

Optimization of Local Resources in The Implementation of Food Security in Village
Optimalisasi Sumber Daya Lokal Dalam Pelaksanaan Program Ketahanan Pangan di Desa



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ABSTRACT

The purpose of this study was to determine how the implementation of the food security program in Simbang Village, Pamboang District, Majene Regency. The analysis used Soren Winter's theory by identifying several key variables that can influence the success of the implementation of a program, namely the policy formulation process, the organizational behavior of the implementing actors, the behavior of bureaucrats at the lower level (Street Level Bureaucrats) and the response of the target group. This study uses a qualitative-descriptive method, where data analysis involves collecting open data based on general questions and information analysis, as well as writing short notes during the study. The results of the study indicate that the implementation of the food security program in Simbang Village, which is sourced from village funds in 2024, has been carried out well. Of the four key variables that influence the success of the food security program implementation in Simbang Village, the third variable is related to the street-level bureaucracy which is dominant in determining the success of the implementation of the food security program. The conclusion of this study, the Simbang Village government provides freedom for food security program activities in Simbang Village in achieving the welfare of the local community.

Kata Kunci

Etika Kerja;
 Sumber Daya;
 Program Lokal;
 Ketahanan Pangan;

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana implementasi program ketahanan pangan di Desa Simbang, Kecamatan Pamboang, Kabupaten Majene. Analisis menggunakan teori Soren Winter dengan mengidentifikasi beberapa variabel kunci yang dapat mempengaruhi keberhasilan implementasi suatu program, yaitu proses perumusan kebijakan, perilaku organisasi dari aktor pelaksana, perilaku birokrat di tingkat bawah (Street Level Bureaucrats) dan respon kelompok sasaran. Penelitian ini menggunakan metode kualitatif-deskriptif, dimana analisis data dilakukan dengan mengumpulkan data terbuka berdasarkan pertanyaan-pertanyaan umum dan analisis informasi, serta menulis catatan-catatan singkat selama penelitian berlangsung. Hasil penelitian menunjukkan bahwa pelaksanaan program ketahanan pangan di Desa Simbang yang bersumber dari dana desa pada tahun 2024 telah terlaksana dengan baik. Dari empat variabel kunci yang mempengaruhi keberhasilan implementasi program ketahanan pangan di Desa Simbang, variabel ketiga terkait street-level bureaucracy yang dominan dalam menentukan keberhasilan implementasi program ketahanan pangan. Kesimpulan dari penelitian ini, pemerintah Desa Simbang memberikan keleluasaan bagi kegiatan program ketahanan pangan di Desa Simbang dalam mencapai kesejahteraan masyarakat setempat.

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Introduction

Creating a society that gets justice, feels prosperity and enjoys prosperity is the ideals and goals of the state that are the driving force in building Indonesia now and in the future. In supporting these efforts, the Indonesian government supports rural areas to progress and develop, one of which is by accommodating the interests of rural communities through policies that focus on villages. The fundamental purpose of the legal product is to try to change the development paradigm that originally built the village into a building village, where the village is no longer the object of development but with all its authority the village becomes the subject or actor in carrying out development in the village based on deliberation and upholding mutual cooperation. This approach is realized through policies that focus on village empowerment, such as the establishment of Village-Owned Enterprises (BUMDes) that allow villages to manage assets and resources independently for the welfare of the local community.

To strengthen the development paradigm in the village, the government issued Law Number 6 of 2014 concerning Villages. This law provides improving public services, alleviating poverty, advancing the village economy, overcoming inequality, and strengthening village communities as development subjects (Ghassani et al., 2022). In addition, this law emphasizes the importance of community participation in village development through deliberation and mutual cooperation, especially in the development of democracy, infrastructure, and the economy so that the ideals of village independence are achieved (Lindawaty, 2023) The implementation of this policy involves the formation of BUMDes which encourages the creation of village-level economic management and creative businesses that cover various sectors (agriculture, fisheries, tourism, and others). This is important in encouraging the existence of local village wisdom in synergy with the economic, social and ecological resilience of the village through the process of managing resources in the village to improve the welfare of the village community (Zaman et al., 2023) BUMDes aims to improve the economy and welfare of the village community by utilizing local potential based on *the One Person One Product, One Village One Product paradigm, One Village One Corporation* By making the village the subject of development, it is hoped that there will be an improvement in the welfare of the village community, a reduction in the gap in village and city development, and the creation of community participation in village development towards the achievement of the ideals of justice and prosperity of the Indonesian nation, especially the rural community. (Poerwati & Imaduddina, 2020)

Referring to regulations regarding the Village Law, the government made Presidential Regulation Number 104 of 2021 concerning Details of the State Expenditure Budget which emphasizes the importance of the budget, especially detailing the 2022 State Budget, where the priority of using village funds in 2022 is allocated in accordance with the national priority programs that have been set by the government. Some of the provisions in the regulation include the existence of a BLT or *direct cash transfer budget* with a minimum portion of 40% of the allocation of funds received by the village as a form of state social protection guarantee to the community. There is also a minimum budget portion of 20% to build community-oriented programs, namely food and animal security so that there is an increase in food production at the village level, encouraging food independence, and supporting the livestock sector as an economic source for village communities. In addition, to improve public health and overcome the Covid-19 outbreak, there is an 8% budget that can be used for handling Covid-19 (provision of health facilities, vaccinations, and mitigation of the impact of the pandemic at the village level). Meanwhile, the rest of the budget can be used for infrastructure development and community empowerment. In order to achieve the mutually agreed goals, the implementation of this policy needs to receive strict supervision, the support of active participation of village communities, and synergy between the central and regional governments so that village development can run more effectively and sustainably.

The food and animal security program in the village is one of the priority programs that must be implemented by all villages and budgeted in the village planning document every year with various activities according to the results of village deliberations, which are generally physical development and community empowerment (Andriani et al., 2024) In this case, the village government is directed to be able to optimize this program with activities that rely on food security by raising local wisdom in the village and providing understanding to the public about the position of food security which is as important as infrastructure development (Darmawan et al, 2021). In addition to reducing extreme poverty, the rural food and animal security program is also expected to encourage the empowerment of poor households in rural areas, the development of productive businesses among rural families, and encourage the improvement of the economic level of rural communities through institutional strengthening of village economic groups, the effectiveness of rural community empowerment, infrastructure support, coaching commitments and cross-sectoral funding (Darwis et al., 2014)

Food security programs that integrate the livestock sector with the optimization of local resources are an important strategy in increasing food independence and sustainability in Indonesia. This approach not only harnesses the potential of local nature and culture, but also strengthens the local economy and preserves the environment. Indonesia has abundant biodiversity and natural resources, which can be optimized to support food security and livestock programs. The use of local agricultural land for animal feed production, for example, can reduce dependence on imports and reduce production costs. In addition, the integration of food crops with livestock through an integrated agricultural system can improve the efficiency of land use and resources. This approach is in line with the strategy of food diversification based on local resources, which aims to reduce dependence on one type of commodity and increase national food security. Optimization of local resources also includes the development of plant varieties and types of livestock that are adaptive to local environmental conditions, so that they are more resistant to climate change and disease.

In an effort to achieve the success of the food security priority program among the village community, the village government as the implementer of the policy, is expected to be able to be serious and serious in implementing the program. In Majene Regency, especially Pamboang District, there is Simbang Village, which in 2024 will receive a village fund budget of Rp 654,133,000, - which means that the village government must pass 20% or Rp 146,557,240 for food security program activities as an effort to reduce extreme poverty in the village. Through village deliberation activities, the government and villagers agreed to consider mapping the village area by photographing the potentials and problems that exist in the village in achieving the success of the food security program in the village. Village area mapping plays a crucial role in the success of food and animal security programs in preventing villages from potential food and animal insecurity. With accurate mapping, the specific potential and needs of each village can be identified, so that the designed program can be more targeted and effective (Syakirotin et al., 2023)

The realization of food security activities in Simbang Village is carried out by strengthening the community's economy through tomato farming, corn farming and coconut farming activities with a budget allocation of Rp. 91,557,240,- Fertilizer purchase activities are handed over to the community with a budget allocation of Rp. 50,000,000,- and pig pest contact purchase activities are handed over to the community with a budget allocation of Rp. 5,000,000,- . The focus of the activity is on the food security program in the village, how to optimize the agriculture, plantation, and livestock sectors. The agricultural sector is the most important sector in supporting the fulfillment of many people's lives. This is because the

agricultural sector produces basic needs of the community that are able to increase the economic level of the community (Damayanti & Khoirudin, 2016)

Regarding the implementation of food security programs through village funds, it is not an easy thing for village governments because several factors such as the lack of rural human resources are characterized by the absolute and relative number of young farmers continuing to decline, while older farmers are increasing (Susilowati, 2016) This results in the practice of activities in order to improve food security has many problems in the field, especially if it is related to the fact that each rural actor has its own interests. (Purwanto & Sulistyastuti, 2016) The Food Detention Program is not only supported by the government, but it is also very important to actively involve the community (Dwiratna et al., 2017). The urgency in a policy must be considered regarding the implementation of programs that have been realized. Implementation greatly determines whether the policies taken by the government can really be implemented in the field and succeed and successfully produce outputs and outcomes as planned (Sasmito & Nawangsari, 2019)

The Simbang Village Government has implemented the program in the 2024 fiscal year. With the various activities that have been realized by the village government, the author is very enthusiastic about analyzing how the real practice of the program wants to improve the quality and welfare of the community, especially looking at the extent of the usefulness of this food security program to alleviate extreme poverty in the village as the government's goal of issuing policies contained in Presidential Regulation Number 76 of 2023 concerning the Details of the State Expenditure Budget and Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 7 of 2023 concerning the Priority Use of Village Funds in 2024. This has an impact on the village government which is expected to be able to optimize the village budget in 2024 according to the rules issued by the Central Government, so it is clear that it is necessary to strengthen the capacity of implementers in managing village funds so that village funds are able to adjust to what is the desire and aspiration of the people in the village.

In addition, the role and interests of the village head as a budget power will affect the management of village funds, so it is very important that there is a political commitment from the village head to spearhead the success or failure of the management of the Village Fund in accordance with the provisions (Dwinugraha, 2020). In the context of village funds, especially food and animal security programs, village heads play the role of regulators, dynamists, facilitators, and catalysts who play their function in determining policies, programs, activities, and assistance that are in accordance with the essence of the problem

and the priority needs of the village community (Al Azis, 2022) The role of village heads is also felt to be important in encouraging infrastructure development, fostering and strengthening village community institutions, providing budget allocation for business capital needs, and developing a productive economy so that food and animal security programs achieve effective and targeted results (Ariyanto, 2022). In line with that, village heads are one of the determining factors in the success of sustainable food security programs where policy and budget support will determine the fulfillment of current food production needs at affordable prices without the need to sacrifice the ability to meet food needs in the future (Chaireni et al., 2020)

The analysis of the management of village fund allocation during the Covid-19 pandemic. According to him, the village government has committed to implementing in accordance with the provisions carried out to help the affected communities both socially and economically when the COVID-19 pandemic occurred in Indonesia. For this reason, it is important for the village government to prioritize the allocation of village funds to help the community. Good management of village funds cannot be separated from community participation where since planning there has been deliberations and consensus to set village budget priorities. After the budget is determined by adjusting to the Village Budget, an activity implementation team is formed which is ratified through the Village Head's Decree. Meanwhile, the form of budget transparency is carried out by making periodic reports that are known to the village community and related stakeholders

According to the results of his research, income, education of the head of the family and the number of family members affect food security. The income and education level of the head of the family have a positive effect on food security, while the number of family members has a negative effect on food security. Income greatly affects food security because high and low income will determine a family's access to food. The higher the family income, the more likely they are to be able to meet their food needs in a quality and sustainable manner. Meanwhile, the level of education affects food security because the education of the head of the family affects their understanding in managing resources to meet food needs such as nutritional awareness and healthy diet, family economic ability and food management efficiency. Based on the partial test, the variables of income, education of the head of the family, and the number of family members have an effect on food security, while the age of the head of the family, marital status, and savings ownership have no effect on the food security of farmer households.

Meanwhile, research conducted by (Sianturi et al., 2021) explained that the implementation of the basic food needs program during the Covid-19 pandemic that occurred in Sei Sikambing B Village, Medan City was not carried out optimally and effectively due to the lack of socialization carried out by the government to the community regarding the equitable distribution of basic necessities and basic food data collection which was not relevant to field data. The socialization factor that is carried out only once a year causes a lot of data from people who have migrated and died to still be recorded as receiving basic food assistance. Other problems include inaccuracy of targets such as being economically capable, inconsistent distribution schedules, problems with damaged cards, and rejection of data collection/verification from the public. Meanwhile, the problem of resources is related to inadequate financial resources, where the number of KPM that has changed because it must be adjusted to the state's financial capabilities. In addition, human resources at the place to collect basic necessities are inadequate because BRI Link Agents only have 5 members.

The contribution of this study, which distinguishes it from previous research, is that it focuses on food security programs in villages budgeted through village funds in accordance with Presidential Regulation Number 76 of 2023 concerning Details of the State Expenditure Budget, it is stated that 20% of village funds are intended for food security programs in villages in an effort to reduce extreme poverty due to the Covid-19 outbreak. This research has urgency because the food security program through village funds is a new policy issued by the government, which will be implemented by the village government as the implementer of the program. This research will assist the government in evaluating central government programs implemented at the village level, as well as become a scientific treasure for village governments to improve the quality of the program of activities implemented to meet the government's expectations.

Optimizing local resources is key to strengthening food security at the village level, including in Simbang Village. The potential of agricultural land, the diversity of local plants, and the traditional wisdom of the Simbang community are the main capital that has not been fully utilized optimally. In facing the challenges of climate change, limited market access, and fluctuations in food prices, the utilization of local resources can be an effective strategy to create a sustainable and independent food system. Therefore, an integrated approach is needed that integrates agricultural, social, and economic aspects to encourage food independence based on local potential. The urgency of the research entitled "Optimizing Local Resources in the Implementation of the Food Security Program in Simbang Village"

lies in the importance of providing a scientific basis and contextual policy recommendations. This research will not only identify untapped local potential, but also develop an implementative strategy that can be adopted by the village government and local community. The main offering of this research is a participatory-based food security.

Method

This study uses a general qualitative research method that aims to see the extent of information about the main phenomena that develop in society, then exploration is carried out using research participation, research and research location (Creswell & Creswell, 2018). This research was carried out for 4 months, from February to July 2023 and took place in Simbang Village, Pamboang District, Majene Regency.

In this study, we try to analyze how the implementation of activities in the food security program carried out in Simbang Village, Pamboang District, is sourced from the 2024 village budget by identifying and exploring what food security programs in Simbang village are in 2024, also related to obstacles and obstacles in the implementation of the program and what are the impacts related to the value of benefits for the community after the implementation of food program resilience in Simbang Village. and analyzed with Soren (Winter, 1990) policy analysis theory which identified four key variables that affect the success of implementation:

- a. Policy formulation process,
- b. Organizational behavior of the implementing actors,
- c. The behavior of implementing bureaucrats at the lower level (*Street Level Buraucrats*).
- d. Target group responses, policies, and changes in society.

The informant selection technique uses *the purposive sampling* technique , which is the selection of informants with certain considerations. Using *this sampling technique*, informants consisting of the Simbang Village Government which includes the village head as the proxy for budget users and the village secretary as the program coordinator, members of the Village Consultative Body (BPD), community groups of Program Recipients and village assistants who are on duty in the Pamboang District area.

The data analysis method uses the analysis model of Rossman and Rallis (1988) where data analysis uses data collected openly based on information analysis and common questions, as well as brief notes written during the study (Creswell & Creswell, 2018). Through the presentation of these data, it will facilitate decision-making in the research process carried out. To maintain the validity of the data in this study, researchers used a

triangulation model, which is a method of testing the validity of qualitative data through various sources, techniques, and time of data collection. The following are the forms and details of the data validity model used 1) Source Triangulation. Researchers compare and check the degree of trustworthiness of information obtained through interviews from various parties, such as: Village officials (village heads, village officials), Farmer groups and local agricultural actors, General public (housewives, village youth), Community or traditional leaders. The goal is to ensure that information about the potential and constraints of food security does not only come from one party, but is seen from various complementary perspectives. 2) Technique Triangulation. Researchers collect data using various techniques, including in-depth interviews to explore local actors' views on resource optimization. Participatory observation of agricultural practices and resource management in the field. Documentation studies, such as village monograph data, previous food security program reports, and village policies. By using more than one technique, the data obtained can strengthen each other and minimize bias from a single method. 3) Time Triangulation. Data is collected in different time spans (e.g. morning, afternoon, and evening, or during the planting and harvest seasons) so that the results are more objective and describe the real dynamics in the field.

Result and Discussion

The implementation of the program is one of the efforts to see the extent of the success of an activity that has been carried out by an organization both in government institutions and non-government institutions, the implementation of the program is very important to be reviewed as a material for monitoring and evaluation, whether the policies that have been implemented are in accordance with what is expected by policy makers. The importance of program implementation lies in its impact on the achievement of the goals that have been set. Effective program implementation must pay attention to aspects of planning, organizing, implementing, as well as monitoring and evaluation so that the expected results can be achieved optimally. The success of a program depends on several key factors, including competent human resources, efficient budget allocation, and active participation from stakeholders involved (Wilson, 2015) In the context of program implementation, it needs to be understood that it is not only the implementation of policies or work plans, but also an important strategy in achieving social change and sustainable development. The sustainability and positive impact of a program can be guaranteed if the

planning process is mature, the resources are sufficient, and the evaluation is carried out thoroughly to ensure the effectiveness and efficiency of its implementation.

To analyze the implementation of a program, Patton and Swicki emphasized that implementation is part of the policy process. Policies supported by the highest authority are not necessarily effective because perhaps the implementing bureaucracy at the lower level of "*Street Level Bureaucrats*" is unable or unwilling to implement them due to constraints at their level. Street-level bureaucrats are defined as government employees who interact directly with the community in public services (such as teachers, police, social workers, and health workers) who are authorized to make decisions based on conditions in the field, so their role greatly determines the effectiveness of public policy implementation (Lipsky, 1980). According to (Hill & Hupe, 2022), street-level bureaucrats are not only tasked with carrying out policies, but also often have to adapt their decisions to real conditions on the ground. Limited resources, pressure from the community, and sometimes inflexible policy standards are challenges faced in carrying out their duties. (Brodkin, 2008) emphasized that street-level bureaucrats have a very important role in shaping people's experiences with public services. The decisions they make, both formally and informally, can affect the access, quality, and effectiveness of public services. The strengthening of the capacity of street-level bureaucrats, institutional support, and adaptive policies are urgently needed to ensure that public services can run more responsively and effectively. If the existing policy cannot be implemented properly by the street bureaucracy, it can be classified as a failed policy in the theory of program failures which is distinguished from policies that can be implemented but do not produce the desired benefits or are referred to as Failure Theory

Stated that one of the mistakes in policy-related decision-making is to consider policy implementation to be only a management problem. This mistake often occurs when policymakers do not consider social, political, and economic dynamics that can affect the success of policy implementation.. According to (Patton et al., 2015), policy implementation is not only about how the policy is technically implemented, but also how the policy is accepted by the community and how external factors affect its effectiveness. (Lipsky, 1980) emphasized that policy implementation at the bureaucratic level often involves *street-level bureaucrats*, namely employees who interact directly with the community and have a large role in determining the success of policies. In addition, (Hill & Hupe, 2022) explained that the success of policy implementation is highly dependent on the interaction between the actors involved, ranging from the central government, street-level bureaucrats, to the beneficiary communities. Therefore, policy implementation approaches that are too

bureaucratic and management-oriented tend to ignore social and political aspects that can determine the effectiveness of policies in the field.

The analysis of policy implementation, policy analysts need to focus on two main issues: *the level of consensus* between policymakers, policy implementers, and policy targets and the magnitude of *changes in the policy alternatives* chosen. In addition, a checklist was created to analyze the feasibility of policy implementation, including the number of institutions involved, threats to implementers, changes in behavior from the bureaucracy, availability of funds, legal issues, and the level of public support. Then, (Winter, 1990) identified four key variables that affect the success of implementation as follows:

1. Policy formulation process,

The policy formulation process plays a fundamental role in determining the success of implementation. Policies designed taking into account relevant social, economic, and political conditions will be easier to implement and accept by the public. Policy formulation involving various stakeholders also increases the legitimacy and effectiveness of policies at the implementation stage.

2. Organizational behavior of the implementing actors,

The behavior of the implementing actors has a great influence on the course of the policy. Organizations responsible for policy implementation must have good coordination, sufficient resources, and leadership that is able to ensure that policies are implemented in accordance with their original objectives. If there are bureaucratic obstacles or inconsistencies in coordination between agencies, then a well-designed policy can experience obstacles in its implementation.

3. Behavior of implementing bureaucrats at the lower level (*Street Level Buraukrat*)

The behavior of implementing bureaucrats at the lower level (street level bureaucrats) is a decisive factor. Street-level bureaucrats, such as teachers, health workers, police, and social workers, are the spearhead in providing direct services to the community. They have the authority to interpret and adjust policies to conditions in the field. Therefore, their attitude, competence, and level of compliance with the policy greatly determine the effectiveness of its implementation.

4. Response of target groups to policies and changes in society

The response of the target group to policies and changes in society is also an important factor. Communities as beneficiaries of policies can accelerate or hinder successful implementation depending on their level of acceptance and engagement. If the

policy is considered irrelevant or contrary to the interests of the community, then there is a high possibility of resistance that hinders the implementation of the policy.

In an effort to implement a program, it will be easier if the implementing actors are able to identify the problems that arise (Makinde, 2005) stated that there are five problems that often arise in the implementation of programs in developing countries.

1. The lack of involvement of target groups in the implementation of the program is the main obstacle. Programs that do not actively involve the community tend to experience rejection or incompatibility with real needs in the field. Community participation is very important in ensuring the sustainability and effectiveness of a program
2. Lack of consideration of economic, social, and political conditions when the program is implemented can result in policies that are irrelevant or difficult to implement. For example, policies that rely on large investments but are implemented in areas with limited infrastructure will be difficult to succeed. In addition, unaccounted social and political changes can lead to instability in policy implementation
3. The rise of corruption is often the main factor that hinders the implementation of programs. Budget abuse, project manipulation, and non-transparent practices reduce policy effectiveness and hinder the distribution of program benefits to the target groups that should receive them. Corruption also reduces public trust in the government and institutions responsible for the implementation of programs.
4. The weak capacity of human resources in carrying out programs results in the low quality of policy implementation. The lack of competent professionals in technical and managerial fields causes the program not to run according to plan. Untrained human resources also contribute to inefficiencies in resource management.
5. Lack of coordination and monitoring of the program results in undirected and less than optimal implementation. Programs are often run by various parties without an effective coordination mechanism, resulting in overlapping policies and budget waste. In addition, a weak monitoring system makes it difficult to evaluate programs, making policy improvements more difficult.

The food security program policy implemented by the village government allocates from the village budget distributed by the central government to the village government. Based on Law Number 6 of 2014 concerning Villages, village funds are funds provided by the State Budget to villages, which in distribution use the Regency/City APBD and are intended for community development, government financing, development implementation, and community empowerment. Village funds are given to the village government as a form

of state responsibility in providing protection, and empowering the potential of the village so that the village becomes advanced, democratic, strong and independent. This is manifested in the form of the development of various village infrastructures and the implementation of community empowerment programs so that they are able to support the lives of village communities in various socio-economic fields so as to place the village as the subject of development, not just the object of development (Damar et al., 2021) The vision of advanced, democratic, strong and independent village development will be achieved when there is an improvement in the welfare of the village community and the quality of human life as well as countermeasures poverty through the fulfillment of basic needs, the development of village facilities and infrastructure, the development of local economic potential, and the sustainable use of natural resources and the environment (Ghassani et al., 2022)

To implement village funds, the strategic role of the village government is needed to achieve the goals desired by the central government, such as how the village government responds to the Covid-19 pandemic. Referring to Presidential Regulation Number 76 of 2023 concerning the details of the 2024 State Budget, the priority for the use of Village Funds in 2024 is used for the village direct cash transfer (BLT) program as a form of social protection guarantee of at least 40% of the village fund allocation. There is also an allocation of at least 20% of village funds to make animal and food security programs a success. Meanwhile, 8% of village funds are allocated for handling Covid-19, and the rest is used for infrastructure development and community empowerment. This policy arrangement was made with the aim of regulating the allocation of Village Funds to be more directed and effective in supporting village development and the welfare of village communities. The government wants that the allocation of village funds must be used to support national programs related to village development, community welfare, helping the poor and vulnerable in villages, supporting village independence and post-pandemic economic recovery.

Food security is a human right (HAM), where everyone has the right to get decent food and according to their needs. Based on Law No. 18 of 2012 concerning Food, food security is defined as the condition of food fulfillment for the state and individuals, which is reflected in the availability of sufficient food, both in quantity and quality, safe, diverse, nutritious, equitable, and affordable and not contrary to the religion, beliefs, and culture of the community, to be able to live a healthy, active, and productive life in a sustainable manner. The food security program that must be implemented in the village is the government's effort to overcome extreme poverty in the village due to the Covid-19

Pandemic which has caused an increase in rural poverty. To achieve food security at the regional and national levels, it can start from community food security and start from food security from the smallest unit, namely the household level. Based on this understanding, one of the main priorities of food security development is to empower the community so that they are able to overcome food problems independently and realize sustainable household food security (Pangan, 2007)

Based on the Decree of the Minister of Villages Number 82 of 2022 concerning Guidelines for Food Security in Villages, it is stated that there are 3 indicators of success in realizing food security in villages, namely *First*, the availability of food in the village (food availability from village community production, food availability from village food barns, availability of data and information on production and village food barns and the availability of diverse food, Food potential based on local wisdom and the existence of food with balanced nutrition) *Second*, Food affordability in villages (smooth distribution and marketing of food in villages, and the availability of food assistance for the poor, food and nutrition insecurity, and in emergencies) *Third*, Food use in villages (diverse, nutritionally balanced food consumption, based on the potential of local resources and safe food consumption, Hygienic, quality, and not contrary to the beliefs, culture and religion that exist in the community.

Food security in villages is an important aspect in realizing community welfare and supporting village economic independence. The implementation of the food security program cannot be separated from the characteristics and local potential owned by each village. Therefore, food security programs must be adjusted to the local wisdom of the village and run based on existing authority (Safitriani et al., 2014). In its implementation, the village government has a strategic role in determining the direction of food security policies in accordance with local conditions. Village deliberations are the main forum in preparing activity plans to be carried out, so that the programs designed truly reflect the needs and potential of the community. Through this participatory approach, village communities can participate in the planning, implementation, and evaluation of food security programs, which will ultimately increase the effectiveness and sustainability of the program (Sukari et al., 2016) Therefore, the government must be able to map the potential and problems in the village, such as what natural resource potential can be optimized through this food security program and how many families in the village are still below poverty line. As is the case in Simbang Village, Pamboang District, Majene Regency, according to BPS

data in 2021 out of a population of 906 people, more than 200 village heads are included in the Integrated Social Welfare Data or DTKS category.

The food security program in villages is also an implementation of the second Village Sustainable Development Goal or abbreviated as Village SDGs, namely villages without hunger, targeting that by 2030 there will be no more hunger in villages. So that starting in 2021, the village government began to provide direction for development policies and community empowerment through the Village SDGs. The implementation of activities in an effort to achieve the second SDGs is to optimize food sovereignty in villages by increasing the quantity of agricultural production in a sustainable manner, thereby creating food security in villages to ensure that everyone has good food security towards a healthy life. In creating sustainable food security, village communities need to be directed to develop the potential of the creative economy in environmentally friendly villages and support the improvement of the welfare of village communities with food security-based entrepreneurship. However, food security is the foundation of the sustainability of human life, and its achievement is becoming increasingly crucial in the midst of global challenges such as climate change, environmental degradation, and population growth.

Simbang Village is a village located in Pamboang District, Majene Regency, West Sulawesi Province. Geographically, Simbang Village is located between the hills and includes the mountainous area of Majene, with access to road infrastructure that is vulnerable to being cut off due to earthquakes and landslides. In addition, the availability of clean water is a major challenge for the local community. Although there are springs in the hills, the remote location and deep groundwater level cause the villages in this village to tend to lack clean water, especially in the dry season. In 2024, Simbang Village will receive a village fund budget of IDR 654,133,000,-. This figure is certainly much larger than the village fund budget received by villages on the island of Java which receive more than 1 billion per year. The difference in village funds received by each village is influenced by the proportion of basic allocation and is determined by 3 variables, namely village area, number of village population, and village poverty level. Greatly affects the allocation of the village fund formula received in each district sourced from the authorized ministries and/or institutions that carry out government affairs in the field of statistics. Although the number is relatively small, the existence of village funds is very helpful in financing village government programs, especially in carrying out empowerment and village institutional activities such as village government apparatus allowances, and village infrastructure development funds,

as well as village community development and empowerment activities so that the village can develop more and have better economic independence (Muliani, 2019)

Based on the empirical data obtained, the Simbang Village Government allocated 20% or Rp. 146,557,240 for food security program activities in Simbang Village. Activities included in the food security program in the village are agreed upon through village deliberations by considering the mapping of village areas by photographing the potentials and problems that exist in Simbang Village (Rozaki, 2015). Village deliberations are carried out with a participatory approach and the principles of transparency and inclusivity in the management of village funds, so that the policies taken are in accordance with the needs of the community (Muliani, 2019). Activities in the food security program in Simbang Village have been realized by the Village Government which organizes activities that aim to strengthen the economy of the village community through tomato farming, corn farming and coconut farming activities with a budget allocation of Rp. 91,557,240,-Investment in agriculture is expected to increase local food production, strengthen the economy of the farming community, and create jobs. Fertilizer purchase activities are handed over to the community which aims to increase agricultural productivity, reduce the burden of farmers' production costs, and ensure the availability of optimal soil nutrients for plants. with a budget allocation of Rp. 50,000,000,- and the purchase of pig pest contact activities that are handed over to the community with a budget allocation of Rp. 5,000,000,-Pig pest control is important because pigs are often a threat to the community's agricultural products. With this control, the risk of farmer losses due to pest attacks can be minimized, so that agricultural yields remain optimal.

Table 1. Realization of Village Funds in 2024 by the Simbang Village Provincial Government

Activities	Budget
Development activities	IDR 226,615,760
Community Empowerment	IDR 172,557,240
Food security	IDR 146,557,240
Total	Rp. 654.133.000

Source: Simbang Village Budget 2024

Variables of the policy formulation process

Policy formulation is a crucial stage in the public policy cycle that involves the preparation of plans and methods to solve problems that have been set in the policy agenda. This process includes not only identifying problems, but also planning appropriate solutions and implementation strategies so that they can run effectively. The policy formulation

process is the process of preparing plans and methods to solve problems in setting agendas. To ensure that the implementation of the program can run smoothly, before the activity, it is necessary to convey information to the target group with the aim that the target group understands the policy to be implemented and can actively participate in efforts to realize the policy objectives (Purwanto, 2012). In order for the delivery of information to the target group to be carried out effectively, several strategies can be implemented, including (1) Socialization and education through seminars, workshops, and information media that are easily accessible to the target group; (2) Public participation and consultation by involving target groups in policy discussions so that they feel they own and understand the policy process; (3) Diverse communication approaches use various communication channels such as social media, face-to-face meetings, and official publications to reach a wide range of target groups (Sinaga, 2023)

If you look at the empirical data in the field, there are four stages that must be passed in the policy formulation process in the food security program, namely problem identification, agenda setting, problem policy formulation and policy design (Muadi, 2016). Which can be explained as follows:

1. Identify the problem as the initial stage in policy formulation that aims to understand the food security problems that occur in the village. In the context of the Covid-19 pandemic, many villages are facing challenges such as declining agricultural production, limited access to food, and an increasing number of poor people. Village governments and other stakeholders are required to be able to identify this problem as a top priority in the use of village funds.
2. Determination of policy agendas. In the food security program in villages, the agenda is determined by considering various factors, including the urgency of the problem, stakeholder involvement, and national policies that support food security and poverty alleviation. The village government together with BPD and sub-districts agreed that food security must be one of the main priorities for the use of village funds to overcome the economic impact of the Covid-19 pandemic.
3. Policy formulation involves the preparation of various alternative solutions that can be implemented to achieve food security goals. In this case, the village opted for strategies such as providing fertilizer and seed assistance to farmers, strengthening farmer groups, and developing community-based agricultural programs. The involvement of various parties, including farmers, academics, and local governments, is a key factor in designing policies that are in accordance with local conditions.

4. Preparation of policy design that includes budget allocation, implementation mechanism, and success indicators. In the food security program in villages, this policy design includes the use of village funds for the purchase of agricultural production facilities, agricultural extension, and the distribution of direct assistance to communities affected by extreme poverty. This policy design is designed to provide long-term benefits for village food security and reduce poverty levels.

In addition, other indicators about the variables of the policy formulation process are related to policy information on food security programs through village funds, where village governments obtain information through socialization activities carried out by the government through village ministries, to village Community Empowerment Institutions (DPMD) and community empowerment experts (TAPM) both at the provincial and regional levels. The results of the socialization are then disseminated by the DPMD with village assistants to the village community without exception. Simbang Village is among those who actively participate in socialization activities in order to implement this food security program. Soren Winter (1990) explained the next indicator in the variable of the policy formulation process, namely policy design, where based on the results of data analysis related to these indicators, the Simbang village government as the implementer of the food security activity program obtained the implementation guidelines and technical instructions for food security activities in the village prepared by the village ministry as a reference for the village government in implementing the food security program in the village which is budgeted through the Village funds, namely with the Decree of the Minister of Villages Number 82 of 2022 concerning Guidelines for Food Security in Villages.

Organizational and inter-organizational *behavior variables*

The next variable that can affect the success of program implementation according to Soren Winter (1990) is the organizational behavior of the implementers, previously we know that Makinde (2005) identified several problems in the implementation process in developing countries, namely the lack of involvement of target groups in the implementation of the program, lack of consideration of economic, social and political conditions when the program is implemented, corruption cases, weak capacity of human resources and lack of supervision and coordination (Purwanto, 2012). The indicators in this variable are commitment and coordination between implementing organizations. Commitment is a crucial factor that shows the extent to which the implementing organization has dedication to the goals of the policy or program that has been set. This commitment is

reflected in the form of seriousness in implementing the program, adequate allocation of resources, and willingness to solve obstacles that arise during implementation. Without strong commitment, programs are at risk of stagnation, deviation, or even failure in achieving their goals (Aprinawati et al., 2024) In addition to commitment, coordination between implementing organizations is an important aspect of policy success. Good coordination allows each party involved to work synergistically, avoid overlapping tasks, and ensure efficiency in program implementation. In the context of village government, for example, coordination between the village government, the Village Consultative Body (BPD), community groups, and related agencies is very necessary to ensure that food security policies or village development programs can run optimally (Akmal, 2006)

Organizational and inter-organizational behavior will affect the success of the implementation of food security programs in villages. Key factors that determine the effectiveness of this program include the participation of target groups, consideration of the social, economic, and political environment, as well as commitment to integrity and capacity building of human resources.

1. *The role of organizational and inter-organizational behavior in the success of the program.* Implementing organizations, both at the village level and across agencies, play a strategic role in ensuring that food security policies can run in accordance with the goals that have been set. Good interaction between the village government, the Village Consultative Body (BPD), farmer groups, and other stakeholders will create synergy in the implementation of the program. Effective collaboration can improve coordination between organizations and prevent policy overlap that can hinder program implementation.
2. *Target group participation as a determining factor for success.* The involvement of target groups, such as farmers, fishermen, and village communities, is a key factor in determining the effectiveness of the food security program. If the community is only made a policy object without being actively involved, then the implementation of the program is at risk not in accordance with their needs. Therefore, their participation in village deliberations and program planning is important so that the resulting policies are more targeted and sustainable.
3. *Consideration of Social, Economic, and Political Conditions in Program Preparation.* Every policy and program must be prepared by taking into account the social, economic, and political factors that develop in the village environment. Social factors include cultural values and norms that apply in the community, while economic factors include

community welfare conditions and the availability of resources to support food security programs. Meanwhile, political factors are related to government policies and regulations that can affect the continuity of the program.

4. *Commitment to Integrity and Corruption Prevention.* The commitment of program implementers to avoid corrupt practices is an absolute requirement for the success of the food security program. Transparency in the management of village funds, accountability in the use of the budget, and strict supervision from the community and authorities are important steps to prevent the misuse of funds.
5. *Capacity building of human resources.* In order for the food security program to run optimally, it is necessary to increase the capacity of human resources for program implementers. Training, counseling, and mentoring for village officials and farmer groups can improve their technical and managerial skills in managing programs. Thus, the sustainability of the program can be maintained and provide long-term benefits for the village community.

The results of data analysis related to indicators of behavioral variables between organizations in the food security program in Simbang Village are coordination carried out by the Village Government, BPD and Village Assistants through a coordination meeting before village deliberations (Musdes). The Village Meeting discussed the plan for food security program activities in the village which was sourced from village funds and implemented by the Village Government in 2022. In addition, there is a commitment or joint agreement built by all organizations/stakeholders in the village, namely, the village government, BPD, LPM, Village Assistants and community groups to make activities in the food security program in Simbang Village a success. This commitment reflects the spirit of collaboration in building food security in Simbang Village, both through planning, implementation, and evaluation of programs in a transparent and participatory manner. With synergy between organizations, the food security program in the village is expected to run effectively, sustainably, and have a positive impact on the welfare of the village community.

Variables of Behavior of Low-Level Bureaucracy

Variables of low-level bureaucratic behavior are one of the important factors in the successful implementation of the food security program in villages budgeted through village funds in 2024. After the data was analyzed on the indicators on the variables of low-level bureaucratic behavior, namely ensuring discretion over the activities that will be carried out in the food security program in Simbang Village. It is necessary to ensure that the Village

Government, BPD, LPM, Village Assistants and Community Groups understand the purpose and objectives of implementing food security programs in villages sourced from village funds in 2024. Understanding is carried out through a review of guidelines related to implementation guidelines and technical instructions for food security programs in villages, so that the activities carried out are in accordance with the government's expectations. The results of empirical data indicate that the village government has realized food security program activities in the village which are sourced from the 2024 village fund budget. Of the total village fund budget received by the village government in 2024 amounting to Rp. 654,133,000,- and based on the policy in Presidential Regulation 104 of 2021 that 20% of the Village Fund budget or Rp. 146,557,240,- is allocated by the village government for food security program activities in the village.

Table 2. Realization of Food Security Program Activities in Villages Sourced from the 2024 Village Fund of the Simbang Village Government

Activities	Budget
Tomato Farmer Group Assistance (6 Groups)	Rp. 31.557.240,-
Assistance for Corn Farmer Groups (5 Groups)	Rp. 40.000.000,-
Assistance for Coconut Farmer Groups (2 Groups)	Rp. 20.000.000,-
Fertilizer Preparation	Rp. 50.000.000,-
Pig Pest Contact	Rp. 5.000.000,-
Entire	IDR 146,557,240

Source: Simbang Village Budget 2024

The results of data analysis related to indicators on the variables of lower-level bureaucratic behavior, seek to implement food security programs in villages in accordance with the provisions that have been set. Various efforts made by the village government are carried out by socializing food security programs in the village through various deliberative forums and public events in the community. Through these forums, the village government explains the objectives, benefits, and mechanisms for implementing food security programs so that the community can understand and participate in its sustainability. Every time there is an opportunity, the food security program is socialized so that the community knows about the food security program that will be implemented by the Simbang Village Government. Socialization is carried out repeatedly in various village meetings and activities with the aim of getting a better understanding of the policy and their role in the success of this program. With this approach, it is hoped that the community will not only become beneficiaries, but

can also actively contribute to the implementation of the food security program run by the Simbang Village Government. This intensive socialization effort is an important step in ensuring that the food security program can run smoothly, transparently, and in accordance with the needs of the community. With better community involvement, the effectiveness of the program is expected to increase, so that village food security can be realized in a sustainable manner.

Another indicator related to the variables of low-level bureaucratic behavior is the process of determining activities and target groups in food security activities in Simbang Village. In this case, the village government and other stakeholders conduct discussions and deliberations to map and determine activities through village deliberation. In addition, the village government also accommodates community proposals and reviews the vision and mission of the village head as stated in the Simbang Village RPJMDes. So that the determination of activities and the appointment of target groups do not accommodate the interests of groups or the interests of individual policymakers at the lower level such as village heads, BPD or other elements of institutions. Through this open and participatory mechanism, the food security program in Simbang Village can run more effectively, accountably, and in accordance with the real needs of the community. Transparency in determining activities and target groups also contributes to building public trust in village government policies, so that active community participation in this program can increase.

In addition, the variable indicator of low-level bureaucratic behavior is the implementation of monitoring and evaluation carried out by the Simbang village government, together with the Pamboang sub-district government, the Simbang Village BPD and village assistants in accordance with one of its duties and functions, namely carrying out monitoring and evaluation related to programs and activities carried out by the balanced village government. The results of empirical data in the field, that the results of monitoring and evaluation carried out by the Village Government, BPD, Sub-district and Village Assistants, activities in the food security program in Simbang Village sourced from the 2022 Village Fund can be categorized as smooth, but there are still technical problems that must be fixed, especially ensuring that the activities carried out must be sustainable, on target and transparent.

Target Group Behavior Variables

The first indicator of the target group behavior variable is the extent to which the target group already knows, understands and learns the guidelines for the implementation of

the food security program in the village. This refers to the results of data analysis related to these indicators that there is socialization carried out by the village government, the target group as the beneficiaries of the food security program in the village already knows. The target group understands and learns the guidelines for the implementation of food security program activities that will be implemented. Through various village deliberative forums (Musdes) and other socialization activities, the village government provides information on the objectives, benefits, and mechanisms of the food security program. This approach aims to enable target groups to actively participate in the program, understand their rights and obligations, and optimize the benefits obtained. With a good understanding, the target group can be more responsive in carrying out their roles, both as beneficiaries and as partners of the village government in the implementation of the food security program. This creates conditions where the program is not only an intervention from the village government, but also the result of cooperation that involves the community directly. Thus, the socialization that has been carried out has proven to be effective in building the understanding of the target group towards the guidelines for the implementation of food security programs in villages. This success is expected to increase the effectiveness of the program and ensure sustainable food security in Simbang Village.

Another indicator of the target group behavior variable is related to the response of the target group or beneficiary community to the activities of the food security program. The results of the data analysis related to these indicators show that the target group responded positively to activities in this food security program. This is because the food security program budgeted through village funds is a new initiative that has never existed before at the village level. This positive response reflects the community's appreciation for the steps taken by the village government in improving food security amid increasingly difficult economic challenges due to the impact of the Covid-19 pandemic. The pandemic has put great pressure on the economic condition of rural communities, especially for groups that depend on the agricultural sector and small businesses. Therefore, the presence of this program is felt to be very helpful in supporting the economic sustainability of the village community.

In addition to providing direct benefits in the form of agricultural assistance and other food security support, this program also increases public awareness of the importance of food security as part of sustainable village development. With this program, the community not only receives economic benefits, but also gets encouragement to participate more actively in efforts to maintain food stability in their villages. Thus, the positive response

from the target group is an indication that the food security program funded through village funds has been running well and in accordance with the needs of the community. This success is expected to be the basis for the development of similar programs in the future to strengthen food security in a more sustainable manner in Simbang Village.

In addition, the next indicator related to the behavioral variables of the target group is related to the impact felt by the group with the policy of the community food security program in the village, the results of data analysis related to this indicator the target group feels a positive impact on the activities of the food security program in the village. The main impact felt by the target group is the assistance from the village government through village funds that help ease the economic burden of the community. This assistance directly reduces the capital expenditure of community groups, especially those engaged in the agricultural sector. For example, farmers who previously had to pay for fertilizer, seeds, or other agricultural equipment at their own expense are now receiving assistance from the village government. This provides an advantage for the target group because they can allocate funds that should be used for capital expenditure to other more urgent needs.

In addition, this program also provides a sense of security for the community in facing economic uncertainty, especially after the impact of the Covid-19 pandemic which weakened the economic condition of the village. With the support of the food security program, the community feels more helped in maintaining the sustainability of their agricultural business and their family's food security. This success shows that the food security program policy implemented by the village government has provided real benefits for the target group. This positive impact is expected to continue and become the basis for village governments in designing more effective and sustainable food security policies in the future.

Conclusion

The results of empirical data analysis in the field show that the implementation of the food security program in villages sourced from village funds in 2024 in Simbang Village with a policy analysis of Soren Winter (1990) in (Nugroho, 2014) which identifies four key variables that affect the success of implementation, namely the first variable related to the policy formulation process, the second variable is the behavior of the implementing actors' organizations, The third variable is related to the behavior of implementing bureaucrats at the lower level (*Street Level Buraukrat Bureaucrats*), and the fourth variable is the response of the policy target group, if viewed based on the four variables analyzed, it can be concluded

that the implementation of the food security program in the village is sourced from village funds in 2022 in Simbang Village, Pamboang District, Majene Regency has been implemented well.

Of the four key variables that affect the success of the food security program implementation program in Simbang Village, namely, the third variable is related to the behavior of implementing bureaucrats at the lower level (*Street Level Buraukrat Level*) which is dominant in determining the success of the implementation of the food security program, namely the Simbang Village Government ensures that there is flexibility over the activities that will be carried out in the food security program in the Pengimbangan Village. All relevant stakeholders, BPD, LPM, Village Assistants and community groups are ensured to understand the purpose and objectives of implementing the food security program in the village which is sourced from village funds in 2022, the understanding is carried out through a review of guidelines related to the implementation guidelines and technical instructions for the food security program in the village, so that the activities carried out are in accordance with the government's expectations, the role of socialization indicators also greatly affects the the success of the implementation of the program, because the community actively supervises and monitors the implementation of activities in the food security program in Simbang Village.

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