



Policy Implementation Of Direct Cash Assistance For Village Funds (BLT-DD) Iker Iker Village Geger, Gresik

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Abstract. . In early 2020, Indonesia faced the devastating impact of the Covid-19 pandemic, resulting in significant loss of life and profound economic challenges across communities. To alleviate these hardships, the government initiated various forms of social assistance, including the Village Fund Direct Cash Assistance (BLTDD) subsidy aimed at supporting local economies. This study focuses on assessing the implementation of the BLT-DD program in Iker-Iker Village, Geger, Gresik.

Employing a qualitative method with a descriptive approach, data for this research was gathered through observations, interviews, and documentation. The study applies G. Edwards III's policy implementation theory, which identifies four key variables: Communication, Resources (human, budgetary, equipment, and authority), Disposition (implementers' commitment and willingness), and Bureaucratic Structure (ensuring welfare equality). Effective communication is crucial for conveying policy information, while adequate resources and a supportive bureaucratic structure are essential for efficient implementation. However, challenges persist in the program's execution, particularly regarding discrepancies in recipient selection criteria.

In conclusion, despite its intention to bolster local economies amid the pandemic, the BLT-DD program in Iker-Iker Geger Village faces implementation hurdles. Addressing these challenges is pivotal to enhancing the program's effectiveness and ensuring equitable distribution of social assistance to those most in need.

Keywords: Policy Implementation, village funds, BLT-DD, George C. Edwards II

1. Introduction

Poverty is still a problem faced in Indonesia. Poverty is a condition of inability that occurs in individuals or community groups in fulfilling daily life. Factors that cause poverty include poor quality human resources. Human Resources that lack

quality can make it difficult to find jobs that have many criteria [1], [2] . Less qualified human resources are usually also caused by the fact that most people have low education, so they are unable to compete with other individuals or groups.

Indonesia's struggle with poverty highlights the ongoing challenge of achieving a prosperous society. The 1945 Constitution's preamble underscores that poverty reduction is a collective responsibility of both the government and the people, aiming for general welfare, education, and social justice. Addressing poverty requires a comprehensive strategy involving planning, organization, implementation, and oversight of programs. Economic crises and program management issues contribute to social and economic instability, affecting many Indonesian families' ability to meet basic needs. Despite advancements in reducing poverty levels before the COVID-19 pandemic through development policies and social protection programs, significant challenges remain.[3]

The COVID-19 pandemic severely disrupted Indonesia's economy, leading to a rise in poverty, particularly affecting workers in the informal sector. Projections suggested that 12.4% of Indonesians could fall below the poverty line, representing about 8.5 million people at risk. In response, the government implemented economic stimulus policies, social assistance, and sector support, which successfully reduced the poverty rate to 10.14% in 2020. Despite this achievement, the economic contraction of 1.1% in 2020 highlighted the significant challenges in restoring stability and improving welfare. Moving forward, expanding social protection programs and enhancing economic resilience will be crucial for long-term recovery and support for vulnerable communities [3].

In 2019, the COVID-19 pandemic severely impacted Gresik, leading to increased poverty due to job losses, economic restrictions, and business closures. Sectors like tourism, trade, and industry saw significant declines, reducing employment and income opportunities. The pandemic also intensified economic strain through rising medical costs and limited access to health services, creating a vicious cycle of economic and health instability[3], [4], [5]. In Cerme Village, the agricultural sector faced major challenges including market uncertainty, limited access to inputs, and disrupted distribution, exacerbating food insecurity and reducing farmers' incomes. The pandemic also disrupted education, with restrictions on learning activities and a shift to online methods creating gaps in access. Families struggled with the cost of devices and internet access, increasing educational disparities. Addressing these interconnected economic and social challenges requires a comprehensive approach to restore stability and well-being in the community.

The Indonesian government established the Direct Cash Transfer (BLT DD) program to assist those affected by the COVID-19 pandemic. Funded by the State Budget (APBN) and distributed through the Regional Budget (APBD) at the district or city level, this program aims to support individuals who lost income due to pandemic-related restrictions and economic downturns [1][6] .The virus, originating in Wuhan, China, spread rapidly to Indonesia in early March 2020, leading to widespread business closures, job losses, and economic hardship. The pandemic

exacerbated existing social and economic disparities, affecting both urban and rural populations. Urban workers who had moved from villages returned home due to economic challenges, contributing to the virus's spread. In response, the Indonesian government implemented Large-Scale Social Restrictions (PSBB) and introduced the BLT program to mitigate the economic impact of the pandemic and provide financial support to those in need [5], [7]

BLT-DD is a government social assistance program aimed at reducing poverty and enhancing community welfare by providing direct cash transfers to low-income individuals and families, especially those impacted by the COVID-19 pandemic. The program's goals are to improve access to basic needs such as food, education, and health services[4], [6]. The efficiency, transparency, and impact of BLT-DD are critical for its success. Research, such as the study by Agustina in Cileunyi District, Bandung Regency, has shown that BLT-DD benefits those in poverty. However, there can be perceptions of unfairness among those not receiving aid, highlighting the need for careful recipient selection by village officials. To facilitate the process, the government issued guidelines through Minister of Villages and Transmigration Letter No. 1261/PRI.00/IV 2020 and later updates from the Director General of Village Community Development and Empowerment, detailing the criteria for BLT-DD eligibility [8]

The BLT-DD policy is outlined in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 11 of 2019 regarding Priorities for the Use of Village Funds in 2020, which was amended by the Regulation of the Minister of Villages and Development of Disadvantaged Regions and Transmigration (Permendes PDDT) Number 6 of 2020. Further elaboration is provided in Presidential Regulation (Perpres) Number 104 of 2021 concerning Details of the 2022 State Budget, which is urged to be revised, particularly in terms of governing the use of village funds. The regulation requires village governments to allocate 40 percent of the funds for direct cash assistance (BLT). This regulation serves as the primary guideline for the government to formulate policies.

Based on data from the APBDES of Iker-Iker Geger, funds amounting to Rp. 807,966,000 were obtained, the percentage used for BLT-DD was 40%. Therefore, the 40% of the village fund budget for BLT-DD amounted to Rp 201,991,500, which was given to 56 beneficiary families for 12 months. Each month, each beneficiary family received assistance amounting to Rp 300,000. The process of distributing the BLT-DD was carried out by sending a letter to the families who had been recorded, inviting them to come to the village hall to receive the BLT-DD. Ten implementing officers in Iker-Iker Geger Village were responsible for distributing the BLT-DD to residents, and they also helped to resolve any problems that might arise regarding the assistance provided.

Iker-Iker Geger Village, located in Cerme Sub-district, Gresik Regency, is one of 25 villages in the sub-district. This village provides Village Fund Cash Assistance (BLT-DD) to its residents. The BLT-DD program in Iker-Iker Geger Village has

been ongoing since 2020. With a population of around 2,300 people, Iker-Iker Geger Village provided BLT-DD to 56 families. BLT-DD beneficiaries in this village meet the criteria stipulated in the Minister of Villages and Development of Disadvantaged Regions and Transmigration Regulation (Permendes PDTT) Number 6 of 2020. These criteria include people who have experienced layoffs, have not been registered, have family members who are vulnerable to chronic diseases, and have no fixed income. The Village Fund Cash Assistance (BLTDD) in this village does not consider the age of the recipients[8].

The purpose of this program is to support the economy of the Iker-Iker Geger Village community. The initial nominal given to each recipient was Rp. 600,000, but with the new policy, the nominal has been adjusted to Rp. 300,000 per recipient. The implementation of a policy implementation sometimes has several obstacles in its implementation, one example occurs in Iker-Iker Geger Village, Cerme District. Drawing conclusions from observations in Iker-Iker Geger Village and the data collected, the author concluded that there were problems in policy implementation.

In Iker-Iker Geger Village, there were problems related to BLT-DD, especially related to recipients who did not meet the criteria or were not the intended targets. In order for the assistance to be right on target, prospective BLT-DD recipients must meet the criteria set out in the Minister of Villages and Development of Disadvantaged Regions and Transmigration Regulation (Permendes PDTT) Number 6 of 2020 regarding the Affirmation of BLT-DD. From the table data that has been presented, there are 4 people who do not meet the qualifications related to recipients who do not meet the criteria. The distribution of Village Fund Cash Assistance (BLT-DD) must be in accordance with the provisions stipulated in the Regulation of the Minister of Villages and Development of Disadvantaged Regions and Transmigration (Permendes PDTT) Number 6 of 2020, related to the Affirmation of BLTDD. Recipients who fit the criteria according to the regulation, especially in the first section, are the main focus:

1. Loss of Livelihood
2. Do not have a fixed income
3. Not yet recorded
4. Has a family member who is prone to chronic illness

In the data table, there were four people who received Village Fund Cash Assistance (BLTDD) but did not meet the four criteria set out in the Regulation of the Minister of Villages and Development of Disadvantaged Regions and Transmigration (Permendes PDTT) Number 6 of 2020. The mismatch of targets in the distribution of BLT-DD causes the use of village funds to be less effective and efficient. Based on the explanation above and with a focus approach, this can be a researcher's study in the implementation of the Village Fund Direct Cash Assistance (BLT-DD) policy in Iker-Iker Geger Village

2. Method

Qualitative research methodology was used in the research on the implementation of the BLT-DD policy in Iker-Iker Geger Village, Cerme Sub-district, Gresik Regency. With a qualitative approach, the researcher acts as the main instrument and focuses on understanding the meaning associated with the research topic, especially in the context of real-world situations and conditions. This approach is more flexible and responsive to developments in the field. More than simply evaluating quantitative data, emphasis is placed on direct interpretation to provide a deep understanding of the events being researched.

The purpose of descriptive qualitative research is to obtain a thorough understanding of the phenomena experienced by the research subject, including behavior, perceptions, motivations, actions, and so on. This method involves describing phenomena using words and language, placing them in a specific real-world context, and using various techniques. The collection of information in the data collection was conducted based on purposive sampling, which involved the village head and his apparatus, the distribution officer, and BLT-DD recipients from the community, with a total of 10 members in the information collection process.

This research focuses on policy implementation developed by Edward III, by identifying four factors that influence the effectiveness of a policy[9]. The four main factors studied in this research are bureaucratic organization, communication, resources, and disposition. There are stages of data reduction, data presentation, and conclusion drawing in the data analysis approach.

In the data reduction stage, the process of classifying data from interviews and documents is carried out, followed by selection and data processing to obtain significant meaning. The data presentation stage is used to present the results of the research in systematic, forming a complete picture of the research, and facilitating the drawing of conclusions. Conclusions were drawn from the data obtained from interviews, observations, and documented data in the field, including preliminary conclusions and final conclusions.

3. Result and Discussion

The results of the discussion about this research are based on the results of interviews with the village head and village staff, the BLT-DD recipient community. Then it can be described about the implementation of the BLT-DD policy in Iker-Iker Geger Village which is studied using the G. Edward III theory with four indicators:

3.1 Communication

Effective communication ensures that the policy's goals and objectives are clearly conveyed, reducing the risk of misunderstanding or rejection. Edward III identifies three critical elements in this communication dimension: (1) the transmission, which refers to how information is delivered to the public, (2) the clarity of the information provided, and (3) the consistency in how the information is communicated[9].

3.1.1. Transmission

According to Edward III, transmission hopes that public policy is conveyed not only to policy implementers but also to policy target groups and other interested parties either directly or indirectly [9] Transmission is the first requirement for effective policy implementation, namely that policy implementers must know what they have to do. Policy decisions and orders must be transmitted or passed on to implementers before they are followed.

In the implementation of the Village Fund Direct Cash Assistance program, it was assessed that there was good communication between agencies, government/non-government organizations involved. Based on the research results, communication before the BLT-DD program was implemented by the village government, the information conveyed about the Village Fund Direct Cash Assistance Policy was categorized as highly implemented because the Iker-Iker Geger village government had conveyed about the BLT-DD in a special meeting or through each RT. Therefore, in the interview results, many people knew about the data collection process.

3.1.2. Clarity

According to Edward III's framework of policy communication, clarity is crucial. For a policy to be successfully implemented, it must be communicated clearly to those who will implement it, as well as to the target groups and other stakeholders. This ensures that everyone understands the policy's intent, purpose, objectives, and substance, enabling them to prepare appropriately and implement the policy effectively and efficiently. Therefore, clear communication is essential for the desired implementation of a policy, as instructions must be clearly received by those responsible for carrying them out.

The lack of clarity of communication messages conveyed regarding policy implementation will encourage wrong interpretations that may even contradict the initial message. Information about the Village Fund Direct Cash Assistance Policy understood the clarity of the BLT-DD data collection process conveyed by Iker-Iker Geger village was quite clear. It is said to be quite clear because there are several important points that have not been conveyed and the community knows this by word of mouth.

The research results as described above show that the Direct Cash Transfer policy in Iker- Iker Geger Village was communicated quite clearly to all parties, both to the kecamatan and kelurahan/village governments as well as to the community. It is said to be quite clear that there were several recipients who did not meet the criteria for receiving Direct Cash Transfer in Iker-Iker Geger Village.

3.1.3. Consistency

Consistency is needed so that the policies taken are not confusing, thus confusing policy implementers, target groups and interested parties. According to Edward III consistency is crucial for the successful communication of a public policy. Effective policy implementation requires that the directives given must be consistent. Even if the instructions are clear, if they are contradictory, it will hinder the policy implementers from performing their tasks correctly[9].

Inconsistent policy implementation orders can lead implementers to take a very relaxed approach in interpreting and applying policies. This relaxed approach can result in ineffective policy implementation, as it is likely to be unsuitable for achieving the policy's objectives. Research findings from Iker Iker Geger Village in the Cerme Subdistrict of Gresik Regency indicate that the village office officers in Iker Iker Geger consistently convey information or explanations about the direct cash assistance policy in line with what is specified in the policy.

Overall, the results of the study show that communication in the implementation of the BLT- DD policy in Iker-Iker Geger Village has been implemented quite well, but there are several recipient names that are inconsistent every month. From the perspective of how policy information is communicated to relevant stakeholders, the clarity of the conveyed policy information and the consistency in delivering this information have been implemented fairly well. However, these aspects should be reviewed further to ensure optimal policy outcomes.

3.2 Resources

3.2.1. Human Resources

Human resources are one of the variables that influence the success of policy implementation[9], [10]. The human resources that will have the greatest influence on the success of policy implementation are the committees and officers responsible for providing the Village Fund Direct Cash Assistance Policy (BLT-DD) to the residents of Iker-Iker Geger Village. Failure often occurs due to a lack or inability of human resources (HR) in their respective fields. In addition to overseeing the distribution of the BLT-DD program, the

committee that manages it is also responsible for conducting community surveys and providing support in the distribution of the program. This ensures that the assistance is distributed appropriately according to existing data.

The committees and officers of the Village Direct Cash Assistance (BLT-DD) in Iker Iker Geger Village have carried out orders from superiors well, starting from helping people who are experiencing difficulties, directing and providing good service during the distribution of Village Direct Cash Assistance (BLT-DD) in Iker Iker Geger Village. So the human resources indicator does not experience obstacles in carrying out orders.

3.2.2. Budget Resources

Edward III in Widodo states in the conclusion of his study "budget constraints, and community resistance limit the acquisition of adequate facilities. This in turn limits the quality of services that implementers can provide to the community"[10]. According to Edward III, the limited budget available causes the quality of services that should be provided to the community to be limited. Edward III in Widodo concluded that limited budget resources will affect the success of policy implementation. Besides the program cannot be implemented optimally, budget limitations cause low disposition of policy actors [10].

The quality of policy implementation is affected by financial resources, and a lack of funds can make policy implementation more difficult. The Village Fund Cash Assistance (BLT-DD) policy in Iker-Iker Geger Village was implemented using budget resources from village funds, which totaled Rp. 807,966,000.00, of which 40% was allocated for BLT-DD. Therefore, IDR 201,991,500, or 40% of the village fund allocation for BLT-DD, was allocated over 12 months to 56 beneficiary households, with each family receiving IDR 300,000 each month. The use of funds for Village Fund Cash Assistance (BLT-DD) has been given according to the rules that have been given. And the recipients also received 300,000 each month without any reduction. So it can be concluded that the use of village funds for Village Fund Direct Cash Assistance did not occur problems.

3.2.3. Equipment Resources

Edward III in Widodo states that equipment resources are the means used to operationalize the implementation of a policy which includes buildings, land, and facilities which will all make it easier to provide services in policy implementation. [10]

Iker Iker Geger Village, in Cerme Sub-district, Gresik District, demonstrates the implementation of the concept of "equipment resources" in the implementation of the Village Fund Cash Assistance (BLT-DD) program. Buildings such as the village hall are key infrastructure provided by the village

government to support the policy. The village hall not only functions as a meeting place but also as a center for BLT-DD-related activities. In addition to buildings, the distribution of goods as part of BLT-DD in Iker Iker Geger Village included chairs, bottled water, drinks, and beneficiary documentation. These items are not only considered as physical equipment, but also as means that support the smooth implementation of the program. With these "equipment resources", Iker Iker Geger Village can increase the effectiveness of BLT-DD implementation. Without the support of buildings, equipment, and related goods, the implementation of the policy may not be fully successful.

3.2.4. Resources Authority

Another resource that is quite important in determining the authority of the success of a policy implementation is authority. Edward III in Widodo states that the main policy actors must be given sufficient authority to make their own decisions to implement policies under their authority[9].

The resources available to the authorities, especially the main actors of the Village Direct Cash Assistance (BLT-DD) policy in Iker-Iker-Geger Village, are a crucial factor in determining the success of policy implementation. This success is highly dependent on the ability of the authorities to make decisions independently in accordance with their authority. Therefore, having sufficient resources is the cornerstone of policy implementation. Important to ensure effectiveness and efficiency in implementing the BLT-DD policy at the village level. In order to ensure that the implementation of the Village Cash Transfer (BLTDD) policy in Iker-Iker-Geger Village runs smoothly, the authorities need to be empowered with adequate resources. Sufficient authority for key policy actors allows them to overcome challenges and make needed decisions without significant obstacles. Thus, the provision of adequate resources will help create an environment where policies can be effectively implemented, have a positive impact, and meet the needs of the community in Iker-Iker-Geger Village.

3.3 Disposition

Edward III describes that policy implementers have the will, desire, determination to implement a policy seriously so that the objectives of the policy can be created [9]. The attitude of the implementer is the existence of enthusiasm, commitment, and a serious attitude in carrying out tasks so that implementing policies can run well. In disposition, the most important thing is the influence of the attitude of the implementer, if the existing officials do not implement the policies that senior officials want, there will be real obstacles in policy implementation [9]

It is clear that in Iker Iker Geger Village, a government policy decision is made through the distribution of BLT-DD which is aimed at the community and is expected to be distributed evenly 13 and on target. The village sought cooperation

and assistance from various parties during the implementation of each BLT program. Village officials, RT/RW heads, and the sub-district head are some of the parties involved in the BLT Village Fund distribution organization. Meetings were held by this organization team to ensure that problems in the field could be avoided during the BLT Village Fund disbursement process. Thanks to the joint efforts of the coordination team, tem

3.4 Bureaucratic Structure

In modern times, bureaucracy is one of the organizations that must be reformed in implementing programs funded by village funds. As a pioneer in maintaining security, the bureaucracy responsible for policy implementation has a significant impact on policy implementation. The bureaucracy is also tasked with distributing various social benefits to village communities. Village fund living assistance is a direct cash assistance program (BLTDD). The bureaucracy is also responsible for distributing various social welfare benefits to the village population. Edwards stated that bureaucratic weaknesses can hinder policies from implementing their plans effectively [5]. If the bureaucracy is not built in the interests of effective implementation, then the resources it has will also not be effective in carrying out its duties.

Based on G. Edwards' theory of bureaucratic structure, bureaucratic structure consists of five main elements. These five factors include :

1. Hierarchy is one of the key elements of bureaucratic structure. Hierarchy is the division of an organization into different levels, determined by levels of authority and responsibility. In a bureaucratic organization, the manager is at the top of the hierarchy and has the greatest authority, namely the village head, has the greatest authority to monitor the distribution of BLT-DD in the village of Iker-iker Geger led by H. Kristono, ST
2. Task specialization is another element of bureaucratic structure. Task specialization requires people with special skills to perform certain tasks. In a bureaucratic structure, each member of the organization has clearly defined roles and responsibilities based on their expertise. This increases efficiency and expertise when performing certain tasks.
3. Rules and procedures are an important part of bureaucracy. Rules and procedures are established to provide clear guidelines for carrying out certain tasks. All processes and decisions in the bureaucratic system must comply with predetermined rules. The purpose of these regulations is to ensure that organizational operations are standardized and effective.
4. Authority and responsibility are also important elements in bureaucracy. Authority refers to a person's right to give orders and make decisions, while responsibility refers to a person's obligation to carry out a function and be responsible for their actions. The bureaucratic structure provides a clear distinction between power and responsibility, ensuring that everyone is responsible for their work and their own decision.

5. Social concealment, according to G. Edwards, is one of the characteristics of bureaucracy. Social concealment refers to the process of eliminating the appearance differences in social status within an organization and treating all individuals equally.

In a bureaucratic structure, differences in social status are eliminated and all individuals are considered equal in rights and responsibilities. The goal of social masking is to minimize bias and prioritize evaluation based on individual abilities and qualifications. This is implemented in the bureaucratic structure in Iker-Iker Geger village in order to create a comfortable bureaucratic environment and carry out tasks in accordance with applicable procedures.

Village Fund Direct Cash Assistance (BLT-Village Fund) is financial aid provided to impoverished families in villages, sourced from the Village Fund, aimed at mitigating the impact of the COVID-19 pandemic. The funds originate from Jakarta, are channeled to the district, and subsequently distributed to the villages. Eligible families receive BLT-Village Fund payments of Rp. 600,000 per month for the first three months and Rp. 300,000 per month for the subsequent three months. If a village's needs exceed the maximum allowable allocation, the Village Head may request additional funds for Direct Cash Assistance from the Regent, as stipulated in the amendment to the PDPT Village Minister Regulation Number 11 of 2019 by Regulation Number 6 of 2020, which prioritizes the use of Village Funds for BLT. The BLT program aims to:

- 4.1. Ensure poor individuals can meet their basic needs.
- 4.2. Prevent a decline in the welfare of the poor due to economic hardships.
- 4.3. Foster a sense of shared social responsibility.

The criteria and requirements for prospective BLT-DD recipients include being from low-income or poor families, whether listed in the Integrated Social Welfare Data (DTKS) or not. The specific criteria are:

- A. Not receiving aid from the Family Hope Program, Non-Cash Food Agency, BST, Pre-Employment Card Program
- B. Experiencing a loss of livelihood.
- C. Having a family member with a chronic illness that is not recovering.

4. Conclusion

According to the results of the research and discussion regarding the Implementation of the BLT-DD Program Policy in IKER IKER GEGER Village, conclusions can be drawn as a result:

4.1. Communication

Successful public policy implementation requires a good understanding of the implementers regarding their duties and functions. Consistency, transparency and clarity in communication are key elements to ensure implementation effectiveness. Effective communication in delivering policy information to policy actors is the key

to success, as seen in the distribution of BLT-DD in Iker Iker Geger Village. Good communication between agencies, organizations, and the local community supported the smooth running of the program, with meetings and deliberations acting as a forum for evaluation and updates. The involvement of village institutions/organizations also made a positive contribution to the success of the program as well as addressing residents' complaints. Overall, the establishment of effective communication and good collaboration is an important foundation in achieving the objectives of public policy implementation.

4.2. Resource

The implementation of the Village Fund Direct Cash Assistance (BLT-DD) policy in Iker- Iker Geger Village is strongly influenced by 4 resource factors, namely human resources, budget resources, equipment resources and authority resources. The success of implementing BLT DD is very dependent on the committee's ability to manage the distribution of aid, the availability of adequate facilities, and the granting of sufficient authority to the main policy actors. In this context, attention to improving the quality of human resources, optimizing budget allocations, maintaining equipment, and granting appropriate authority are the keys to ensuring that policy implementation runs effectively and efficiently.

4.3. Disposition

That the success of policy implementation does not only depend on the knowledge and skills of implementers, but also on their disposition or willingness to really implement the policy. Attitudes such as commitment, integrity and democratic nature are key in ensuring policy objectives can be achieved. In addition, Edward III's understanding of factors such as bureaucratic arrangements and incentive manipulation becomes relevant in the context of policy implementation, where good organization and incentives can increase the effectiveness of implementation. In the context of the Iker-Iker Geger Village Hall, research shows that the disposition process in implementing the Village Fund BLT program involves coordination between village officials, the sub-district head, RT/RW heads, and the organizational team. The meeting before the distribution of Village Fund BLT was held to prevent problems in the field. Even though the distribution officers and coordination team have worked well, more attention is needed in implementing socialization. This conclusion emphasizes the importance of a positive disposition and effective coordination in implementing policies at the village level, in line with the principles expressed by Edwards III.

4.4. Bureaucratic Structures

Bureaucratic structures that include hierarchy, task specialization, rules and procedures, authority and responsibility, and social disguise play a crucial role. The village head, as part of the highest hierarchy, has a central role in monitoring the distribution of BLT-DD. Specialization of tasks increases efficiency, while rules and procedures ensure regularity of implementation. Authority and responsibility are clearly separated, while social disguise aims to eliminate differences in social status. However, problems arose in allocating village fund subsidies, especially related to

delays in transfers from the district government, causing aid distribution to be delayed and not according to schedule. Therefore, further attention is needed to the transfer process and coordination between levels of government to ensure the effectiveness of implementing social assistance programs.

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