

CHAPTER 1

A. Background

The realization of the Indonesia's national goal, is to create a just and prosperous society that is evenly distributed both materially and spiritually based on Pancasila and the 1945 Constitution. The essence of the implementation of the National Development is carried out in a directed, integrated, and sustainable manner throughout the country, including all aspects of human life. With that, in its implementation, requires an organization that can serve people's lives.

The Regulation of the Regent of Brebes Number 77 of 2019 states that for the implementation of good governance, it is necessary to provide guidance and supervision in the administration of both central, regional, sub-district, and government administration, which is the focus of guidance and supervision in the administration of government by regional apparatus.

Based on this, the District Government is a regional apparatus and one of the regional government organizations that have a strategic position that is directly facing the community with various backgrounds, needs, and demands. With the change in position, the head of the sub-district as a regency/city Regional Apparatus is in charge of great hope for the community who longs for improvement. For this reason, the sub-district head, in this case, is expected to have a function to improve the performance of the Village apparatus and empower the community in his/her area following the direction of development policies from the local district.

Santoso (2008: 52) stated that coaching is an effort to maintain, train, and improve to be even better. From this point, coaching can be done in various forms, namely: a) Counseling, b) Briefing, and c) Guidance. Furthermore, Situmorang (2008: 176) also argued that coaching is carried out to increase the ability and enthusiasm of

work, discipline in carrying out responsible tasks, and having values that are contrary to the purpose and interests of the task.

As a Head of Sub-District in the implementation of Village and Urban Village Administration by Article 21 of Government Regulation Number 17 of 2018 concerning District, then Article 15 paragraph (1) letter f, in carrying out its duties include: (a) Conducting guidance and orderly supervision of Village Government administration and sub-district, (b) Providing guidance, supervision, facilitation, and consultation on the implementation of Village and sub-district administration, (c) providing guidance and supervision of the Village Head and *Lurah*, (d) Conducting guidance and supervision of Village Apparatus and sub-district, (e) Evaluating the implementation of Village and sub-district administration at the district level; and (f) To report the implementation of guidance and supervision of the administration of Village and sub-district administrations at the district level to the regent.

As a sub-district head, he/she has the duties and functions that have been delegated as an extension of the regent's hand. Also, the sub-district head is responsible for his/her tasks. The sub-district head task depends on the delegation of authority from the regent by the applicable laws. Without a district policy in the delegation of authority from the Regent to the Head of District, the Head of District will not carry out his duties.

In every organization, an employee's existence is needed to bring the organization to its predetermined goals because employees as organizational resources are the main actors driving the governance of an organization. As the main resource used as an actor in the organization, the existence of employees must be filled by elected people. In other words, those who can sit down and carry out the task

are people who have more capabilities than others, and who have an important role either individually or in groups.

In its development, each organization will always improve its organizational capabilities, increasing its human resources and trying to provide welfare for its employees. Hence, the ability of human resources is one of the determinants of development success. In village development, the success of village development is largely determined by the human resource capacity of village government officials.

The village government is required to have the capacity. According to Morgan in Soeprapto (2010: 10), "capacity is the ability, skills, understanding, attitudes, values, relationships, behavior, motivation, resources, and the conditions that enable each individual, organizations, networks/sectors, and the broader system to carry out their functions and achieve the development goals that have been set over time". In the expert's opinion, it means that the village apparatus must have an understanding, namely understanding their main duties and functions well. Then, these skills are vital in carrying out their main duties and functions. The village government must push efforts to increase its village apparatus's capacity, considering that the quality of human resources in various villages is generally still low. These efforts can be made by using training to improve human resource development, namely village officials. According to Patrick (2000), training is defined as the systematic development of knowledge, skills, and expertise needed to perform a particular task or job effectively.

The implementation of training for village government officials received appreciation from the Paguyangan District Government. This training is an effort to increase village officials' capacity to be more professional, transparent, and accountable in realizing village development. The village government is the spearhead of application in creating excellent service for the community. To

anticipate and accommodate all the village community's aspirations, all village officials must be able to improve competence, knowledge, and broad insights. One of the benchmarks for the village autonomy implementation's success can be seen from the village government's ability to provide services.

The village is a legal community unit with territorial boundaries and is authorized to regulate and manage government affairs and community interests. In carrying out its authority, it is necessary to be supported by competent human resources who can see and adapt to the times. To provide opportunities for village government officials to gain knowledge, especially regarding village administration, training was conducted for village government officials.

In realizing an effective and efficient village development, cautious planning is needed. By taking into account all the potential that is owned, a professional work team, and a proper human resource development pattern are needed, especially professional village officials. In terms of education, knowledge, and skills are following the task at hand. Capacity building through this training is an important activity to make a significant contribution to implementing the Village Law, to create a village that is developed, independent, and prosperous.

With guidance and supervision from the sub-district and training, it is hoped that the village government can increase its capacity and support the implementation of village governance. These capacity and support include the ability to carry out the main tasks and functions of the village government apparatus, such as village government management, preparation of village development plans, financial management, and village assets.

Based on the background above, the author is interested in taking this title because after the writer conducted pre-research in Wanatirta Village, the writer

observed how the condition was there. The lack of village officials' knowledge another reason the author chose the Brebes district as research is because Brebes has a District Head Regulation. Not many districts have rules about increasing the capacity of village officials, one of which is Brebes. Therefore, the author takes the village of Wanatirta as the object of her research because the writer found this village has huge budget. Wanatirta Village is a "red" village, which means that the village is poor. The population in Wanatirta village has a large number, and the village has a large budget. There is still assistance in developing village officials from the government, namely government consultants, which are still assisting in the development of village officials. With that, the author aims to accompany the process and find out how results are achieved.

B. Research Question

1. Based on the background that has been mentioned above, the formulation of the problem in this study is: How do sub-districts and village heads carry out the implementation of capacity building for village officials?

C. Research Purpose

1. To find out how the sub-district and village head carry out the implementation of capacity building for village officials

D. Benefit of Research

1. Academic Benefits

The results of this study are expected to add to the knowledge and insight of the author, especially those relating to theories about the development of human resources in village fund management. This research could also be used as reference material for those who wish to conduct further research in the same field.

2. Practical Benefits

- a. Government: this research is expected to become material for government evaluation/input and policies regarding the development of human resources in Wanatirta village in managing village funds.
- b. Village Officials: this research is expected to be a reference for the local Village Government and consideration for various parties interested in developing village officials' capacity.
- c. Community: this research is expected to help find out more about increasing village officials' capacity.
- d. Authors: the direct benefit for writers is to add and broaden knowledge horizons in writing scientific papers (undergraduate thesis) related to the problem under study and is the final task for author in the preparation of studies.

E. Literature Review

Generally, several studies have been carried out related to the Implementation of Village Head Policies in Management of Village Revenue and Expenditure Budgets, and Implementation of Village Government Administration. For this reason, it can be concluded that the Village Government in the Implementation of Village Government has not been implemented properly, so the implementation of village government is less effective. The low effectiveness of regional supervisors could be seen in overseeing financial management in the village.

Furthermore, research on Village Devices Capacity In Implementing Village Government In Kudus District, it can be concluded that the lack of capacity building for village officials and the guidance system carried out by the Kudus Regency Government has not been able to assist the village government in increasing the capacity of village officials. While the Quality of Human Resources in Improving the

Development of Tinggilbet Village, Beoga District, Puncak Regency, Papua Province, it can be concluded that the implementation of the quality of human resource management in improving development, namely the implementation of employee recruitment, employee placement, and employee development is still minimal in the high-cost village environment not entirely objective and follow the needs and expertise of the employees themselves.

Likewise, research on Efforts to Increase Village Applicant Capacity in Village Fund Management concluded that the existence of inequality in development is due to many uneven development factors and their impact on Indonesia's high poverty rate. There is a government strategy in overcoming this development gap by implementing national development towards village development to respond to these problems. In the title Analysis of the Capacity Level of Village Government Apparatus in Bogor Regency, it is concluded that village officials (in the realm of knowledge, attitudes, and skills) is sufficient. However, it has not been optimal in supporting the implementation of village governance.

Therefore, the Research on Guidance and Supervision of Heads of Sub-Districts in Village Administration in Tanjungsari District, Sumedang Regency, concluded that in the implementation of village governance, guidance and supervision have been carried out by the *camat* providing guidelines, direction, providing guidance, providing training, providing supervision, but there are still obstacles. Then the obstacles experienced were the lack of human resources for village officials and a lack of budget in the implementation of coaching. Still, the *Camat* also received support in improving the work discipline of village officials. Another research, namely Empowerment Implementation of Village Governments in Improving the Implementation Capacity of Kurnia Bakti's Village Government, Ciawi District,

Tasikmalaya District, concluded that the implementation of empowerment has been carried out at village government officials; however, it has not been optimal yet. This problem appeared because there are various obstacles faced in the implementation of empowerment, so that various efforts are made to increase the village government's capacity.

A study on the Role of Village Government in Implementing Development and Supervision of Village Administration in *Kecamatan* Bolangitang Barat, Bolaang Mongondow Utara District, is concluded that the Bolangitang Barat District Government has carried out its duties properly and has provided guidance to the village government apparatus properly. Nonetheless, the obstacles faced by the village government apparatus is the lack of village apparatus human resources and skills that are incompatible with the expertise in their field of work as well as the delay of the village government in submitting accountability reports to the district. Research with the title Role of *Camat* in Development and Supervision of Village Government (A Study in Tenga District, South Minahasa Regency) concluded that village government officials have a very dominant function in government administration are dynamic and stabilizer and become role models for the community. Therefore, in achieving an orderly and effective governance system, it is highly dependent on these government officials, so the role of the *Camat* as the highest regional apparatus in the sub-district is very much needed in this case, like providing guidance.

From some of the research above, it used to become references for the author to contribute in conducting this research and assist the author in knowing the background of the problem, selecting research procedures, and making it easier for the author to find a theoretical basis, as well as knowing the strengths and weaknesses of this study so that new findings.

No	Author	Tittle	Findings / Result of Research
1	(Asrori, 2014)	Capacity Forces Village Village in The Implementation of Government In The District Kudus	This study describes the capacity of village officials. The lack of capacity building for village officials and the guidance system carried out by the District Government of Kudus so that it cannot assist the village government in increasing the capacity of village officials. Local government commitment to increasing the capacity of village officials is still low. The important role of new coaching is limited to the regulation of village government policies without the support of adequate human resources and budget allocations. The Community that organizes training and technical assistance for village officials and village communities, have not the Community and Village Empowerment Center has been able to carry out its duties and functions optimally because of the area of the Community and Village Empowerment Centers is very large with limited resource support.
2	(RANDA, 2018)	Efforts to Increase The Capacity Of Village Apparatus In Village Fund Management	This study discusses development inequality because of the many uneven development factors and the impact on high poverty in Indonesia. Responding to the problem, there is a government strategy in overcoming this development imbalance by implementing national development towards village development. In its implementation, the village government is demanded to be good governance. The allocation of village funds is a form of fulfilling the village's right to carry out its autonomy to grow and develop. This explains that empowerment refers to an action that is carried out systematically and reflects an effort to transform an empowered community into an ability towards empowerment and empowerment.
3	(Supriatna, 2020)	Guidance and Supervision of the Head of Sub-District in the Implementation of Village Government in Tanjungsari District, Sumedang Regency	Based on the research results, the guidance and supervision in the implementation of village administration of the sub-district head guide providing guidelines, giving directions, providing guidance, providing training, and providing supervision, but there are still obstacles. Then the obstacles experienced were the lack of human resources for the Village apparatus and lack

No	Author	Tittle	Findings / Result of Research
			of budget in the implementation of coaching, but the sub-district head also received support in improving the work discipline of the Village apparatus, namely by the high enthusiasm of the Village apparatus in following the coaching activities carried out and also the support from Village apparatus to the Subdistrict always to carry out coaching activities to improve work discipline in the administration of Village Administration.
4	(Aminah & Sutanto, 2018)	Analysis of the Capacity Level of Village Government Officials in Bogor Regency	Based on the results of this analysis, it can be concluded that the capacity of village officials (in the realm of knowledge, attitudes, and skills) is classified as sufficient but not optimal in supporting the implementation of village governance.
5	(Ichwan, 2019)	Implementation of Village Administration	Implementation of Law No. 6 of 2014 concerning Village Government in Village Government Administration has not been fully implemented properly,y and the factors that affect the implementation of Law No. 6 of 2014 concerning Village Government in Village Government Administration has not been applied properly, so the implementation of village government is less effective.
6	(TENIUS KULLA, PATAR RUMAPEA, 2019)	Quality of Human Resources in Improving the Development of Tinggilbet Village, Beoga District, Puncak Regency, Papua Province	The results of this study indicate that the implementation of the quality of human resource management in enhancing development, namely the implementation of employee recruitment, employee placement, and employee development, is still minimal in the village environment of Tinggilbet not entirely carried out objectively and following the needs and expertise of the employees themselves. It is pointed out that the quality of the human resources for recruitment and placement of employees is an important factor for the successful improvement of rural community development. So, if the quality of human resource management, which includes recruitment and placement of employees of education and training, can be applied properly, it will encourage the improvement of the quality of human resources in improving the development of rural communities. This indicates that employee

No	Author	Title	Findings / Result of Research
			recruitment has never been held, while employees' placement has not been carried out objectively and by the needs and expertise of the employees themselves. In contrast, development planning, such as education and training, has not been intensively carried out.
7	(Sahi, 2018)	Village Head Policy Implementation in Village Budget Management	This study discusses the large budget allocation revenue managed by the Village Government in the form of APBD. Nevertheless, on the other hand, the management of finances and wealth owned by the village has not fully gone well because it has to do with alleviation or lifting people out of poverty. The low effectiveness of regional inspectorates in overseeing financial management in villages. Poor management of village community reports/complaints by the Regional Government and the scope of the evaluation of supervision conducted by the Camat is unclear.
8	(Sidik, 2017)	Implementation of Village Government Empowerment In Improving Village Government Implementation Capacity In Kurnia Bakti Village, Ciawi District, Tasikmalaya District	This research discusses the Implementation of Village Government Apparatus Empowerment in Increasing the Capacity of Village Administration in Kurnia Bakti Village, Ciawi District, Tasikmalaya Regency. It is known that the implementation of empowerment that has been carried out on village government officials can increase the capacity of village government administration even though it is not yet optimal. This is because there are various obstacles faced in the implementation of empowerment, so that various efforts are made to increase the capacity of the village administration.
9	(Humokor, 2016)	The Role of the District Government in the Implementation of Guidance and Supervision of Village Administration Implementation in Bolangitang Barat District, North Bolaang Mongondow Regency	This study's results discuss the Role of the District Government in the Implementation of Development and Supervision of Village Administration Implementation. The tutoring shows that the West Bolangitang Subdistrict government has carried out its duties properly and has provided training to village government officials well. The West Bolangitang Subdistrict Government has also supervised village government officials in the form of direct supervision and indirect supervision. The obstacles faced by

No	Author	Title	Findings / Result of Research
			the West Bolangitang sub-district government are the inadequate human resources of the village apparatus and the skills that are not in accordance with the expertise in their field of work and the village government's delay in submitting accountability reports to the district.
10	(Manengkey, Kaunang, & Rachman, 2017)	THE ROLE OF THE Head of District in DEVELOPING AND SUPERVISION OF VILLAGE GOVERNMENT (A Study in Tenga District, South Minahasa Regency)	This study's results discuss the implementation of the function of the sub-district head coaching village government officials in a sub-district needed to achieve orderly village government administration and an effective government system. The village government apparatus has a very dominant function in implementing government and is a dynamic and stabilizer and is a role model for the community. Therefore, achieving an orderly and effective governance system depends on these government officials. The sub-district head as the highest regional apparatus in the sub-district is needed in this case, namely providing guidance.

Previous research is a collection of research results attached to publication reasons and as reference material in the academic field. In the table above, the author attaches several previous studies related to the topics to be discussed in this thesis. Based on the table above, the authors contributed to conducting research related to the implementation of capacity building for village officials related to the Brebes Regent Regulation number 77 of 2019 concerning the village government's guidance and supervision.

F. Theoretical Framework

1. Implementation

In principle, implementation is a way for a policy to achieve its goals. (Mazmanian & Sabatier, 1983) explain the meaning of implementation “the implementation of basic policy decisions, usually in the form of laws, but can also

take the form of orders or important executive decisions or judicial decisions. Typically, the decision identifies the problem to be resolved, clearly states the goals or objectives to be achieved, and various ways to structure or regulate the implementation process”.

(Mazmanian & Sabatier, 1983) in Winarno states that implementation is what happens after a law is enacted that provides program authority, policy, benefits, or a type of tangible output. Implementation includes actions by actors, especially bureaucrats, that are meant to make the program run. Implementation is considered to be the main form and a very decisive stage in the policy process. (Surmayadi, n.d. 2005:79) suggests that there are three important elements in the implementation process, namely: (1) the existence of a program or policy being implemented (2) the target group, namely the community group that becomes the target and is determined to receive benefits from the program, change or improvement (3) Implementing element either organization or individual to be responsible for obtaining implementation and supervision of the implementation process.

Furthermore, everyone, both the organization and individual, needs the capacity to do a job. To avoid gaps for an individual, it is hoped that there will always be efforts to increase capacity. Organizational capacity can be defined as the potentials that enable an institution to be more effective in implementing activity programs to achieve their goals. Moreover, training, development, coaching, and supervision are efforts to reduce or eliminate gaps between employee capabilities and what the organization wants. This effort is carried out by increasing employees' workability and increasing knowledge, skills, and attaining attitudes. According to Morgan (Soeprapto, 2010), capacity can be measured through 3 indicators, namely:

- 1) Education. Education can be interpreted as an effort to direct students with the lack of knowledge. With education, someone will be more directed in determining and making decisions.
- 2) Increased knowledge and insight into the environment. Environmental knowledge and insight are essential to be applied to the community to enhance the development of human resources and bring the same concepts and views to the community about the environment and its role in society's life. The knowledge and insights given to the community must be seen from the environment. Therefore, the work type is to be more specific and emphasize more on the knowledge and insight relating to the available resources. The right way to increase environmental knowledge and insight in the community are using counseling and training in the community so that the community can know its role in the environment. Increasing knowledge and insight also needs to involve village and sub-district officials.
- 3) Community skills development. Increasing community skills to improve human resources from environmental management must be interference from the government to encourage the participation of the whole community actively. Skills are very important possessed by every community because the development of skills can help people to improve the quality of work.

The effort to improve employees' technical, theoretical, conceptual, and moral abilities is based on the needs of the job/position through education and training. Therefore, education enhances employees' theoretical, conceptual, and moral skills, while the training aims to improve the technical skills of implementing employee work. According to Saydam (2000), employee development is an activity that must be

carried out by organizations so that their knowledge, abilities, and skills are following the demands of their work.

2. The capacity of Village Officials

According to Morgan (Soeprapto, 2010), "Capacity is ability, skills, understanding, attitudes, values, relationships, behavior, motivation, resources, and conditions that enable each individual, organization, network/sector, and system broader to carry out their functions and achieve development goals that have been set from time to time".

Furthermore, Wardianto (Madiono, Muhammad, & Safitri, 2016) stated that organizational capacity could be interpreted as potentials that enable an institution to be more effective in implementing program activities. With that, these objectives, both within government and non-government organizations, can be achieved. According to Morgan (Soeprapto, 2010), the capacity can be measured through 3 indicators, namely:

- 1) Ability
- 2) Understanding
- 3) Skills

1. The ability of Village Officials

Jhonson (Wijaya, 1991:3) argues that rational behavior is used to achieve the required goals consistent with the expected conditions. Meanwhile, according to (Kartini, 1993:13), ability is all power, ability, strength, and technical and social skills that are considered to be more than ordinary members. According to (Syarif, 1991:8), he mentioned several types

of abilities, namely: intelligence, analyzing, wise in making decisions, leadership/community, and knowledge about work.

Referring to the definition and types of abilities mentioned above, in a village government organization, it is always necessary to have the ability, skills, and knowledge of work to implement the duties and functions of each Village apparatus. The ability that the author refers is the ability seen from the results or the ability to work. According to (Tjiptoherianto, 1993:36), a person's workability means that "Low workability results from low levels of education, skills, lack of guidance from superiors' government, and low degrees of experience possessed by village government officials.

Based on some of the perspective above, these explained that a person's ability, in this case, village officials can be seen from the level of education, training, guidance, and their experience.

2. Understanding of Village Officials

Expert has expressed some understanding of understanding and one of them is understanding, according to (Winkel, 2005) and (Mukhtar, 2003), understanding is one's ability to capture the meaning of the material being studied, which is stated by outlining the main content of a reading or changing data presented in one form to another. In Anas Islami (2016: 27), Benjamin S. Bloom said that understanding (Comprehension) is a person's ability to understand something known and remembered. In other words, understand is something that can see problem from various aspects. From this point, understanding can be concluded that if someone can provide an explanation or give a more detailed description of what he/she has learned by using his/her own language.

3. The Skills of The Village Apparatus

Rais and Saembodo (Islami, 2016) explain that skills or expertise are skills related to the tasks owned and used in dealing with technical or non-technical tasks. (Maddux, 2010:11) divides skills into three parts, namely:

- 1) Technical Skills: The ability to use knowledge, methods, and equipment to carry out specific tasks gained through experience and training.
- 2) Human Skills: Abilities and considerations in human resource management, including an understanding of motivation and leadership.
- 3) Conceptual Skills: The ability to understand the organization's overall complexity and the position of each unit in the overall picture of the organization.

From the above understanding, it can be concluded that skills are possessed by the apparatus to do a job and can be obtained through practice and experience.

3. Brebes Regent Regulation Number 77 of 2019

With the existence of the Brebes Regent Regulation Number 77 of 2019 concerning Development and Supervision of Village Government in Brebes Regency, it is stated that in the context of implementing guidance, the implementation of village governance supervision, and the implementation of capacity building for village officials as contained in the Master Plan for the Strategy for the Development of Village Apparatus (SPKAD) in an effective, efficient and integrated manner need to formulate policies regarding the guidance and supervision of village government. Based on the provisions of Article 115 of Law Number 6 of 2014 concerning Villages, the district government has the authority to carry out guidance and supervision of the implementation of village governance.

G. Conceptual Definition

1. Implementation

From the various definitions above, it can be concluded that implementation is a process of activity carried out by various policy implementing actors with supporting facilities based on established rules to obtain an outcome by the objectives of the policy.

2. The Capacity of Village Officials

Based on the description above, it can be concluded that the capacity is a process that can improve ability, skills, and understanding possessed by individuals, an organization or a system in carrying out its functions and duties effectively, efficiently, and sustainably by applicable rules for achieving common goals in development. Capacity can be measured by three indicators, namely understanding, skills, and abilities.

3. Brebes Regent Regulation Number 77 of 2019

The purpose of establishing this Regent Regulation is to guide the implementation of guidance and supervision by prioritizing the aspect of Integrated Village Apparatus Capacity Development. The purpose of the enactment of this Regent Regulation is to improve the quality of village governance to be more efficient, effective, accountable, transparent, and participatory; the fulfillment of Village Minimum Service Standards and the implementation of good Village Governance; and prevent irregularities in the implementation of village governance.

H. Operational Definition

This research's operational concept is about the Implementation of Capacity Building that is increasing the capacity of village officials or efforts to increase knowledge and skills as an endless process, especially self-development.

1. Improving Education and Training

Education and training are crucial in capacity building. Additionally, education is essential in the capacity building because one of the knowledge gained through education. Therefore, education is the main factor causing poverty and increasing unemployment in Indonesia due to the low education level in society. Education is divided into two types, namely formal education and non-formal education. Formal education is a systematic, structured, multilevel activity starting from the elementary to tertiary level and standards, including academic and general-oriented learning activities. Formal education is a structured and tiered education pathway consisting of primary education, secondary education, higher education, and informal education, such as family and environmental education. Education is the most important thing for every nation to increase competitiveness between communities and even between countries. Education is very important for every individual, with an education that can help develop the potential that exists in each individual and gain the ability to think well.

2. Increased Knowledge and Skills

Knowledge and skills in capacity building must be made to build qualified humans who have knowledge and skills and all the abilities that exist within them. Skills are possessed by an apparatus to do a job and can only be obtained through practice, training, and experience. Skills are also things that must be possessed by every apparatus because skills are the ability, agility, and competence of an apparatus in completing their work and the tasks assigned to them.

Table 1. 1 Operational Definition

No	Variable	Indicator	Sub Indicator
1	Implementation of Capacity Building	Increased education and training	<ul style="list-style-type: none">- Increased capacity building- Good thinking ability- Increase competitiveness
2		Increased knowledge and skills	<ul style="list-style-type: none">- Build the capacity of quality village officials- Developing potential- Improve skills- Technical skills

I. Research Methods

1. Type of Research

This type of research used in this study is a qualitative study deploying a descriptive approach. Data collection techniques are done using interviews, observation, and documentation. Data analysis in this study used the analysis method by Miles and Huberman (1992) in Sugiono (2009.), which includes data reduction, data presentation, and concluding.

2. Place of Research

In this study, this research's location was conducted in Wanatirta Village, Wanatirta District, Brebes, Central Java, Indonesia.

3. Research Subject

Determination of the interviewee's source of data is done purposively, which is chosen with specific considerations and goals. The determination of informants is not conducted randomly because it has been determined in advance. The informants and resource persons of this study were the administrators of the village of Wanatirta. In addition to village officials, other parties are used as informants, although they are not directly involved but have information and data related to the problem. The

technique for determining informants in this study is through a purposive approach, and as informants in this study are:

- a. Head of Wanatirta Village
- b. Secretary of Wanatirta Village
- c. Head of Paguyangan District
- d. Head of Village Support Section
- e. Community and Village Empowerment Section

The number of informants in this study is likely to increase based on the author's information and data requirements.

4. Data Collection Technique

Data collection is an integral part of data analysis activities. Data collection activities in this study are using observation, interviews, and documentation. Data collection techniques have used a correlation to the title and by the data needed, including:

1. Observation Method. By making direct observations of the object of research and then recording the symptoms found in the field.
2. In-depth Interview. Before the researcher to the object of interest, ideally, it should formulate a list that is the core problem and is wanted so that the informants easily understand the substance of the research object proposed by the researcher.
3. Documentation. This data collection technique is carried out to all data from document and information obtained in the field. It is intended to make it easier to see human resources development in Wanatirta in managing village funds by analyzing documented data. Besides, knowing more deeply, a problem is based on existing data.

Table 1. 2 Data Collection Technique

No	Data Collecting	Search Data
1	Observation	<ul style="list-style-type: none">- Human Research development process- How village officials manage village funds- The author participates in observing this village funds
2	Interview	<ol style="list-style-type: none">1. Village (Village Head and Village Secretary):<ul style="list-style-type: none">- Regulation- Efforts: activities and budget- Support from the sub-district2. Subdistrict (Head of Paguyangan Subdistrict, Village Facilitator, Village Community Empowerment Service Section (PMD))<ul style="list-style-type: none">- Regulation- Decree- Structure- Work plan- Activities carried out by the Subdistrict for the village of Wanatirta
3	Dokumentation	<ul style="list-style-type: none">- File- Photos- Reports/Archives

5. Data Analysis Technique

Data analysis is the process of searching and compiling in a manner systematic data from interviews, observations, and documentation by organizing data and choosing which are essential and which ones need to be studied and make conclusions so that they are easily understood (Sugiyono, 2007a). In this study, the data analysis technique is a qualitative analysis used by researchers as suggested by Miles and Huberman (1992) (Sugiyono, 2007b), namely data collection, data reduction, data presentation, and the final step is concluding. The steps are as follows:

a. Data reduction

Data reduction is a simplification carried out by selecting, focusing, and validating raw data into information meaningful, making it easier to conclude.

b. Presentation of data

Presentation of data is often used in qualitative data by using a narrative form. Data presentations are in the form of a set of information arranged systematically and easily understood.

c. Drawing conclusions

Drawing conclusion is the final stage in data analysis, which is conducted to see the results of data reduction. It is still referring to the formulation of the problem in terms of the objectives to be achieved. The data that has been compiled is compared with each other to be concluded answers to existing problems.