



## The Capitalize of Village Funds for Organizing Community Change (Case Study: Sukmajaya Village and Sasakpanjang Village, Bogor Regency)

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### **Abstract**

The Village Fund became a national policy that began in 2015 to support the development in villages. The capitalization of village funds is expected to bring about changes in society to improve welfare. The research objective is to describe and analyze the capitalization of village funds for organizing the process of change in village communities. This study attained data through in-depth interviews, field observations, and documentation studies. The excerpt of research theme to fill existing research gaps currently. There were two research locations that were selected by considering the achievements in village measurement and located in one rural area (district), such as the villages of Sukmajaya and Sasakpanjang in Bogor Regency. Village funds are used to support development activities and community empowerment to make changes. The capitalization of village funds is determined by the power of government elites by utilizing regulatory instruments as a guide from the central government to achieve processes and activities accomplished with the community. Societal changes that occur based on ownership of authority are the basis for encouraging societal change. This resulted in the village government as the main actor and the community with limited decision-making in accessing village development activities. In the end, village elites organized their own actions to bring about change. By paying close attention to the detailed provisions of the regulations presented as the basis for determining activities, they do not depart from the needs of the local community. Nevertheless, this was merely to implement and facilitate the capitalization of village funds in the two villages. Organizing was accomplished relying on a village government system that was too bureaucratic thus the community's ability to process the required changes was limited.

**Keywords:** *Social Development; Community Change; Organization of Village Funds*

## Introduction

Societal change occurs through a gradual process that responds to various development challenges in all aspects of life. Social development has a process perspective based on dynamic concepts where the idea of growth and change with the explanation of the word 'development' explicitly connotes a form of positive change and development is a process of growth, change, evolution, or movement (Midgley, 1995, p. 26). Another meaning of development is a change process (i.e., a progression of change events that unfold during the duration of an entity's existence-from the initiation or onset of the entity to its end or termination (Van De Ven & Poole, 2005). Social development cannot work properly without economic development, whilst economic development is meaningless unless followed by an increase in the social welfare of the population as a community unit (Adi, 2013, p. 43). Change based on social development is a continuous process involving the community in improving the quality and welfare of the community.

Changes are carried out based on policies set by the government with guidelines in the form of process mechanisms, so that they run according to the goals set. Development as a mechanism for community change through the village fund policy gets fees for implementing development from the central government (Ketut et al., 2020). Village development is an endeavour of community development as a development subject that is directed at institutional development, participation, and community empowerment in increasing independence and welfare in a rural area (Adisasmita, 2006; Endah, 2018) and relates to effectiveness and efficiency to encourage balance long-term economic and social development (Nehe, 2020). Every development offers changes which impact on one region to another may be different, due to the reason the characteristics of one region to another are different (Sitompul, 2009). Village development strengthens institutionality through community participation in utilizing the capacity of the area they have.

Village development policies are stipulated in regulations to provide understanding in implementing changes in village communities. The expected impact of the enactment of law 4/2014 on villages is a change for the better in society, particularly at the village grassroots level ((Badu & Thomassawa, 2021). Village grassroots are (Nuraedah, 2018)village people who are interdependent to a group of people who exist and take advantage of organizing the numerous potentials that accessible in the village area and who are more tied to the local area, therefore it is more accurately referred to as the local society (community). The implementation of development in the village has made beneficial changes, because most people have experienced improvements/changes in their level of life and livelihood and those who say that there has been no change due to the reason they do not want to be apathetic towards development (Lumintang, 2015). The capitalization of village funds is allocated: a) Fields covering village development, priority is given to the implementation of programs and activities in the field of basic social services and the development of facilities and infrastructure to improve people's living standards; b) Community empowerment includes improving the rural economy and increasing capacity (Syuaib et al., 2020). Development in the village is placed on the concept of community development in order to manage various resources to produce change as a village development priority.

The process of community change utilizes the concept of village development which focuses on community activities funded by village funds. (Almasri & Deswimar, 2014)in general, village development includes two main aspects, such as village development in the physical aspect and development in the aspect of human empowerment; and village development in the aspect of physical development, construction of infrastructure and facilities in rural areas should place residents or village communities as development subject. In development, community empowerment affects all members of the community to be actively involved in every program implemented for mutual benefit and more community members are involved in the community development process (Ani et al., 2017). *Empowerment at its the best includes all three levels: individual involvement, organizational*

*development, and community change* (Checkoway, 1995). Community empowerment is an activity and program of village government activities that is institutionalized with the involvement of human resources capacity to achieve the goals of community change through increasing the dignity of village communities (Chotimah et al., 2019; Noor, 2011). Community change functions in societies (indigenous people initiatives or formal institutions; with diverse racial, ethnic, religious, or other groups; and in rural and urban communities in industrial and developing areas) which populations become more diverse as people join together and take action across community level (Checkoway, 2009). Moreover, Community change has several strategies, such as organizing an action group, or planning a local program, or developing a community-based service, or involving people in decisions that affect their lives (Checkoway, 2009). Community changes are initiated to develop patterns of working together from time to time that develop collective capacity within a formal and non-formal organizational framework "Getting Organized" (Checkoway, 1997). Changes in village communities are based on the process of organizing village funds carried out by the village government in the development process.

Village funds with the largest funding for the development of rural physical facilities and infrastructure. Village funds are used to bring about change through numerous collective development activities and involve numerous components, both the village government and the community in order to increase welfare (Suharyono, 2020; Susilowati et al., 2017; Viverita et al., 2022). One of the Indonesian government's policies in supporting village development was by issuing village funds as a source of village income (Suandi et al., 2022). Village funds are an instrument of inclusive growth by promoting economic growth, eradicating poverty, reducing inequality, increasing community welfare, and expanding employment opportunities (Chandoevrit & Ashakul, 2008; Ernawati et al., 2021; Purnawan, 2021; Simamora et al., 2022). The capitalization of village funds as a source of change, capitalization by village communities into capital or assets for support for community development (Adi, 2013) is included in financial capital. Financial support from the community can be used to support development processes that produce goods and services (economic activities) that function to organize opportunities or opportunities to earn money (Lawang, 2005). Nevertheless, the quality of the facilities and infrastructure built is still not decent due to the lack of technical capacity for processing, both in terms of planning and organizing, while for community economic empowerment it is still relatively small (Susilowati et al., 2017). village funds utilized for community change are managed by considering the regional development policy framework that is in line with village development.

Most of the previous studies described the use of village funds to facilitate various community empowerment activities. On several themes related to village fund organization that look at the village government's ability to organize the mechanism of capitalization for financing village programs that report to the regional head (Asni et al., 2013; Azlina et al., 2017; Badaruddin et al., 2017; Simangunsong & Wicaksono, 2017) transparently and fairly in improving community welfare by providing road infrastructure which is a priority for village development with a transfer mechanism in several stages (Afrianita, 2019; Atmojo et al., 2017; Diamantina, 2017). The capacity of the village head in organizing village funds (Karyanto, 2016), compliance with the reporting mechanism with a computerized system (Ismail et al., 2016; Mamelu et al., 2016; Savitri Andreas Volta Diyanto et al., 2019), utilization and monitoring of the capitalization of funds in the sector potential in the village (Zaman et al., 2021) and utilization to achieve outputs of sustainable development goals (Permatasari et al., 2021).

Other research on village funds explains policy outputs, in Indonesia funding development and community empowerment (Endah, 2018; Herman, 2019; Luthfi et al., 2017; Yikwa et al., 2020), a model of giving credit to communities in Thailand (Kaboski & Townsend, 2012) as well as empowering and promoting economic inclusion for women (Bualar, 2011). Procuring strengthening of the economy, particularly the formation of village-owned enterprises (Nugroho et al., 2022), and their use in disaster organizing (Watts et al., 2019), the capitalization of village funds is also for poverty assuagement (Purwanto & Imawan, 2020). Subsequently, the research focuses on the use of village funds as a resource

to fund development by explaining numerous concepts/strategies for community change which include community strengthening practices, organizing, leadership development (Checkoway, 2008), in Sukmajaya and Sasakpanjang villages.

The capitalization of village funds is the basis for change through development funding and empowerment organized by the village government together with the community. For this reason, organizing the capitalization of capital village funds circulates numerous resources in the village. Organizing the capitalization of village funds is a dynamic in shaping changes in the existing community with a community development approach (Checkoway, 1995; Evans et al., 2011). This research was conducted to analyze the capitalization of village funds for initiating changes in village communities. The analysis is achieved simultaneously on collective capacity through institutional development in society that is in accordance with the conditions in achieving changes.

### ***Research Method***

Research on societal change uses a qualitative research approach (Rubin & Babbie, 2011, pp. 417–418) by explaining numerous changes in the community in a social context at a certain time that become social phenomena (McLoughlin & Young, 2005). Changes in society to a method in social research supported by village funding sources. The research was conducted in two villages (Sasakpanjang village and Sukmajaya village) which were selected by considering the achievements on village measurements and located in a rural area (sub-district), they are Sukmajaya and Sasakpanjang villages in Bogor Regency. Organizing village funds using the case study method is used not to compare the achievements of changes with one another but to explain the process of community change that has taken place in the village.

Concede with (Bryman, 2012, pp. 367–368; Creswell, 2015; Holloway & Wheeler, 2010) qualitative research uses more explanations in the form of interpretative words where in qualitative research an interpretation is made of what is seen, heard, and understood (Holloway & Wheeler, 2010, p. 30). Case study research using several groups of cases that are suitable for exploring a similar phenomenon in different situations (Eisenhardt & Graebner, 2007; Yona, 2006). The research describes cases in two villages by investigating numerous social phenomena, situations and relationships that occur in the use of village funds and social development as a basic framework for social change by explaining groups, communities and people through field visits that deal directly with actors through data collection techniques from in-depth interviews, observation, and documentation (Creswell, 2014; Neuman, 2007; Rubin & Babbie, 2011; Yin, 2014, 2016). By working on the qualitative data analysis process (Neuman, 2017, p. 468) open coding, selective coding, axial coding, elaboration, and interpretation. By exploring collective capacity information with the community and institutional development in the community in achieving changes.

### ***Results***

#### **The Trajectories for Capitalization of Village Funds**

Development expenditure through village funds is close to the concept of (government driven development) development driven by the village government. Village funds as a policy intervention seek to use government actors as the main actors to implement community development that creates change. Village funds are in the form of application policy financial capital which is included with numerous criteria for use through directions in technical guidelines issued by the village ministry and government organization stipulated in several regulations of the Minister of Home Affairs. The village government is the main actor in the use of village funds. For this reason, additional knowledge and guidance is needed in

determining and designing various programs and development activities in the village, hence integration of activities is fundamental as stated by the informant as follows.

“It must also be integrated with regional planning as well, like this, what was like yesterday, the problem is the KAUR (Head of Affairs) because here are also some of the interventions. Also, by the district, which by the village there clashed, sir. If for the village, the price is final, it must belong to the village, right, what does not belong to the village means it cannot be like that, sir. Then the area-based area and others are like there, there are points later there in the Regent Regulation (DDN, Bogor Regency, October 2019)

Regency development and village development must complement each other and be integrated, thus it is clear that the capitalization of village funds is only for village areas. The Bogor regency government contrives in accordance with the authority they have. The development policy for the Bogor Regency area refers to the regulated development strategy/program, one of which is the mission "Bogor initiative to build" there are also strategic activities which include concreting village roads and improving village quality through village renovation (RPJMD Bogor Regency V-14). Village development in Bogor Regency is also guided by the Bogor Regency government through a district head's regulation regarding priority use of Village Funds based on the Village Typology of Bogor Regency. In the two villages, Sukmajaya village and Sasakpanjang village also received village funds which purpose was to capitalize them for community development and empowerment as well as increase the capacity of both functional areas that had been formed based on the policies set out in the regulations. Numerous development activities implemented by the Bogor Regency Government are also trying to develop the area of a village in order to meet the targets of the development initiative, as stated by the following informant.

“If it is on an environmental scale, it means that it goes into the village axes, so pack the village axis road inward, so the village has a scale, sir. If we look at PUPR, for example, there is; yes, which one is the village road, which one is the district road, must be separated, don't let the district road be built with the village, if it's a district (road) it cannot be a village road, because he knows this isn't a district area, that's the case in front of this (road) district, so if the road is damaged it's not a village policy, the village can't do it, even if it's destroyed it won't be able to build district policies, not villages, like that sir” (SL, (PLD) October 2019)

The implementation of the village pays attention to the limits of authority in implementing development within the territory of the regional government which is derived in village development. Based on the authority, the development of road infrastructure conducted by the Bogor Regency Government has also become a guide for villages to adjust road development activities. Coordination needs to be performed by the ranks of the village government to the local government to find out the position of regional establishment and development activities that will be implemented by the Bogor Regency government within the government area of Sukmajaya village and Sasakpanjang village. The development is accomplished according to the needs of the community and supports the functions of the area that has been formed.

## **Village Development Actors**

Organizing involves numerous development actors in the village. There are two types of actors involved in village administration which include external and internal village government actors by seeking to increase the self-sufficiency of village communities and the various institutions that exist in each village. The development of a partnership network of actors in village development forms a collaboration mechanism with ownership of local knowledge. The actors involved are channelling aspirations, implementing activities, and providing coaching. Local actors encourage the needs that come from the community according to the needs. While external actors encourage the implementation of activities to be more controlled and in accordance with the plans made. The interaction of actors in village



management creates a structured mechanism according to their role. The involvement of the community which is included in the structure of village social institutions as a village government partner in accordance with the principle of village administration, which is recognition. The actors involved came from community institutions formed in the village, as well as the Bogor district government. Furthermore, actor interactions are described in the table below.

Table 1. Actor Interaction in Collaborative Development of Sukamulya Village and Sasak Panjang Village

Collaboration	Actors	Interactions	Interaction Types
Government Internals Village	Government Village	Implementation process activity development	Discussion of the village Activity development service village
	BPD	Supervision activity development of the village	Discussion of the village Discussion of planning development village Network aspirations
External Government Village	LPM	Overseer deliverer public aspiration	Activity of discussion the village
	Youth organization	Implementation youth activities	Activity discussion of the village
	Companion Village	Assistance and training village	Discussion of the village Inspection field Administration
	Subdistrict	Control activity development village	Monitoring Evaluation Verification

Source: Research result. 2022

Actor interaction is in the form of collaboration in the process of stages of development activities with village fund financing which results in community change. The interaction of village development actors is also very much determined by the role of each actor and the capacity possessed through the development process. The capabilities of internal actors and external actors are very different in terms of composition and authority in using village funds. Actor interactions have an impact on the selection of various development policies that are influenced by the power ownership of each actor.

### Village Development Implementation Arrangement

Organizing also occurs in the design process of village development, which first does the planning. The planning process is the most important and the most vital thing for the implementation of village governance, which is also changing. Currently, the village government system is required to have a village mid-term plan (RPJMDes) which contains numerous policies and various strategic programs which will later be derived in the form of activities with a period of one term of office for the village head. Expenditures village funds in seeking change require the involvement of all actors and elements in society. "If the village fund program has to be on target, yes, you have to work together in these activities. Thank God, we ordinary people also participate in it" (ECP, February 2020). The capacity for development in the two villages differs in terms of the size of the area and the number of people. Community involvement through village community empowerment institutions in development in Sasakpanjang has not been widely involved in development activities, the village government tends to do it alone (SRD, February 2021). The integration of village development pays attention to the Bogor Regency government's development plans so that the development carried out has the same direction and goals to produce changes in society. The informant imparted "yes, it must also be integrated with regional

planning as well like this was yesterday's problem with the KAUR (head of affairs) because there are also several Head of Heads who intervened by the Regency, there were also those who were in conflict with the village, sir" (DDN, October 2019). The integrated arrangement is used to avoid mistakes in the placement of development sites hence the village government executed development according to its portion.

Furthermore, changes in the village are also influenced by the village head's ability to communicate in order to utilize resources. The leadership models of the two village heads adapted to the conditions of communication and interaction between village heads and their staff and other village development stakeholders. The leadership model becomes a scaffold for achieving the vision and mission of the village as well as knowing various hurdles and risks in implementing village development policies/activities in the future. As stated by the informant as follows.

“Right now, when she was inaugurated, I see, especially the improvements that should be made, sir, improvements related to village empowerment. I also assessed that before concerning resources, yes sir, it does not mean that the manpower of the resources is not working, but regarding the resources, innovations, and breakthroughs. This means that village resources, yes, village officials and the village head, focus on improving the village system, sir, because it's important to me, sir” (DG, February 2020)

The communication that is formed directs the main targets in the implementation of village administration, particularly the improvement of the village management system. Issues related to systems, and numerous innovation processes that are applied in managing the process of development and empowerment of village communities. The pattern of implementing activities in the design of village development is carried out with the ownership of the capacity of the village government apparatus and the village community. Implementation of activities that involve mechanisms with community development. Village development activities also involve various decisions regarding development policies. Moreover, creating and building a common understanding of the various targets and changes to be targeted. Subsequently, the capitalization of village funds in organizing community change is explained as in the table below.

Table 2. Organizing village funds in realizing community change

No.	Organizing Dimensions	Command	Criteria
1.	Policy Government Regency in Administration Village	Priority direction development strategy policy government district in the village	<ul style="list-style-type: none"> <li>• Infrastructure road concrete</li> <li>• Village festival</li> <li>• Village models tour</li> </ul>
		Allocation expenditure regency in maintenance village	<ul style="list-style-type: none"> <li>• PMD program</li> <li>• Tourism Program</li> <li>• PUPR program</li> </ul>
		Adjustment development of the Bogor Regency area with village	<ul style="list-style-type: none"> <li>• RPJMD</li> <li>• RKPD</li> <li>• RTRW</li> </ul>
2.	Training (Capitalization of Village Funds by the Government Bogor Regency)	Training apparatus government village	School of village
		Development of Community Non-Governmental Institutions	Public empowerment training
		Measurement of Development and Empowerment in the Village	Adjustment integration regional development

No.	Organizing Dimensions	Command	Criteria
3.	Strengthening interaction Between Village Actors in Capitalization Village Fund	Village Internal Government: Village Government	<ul style="list-style-type: none"> <li>• Preparation program/policy</li> <li>• Implementation activity</li> </ul>
		Consultative Group of Village	<ul style="list-style-type: none"> <li>• Program/policy resolve</li> <li>• Supervision activity</li> </ul>
		Village External Government: Empowerment Institute (LPM)	Facilitation implementation activity development
		Village cohort	Advocacy development
		Youth organization Along with the district	Activity of creative village
4.	Endeavour Development Village by Village Government	Government system	<ul style="list-style-type: none"> <li>• Planning arrangements</li> <li>• Management activity</li> <li>• Capacity apparatus</li> </ul>
		Leadership head village model	<ul style="list-style-type: none"> <li>• Implementation duties and powers</li> <li>• Leadership model</li> </ul>

Source: Research result, 2022

The Bogor District Government has various regulations/policies in directing the use of villages to carry out societal changes. The use of village funds in the two villages that refer to these regulations is supported by the suggested priority to be financed with village funds. Priority for village funds to be included in the village government system focuses on developing and empowering village communities. Village development activities with Bogor Regency government regulations are divided into levels according to the village development index (IDM). The development carried out by the village certainly involves various development actors formed in the village. The interaction of development actors in the village utilizes the concept of participation and network strengthening in using their authority and duties. In addition, the strengthening of village development presented is also supported by capacity building for the village government which targets improvements to the administrative mechanisms of governance and the capacity of the apparatus as well as the village head.

## Discussion

### Village Fund Organizing Policy for Community Change

Organizing community change is performed by utilizing village funds (Checkoway, 2009). Village funds play a key role in the process and distribution of development, which is the need to develop priority stages which will become guidelines for villages to determine the most important and beneficial activity priorities to be supported using village funds (Meutia & Liliana, 2017, p. 350). In addition, in financing village community changes, the village development design that is prepared also considers the harmony of development that is taking place. Changes in village communities are based on the organizing carried out by the village government with reference to existing regulations or policies. Changes in the village community with those presented in the development plan in the village are policies and activities that are aligned with the needs of the community which originate from various suggestions from below. Changes in society through village funds can also be supported by regulations provided by the local government by intervening in village development plans that pay attention to development and empowerment processes that are appropriate to village communities. The village government in designing plans adopts the concept of two planning model approaches, aiming at acquiring local government targets



(top-down) as well as numerous community proposals (bottom-up). This is in line with the nature of empowerment which uses a bottom-up approach rather than a top-down approach (Malik & Dwiningrum, 2014, p. 130).

The development design that has been structured and funded by village funds is a form of understanding by the village government that originates from local needs and is adapted to regulatory provisions from the regency government. So far, the two village governments have also paid attention to the regulations governing the use of village funds set by the Bogor regency government, which also have the same development agenda nationally. The village development plan stipulated in the regency government regulations for village administration requires adjustments to the needs at the local level in each village area within the Bogor Regency area by considering the conditions and capabilities of the areas formed or in the form of village development clusters. Village development designs financed by village funds are integrated with development policies at the Bogor district level which pay attention to the formation of village area development. Village development designs financed with village funds ultimately result in the development of various infrastructures to strengthen and support the development of available area functions within village areas. Alignment of infrastructure development requires integration policies to produce integrated area development and can increase the capacity of village areas from both social and economic aspects.

The Bogor regency government builds in village areas which are part of its duties and authorities, so that there are slices of development that result in strengthening the functions of areas in the village. Slices of development can be integrated into village development designs whose financing is supported by village funds in carrying out community changes. Communication and coordination based on design guidelines for inter-regional development within regional territories are needed for the harmony of development between district governments and village governments, so that they can be set forth in regulations to produce changes in society that are integrated and aligned in creating a village of change.

An integrated policy for the development of village areas is organized to strengthen village areas, so that village funds as village development costs can synergize with development at the regional level. The capitalization of village funds by the village government is a new approach to meeting the demands of community needs at the local level. The conceptual approach through developing villages with developing villages can be seen in all aspects of implementation used by villages, the involvement of local governments and most importantly the approach to development based on needs at the local level. The regional government and the village are expected to be able to work immediately and complete their work including priority activities to reduce poverty (Zulkarnaini & Mashur, 2019, p. 304). Harmonized development between governments also pays attention to various regional potentials and community characteristics. Later regulations will be used to determine various targets for activities implemented by the Bogor district government in accelerating village development achievements later.

### **Stakeholder Actor Interaction**

The implementation of village development is an organized process of change involving numerous actors and utilizing various resources owned by the village. Organizing the ownership of authority results in these conditions demanding the village government as the main actor in the success of village development. For this reason, it requires strengthening the interaction network in executing village development activities. Therefore, all forms of change in the village ranging from human resources, adequate information systems, as well as synergy between village institutions need to be addressed (Wahyudi et al., 2022, p. 3). These actors are in the village government and external to the village government. Internal village government actors include the village head and his staff, the village regional apparatus (hamlet heads, RW and RT) along with village non-governmental organizations. This is a form of communication between institutions or individual stakeholders in the village. The interaction of

network communication is based on the role of the actors. Actors' interactions in the village were identified in three groups consisting of 1) the village development activity management group; 2) the village activity control group; and 3) the village activity implementing group. The criterions presented in the interactions of these actors are in the form of advocacy, facilitators and supervision of patterns that occur between actors.

The interaction of stakeholders strengthens the understanding of the use of village funds to make changes in society through the intense involvement of internal village government actors and external village government. Internal actors are the positions of activity implementers in the village who are actively involved through various stages of activity implementation. Then external actors are stakeholders who are selected to be directly involved in the development process which strengthens the role of the community in development.

Interaction between actors occurs in various processes and stages of village development through the amount of participation. The power of interaction is found in the various involvement of village development actors in every agenda and stage of development. It is appropriate that the interactions between actors in village development have the same position in determining various policies to create changes in village communities. The interaction of internal actors tends to dominate external actors who have a position as development partners in the village in encouraging societal change through village funds. The interaction of village development actors in the process of community change occupies a balanced aspect both in terms of strength, power in choosing and determining the direction of village development policies.

Networked solidity between external actors is the result of various actions from each implemented village development activity. Implementation of development in the village which is a process of change by forming community strengths. However, there is a limit to the number of community groups involved in the development process which weakens the solidity between external actors. This happens because the ownership of understanding and knowledge differs between these actors according to development needs. The interaction between development actors in the village requires the strength of the community in determining their various needs to carry out various processes of change whose costs are obtained from village funds. interaction between actors in development in the village involves the use of sufficient knowledge to find various solutions to problems in carrying out changes in village communities.

Interaction between external and internal actors in collaboration occurs in the process of implementing village development activities to bring about societal change. Collaborative interaction between actors is a link to meet the changing needs of village communities. Interwoven interactions between actors occur in every development process that drives village development policies which are a necessity for realizing change. Internal actors sometimes deliberately override the involvement of external actors in determining development policies in the village, so that the interaction between development actors in the village becomes one-sided and only fulfils the wishes of internal actors.

The village government as the main actor who has full power over the implementation of village development seems to dominate various decision-making in determining various development programs/activities in the village. Balance in the interaction between development actors in the village is a top priority even though the village government has greater authority and power. The village government is in the process of implementing village development, which carries it out by understanding the various contents of the regulations governing village governance. Meanwhile, external actors are included in every determination and decision making of village development policies. The main actors who currently have advantages in power and strength utilize the village government administration system and the village head's leadership to mobilize various resources in realizing community change

using village funds. interaction between development actors in the village seeks the involvement of both internal and external actors to bring about change through the determination of various policies in overcoming various development problems (Daraba, 2017). The form of actor interaction in development in the village utilizes community knowledge and is guided by the regulations mandated by the village government. The interaction of village development actors in carrying out the development process is carried out jointly in accordance with their authority and role. In addition, the interaction of village development actors is an effort to strengthen decisions in choosing programs/activities with the community in order to bring about change.

### **Village Government Capacity in order to Organize Community Changes.**

The capacity of the village government in organizing community change is based on ownership of the organizational climate of the village government and the community. Learning organizations are a concept to be close to strengthening the capacity of the village government in carrying out various development processes in order to bring about societal change. In addition, the pattern of organizing village development designs emphasizes different specifications for village development design themes in presenting various policies and activities as a process of societal change. Organizing changes in village communities emphasizes strengthening the thematic design of village development by strengthening the capacity of the village apparatus through strengthening learning organizations which form the basis for forming the organizational climate of the village government. In addition, societal change is also supported by the latest conception of village governance which focuses on the integration of governance patterns and deeper community involvement in every development activity in the village.

Starting from the capacity of the village government apparatus who changed post-election to the village, of course, it is necessary to understand the various processes of carrying out activities carefully, so that problems do not occur in the future. "A learning organization is an organization that has developed the continuous capacity to adapt and change" (Robbins et al., 2010). The capacity of the apparatus develops basic government capacity and ownership of knowledge in understanding the process of implementation and administration of village development. The knowledge possessed by village government officials underlies adaptive behavior that continues to learn about various instructions for use and the new village government system. The goal of a learning organization is to help the organization commit to a cycle of continuous learning and improvement (Asrunputri, 2021, p. 119). Village apparatus turnover that often occurs at the beginning of a running village government often eliminates the skills and knowledge that have been formed. (Atmadja et al., 2018, p. 9) Village apparatus abilities and village facilitator competencies have a very vital relationship in the success of village budget management because it is in direct contact with the village administration in terms of planning, management or implementation and financial accountability. In addition, the capacity of the village government to form knowledge is also supported by village assistants in managing village funds who know the technical and substance of financial administration management and management processes for achieving programs/activities and in designing village development.

The pattern for drafting village development designs follows the stages regulated in village development planning regulations. Village development design facilitates the wishes and needs of the village government guided by regulations. The pattern of drafting development designs requires adjustments to the agenda/context of community needs which are encouraged to group into specific themes that directly answer community problems. The development design pattern emphasizes the needs of people who have urban characteristics by utilizing the potential of the area.

The village administration system has more power towards organized governance in detail as a general guideline. The current village government system gives power and a big role to the village head and his staff to regulate the administration of village governance. The system that is formed should

strengthen the composition of the community in village development by strengthening the concept of recognition by strengthening the "local governing community" which is more binding on the community to play an active role. The development process by increasing community participation is accompanied by strengthening community development used to strengthen the process of change in village communities. Organizing in village community change

Leadership is also influenced by communication with village government officials in designing village development. The village head's leadership also has an impact on decision making based on background knowledge and experience. For the successful implementation of development in the village, it is highly dependent on consolidating efforts with the community, so that in the implementation of development it is necessary to have a policy that is able to mobilize all the strengths and potential resources available in the village (Lagantondo, 2018). The village head exerts influence in various development processes by determining attitudes and actions towards the policy implementation process from the moment it is enacted to completion.

The organizing of community change is controlled by the village government with great influence from the leadership of the village head. In addition, the role of the village head in decision making determines the direction and development policies in accordance with the vision and mission which is no less important. The policies chosen by the village head also require support from the community and development stakeholders. Community change organizers are supported by a procedure for drafting development designs that outline various activities for infrastructure development and community empowerment by getting closer to the community development process.

## **Conclusion**

The research findings present a conclusion that community changes that occur based on ownership of authority are the basis for encouraging community change both owned by the village government as an implementing actor and the local government. Government authority brings harmony in implementation, particularly in development planning between Bogor Regency governments in developing areas in the two villages. Moreover, the capitalization of village funds encourages formal community groups in the villages involved to determine various decisions regarding the selection of village development activities. The various activities taken as part of a series were previously selected informally by the village government actors themselves thus, they became the right decisions to be implemented in seeking various societal changes.

The capitalization of village funds in organizing community change encourages the main actors (village government) to utilize their power and legality to determine the direction of policies and activities to be implemented. Organizing relies on a village government system that is too bureaucratic, thus weakening the community's power to make changes. Changes in society by utilizing village funds initiate action groups driven by structural mechanisms based on regulations alone. By paying close attention to the details of the regulatory requirements presented, it becomes the basis for determining activities that do not depart from the needs of the local community.

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