure 1. Community Meeting in Sukur Urban Village

However, in practice, community participation is still limited. The process of planning activities tends to be dominated by urban village officials and a handful of community leaders, so that the aspirations of the wider community have not been fully accommodated. This is a challenge in realizing transparent and accountable participatory development at the urban village level.

The types of activities that are usually proposed and implemented through urban village funds include physical development such as repairing neighborhood roads, building and repairing drainage, and procuring other public facilities. In addition, non-physical activities in the form of community empowerment programs are also an important part, such as health counseling, job skills training, micro business management training, and socialization of government programs.

On the other hand, the needs for facilities and infrastructure in each urban village are generally relatively uniform. Almost all urban villages need repairs or restoration of urban village office buildings, meeting halls, and other supporting facilities for community services. This shows that in addition to the needs of community-based development programs, strengthening the infrastructure of urban village government services is also an important priority in the Musyawarah Urban village that needs serious attention in the planning and budgeting process at the urban village level.

After the needs are discussed together during the Urban village Deliberation, the next step is to determine the budget for the selected needs, but the budget must adjust to the budget that has been set in the Airmadidi District Budget Implementation Document.

Implementation, Monitoring and Evaluation

Monitoring and evaluation of activities is carried out by the Inspectorate of North Minahasa Regency, to see the effectiveness, efficiency, and accountability of the implementation of programs and activities, then provide recommendations for improvement. Internally, monitoring and evaluation can be carried out by village officials and LPM. However, there is no performance indicator-based monitoring system, and evaluation reports are not yet fully used for program improvement in the following year. The government strongly supports that village funds should be monitored by village officials, district heads, and the regional inspectorate, but monitoring tends to be administrative, limited to examining physical and financial reports, without looking at the direct impact in the community. Many urban villages prepare reports only for the sake of formality, not as an evaluation of development.

NO	URAIAN	KOEFISIEN	SATUAN	HARGA	JUMLAH
Kegiatan Sosialisasi Pemberdayaan Perempuan I					20,000,000
1	Belanja Alat Tulis Kantor				2,270,000
	- Ballpoint	60	Buah	6,300	378,000
	- Notes	60	Buah	6,700	402,000
	- Map plastik	60	Buah	6,900	414,000
	- ID card	60	Buah	10,500	630,000
	- Kertas HVS	5	Rim	75,075	225,225
	- Tinta Printer (Hitam & Warna)	1	Botol	130,000	130,000
	- Amplop	1	Dos	27,300	27,300
	- Tipex	1	Buah	3,475	3,475
2	Belanja Cetak Kegiatan				250,000
	- Balho	1	Buah	250,000	250,000
3	Belanja Makan Minum Kegiatan				3,720,000
	- Kudapan	60	orang/dos	18,000	1,080,000
	- Makan Minum	60	orang/dos	44,000	2,640,000
4	Belanja Penggandaan				1,800,000
	- Foto copy materi	6,000	lembar	300	1,800,000
5	Biaya Transportasi Peserta kegiatan				9,000,000
	- Biaya Transportasi	60	orang	150,000	9,000,000
6	Biaya Sewa Kursi				120,000
	- Sewa kursi	60	buah	2,000	120,000
7	Honorarium Kegiatan				2,900,000
	- Narasumber	2	orang	900,000	1,800,000
	- Moderator	1	orang	700,000	700,000
	- MC	1	orang	400,000	400,000
Kegiatan Sosialisasi Pemberdayaan Perempuan II					20,000,000
1	Belanja Alat Tulis Kantor				2,270,000
	- Ballpoint	60	Buah	6,300	378,000
	- Notes	60	Buah	6,700	402,000
	- Map plastik	60	Buah	6,900	414,000
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	- Tipex	1	Buah	3,475	3,475
2	Belanja Cetak Kegiatan				250,000
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	- Makan Minum	60	orang/dos	44,000	2,640,000
4	Belanja Penggandaan				1,800,000
	- Foto copy materi	6,000	lembar	300	1,800,000
5	Biaya Transportasi Peserta kegiatan				9,000,000
	- Biaya Transportasi	60	orang	150,000	9,000,000
6	Biaya Sewa Kursi				120,000
	- Sewa kursi	60	buah	2,000	120,000
7	Honorarium Kegiatan				2,900,000
	- Narasumber	2	orang	900,000	1,800,000
	- Moderator	1	orang	700,000	700,000
	- MC	1	orang	400,000	400,000
Kegiatan Sarana Prasarana					160,000,000
1	Belanja Rehap Kantor Kelurahan	1	unit	60,000,000	60,000,000
2	Belanja pembustan jalan Paving Stone	1	paket	100,000,000	100,000,000
Jumlah					200,000,000

Figure 2. Budget Details of the Work Plan for Sarongsong II Urban Village, Airmadidi District

Sarongsong II Urban village budgeted IDR.60,000,000 for building restoration, but at the time of observation there were several walls and doors that were replaced but not done thoroughly, as well as the construction of toilets that were not functioning.

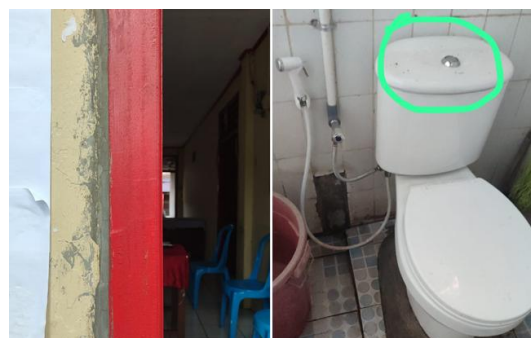


Figure 3. Results of restoration in Sarongsong 1 Urban Village

The results of the construction work should be re-evaluated so that the construction can be completed properly, from the picture above, the replacement of the door has been done, but it is not trimmed, there is still cement residue that is not trimmed or not painted to match the color on the wall. Likewise, in the restoration of public toilets, the water flow does not function properly, so you must use a water reservoir to rinse.

Based on the results of the research, the role of the community also as a supervisory function is still weak, although the community has the right to participate in supervising, the

reality is that community participation is still very low, one of the causes is the lack of information related to the Urban village Fund, a sense of reluctance towards urban village officials, or ignorance of their rights. Not all urban villages publish details of the use of funds openly on information boards or social media.

Interviews with the head of Sukur Urban Village showed that implementation was in accordance with the plan, but workers were often late because the disbursement of funds was slow, so the purchase of materials was also delayed. However, there was also work that was not recorded in the budget (RAB), and when the head of the urban village evaluated the person in charge of the work, they explained that the materials purchased exceeded the needs, so it was unfortunate not to use them.

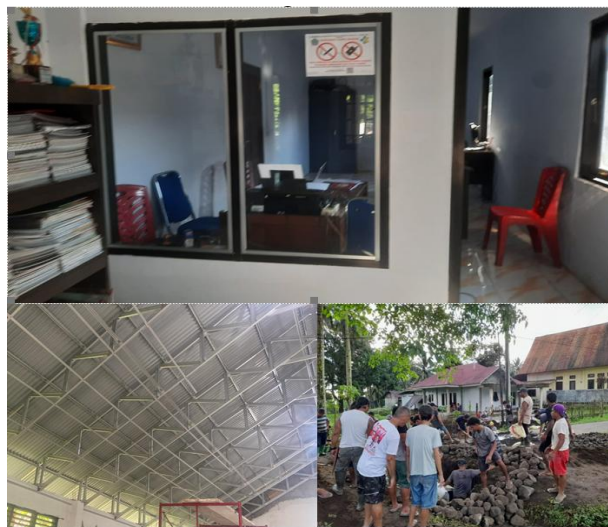


Figure 4. Restoration of Sukur Urban Village Office Building, Airmadidi District

Figure 4 above is the creation of a divider made in the secretariat room. The room looks narrower than before. From the interview with the head of Sukur Urban Village, it can be said that although the work has been made and well organized in the Budget Plan, the implementation in the field still makes mistakes, especially in measuring and determining the volume of materials to be used, resulting in Over budgeting.

Rencana Anggaran Biaya					
Belanja Pemeliharaan Gedung Kantor Rehab Gedung Kantor Plafon Kantor Kelurahan Sukur					
Kecamatan Airmadidi, Kabupaten Minahasa Utara					
NO	URAIAN PEKERJAAN	SAT	VOLUME	HARGA SATUAN	JUMLAH HARGA (Rp.)
I	Perengkapan K3	LS	1,0	1.437.500	1.595.625
	Steger	M2	12,0	700.407	9.329.425
II	PEKERJAAN PASANGAN				
	Pek. Pasang Reling Tangga	M2	5,4	800.000	4.755.240
	Pek. Pasag Keramik Tangga 40 X 40 Polos	M2	20,0	349.198	7.752.185
	Pek. Rangka Hollow Galvanis Dinding Partisi	M2	34,8	187.186	7.222.290
	Pek. Dinding Partisi Gypsum	M2	34,8	98.277	3.791.869
IV	PEKERJAAN PENGECATAN				
	Pek. pengkisan/pengerokan permukaan cat lama	M2	116,0	30.182	3.886.202
	Pek. Pengecatan Dinding	M2	116,0	72.588	9.346.431
	Pek. Pengecatan Plafon	M2	256,0	72.588	20.629.023
V	PEKERJAAN INSTALASI LISTRIK				
	Pemasangan 1 titik instalasi Penerangan + Acecoris	TITIK	9,0	471.788	4.713.157
	Pemasangan 1 titik instalasi stop kontak + Acecoris	TITIK	7,0	408.825	3.176.570
	Pek. Pasang Saklar	BH	7,0	46.000	357.420
VI	PEKERJAAN PLAFON				
	Pek. Pasang Rangka Hollow Galvalum	M2	221,3	241.322	59.270.963
	Pek. Pasang Plafon Gypsum 9mm	M2	221,3	98.277	24.137.711
	Jumlah				Rp 159.964.111
	Dibulatkan				Rp 159.900.000
	Seratus Lima Puluh Sembilan Juta Sembilan Ratus Ribu Rupiah				

Figure 5. Work Budget Plan for Sukur Urban Village, Airmadidi District

The preparation of the Cost Budget Plan shown in figure 5 above, has been detailed with job descriptions, recorded materials used, unit sizes, volumes, and unit prices, but the implementation in the field, especially when purchasing building materials, does not refer to the Budget Plan above.

Likewise with the quality of buildings, for example, renovating the roof of the village meeting hall, building roads, culverts, drainage, or office space. It has been found that the work does not match the Budget Plan Cost (RAB) but still passes the inspection. There have also been problems in the implementation of construction, which should have involved the village community but did not, then the process of implementing construction that should have been completed within the time specified in the Contract, but was constrained by internal problems of third parties so that the work stopped.

Referring to Government Regulation Number 17 of 2018 concerning Districts in Article 30 paragraph (8) reads "for districts that have villages and cities that have villages, the village budget allocation as referred to in paragraph (1) is at least the lowest village fund received by the village in the district / city". Following up on this policy, it can be seen in the Minister of Finance Regulation Number 108 of 2024 concerning the Allocation of Village Funds for each Village, the Use and Distribution of Village Funds for the fiscal year 2025. The lowest Village Fund budget in North Minahasa Regency is found in Kahuhu Village, East Likupang District, amounting to IDR.612,279,000, - (Six Hundred Twelve Million Two Hundred Seventy-Nine Thousand Rupiah), of course if the allocation of Urban village funds which for the last two years amounted to IDR. 200,000,000, - is very far in comparison with the village funds.

The implementation of this policy greatly affects the fulfillment of community welfare with the comparison of budget allocations to villages and urban villages making social jealousy towards communities in urban villages.

Table 2. Budget Allocation Data for Urban village Funds in 2023 and 2024

No.	Village	Village Fund in 2023	Activity Realization in 2023	Village Fund in 2024	Activity Realization in 2023
1	Airmadidi Atas	IDR 160,000,000	Office Building Restoration	IDR 160,000,000	Installation of Meeting House Electricity and Drilled Well Construction
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials
2	Airmadidi Bawah	IDR 160,000,000	Office Building Restoration	IDR 160,000,000	Restoration of Urban village Office Building and PKK Office
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials
3	Rap-Rap	IDR 160,000,000	Paving Village Road	IDR 160,000,000	Urban village Office Restoration and Borewell Construction
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials
4	Sarongsong I	IDR 160,000,000	Construction of PKK Office Building	IDR 160,000,000	Construction of Village Paving Roads, Installation of Street Lights and Construction of Borewells
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials
5	Sarongsong II	IDR 160,000,000	Office Building Restoration	IDR 160,000,000	Borewell and Drainage Construction
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials
6	Sukur	IDR 160,000,000	Installation of Plavon for Office Building and Meeting Hall	IDR 160,000,000	Office Building Restoration, PKK Room, Picket Room, and Office Signage Making
		IDR 40,000,000	Socialization of Women's Empowerment	IDR 40,000,000	Socialization of Capacity Building for Village Officials

Source: Data processed by researchers, 2025

From the table above, the amount of the Urban village fund allocation for two consecutive years has the same amount, and most of it is used in the physical development of the Urban village office as a community service space.

The interview results show that the urban village fund has been received in the past two years, but the amount is much smaller than the smallest village fund in this district. In fact, Government Regulation No. 17/2018 should be equal or more. Districts often have difficulty adjusting activities to the amount of funds available.

These Urban village funds are still insufficient to meet the needs of the community. In some cases, Urban village funds are used for programs that have less direct impact or are not in accordance with proposals during deliberations. The use of Urban village funds still does not meet community priorities when compared to the Village Fund budget.

DISCUSSION

Public policy is a series of decisions made by government actors to solve public problems through planned and measurable actions (Mamonto, 2023) [12]. According to Thomas R. Dye (2013) in Mamonto et al. (2020), public policy is "whatever governments choose to do or not to do," meaning that all government actions or decisions that have an impact on the wider community can be categorized as public policy, both in the form of active and passive decisions [13]. In the context of local government, public policy is manifested through various regulations, programs, and budget allocations aimed at improving the welfare of the people in the region (Dilapanga et al., 2024) [14]. One of the concrete forms of public policy at the urban village level is the urban village fund program stipulated in Government Regulation Number 17 of 2018 concerning Districts, which is a legal umbrella for funding development and community empowerment in urban villages (Assa et al., 2020) [15].

In its implementation, public policy is not only limited to the formulation of regulations or written policies, but also how these policies are effectively implemented in the field. Policy implementation is an important stage in the public policy cycle because it is at this stage that government decisions are tested through concrete actions that have a direct impact on society (Tumbel, 2024) [16]. According to Nugroho (2021), the success of policy implementation is influenced by various factors, ranging from policy clarity, available resources, commitment of implementers, to a supportive bureaucratic structure [17]. Therefore, a study of the implementation of the urban village fund policy in Airmadidi District is relevant to find out the extent to which this policy can have a real impact on improving public services and community welfare at the urban village level.

This research was analyzed using the theory of policy implementation proposed by George C. Edward III, which states that the success of policy implementation is influenced by four main variables, namely communication, resources, disposition, and bureaucratic structure (Setyawan et al., 2021) [18]. These four variables are interrelated and determine the extent to which a policy can be implemented effectively in the field. Based on the results of research in Airmadidi District, several obstacles were found in the implementation of the village fund allocation when viewed from each of these variables.

First, from the aspect of communication, which according to George C. Edward III is the process of conveying information from policy makers to policy implementers so that policy objectives can be understood and implemented correctly (Sormin, 2021) [19]. In this context, communication between the central government, local governments, and urban villages regarding the urban village fund policy has not been optimal. Although Government Regulation No. 17/2018 has become an implementation guideline, these provisions have not been fully understood by implementers in the field. Even technical implementers such as tender winners in the activity procurement process often do not fully understand the contents of the applicable regulations. The lack of socialization and technical explanations from local governments to urban villages is one of the causes of weak policy communication, so that program implementation in the field is often not in accordance with predetermined provisions.

Second, in terms of resources, which is interpreted by George C. Edward III as all forms of support needed to implement policies, in the form of budget, human resources,

facilities, and time. Based on the research findings, the resources available in the urban village, both in terms of budget and human resources, are still very limited. The limited budget received by the urban village makes various development and community empowerment programs unable to be carried out optimally. On the other hand, the number and competence of village officials are also inadequate to manage village funds according to applicable technical and administrative standards. This condition has an impact on the low quality of planning, implementation, and reporting of activities that should be an important part of the urban village fund management cycle.

Third, from the aspect of disposition, which George C. Edward III defines as the attitude, commitment, and willingness of policy implementers in accepting, understanding, and implementing policies. In the Airmadidi District, the disposition of the implementers is quite positive. This can be seen from the initiative of the urban village to continue implementing the Urban village Consultative Meeting as a form of community participation in determining activity priorities. However, obstacles arise when the results of these deliberations are not fully accommodated in the activity plans submitted to the local government. Some of the community priority proposals generated through the deliberation were not included in the final plan, creating a gap between community aspirations and policies realized in the field.

Fourth, from the variable of bureaucratic structure, which George C. Edward III as a pattern of relationships, authority, and procedures that regulate policy implementation in a government organization. In the case of Airmadidi District, the hierarchical bureaucratic structure is one of the obstacles to the effective implementation of the urban village fund policy. Urban village, as a government unit under the district, does not have the strategic authority to propose or fight for the budget directly to the local government. All decisions regarding the allocation of urban village funds are still determined at the district government level without the active involvement of urban villages in the policy determination process. This results in the urban village only acting as implementers of activities, without sufficient space to voice the needs and aspirations of the community directly to the decision-making level.

Thus, the four variables in the policy implementation theory of George C. Edward III - communication, resources, disposition, and bureaucratic structure - interact with each other and influence the success of policy implementation (Tumbel et al., 2025) [20], especially the allocation of village funds in Airmadidi District. Ineffective communication, limited resources, and good disposition of implementers but not supported by a participatory bureaucratic system, are the main challenges in implementing this policy. Therefore, efforts are needed to improve policy communication, increase resource capacity, strengthen the commitment of implementers, and reform the bureaucratic structure that is more open and responsive to the needs of the village. By improving these four aspects, the implementation of the urban village fund policy in the future is expected to be more effective, fair, and in accordance with the aspirations of the community.

D. CONCLUSION

Based on the results of the research and discussion, it can be concluded that the implementation of the urban village fund allocation policy in Airmadidi District has not fully implemented in accordance with the provisions mandated in Government Regulation Number 17 of 2018 concerning Districts. This discrepancy is reflected in budget allocations that have not fulfilled the principles of justice and equality in public services at the urban village level. In addition, the implementation of urban village deliberations is still characterized by limited community participation, as well as the dominance of planning by urban village officials and a

handful of community leaders, so that it does not fully reflect the needs of the community at large.

This study also identifies several factors that influence the allocation policy of urban village funds in North Minahasa Regency. These factors include regional financial capacity, local government development priorities, community needs in each urban village, budget limitations, and the absence of a specific regional policy that regulates in detail about urban village funds. In addition, political influence is also an important factor that influences the size of the budget allocation for urban villages.

Therefore, policy advocacy is needed that encourages local governments to harmonize regulations, formulate specific policies regarding village funds, and strengthen community participation in the development planning process. Thus, urban villages can play an optimal role in governance and public services, just like villages that already have a clearer and more targeted funding system.

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