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Analysis of The Implementation of Village Policies in Empowering Village Officials for The Procurement of Goods and Services From A Legal Perspective

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Abstract

Background This study aims to analyze the implementation of village policies in empowering village officials regarding the procurement of goods and services from a legal perspective. The focus of the study includes the implementation of policies for empowering village officials, the legal perspective on the implementation of village procurement of goods and services, and the obstacles encountered in implementing these policies.

Methods The research employed a normative juridical method using statutory and conceptual approaches. The legal materials consisted of primary, secondary, and tertiary legal sources obtained through library research. The analysis technique used was descriptive qualitative analysis.

Results The results of the study indicate that the empowerment of village officials through education, training, and legal assistance plays an important role in improving the quality of governance in village procurement of goods and services. The implementation of village procurement activities must adhere to the principles of legality, transparency, accountability, effectiveness, and participation in accordance with the principles of good governance.

Conclusion Obstacles to policy implementation are still found in the form of limited understanding of regulations, inadequate human resources among village officials, weak supervision, and the suboptimal digitalization of village administration. Strengthening the capacity of village officials and optimizing supervision are necessary to achieve professional and accountable village governance.

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Keywords
Key words: Village Policy; Empowerment of Village Officials; Village Procurement of Goods and Services; State Administrative Law; Good Governance

Introduction

The enactment of Law Number 6 of 2014 concerning Villages brought fundamental changes to the village governance system by strengthening village autonomy and fiscal decentralization. Villages were granted broader authority to regulate community interests and independently manage village development through the administration of village funds. This condition has increased village procurement activities as part of development implementation and public service delivery at the village level. Village procurement of goods and services occupies a strategic position because it is directly related to the use of village finances, which must be managed effectively, transparently, participatively, and accountably in accordance with the principles of administrative law.

Sriono (2026) explains that the implementation of village autonomy policies requires village governance capable of supporting effective village development and properly targeted fiscal management. The implementation of village policies without adequate quality among village officials may create administrative problems and lead to the misuse of authority in village procurement. The capacity of village officials is therefore an important element in supporting the successful implementation of village policies, particularly in the procurement of goods and services. Village officials bear administrative and legal responsibility for carrying out all stages of procurement, from planning and implementation to accountability for village activities. Empirical conditions still indicate limitations in the competence of village officials to understand regulations and the legal aspects of procurement, potentially resulting in administrative errors and poor-quality village public services.

Rambe and Pasaribu (2024) state that the quality of village administrative human resources affects the effectiveness of public services in villages. Strengthening the legal competence of village officials in the procurement of goods and services is also necessary to create professional and integrity-based village governance (Suheryadi et al., 2025). The optimal implementation of village regulations also supports increased accountability in village government in carrying out development and community service functions (Suriyanti et al., 2025). These problems demonstrate that the empowerment of village officials in procurement still needs to be strengthened through legal approaches and good governance.

This study focuses on analyzing the implementation of village policies in empowering village officials for the procurement of goods and services from a legal perspective. The research questions are: (1) how are village policies implemented in empowering village officials for the procurement of goods and services; (2) what is the legal perspective on the implementation of village procurement of goods and services; and (3) what legal obstacles arise in the implementation of policies to empower village officials for village procurement? This study aims to analyze the implementation of village policies in empowering village officials for procurement, examine the legal perspective on village procurement practices, and identify legal obstacles in the implementation of policies to empower village officials for village procurement.

This study is expected to make a theoretical contribution to the development of administrative law studies, particularly those related to village government and village procurement of goods and services. It is also expected to provide practical benefits by serving as a source of recommendations for village and regional governments in strengthening the quality of village officials and realizing procurement governance that is accountable,

transparent, and consistent with the principles of good governance. Rokhman et al. (2025) emphasize that appropriate village fund management supports sustainable village development, while Anita et al. (2025) explain that applying the principles of good governance is an important factor in realizing responsible village governance.

Methods

This study employed a normative juridical research method with conceptual and statutory approaches to examine the implementation of village policies in empowering village officials for the procurement of goods and services from a legal perspective. Normative juridical research was used because the study focuses on the analysis of legal norms, legal principles, and regulations related to village procurement governance and the administration of village government. The conceptual approach was used to analyze the concepts of village official empowerment, good governance, government accountability, and administrative law in relation to village procurement. The statutory approach involved reviewing various regulations relating to village government and public procurement, including Law Number 6 of 2014 concerning Villages, Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services, Presidential Regulation Number 12 of 2021, and National Public Procurement Agency Regulation Number 12 of 2019 concerning Guidelines for Procurement of Goods/Services in Villages. These approaches were used to assess the conformity of village policy implementation with the principles of administrative law and good governance.

The legal materials used in this study consisted of primary, secondary, and tertiary legal materials. Primary legal materials comprised legislation relating to village government and government procurement of goods and services. Secondary legal materials were obtained from scholarly books, legal journals, academic articles, and relevant research on village policy implementation, the empowerment of village officials, and village procurement. Nasrin et al. (2023) explain that village government occupies a strategic position in the national governance system; therefore, the exercise of its authority must be supported by clear administrative governance and regulations. Tertiary legal materials included legal dictionaries, legal encyclopedias, and other supporting sources used to strengthen the conceptual understanding of legal terms and theories relevant to the study. Legal materials were collected through library research by reviewing, identifying, and examining various legal sources and scholarly literature relevant to the research focus.

The legal materials were analyzed using qualitative descriptive analysis by systematically describing and interpreting them in accordance with the research problems. The analysis involved inventorying regulations, grouping legal concepts, and interpreting legal provisions related to the implementation of village policies in village procurement. Qualitative descriptive analysis was used to explain the relationship between policies for empowering village officials and the effectiveness of village procurement governance from the perspective of administrative law. This approach was also used to identify normative obstacles to village policy implementation and formulate measures to strengthen village procurement governance so that it is accountable, transparent, and consistent with the principles of good governance.

Results and Discussion

a. Implementation of Village Policies in Empowering Village Officials

The implementation of village policies for empowering village officials is an important component in supporting the effectiveness of village governance, particularly in managing village procurement. Policies oriented toward strengthening the capacity of village officials are intended to improve their administrative skills, understanding of regulations, and professionalism in performing governmental and village development duties. Sumarsono et al. (2022) explain that the implementation of public policies in village government is influenced by the quality of institutional coordination, the capacity of officials, and the effectiveness of policy implementation at the village level. Strengthening the capacity of village officials is also related to the ability of village governments to manage village funds in a properly targeted and accountable manner.

Putri et al. (2024) state that implementing village fund policies plays a role in promoting community empowerment and improving the quality of village governance. Policies for empowering village officials in the field of procurement are implemented through education, technical training, administrative guidance, and legal assistance so that village officials can understand procurement procedures in accordance with the principles of transparency, accountability, and effective use of village budgets. The leadership of the village head is also an important factor in supporting the empowerment of village officials through governance innovation and stronger community participation (Puspita et al., 2026).

The implementation of village official empowerment improves the quality of public services and the effectiveness of village development. Village officials who are competent in government administration and procurement are better able to perform service functions professionally and in accordance with applicable legal provisions. Nurhadiono et al. (2025) explain that the implementation of village fund policies supported by high-quality village officials can increase the effectiveness of community empowerment and village development.

Proper village fund management also contributes to sustainable village infrastructure development and greater community self-reliance (Imiliana et al., 2026). Mansyur et al. (2022) emphasize that the implementation of village funds for development and community empowerment requires village officials to be prepared in the areas of administration, supervision, and legal accountability. These conditions demonstrate that empowering village officials in procurement is a strategic component in creating effective and accountable village governance oriented toward the principles of good governance.

b. Legal Perspective on Village Procurement of Goods and Services

Village procurement of goods and services has a legal status as part of village government administration financed through village financial management and implemented through village development activities. The regulation of village procurement in Indonesia is based on Law Number 6 of 2014 concerning Villages, Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services, Presidential Regulation Number 12 of 2021, and National Public Procurement Agency Regulation Number 12 of 2019 concerning Guidelines for Procurement of Goods/Services in Villages. These provisions indicate that village procurement must be carried out on the basis of legality, transparency, accountability, effectiveness, and participation as part of the application of good governance in village government.

Putra et al. (2024) explain that administrative law aspects of procurement play an important role in creating an accountable procurement system that complies with legal provisions.

Applying the principles of good governance to procurement is also an important instrument for preventing irregularities and opportunities for corruption in government administration (Nugraha & Midhol, 2024). Strengthening the legal competence of village officials in procurement is necessary to ensure that the entire procurement process is carried out in accordance with applicable legal procedures and village government administration. Suheryadi et al. (2025) state that improving the legal competence of village officials is a strategic measure for supporting professionalism and legal compliance in village procurement.

The legal perspective on village procurement is also related to the accountability of village officials in managing village finances and development. Procurement that does not comply with legal provisions may result in administrative, civil, or criminal consequences, particularly when there is an abuse of authority or a criminal act of corruption in the management of village budgets. Mawikere et al. (2025) explain that corruption in government procurement remains a serious problem that requires optimal supervision and law enforcement.

Ethical considerations and the value of justice in procurement are also important for realizing responsible governance oriented toward the public interest (Irawan et al., 2022). Village Budget management based on legal principles and transparency supports effective village development and increases public trust in village government. Ansar et al. (2025) explain that Village Budget management consistent with the principles of law and accountability is an important foundation for creating fair and sustainable village governance. These conditions demonstrate that the legal perspective on village procurement functions not only as an instrument of administrative supervision but also as a basis for legal protection in the responsible use of village finances oriented toward the welfare of village communities.

c. Obstacles to Implementing Village Procurement Policies

The implementation of village procurement policies continues to face various obstacles related to limited understanding of regulations and inadequate human resources among village officials. Village officials often experience difficulty understanding procurement administration procedures, budget accountability mechanisms, and the legal provisions governing village procurement. These conditions contribute to weak procurement administration and increase the risk of administrative errors in village financial management. Suheryadi et al. (2025) explain that the legal competence of village officials in procurement still needs to be strengthened through continuous training and assistance.

Obstacles to policy implementation are also related to the limited ability of village officials to adapt to developments in digital procurement systems and electronic administration. Ramadannisa (2023) states that implementing procurement policies through local catalog systems requires institutional readiness, competent officials, and adequate administrative system support for the policy to operate effectively. Limited understanding of modern procurement mechanisms has prevented village procurement from operating fully and optimally in accordance with the principles of effectiveness and accountability.

Obstacles to the implementation of village procurement policies are also influenced by weak supervision and assistance, as well as overlapping administrative requirements and regulations at the village level. Suboptimal supervision creates the potential for administrative irregularities and weak internal control in village procurement. Hidayah and

Sasmita (2025) explain that effective development supervision is an important factor in maintaining the quality of government activities and preventing budgetary irregularities.

Electronic procurement also continues to face technical and administrative constraints, particularly in villages with limited digital infrastructure and human resource capacity. Hutasuhut et al. (2025) state that the effectiveness of e-purchasing systems is influenced by institutional readiness, the quality of administrative systems, and the ability of officials to operate electronic procurement systems. The digitalization of government administration can, in principle, improve service effectiveness and administrative governance when supported by organizational readiness and the competence of village officials (Choirunnissa & Oktarina, 2022). These conditions demonstrate that obstacles to implementing village procurement policies are related not only to legal and regulatory aspects but also to institutional factors, supervision, and the administrative capacity of village government.

d. Efforts to Strengthen Village Procurement Governance

Village procurement governance needs to be strengthened through continuous capacity building for village officials so that they can understand the administrative, technical, and legal aspects of procurement. Education and training on village procurement are important instruments for improving the professionalism of village officials and encouraging the establishment of effective and accountable village governance.

Implementing procurement through self-management mechanisms may also serve as an alternative for supporting village development based on community empowerment and the use of local village potential. Sianturi et al. (2026) explain that procurement through self-management can support village development based on community empowerment and the sustainable optimization of village potential. Strengthening village procurement governance also requires the application of effectiveness and efficiency principles in the use of village budgets so that village development is appropriately targeted. Ibrahim and Phahlevy (2024) state that implementing the principles of effectiveness and efficiency in procurement is an important component in creating accountable and productive institutional governance.

Strengthening the capacity of village officials, supported by continuous supervision and legal assistance, provides legal certainty while improving the quality of village public services. Optimizing village procurement governance must also be supported by the digitalization of village government administration and the application of good governance principles throughout all procurement stages. Transparency, accountability, community participation, and effective supervision are important principles for preventing the misuse of village budgets and increasing public trust in village government. Rokhman et al. (2025) explain that optimal village fund management contributes to village infrastructure development and the sustainable improvement of community welfare.

Applying good governance principles to procurement can strengthen transparency and the quality of governance in procurement processes that use public funds. Sari and Aisyah (2025) state that government transparency in procurement processes is an important indicator of accountable governance that is responsive to community needs. Ultimately, strengthening village procurement governance concerns not only administrative compliance but also efforts to realize professional and transparent village government oriented toward the interests of village communities.

Conclusion

The implementation of village policies in empowering village officials for the procurement of goods and services plays an important role in realizing effective, transparent, and accountable village governance. Empowering village officials through education, training, administrative guidance, and legal assistance improves the quality of village procurement management and village public services. The legal perspective on village procurement demonstrates that procurement must be guided by the principles of legality, transparency, accountability, effectiveness, and participation, as stipulated in various regulations on village government and public procurement. Strengthening the competence of village officials in understanding administrative law is an important factor in preventing maladministration and the misuse of village budgets.

Village procurement continues to face various obstacles, including limited understanding of regulations, inadequate human resources among village officials, weak supervision, and the suboptimal digitalization of village government administration. These conditions demonstrate that village policy implementation requires continuous governance strengthening through capacity building for village officials, optimized supervision by regional governments, and the application of good governance principles throughout the entire village procurement process. Strengthening village procurement governance is ultimately an important component in supporting sustainable village development, increasing the accountability of village government, and improving the overall welfare of village communities.

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