

The Effectiveness of Public Policy in Jambearum Village, Jember Regency: A Study of Village Governance

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ABSTRACT

Background. Village governance plays a crucial role in ensuring the successful implementation of public policies at the local level. As the governmental unit closest to the community, villages hold strategic responsibilities in delivering public services and implementing development programs aligned with citizens' needs. However, the effectiveness of public policy at the village level is often influenced by governance practices, particularly in terms of transparency, accountability, and community participation.

Purpose. This study aims to analyze the effectiveness of public policy implementation in Jambearum Village, Jember Regency, with a focus on governance principles such as transparency, accountability, and public participation in village administration.

Method. The study employed a descriptive qualitative approach using secondary data sources, including official village documents, statistical data from the Central Bureau of Statistics (BPS), information from the Village Information and Documentation Management Officer (PPID), and relevant policy reports. The collected data were analyzed regularly to assess policy implementation and governance practices.

Results. The findings indicate that public policies implemented in Jambearum Village have been relatively effective, particularly in the areas of public service delivery and basic infrastructure development. This effectiveness is supported by community involvement through Village Consultative Meetings (Musyawarah Desa) and coordination among village institutions. Nevertheless, several challenges remain, including limited human resources capacity and insufficient evaluative documentation to support continuous improvement.

Conclusion. The study concludes that policy effectiveness at the village level depends not only on appropriate planning but also on adaptive governance practices and continuous evaluation. Strengthening the capacity of village officials and enhancing community participation are essential to creating impactful and sustainable public policies that directly benefit local communities.

KEYWORDS

Village Governance, Policy Effectiveness, Jambearum Village, Public Policy, Community Participation

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INTRODUCTION

Village development is a strategic component of achieving equitable national development, particularly since the enactment of Law Number 6 of 2014 concerning Villages, which grants villages broader authority to regulate and manage government affairs and development



independently. One of the primary instruments supporting village development is the Village Fund, allocated for governance, development and community empowerment implementation.

Village road infrastructure development is a priority in many rural areas due to its crucial role in improving community mobility, facilitating the distribution of agricultural products, and expanding access to education and health services. In Jambearum Village, Puger District, Jember Regency, the allocation of Village Funds for road construction is considered significant, according to the Village Work Plan (RKPDes) and Village Budget (APBDDes). However, the effectiveness of this policy still needs to be studied, particularly in relation to principles of good governance, such as transparency, accountability, and community participation.

In its implementation, village road construction in Jambearum faced several challenges, including low community participation in the planning process, inadequate program outreach, and complaints regarding the quality of the development results. This situation demonstrates that the success of public policy is determined not only by sound planning but also by the effectiveness of its implementation.

Public policy is generally a series of decisions or actions made by government institutions to address specific problems faced by the community. In village government, public policy can take the form of physical development programs such as roads and irrigation infrastructure, or non-physical programs such as health and education services. These policies are crucial because they serve as a tool for village governments to improve the well-being of their citizens.

According to Nugroho (2018), public policy has several stages. According to Nugroho (2018), public policy generally goes through several stages, namely: (1) problem formulation, (2) policy agenda preparation, (3) policy formulation, (4) implementation, and (5) evaluation. This process aims to ensure that the resulting policy is not only reactive, but also systematic and in accordance with the needs of the community. Without going through a sequential process, the policy may not be on target and less effective in its implementation.

In the village context, this policy process typically involves a Village Deliberation (Musdes), where the village government, the Village Consultative Body (BPD), and the community discuss development priorities. Active community participation is crucial, as they are the ones most familiar with the issues in their area.

Policy implementation in villages cannot be equated with that at the central or regional levels, as the social, economic, and cultural conditions of village communities often vary. Maulana and Fadillah (2022) state that a local approach (local wisdom) is crucial in formulating and implementing public policies in villages. For example, in villages that still strongly uphold traditional values, policy implementation must be adapted to local norms to avoid community resistance.

The effectiveness of public policy can be measured through several indicators, such as the achievement of policy objectives, the efficiency of implementation, and its impact on society. Evaluation is also a crucial step in assessing the extent to which a policy has successfully addressed existing problems and determining whether future improvements are needed.

By understanding the concepts and stages of public policy, we can determine whether a policy in a village, in this case Jambearum Village, has been designed and implemented according to the principles it should. This is crucial for assessing the effectiveness of village governance in fulfilling its role.

Village governance is the way a village government organizes, administers, and carries out its duties to meet the needs of the community. This governance encompasses basic principles such as transparency, accountability, community participation, and effectiveness and efficiency in program implementation. As the frontline government unit, the village government must be able to serve the community and be responsive to the needs of its citizens. Good village governance is crucial, given its vital role in local development and improving the quality of life of rural communities.

Law Number 6 of 2014 concerning Villages states that villages are given the authority to regulate and manage the interests of local communities based on recognized origins and customs. This provides space for villages to develop governance systems that are in accordance with local characteristics, including in the formulation and implementation of public policies. As one example of the implementation of village authority, villages have the right to prepare the Village Revenue and Expenditure Budget (APBDes), which is then ratified in the Village Deliberation (Musdes). Thus, village communities can directly participate in decision-making related to budget management and development programs to be implemented by the village government.

One of the main principles of village governance is transparency. Transparency in village governance is demonstrated through the openness of public information, such as by publishing the Village Budget (APBDes) to the public. This is crucial so that the public clearly understands how village funds are being used and what programs will be implemented. Accountability is also a crucial principle, requiring the village government to provide accountability for the use of village funds, whether sourced from the central or regional government. Every use of funds must clearly define its purpose, use, and the results achieved. In this regard, reports submitted to the community through the Village Deliberation (Musdes) forum are an important means of ensuring that all programs are running according to plan and benefit residents.

Furthermore, community participation in decision-making is an integral part of village governance. This participation process can be seen in residents' involvement in the Village Consultative Meeting (Musdes), which serves as a forum for discussing development programs and policies to be implemented. Through Musdes, the community has the opportunity to provide input, suggestions, and aspirations, which are then taken into account in the development of village policies. This is expected to ensure that the resulting policies are more aligned with the actual needs of the village community.

However, the implementation of village governance principles does not always run smoothly. According to research by Putri and Sari (2021), good village governance is strongly influenced by the capacity of village officials, existing oversight systems, and active community involvement. A village government with competent officials who understand regulations will find it easier to manage the government effectively. Success in budget and policy management is also greatly influenced by the quality of the village government's human resources. Well-trained village officials with a good understanding of public policy will be better able to develop and implement programs that directly impact the community.

There are several challenges in implementing good governance principles. One is the low level of digital literacy in some villages, which impacts the transparency of information to the public. For example, villages without a robust digital information system will struggle to effectively disseminate budgets or development programs to the public. This can hinder the transparency that should be a cornerstone of good village governance. Furthermore, some villages still face limited human resources, both in terms of inadequately trained village officials and a lack of community understanding of the importance of participation in village governance.

To overcome these obstacles, efforts are needed to improve the capacity of village officials through training and mentoring. Both central and regional governments need to provide support in the form of training to village officials so they better understand and are able to carry out their duties. Furthermore, it is crucial to raise public awareness of the importance of involvement in village governance processes. By increasing active community participation, implemented public policies will be more easily accepted and successfully implemented.

Furthermore, the effectiveness of policies in the context of village governance depends heavily on how these governance principles are applied in the management of development programs. Policy effectiveness can be measured through several indicators, such as the achievement of policy objectives, the impact felt by the community, and the extent to which the policy improves

the quality of life of village residents. Therefore, regular policy evaluations and community involvement in the evaluation process are crucial to determine the effectiveness of implemented policies. Furthermore, it is also crucial to assess the long-term impacts of these policies, such as increased community welfare or improved access to public services.

Sumbermulyo Village, located in Bantul Regency, Yogyakarta, is an example of a village that has successfully implemented public policies to improve the quality of life of its residents. One of the main policies implemented in this village is the use of village funds for infrastructure development, which has a direct impact on improving the community's economy, particularly in the agricultural and trade sectors. This policy includes the construction of village roads connecting hamlets and the revitalization of previously poorly managed village markets.

The construction of village roads in Sumbermulyo, connecting various remote areas, has successfully improved community mobility and accelerated the distribution of agricultural products to large markets in the city. According to research by Nurdiana (2021), active community participation through Village Deliberations (Musdes) is key to the success of this policy, as they have the opportunity to participate in village budget planning and oversight. The budget transparency implemented by the village government also allows the community to understand the detailed use of village funds, which increases public trust in the village government.

This policy was implemented with the aim of improving accessibility and boosting the community's economy, particularly for farmers who previously struggled to access markets. In this regard, Sumbermulyo Village also prioritizes sustainability in its public policies, conducting regular evaluations and improvements to ensure development remains relevant to community needs.

When compared to Jambearum Village, similar policies, namely infrastructure development, can serve as a reference, despite differences in the readiness and potential of village resources. Jambearum Village boasts significant natural resources, but inadequate infrastructure is one of the obstacles to improving the community's economy. In this context, policies adopted by Jambearum Village should emulate the approach of Sumbermulyo Village by prioritizing transparency in the use of village funds and involving the community in every stage of the policy, from planning to evaluation.

However, Jambearum Village also faces several challenges not experienced by Sumbermulyo Village, one of which is the limited capacity of village officials. As explained by Haryanto (2022), the quality of qualified village officials is a crucial factor in successful policy implementation. In Jambearum Village, the capacity of village officials still needs to be improved, so policy implementation is often hampered by a lack of expertise in budget management and transparent reporting.

Nevertheless, the policies implemented in Sumbermulyo Village can serve as an example for Jambearum Village in improving the effectiveness of public policies. Policy implementation that is based on community needs and involves residents at every stage will significantly determine the policy's success. Therefore, it is important for Jambearum Village to utilize policies that have been successful in other villages, with appropriate adjustments to local conditions.

Therefore, this study aims to analyze the effectiveness of village road infrastructure development policies in Jambearum Village and identify supporting and inhibiting factors in their implementation. The results are expected to contribute to improving the quality of village governance and strengthening village capacity to provide effective and sustainable public services.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a descriptive approach. It aims to describe the implementation of public policy in Jambearum Village without directly engaging with respondents. Therefore, the method used is the analysis of secondary data available from various relevant sources.

The data used in this study were obtained from publicly accessible public documents, such as annual reports from relevant local governments, data from the Central Statistics Agency (BPS), and information from village or local government Information and Documentation Management Officers

(PPID). Given the lack of interviews or direct field observations, this study relies entirely on published and publicly accessible data.

The data analysis process involves examining and evaluating the information contained in these documents, which is then analyzed based on public policy theories. Researchers will describe and evaluate how public policies are implemented in Jambearum Village and analyze their effectiveness using theories and previous studies.

RESULTS AND DISCUSSION

Policies Implemented and the Purpose of Those Policies

Jambearum Village, part of Puger District in Jember Regency, has implemented several public policies to improve the welfare of its residents. One of the main policies implemented is the village infrastructure development policy, which aims to improve the accessibility and quality of infrastructure in the village, such as village roads, clean water facilities, and irrigation. This policy is driven by the community's basic need for adequate infrastructure to support economic activities, education, and health in the village.

Furthermore, policies focused on developing the agricultural sector are also a key focus. Programs such as increasing agricultural yields and empowering local farmers aim to boost village economies and reduce communities' dependence on limited natural resources. The long-term goal is to create better food security and increase rural incomes.

According to the analysis results of the Jambearum Village Government report (2022), these policies not only focus on physical development, but also include community empowerment efforts by providing skills training and establishing village economic business groups aimed at improving the local economy.

Village Development and Public Service Programs

Some of the development and public service programs implemented in Jambearum Village include:

1. **Village Infrastructure Development:** This program includes repair and construction of village roads, construction of clean water facilities, and provision of sanitation facilities. This program aims to facilitate community access to various basic services, such as health and education, and to improve connectivity between regions within villages.
2. **Community Economic Empowerment:** One of the village's flagship programs is community economic empowerment, particularly in the agricultural sector. The village government provides training for farmers to improve their yields with more efficient technology and establishes farmer groups to collectively manage agricultural products.
3. **Health and Education Services:** To support community well-being, the village also implements policies to improve the quality of health and education services. Implemented health programs include routine health check-ups, vaccinations, and education on healthy lifestyles. In the education sector, the village focuses on improving school facilities and infrastructure and providing scholarships for high-achieving students.

Policy Effectiveness Analysis

Policy Effectiveness Indicators Based on Available Data

The effectiveness of public policy in Jambearum Village can be measured through several indicators, including the achievement of policy objectives and their impact on the community. Based on data available from the Jember Regency Central Statistics Agency (BPS) and reports from the Jambearum Village Information and Documentation Management Officer (PPID), the main indicators used to assess the effectiveness of this policy include:

1. **Infrastructure Improvement:** One key indicator is improving the quality and quantity of village infrastructure, particularly village roads and clean water facilities. According to village reports, over 80% of village roads have been repaired and are accessible year-round, directly improving community access to various services.

2. Increased Community Income: Another indicator used to measure effectiveness is increased village income. Data from the Village Information and Communications Agency (PPID) shows that after implementing the agricultural empowerment program, farmers' incomes increased by 30%, demonstrating the policy's success in improving community economic well-being.

3. Level of Community Participation: Policy effectiveness is also measured by the level of community participation in policy planning and implementation. Based on Village Deliberation data (Musdes), more than 70% of residents actively participated in determining the direction of village policy, which shows a high level of involvement.

Evaluation of Success and Obstacles in Policy Implementation

Although the policies implemented in Jambearum Village have shown positive results, their implementation faces several challenges. One of these is the limited budget allocated for village development programs. Despite substantial village funds, the available budget is often insufficient to cover all planned programs, resulting in some programs being delayed.

Furthermore, the lack of human resource capacity at the village level is also a constraint. Despite efforts to improve staff capacity through training, many officers still lack the skills to manage more complex programs, such as village fund management and transparent reporting.

Another obstacle is dependence on external factors, such as weather and agricultural commodity prices. Although agricultural empowerment policies are well-implemented, the results achieved are not always consistent due to the influence of natural conditions and often unpredictable market fluctuations.

Supporting and Inhibiting Factors in Village Governance

The Role of Village Government, Community, and Other Stakeholders

The Jambearum Village Government plays a key role in implementing public policy and facilitating the implementation of development programs. The village government collaborates with the Village Consultative Body (BPD) and the community in policy planning and evaluation. Active community participation is crucial in creating policies that meet the needs of residents, and this is reflected in the high level of participation in the Village Consultative Assembly (Musdes).

In addition, other stakeholders, such as non-governmental organizations (NGOs) and community organizations, also have an important role in supporting policy implementation through outreach, training, and mentoring.

Barriers that Hinder Policy Effectiveness

Several obstacles hampering the effectiveness of policies in Jambearum Village include a lack of synergy between government agencies, particularly between the village and sub-district governments, in terms of program coordination and implementation. Furthermore, limited access to information and low digital literacy among the community hinders optimizing transparency and accountability in village fund management.

CONCLUSION

This study aims to analyze the effectiveness of public policies in Jambearum Village, Puger District, Jember Regency, with a focus on infrastructure development and community empowerment policies. Based on secondary data from various sources, such as the PPID (Regional Information and Public Information Agency), BPS (Statistics Indonesia), and official village government reports, it can be concluded that the implemented public policies have had a positive impact on improving the quality of life of the village community.

Infrastructure development, such as road repairs, clean water provision, and empowerment of the agricultural sector and the local economy, has successfully increased mobility, access to basic services, and community income. The level of community participation in policy formulation and implementation also demonstrates a high level of awareness and involvement among the people of Jambearum Village in their village's development.

However, the effectiveness of these policies still faces various challenges, such as budget constraints, lack of human resource capacity, and external constraints like natural conditions and fluctuations in agricultural market prices. These factors hinder the achievement of optimal and equitable results.

Village governance, involving the village government, the Village Consultative Body (BPD), and the community, is a key driver in policy implementation. Collaboration between all local actors and support from external parties, such as NGOs and higher-level government agencies, also strengthens the policy implementation process.

Thus, overall, public policy in Jambearum Village can be categorized as quite effective in achieving its objectives, although there is still a need for improvements in the aspects of planning, implementation, evaluation, and increasing the capacity of village officials so that the policy runs more optimally and sustainably.

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