



Leadership Aspects on the Nagari Government's Competence to Use Village Funds During the Pandemic

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ABSTRACT

The capacity of the Village/Nagari government is often in the spotlight on policy implementation, especially in efforts to prevent and restore the economy during the Covid-19 pandemic. Village funds are one of the priorities intended for the Village/Nagari to be used in prevention efforts to the community from the grassroots. However, these efforts have actually led to several polemics, including conflicts between the community and elements of the government that have not been optimal in carrying out policies. This study aims to explain the factors that affect the capacity of the government, especially in Nagari Pasia Laweh in the utilization of village funds during the pandemic. The research method uses descriptive qualitative data collection through in-depth *interviews* with several research informants from the Nagari Pasia Laweh Government. The results of this study indicate that the success of several programs and policies carried out by Nagari Pasia Laweh during the pandemic cannot be separated from the conducive leadership factor of the *Wali Nagari*. These factors can affect the capacity of the Nagari government as a whole, starting from efforts to prevent and utilize village funds based on a people-based approach. The commitment built by the leaders brought Nagari Pasia Laweh as the best Nagari in village fund transparency in 2020.



INTRODUCTION

Stuttering of the central government is no exception to the local government in *unfamiliarity* during the pandemic, making it necessary for supporting efforts to support local government capacity in implementing the policy. These steps and efforts can be supported by several capacities owned by local governments, both institutional capacity, environmental capacity, and individual capacity (UNDP, 2008). These three capacities should be optimized to help the government create innovative policies for the prevention and handling of Covid-19.

The pandemic does not only have an impact on health, but it also suppresses the economy from various angles, including the village economy (Nagari in West Sumatra). The central government's effort in dealing with this is the use of village funds. The Village Fund is one of the budgets that can be allocated directly to support the government's efforts to reduce the impact of the pandemic at the household and village levels. In 2020 in accordance with the policy of the Minister of Villages PDDT No. 6 of 2020 was born as a policy related to the priority of using village funds in three forms including; 1) Prevention and handling of Covid-19, 2) Direct Village Fund Cash Assistance, and 3) Village Cash Work Intensiveness. The three priority forms of using village funds in 2020 are prevention efforts made to help the community's economy from the grassroots.

The polemic arose when the village/Nagari government was unable to carry out its wheels of government during the pandemic. The inability of the Village/Nagari in managing and utilizing village funds during the pandemic has actually become a problem in various regions. Often encountered in various mass media conflicts between village governments in the distribution of direct cash assistance from village funds, forms of Covid-19 prevention and handling programs that are not going well, the community does not actively participate in efforts to prevent and handle Covid-19 in the village environment. Nagari.

The problems that arise in general can be concluded because of the stuttering and unpreparedness of the Village/Nagari government in anticipating the situation. There is still a lack of capacity of the Village/Nagari government in managing policies, and making innovative policies in the current state of *uncertainty*. According to (Milen, 2001) there are several factors that affect this capacity including; a) Conducive leadership, b) shared commitment, c) Regulatory reform d) Institutional reform, and e) Increasing the strengths and weaknesses of the company.

In West Sumatra, in particular, one Nagari precisely in Agam Regency, Palupuh District, Nagari Pasia Laweh actually did not experience the same thing as several villages that experienced conflicts with the community in carrying out policies during the pandemic. Interestingly, Nagari Pasia Laweh has reaped many achievements, one of which is as the best Nagari in West Sumatra and the best Nagari in the transparency of village funds in 2020 during the Covid-19 pandemic. One of them may be influenced by community participation in the management of Village funds as the main aspect needed, as a form of strengthening the capacity of the Nagari government in the development and community welfare at the Nagari level, in order to become an independent Nagari in all aspects.

According to (Cahyono et al., 2020) in their book entitled the side of democracy and strengthening the capacity of the village government, there must be support from various aspects including community participation and strengthening of the village government starting from aspects of administrative competence, human resources, leadership, budget and strengthening of village communities.

Many previous researchers, who also discussed in similar studies in different focuses, among others, related to the use of village funds during the pandemic were carried out by many researchers including (Kafrini, 2022); Pamungkas et al., 2020); (Hidayat, 2020); (Sari, 2020) talks about the implementation of the use of Village funds in accordance with government policies in 2020. Next is the category of research related to local government capacity such as those conducted by (Aromatic, 2020; Kusdarini et al., 2020; (Tengku rika, 2020); Noor et al, 2019; Prianto & Sumanti, 2016).

Based on these two categories, the researchers found gaps that have not been discussed in a more focused manner regarding the factors that affect the capacity of the Nagari government during the pandemic through



the use of village funds. The purpose of the study is to explain the factors that affect the capacity of the Nagari Pasia Laweh government during the pandemic through the use of village funds in 2020.

The research question that the researcher formulated is what are the factors that affect the capacity of the Nagari Pasia Laweh government so that it is able to carry out policies during the pandemic and some of the successes obtained by Nagari Pasia Laweh?

METHODS

This study uses qualitative methods, to explain phenomena related to factors that affect the capacity of the Nagari government during the Covid-19 pandemic. This method is used to examine the information from informants who have the capacity, both data, information, and authority or other linkages to the factors that affect the strengthening of the capacity of the Nagari government during the Covid-19 period in Nagari Pasia Laweh.

Data was collected through in-depth *interviews* with various related parties such as the *Wali Nagari* and their apparatus, institutions in Nagari, community leaders, Nagari assistants, local political experts, and the government of Agam Regency. Selection of the criteria for informants, using purposive sampling technique because it is considered in accordance with the aims and objectives of the study. Considering that the unit of analysis used in this research is the institution and the community with a focus on the Nagari Government. This research was conducted in Nagari Pasia Laweh in the *luhak* area (Agam) which has local wisdom in making decisions.

Then the data is analyzed using a postpositive, the data will be reduced by researchers by making abstractions as a core summary. In addition, data analysis is also based on the views of informants (*emic*) who have been validated by using the triangulation method and will obtain conclusions from the analysis carried out related to the combination of data obtained from information (*emic*) and the researcher's interpretation (*etic*) of existing data. in the field.

RESULTS AND DISCUSSION

The capacity of the Nagari Pasia Laweh government in carrying out prevention and handling of Covid-19, especially in the use of village funds, was carried out properly. These efforts involve the power of local elites in assisting any treatment program based on community needs. Meanwhile, prevention efforts in the form of utilizing village funds are carried out using a people-based method (a tribe is a community group based on ethnicity). This method is used to involve the active participation of the community in all programs taken by the Nagari government. The involvement of *niniak mamak* of each clan is an effective effort in the policy-making process by the Nagari government (Safitri.C, 2021)

In fact, one of the successes of Nagari Pasia Laweh with the application of the people-based method is in the distribution of direct cash assistance from village funds. The Nagari government returned to the *niniak mamak* of the people in determining the beneficiaries of the direct village cash assistance. This was done because *niniak mamak* was the closest to the nephew's children in his community.

Therefore, it is necessary to have a tribal consultation first to determine who is entitled to be the recipient. Furthermore, the *niniak mamak* of the people brought the results of the deliberation to the Nagari government and discussed and proposed it at the Nagari Deliberation. During the process of determining the beneficiaries of the assistance, there were no more conflicts and protests from the Nagari community. This actually raises public confidence in the policies taken by Nagari Pasia Laweh. The community is no longer worried because the involvement of the *niniak mamak* people in every decision-making process has brought the aspirations of the community. The small cubicles that exist in the community, namely the deliberations of the people are the aspirations of the people towards policies that accommodate the interests of the community.

The success of utilizing village funds with people-based innovations carried out by Nagari Pasia Laweh in efforts to prevent and handle Covid-19 has received active involvement from the community in the policies



implemented. Programs and policy innovations that are born cannot be separated from the factors that influence the strengthening and capacity building of Nagari Pasia Laweh. The factors that influence the strengthening of the capacity of Nagari Pasia Laweh during the pandemic through the use of village funds, include:

Conducive Leadership

The leadership factor is the most influential factor in the programs and policies that are implemented, therefore it takes a commitment from a leader to direct policies that are in accordance with the needs Public. From the findings that researchers got in the field, it can be seen that the leading factor of *Wali Nagari* is one of the major forces that influence the success of Nagari Pasia Laweh during the pandemic.

Judging from the background of the *Wali Nagari* who had served as a member of the DPRD for two terms in Agam Regency and had served as the *Wali Nagari* of Pasia Laweh from 1999-2004, this is the capital for the *Wali Nagari* to carry out his leadership at this time. In a different situation, full of uncertainty during the pandemic, *Wali Nagari* has positioned himself well as an innovative leader in responding to pandemic events (Safitri, et.all 2021).

The trust given by the community to *Wali Nagari* is not just wasted but is evidenced by the many achievements achieved by Nagari Pasia Laweh during the pandemic. The approach used in preventing and handling people-based Covid-19 has actually earned him legitimacy from the community to continue various programs and innovations, even when conditions are minimal. There is no doubt and anxiety within him about whether this policy can be implemented or not, but always provides innovations that further increase community participation.

The leadership style used is the command leadership style, according to him, no one from the Nagari government is the leader in Nagari. There is 1 leader, namely the Nagari Wali, if there is a problem, the difference of opinion in the Nagari government is only the Nagari Wali who can resolve it and it is final and binding. There is no supreme leader of the *Wali Nagari*, everything must be on the basis of the knowledge of the *Wali Nagari*. This leadership style is used to make all policies work and be implemented in the community. The innovations that are present must produce programs for the community. It was also acknowledged by several staff that the researchers interviewed, that the leadership style built by *Wali Nagari* made Nagari Pasia Laweh known and reaped many achievements. *Wali Nagari's* expertise in accommodating all ranks who do have human resource capabilities that are not yet optimal.

The ability of the human resources in the apparatus is still weak, which encourages *Wali Nagari* to work hard and adopt a one-command leadership style considering the leadership style of the previous *Wali Nagari* which did not bring Nagari Pasia Laweh to success. The social capital that *Wali Nagari* had when he was a member of the DPRD, such as the network he built and maintained, strongly supports the policies and programs being implemented. An example of his relationship with several DPRD members, helped him to be able to formulate policies.

Relations with press and media friends also helped him introduce Nagari Pasia Laweh in West Sumatra. The form of this network and relationship also undeniably helped Nagari Pasia Laweh succeed in the several awards it has won. It also forms public confidence in the ability of the *Wali Nagari* in managing and empowering Nagari excellence based on his experience. Some of these abilities actually earn the community's trust in the leadership of the *Wali Nagari*. The fact is that the Nagari people actually feel the success of the programs carried out on the cooperation built by the Nagari Government in particular.

The commitment built by a leader in running the government is the dominant factor that influences the success of his government. *Wali Nagari* also carried out various forms of encouragement to strengthen the capacity of human resources in the apparatus. One of these efforts is to assist the apparatus to achieve higher education levels, at several private and public campuses in West Sumatra. This effort is also a strong commitment from a leader to promote qualified human resources in order to maintain the current successes achieved by Nagari Pasia Laweh.



CONCLUSION

The leadership factor is one of the factors that affect the capacity of the Nagari Pasia Laweh government in implementing policies during the pandemic. The success of the Nagari Pasia Laweh government through the use of village funds and efforts to prevent and handle Covid-19 with innovations based on Nagari local wisdom is a form of the capacity of the Nagari government to be ready to face this uncertain situation. The individual capacity of a leader greatly influences the direction of policy and the running of the government, especially in Nagari Pasia Laweh.

The joint commitment built by the leaders together with all elements in Nagari, especially the *niniak mamak* and local elite elements in Nagari, has made the handling and prevention efforts run quite optimally. Apart from that, capacity building from the environment and organizations also influences policies made based on the needs of the Nagari Pasia Laweh community. The involvement of the *niniak mamak* of the people also becomes legitimacy for the next Nagari government in implementing policies and innovative programs.

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