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Implementation of the Anti-Corruption Village Program in Sudagaran Village, Banyumas Subdistrict, Banyumas Regency

Atta Evie Nur Ainy^{1*}, Indah Ayu Permana Pribadi², Chamid Sutikno³, Zaula Rizqi Atika⁴, Ariesta Amanda⁵

¹⁻⁵ Universitas Nahdlatul Ulama Purwokerto, Indonesia

email: attaevinurainy@gmail.com¹

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Abstract

The Anti-Corruption Village Program, initiated by Indonesia's Corruption Eradication Commission (KPK), seeks to strengthen village governance based on transparency, accountability, participation, and integrity. In 2023, Sudagaran Village, Banyumas Regency, was designated as the first Anti-Corruption Village in the regency and achieved an "Exceptional" rating with a Village Integrity Index of 96.5, making it an important case for examining policy implementation. This study analyzes the implementation of the Anti-Corruption Village Program using George C. Edward III's policy implementation framework, comprising communication, disposition, bureaucratic structure, and resources. An empirical qualitative design with a descriptive approach was employed. Data were collected through interviews, observations, and document analysis involving eight purposively and snowball-selected informants. Data were analyzed using the Miles, Huberman, and Saldaña interactive model, while credibility was ensured through source and methodological triangulation. The findings reveal that effective communication, strong implementer commitment, a well-defined bureaucratic structure, and adequate organizational resources collectively supported successful policy implementation. These interrelated dimensions institutionalized transparency, accountability, participation, and integrity within routine village governance, enabling Sudagaran Village to sustain its status as a model Anti-Corruption Village.

Keywords: Accountability, Anti-Corruption Village Program, George C. Edward III, Policy Implementation, Transparency.



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INTRODUCTION

Public policy implementation has become one of the central concerns in contemporary social and human development studies because the success of governance reforms is ultimately determined by the extent to which public policies are translated into concrete administrative practices capable of producing sustainable social outcomes rather than remaining merely normative policy documents (Widodo, 2010). The evolution of governance paradigms across many countries demonstrates that effective implementation requires institutional capacity, collaborative relationships among stakeholders, and adaptive bureaucratic systems that are capable of responding to increasingly complex public problems (Sutikno, 2023). Contemporary public administration literature also recognizes that successful policy implementation is inseparable from transparent governance, public participation, accountability, and integrity, all of which have become fundamental principles of democratic governance in decentralized government systems (Candra & Fernando, 2024). Within the Indonesian context, village governments have assumed increasingly strategic responsibilities following the enactment of Village Law No. 6 of 2014, which grants broader authority over development planning, financial management, and community empowerment while simultaneously increasing governance risks associated with decentralized decision-making (Undang-Undang Nomor 6 Tahun 2014 tentang Desa). Effective implementation therefore requires continuous interaction between governmental institutions and local communities so that policy objectives are translated into collective actions rather than remaining administrative obligations. The quality of policy implementation consequently represents the decisive factor that determines whether decentralization strengthens public welfare or instead creates new opportunities for governance failures.

One of the most pressing governance challenges requiring effective policy implementation is corruption, particularly within village administration where increasing fiscal decentralization has expanded both development opportunities and potential vulnerabilities in public financial management (Syahranuddin et al., 2024). The continuous increase in Village Fund allocations has significantly enhanced the authority of village governments to administer development programs and public services, yet this expanded authority has simultaneously intensified the risk of misuse of public resources when institutional control mechanisms fail to develop proportionally (Faiqotunnisa et al., 2024). Previous studies consistently indicate that corruption at the village level is closely associated with weak internal supervision, limited administrative capacity, inadequate financial accountability, insufficient transparency, and minimal community participation in monitoring village budgets (Pratama et al., 2025). Comparative research further suggests that strengthening governance integrity requires preventive institutional arrangements rather than relying solely on punitive legal enforcement after corruption has occurred (Candra & Fernando, 2024). These findings collectively demonstrate that corruption should not merely be interpreted as individual misconduct but rather as an institutional governance problem that reflects deficiencies in policy implementation. Consequently, strengthening governance systems has become an essential prerequisite for ensuring that decentralization produces equitable and accountable rural development.

The governance challenges identified in previous studies are also evident in Banyumas Regency, where several corruption cases involving village financial management and village economic institutions have emerged during the period of 2022–2025, indicating that the expansion of village authority has not always been accompanied by proportional improvements in accountability mechanisms (Tribunbanyumas.com, 2025). These corruption cases reveal recurring patterns of authority abuse, fictitious financial reporting, non-transparent decision-making, and inadequate institutional oversight that undermine public trust in village governance. The persistence of such practices indicates that increasing fiscal resources alone cannot guarantee the realization of transparent and accountable governance without corresponding improvements in institutional integrity. The major corruption cases recorded in Banyumas Regency are presented in Table 1.

Table 1. Corruption Cases in Banyumas Regency

Year	Case Location	Type of Case	Financial Loss
2022	Karanglewas Village, Jatilawang District, Banyumas Regency	Village Fund Corruption: The former village head independently managed the entire physical development budget without involving village officials, included fictitious expenditure items, and utilized village funds for purposes inconsistent with official allocations.	IDR 622,214,304
2023–2025	Jati Makmur Village-Owned Enterprise (BUMDesma), Jatilawang District, Banyumas Regency	Misappropriation of Women's Savings and Loan Program (SPP) Funds involving poor financial management, non-performing revolving funds, lack of accountability, and alleged intervention by public officials.	IDR 2.7 Billion

Source: Tribunbanyumas.com (processed by the researcher, 2026)

The cases summarized in Table 1 illustrate relatively similar patterns involving abuse of authority, weak accountability mechanisms, limited transparency, and inadequate public oversight in village governance (Tribunbanyumas.com, 2025). These recurring patterns indicate that corruption prevention requires governance reforms capable of institutionalizing integrity through systematic policy implementation rather than depending exclusively on law enforcement interventions. The persistence of governance failures therefore reinforces the importance of preventive approaches that integrate

institutional accountability with community participation as complementary mechanisms for corruption control.

In response to the persistent governance challenges at the village level, the Indonesian Corruption Eradication Commission (KPK) introduced the Anti-Corruption Village Program as a national preventive strategy aimed at strengthening integrity-based village governance through institutional reforms rather than relying exclusively on criminal law enforcement (Permas KPK, 2025). The program seeks to cultivate anti-corruption values among village officials and local communities while simultaneously improving transparency, accountability, public participation, and the quality of public services as the fundamental pillars of good village governance (Prodjotaruno et al., 2022). The implementation framework consists of five principal components and eighteen measurable indicators covering governance management, supervisory mechanisms, public service delivery, community participation, and the development of an anti-corruption culture rooted in local wisdom (Candra & Fernando, 2024). The Government of Central Java subsequently expanded the initiative by establishing twenty-nine pioneer Anti-Corruption Villages in 2023, making the province the first in Indonesia to institutionalize the program on a large scale through systematic technical guidance and policy support (Admin Inspektorat Provinsi Jawa Tengah, 2022). This provincial commitment was reinforced by the Banyumas Regency Government through Regent Decree No. 164 of 2025 concerning the Development of Anti-Corruption Villages, demonstrating that corruption prevention has become an integral component of local governance reform. By 2025, Banyumas Regency had officially designated four villages as Anti-Corruption Villages with varying Village Integrity Index scores, as presented in Table 2.

Table 2. Anti-Corruption Villages in Banyumas Regency

Year	Village/Subdistrict	Village Integrity Index
2023	Sudagaran / Banyumas	96.5
2024	Karangsalam Lor / Baturraden	95.5
2024	Pasiraman Kidul / Pekuncen	94.5
2025	Melung / Kedungbanteng	92.0

Source: Sudagaran Village Government (2025)

Among these villages, Sudagaran Village occupies a particularly important position because it became the first Anti-Corruption Village in Banyumas Regency and achieved the highest Village Integrity Index, earning the "Excellent" category with a score of 96.5 (Sudagaran.desa.id, 2025). Nevertheless, the selection of Sudagaran Village as the research site is not based solely on its high integrity score but on its demonstrated capacity to institutionalize anti-corruption principles beyond administrative assessment requirements. The village government has integrated transparency, accountability, digital governance, participatory decision-making, and strengthened supervisory mechanisms into its routine administrative practices, indicating that the Anti-Corruption Village Program functions as an ongoing governance system rather than merely a certification process (Hidayati et al., 2025). Compared with villages that have only recently obtained Anti-Corruption Village status or remain in the process of fulfilling program indicators, Sudagaran has evolved into a reference model for other villages seeking to strengthen governance integrity and public accountability (Andini et al., 2025). Existing studies have predominantly emphasized program achievements, compliance with integrity indicators, comparative governance practices, or normative discussions regarding good governance, while relatively limited attention has been devoted to explaining implementation through George C. Edward III's policy implementation framework (Sumaryati, 2024). Comparative evidence also indicates that the interaction among communication, organizational resources, implementer disposition, bureaucratic structure, and community participation remains insufficiently explored, creating both conceptual and empirical gaps in the current literature (Srirejeki & Khairurrizqo, 2025).

This study addresses these gaps by examining the implementation of the Anti-Corruption Village Program in Sudagaran Village through George C. Edward III's policy implementation model, with particular attention to the interaction between communication, resources, disposition, and bureaucratic structure in shaping implementation effectiveness. The research also investigates the institutional conditions that sustain integrity-based governance beyond formal program assessment and

certification. By focusing on implementation processes rather than administrative outcomes alone, the study provides a more comprehensive understanding of how anti-corruption policies become embedded within everyday village governance. The findings are expected to enrich policy implementation scholarship in decentralized governance while offering practical evidence for strengthening transparency, accountability, participation, and integrity in village administration. From a methodological perspective, this qualitative case study demonstrates how process-oriented analysis can explain the sustainability of governance reforms within local institutional settings.

RESEARCH METHODS

This study employed an empirical qualitative research design using a descriptive interpretive approach grounded in the post-positivist paradigm to explore the implementation dynamics of the Anti-Corruption Village Program in its natural institutional setting (Abdussamad, 2021). A qualitative design was considered appropriate because the study sought to understand the interactions among policy actors, organizational processes, and governance practices that cannot be adequately captured through quantitative measurement alone (Jailani, 2023). The research was conducted in Sudagaran Village, Banyumas Subdistrict, Banyumas Regency, Central Java, which was purposively selected because it became the first Anti-Corruption Village in the regency and achieved the highest Village Integrity Index score (96.5) in 2023, making it an information-rich case for examining policy implementation. Primary data were collected through semi-structured interviews, direct observations, and document analysis involving the Village Head, Village Secretary, Village Treasurer, the Chairperson of the Village Consultative Body (BPD), village facilitators, community representatives, and other stakeholders directly involved in the implementation of the Anti-Corruption Village Program (Jailani, 2023). Informants were selected using a combination of purposive sampling and snowball sampling to ensure that participants possessed substantial knowledge and practical experience related to the implementation process (Abdussamad, 2021). In total, eight key informants participated in the study, while secondary data were obtained from village regulations, standard operating procedures, financial reports, village meeting minutes, official government documents, and information published through the official website and social media platforms of Sudagaran Village.

The principal research instrument was the researcher, supported by semi-structured interview guidelines, observation checklists, and document review protocols that were developed based on George C. Edward III's policy implementation framework encompassing communication, resources, disposition, and bureaucratic structure (Widodo, 2010). Data credibility was ensured through methodological triangulation and source triangulation by systematically comparing findings obtained from interviews, observations, and documentary evidence to enhance the trustworthiness and consistency of the analysis (Abdussamad, 2021). The collected data were analyzed using the interactive model proposed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing conducted iteratively throughout the research process (Abdussamad, 2021). Analytical interpretation focused on identifying how the four implementation variables interacted to influence the effectiveness and sustainability of the Anti-Corruption Village Program within the institutional context of Sudagaran Village. To strengthen analytical rigor, emerging themes and interpretations were continuously compared across multiple sources of evidence until a coherent understanding of the implementation process was achieved (Jailani, 2023). Ethical considerations were addressed by obtaining voluntary informed consent from all participants, ensuring confidentiality through anonymization of personal information, and conducting the research in accordance with principles of academic integrity, respect for participants, and responsible qualitative inquiry (Abdussamad, 2021).

RESULTS AND DISCUSSION

Institutionalization of the Anti-Corruption Village Program in Sudagaran Village

Sudagaran Village, located in Banyumas Subdistrict, Banyumas Regency, Central Java Province, has become one of the most prominent examples of integrity-oriented village governance following its designation as the first Anti-Corruption Village in Banyumas Regency. The village covers an administrative area of approximately 115.69 hectares, consisting of three hamlets, three neighborhood associations (RW), twenty-one community units (RT), and fifty-seven Dasawisma groups, serving 3,687 residents distributed across 1,366 households. The strategic location of the

village, situated near the administrative center of Banyumas Subdistrict, contributes to a relatively high intensity of public administrative activities and public service delivery. This institutional context creates greater demands for transparent financial management, accountable public services, and responsive administrative performance than villages with lower administrative complexity. The field observations further indicate that the village government has gradually transformed anti-corruption principles into routine governance practices rather than treating them merely as compliance requirements established during the assessment process.

The selection of Sudagaran Village as the research site was not exclusively based on its achievement of the highest Village Integrity Index score of 96.5 in 2023 but rather on its demonstrated capacity to institutionalize the Anti-Corruption Village Program within everyday governance practices. Interviews with village officials, members of the Village Consultative Body (BPD), and community representatives consistently revealed that integrity values have been integrated into planning, budgeting, public service delivery, supervision, and administrative accountability. This institutionalization process indicates that policy implementation extends beyond fulfilling formal assessment indicators and reflects organizational learning embedded within village governance structures. Similar observations have been reported in studies emphasizing that successful Anti-Corruption Villages are characterized by continuous institutional adaptation rather than short-term compliance with program requirements (Hidayati et al., 2025). The empirical evidence therefore suggests that Sudagaran Village represents a governance model in which anti-corruption policies have evolved into organizational norms guiding administrative decision-making and public service practices.

The findings obtained through interviews, direct observations, and document analysis demonstrate that the implementation of the Anti-Corruption Village Program encompasses the five principal indicators established by the Corruption Eradication Commission, namely governance management, supervision, public service, community participation, and anti-corruption culture. Rather than operating as independent components, these indicators function as mutually reinforcing governance mechanisms that strengthen institutional accountability and improve public trust in village administration. The implementation status identified during the field investigation is summarized in Table 3, which illustrates how each indicator has been translated into concrete administrative practices within Sudagaran Village. The table also demonstrates that the observed implementation emphasizes institutional sustainability instead of isolated administrative achievements.

Table 3. Implementation of the Five Indicators of the Anti-Corruption Village Program in Sudagaran Village

Indicator	Empirical Findings	Implementation Status
Governance Management	RPJMDes, RKPDDes, APBDes, SOPs, internal regulations on gratification and conflict of interest are consistently implemented.	Well Implemented
Supervision	Supervision conducted through BPD, Village Meetings (Musdes), development monitoring, and public complaint mechanisms.	Well Implemented
Public Service	Standard Operating Procedures applied to all services, no illegal levies, digital information services available.	Well Implemented
Community Participation	Citizens participate through Musdes, RT/RW meetings, public consultations, and complaint channels.	Well Implemented
Anti-Corruption Culture	Integrity Pact, gratification control, conflict-of-interest policy, regular integrity coaching, and anti-corruption education.	Well Implemented

Source: Processed from interview, observation, and documentation data (2026)

The evidence presented in Table 3 confirms that policy implementation in Sudagaran Village is characterized by institutional integration across governance functions rather than fragmented administrative initiatives. Governance management is supported by legally established planning

instruments and operational procedures, while supervision combines formal oversight by the Village Consultative Body with participatory monitoring conducted through community forums. Public services are standardized through operational procedures and strengthened by digital information systems that enhance administrative transparency and improve citizens' access to public information. Community participation is institutionalized through deliberative mechanisms that enable residents to contribute to planning, implementation, and evaluation processes, reflecting the principles of participatory governance promoted in Anti-Corruption Village guidelines (Prodjotaruno et al., 2022). The cultivation of anti-corruption culture through integrity pacts, gratification control, and continuous ethical guidance further demonstrates that institutional integrity is maintained through preventive governance rather than reactive enforcement alone.

The qualitative findings further reveal that the institutionalization of the Anti-Corruption Village Program has significantly influenced the governance practices of Sudagaran Village by embedding transparency, accountability, participation, and integrity into routine administrative activities rather than limiting these principles to formal policy documents. Interviews with the Village Head and the Village Secretary indicated that every stage of village administration, including development planning, financial management, public service delivery, and performance evaluation, is implemented according to established regulations and standard operating procedures. Field observations also confirmed that planning documents, financial reports, and public service procedures were consistently documented and made accessible to relevant stakeholders, enabling both internal and external monitoring. This pattern reflects the transformation of anti-corruption principles into organizational routines that guide administrative decision-making and reduce opportunities for discretionary practices. Such institutional arrangements correspond with the preventive governance approach promoted by the Anti-Corruption Village Program, which emphasizes integrity-based administration as a sustainable mechanism for corruption prevention rather than relying solely on legal sanctions (Permas KPK, 2025).

Another important finding concerns the integration of transparency with participatory governance. Data obtained from interviews with members of the Village Consultative Body (BPD) and community representatives indicate that public participation extends beyond attendance at Village Consultation Meetings (Musyawarah Desa) and includes involvement in monitoring development activities, evaluating village budget implementation, and submitting public complaints through both conventional and digital communication channels. Informants explained that this participatory mechanism has strengthened mutual trust between the village government and local residents because information concerning village programs, financial management, and public services is disseminated openly through multiple communication platforms. The availability of accessible public information encourages community members to perform informal oversight, thereby complementing the formal supervisory role of government institutions. Previous studies similarly argue that open government practices enhance public accountability by creating opportunities for citizens to participate directly in governance processes and monitor administrative performance (Sari et al., 2025). The empirical findings therefore suggest that community participation in Sudagaran Village functions not only as a democratic process but also as an institutional instrument for corruption prevention.

The findings also demonstrate that the sustainability of the Anti-Corruption Village Program is closely associated with the village government's capacity to translate national policy objectives into locally adaptive governance practices. Rather than implementing uniform administrative measures, the village government adjusted communication strategies, administrative procedures, and integrity initiatives to accommodate local institutional characteristics and community needs. Interviews with village officials indicated that periodic evaluations, administrative supervision, and continuous organizational learning have become routine mechanisms for maintaining policy consistency after the village received Anti-Corruption Village status. This finding supports the argument that successful policy implementation depends not merely on regulatory compliance but on the capacity of implementing organizations to institutionalize policy values within everyday governance practices (Pratama et al., 2025). Similar conclusions have been reported in comparative studies showing that villages capable of sustaining anti-corruption initiatives generally exhibit stronger institutional commitment and continuous organizational adaptation than villages focusing primarily on achieving assessment indicators (Muttaqun & Arumsari, 2025).

From the perspective of George C. Edward III's policy implementation framework, the institutionalization observed in Sudagaran Village provides empirical evidence that implementation effectiveness is shaped by the interaction between organizational systems and governance behavior rather than by administrative procedures alone. Although the Anti-Corruption Village Program establishes standardized national indicators, their successful implementation depends on the ability of local institutions to internalize these standards into daily governance activities. The field findings indicate that transparency, accountability, supervision, and community participation operate as interconnected governance mechanisms that reinforce one another and collectively strengthen institutional integrity. This pattern explains why Sudagaran Village has been able to maintain its status as an Anti-Corruption Village while simultaneously functioning as a reference model for other villages within Banyumas Regency. The institutionalization process identified in this study therefore demonstrates that effective anti-corruption governance emerges from the continuous integration of policy principles into organizational culture, administrative practice, and community engagement rather than from compliance with assessment requirements alone.

Policy Communication in the Implementation of the Anti-Corruption Village Program

Policy communication constitutes the first determinant in George C. Edward III's implementation framework because the successful translation of policy objectives into administrative practice depends on how information is transmitted, understood, and consistently interpreted by policy implementers (Widodo, 2010). Empirical findings indicate that communication in the implementation of the Anti-Corruption Village Program in Sudagaran Village operates through a structured multi-level governance network involving the Corruption Eradication Commission (KPK), the Central Java Provincial Inspectorate, the Banyumas Regency Inspectorate, village officials, the Village Consultative Body (BPD), and community members. Interviews with village administrators revealed that policy directives were communicated through technical guidance sessions, regular coordination meetings, monitoring activities, and continuous mentoring before operational implementation began. The communication process therefore functioned not only as an administrative mechanism for transmitting regulations but also as a collaborative learning process that enabled implementing actors to interpret policy objectives uniformly. Field observations further demonstrated that communication channels remained active throughout program implementation rather than being limited to the initial policy dissemination stage. This pattern reflects the importance of continuous communication in reducing ambiguity and maintaining consistency during policy implementation.

The interview data further demonstrate that internal organizational communication has become an institutional routine supporting policy consistency. According to the Village Secretary, every new Village Regulation (Perdes), Village Head Regulation (Perkades), and Standard Operating Procedure (SOP) is discussed collectively during routine coordination meetings held every Monday before implementation takes place. Informants emphasized that these meetings serve as forums for clarifying regulatory changes, discussing implementation challenges, and coordinating administrative responsibilities among village officials. Digital communication through official WhatsApp groups complements face-to-face meetings by enabling rapid dissemination of information and immediate consultation whenever operational issues arise. Such organizational practices minimize inconsistencies among implementing actors because every administrative unit receives identical policy information before executing its respective responsibilities. Previous studies similarly emphasize that regular organizational communication strengthens policy coordination and improves implementation effectiveness by ensuring common interpretations among policy actors (Andini et al., 2025).

The communication strategy also extends beyond internal government institutions through various public information mechanisms designed to strengthen transparency and public participation. Interviews with community representatives indicate that residents receive information concerning the Anti-Corruption Village Program through Village Consultation Meetings, neighborhood meetings, public information boards, the official village website, social media platforms, and direct communication from neighborhood leaders. Community members explained that digital platforms facilitate rapid access to administrative information for younger residents, whereas conventional community meetings remain effective for older citizens who are less familiar with digital technology. This combination of conventional and digital communication channels illustrates the adaptive communication strategy adopted by the village government to accommodate differences in community

characteristics while maintaining equal access to public information. Such findings support previous research arguing that digital transparency combined with participatory forums substantially expands citizens' opportunities to monitor local governance processes (Sumaryati, 2024).

The implementation findings are further supported by documentary evidence demonstrating that transparency has been institutionalized through formal regulatory instruments governing public information services. Village Regulation No. 14 of 2022 concerning Public Information Services establishes standardized procedures for requesting, verifying, and disseminating public information, thereby reducing administrative discretion in responding to public requests. Documentary analysis confirms that these procedures are consistently implemented through clearly defined administrative workflows accessible to both village officials and citizens. The availability of formal information service procedures also strengthens legal certainty regarding citizens' access to governance information while encouraging administrative accountability throughout policy implementation. This institutional arrangement illustrates how communication mechanisms become embedded within governance structures rather than functioning merely as informal administrative practices (Sudagaran.desa.id, 2025).

Table 4. Communication Patterns in the Implementation of the Anti-Corruption Village Program

Communication Pattern	Actors Involved	Forms of Communication
Vertical Communication	KPK – Provincial Inspectorate – Regency Inspectorate – Village Government	Technical guidance, mentoring, monitoring, evaluation
Internal Communication	Village Head, Village Secretary, Village Officials	Weekly coordination meetings and WhatsApp groups
Institutional Communication	Village Government, BPD, RT/RW, PKK	Village Consultation Meetings and coordination forums
Public Communication	Village Government – Community	Official website, Instagram, public information boards, WhatsApp
Participatory Communication	Village Government – Community	Village deliberation forums, complaint mechanisms, public consultations

Source: Processed by the authors based on field research.

The communication patterns summarized in Table 4 indicate that policy dissemination was conducted through interconnected vertical, horizontal, institutional, and participatory channels rather than relying on a single administrative mechanism. The coexistence of formal meetings, digital media, and community forums reduced communication gaps between policymakers, implementers, and policy beneficiaries while simultaneously strengthening public transparency. Interviews further revealed that continuous supervision from higher-level government institutions reinforced communication consistency because implementation guidance and evaluation were conducted periodically instead of only during the program's initial phase. Similar findings have been reported by studies emphasizing that sustained communication between supervisory institutions and village governments contributes significantly to maintaining implementation quality throughout policy execution (Admin Inspektorat Provinsi Jawa Tengah, 2022). The empirical evidence therefore suggests that communication within Sudagaran Village functions as an integrated governance mechanism supporting institutional learning, policy consistency, and community engagement.

From Edward III's implementation perspective, the communication dimension observed in Sudagaran Village fulfills the three principal indicators of transmission, clarity, and consistency. Policy messages were transmitted through hierarchical institutional networks, clarified through repeated coordination and technical guidance, and maintained through continuous monitoring, public information disclosure, and routine organizational communication. The interaction between administrative communication and community participation also demonstrates that communication contributes not only to organizational coordination but also to strengthening institutional legitimacy by

increasing citizens' access to governance information. Compared with previous studies that primarily emphasized administrative dissemination, the present findings reveal a more integrated communication model combining regulatory communication, digital governance, participatory deliberation, and continuous institutional supervision into a unified implementation system. Such integration explains how communication has become one of the principal factors enabling Sudagaran Village to sustain the implementation quality of the Anti-Corruption Village Program beyond the formal assessment stage.

Disposition of Policy Implementers in the Anti-Corruption Village Program

Disposition represents the commitment, willingness, and integrity of policy implementers in translating policy objectives into administrative practice, making it one of the central determinants of implementation success within George C. Edward III's framework (Widodo, 2010). The empirical findings indicate that village officials in Sudagaran demonstrate a consistently positive disposition toward the Anti-Corruption Village Program through their acceptance of integrity values and their commitment to transparent and accountable governance. Interviews with the Village Head revealed that anti-corruption principles are not perceived merely as administrative obligations required to obtain the Anti-Corruption Village designation but are understood as ethical standards that should guide everyday public administration. Similar perspectives were expressed by the Village Secretary and the Village Treasurer, who emphasized that adherence to regulations, transparency in financial management, and accountability in public service have become integral components of organizational responsibility. Observation findings also showed that administrative activities were conducted according to standardized procedures with minimal discretionary practices, reflecting the internalization of policy values into organizational behavior. These findings indicate that policy acceptance among implementers extends beyond formal compliance and reflects a shared institutional commitment toward integrity-oriented governance.

Field interviews further demonstrate that organizational commitment has been strengthened through continuous capacity-building activities organized by supervisory institutions. Informants explained that technical guidance, integrity workshops, mentoring programs, and periodic evaluations conducted by the Corruption Eradication Commission (KPK) and inspectorate institutions have contributed to strengthening officials' understanding of anti-corruption principles while reinforcing their professional responsibilities. Rather than functioning solely as compliance monitoring, these activities encouraged organizational learning by allowing village officials to discuss implementation challenges and develop practical solutions collectively. Several participants stated that routine institutional guidance increased confidence in implementing new governance procedures because policy expectations became clearer and operational responsibilities were continuously reinforced. Previous studies similarly report that continuous institutional mentoring contributes to stronger policy commitment by reducing uncertainty among local implementers and fostering organizational ownership of policy objectives (Hidayati et al., 2025). The findings therefore suggest that disposition is reinforced through sustained organizational learning rather than relying exclusively on individual ethical commitment.

The implementation process also demonstrates that organizational integrity has been institutionalized through formal preventive mechanisms designed to minimize opportunities for corrupt practices. Documentary analysis confirmed that all village officials signed Integrity Pacts, declarations rejecting corruption, collusion, and nepotism, and statements confirming the absence of previous corruption-related criminal records before the implementation of the Anti-Corruption Village Program. Additional regulations governing gratification control and conflict-of-interest management further institutionalize ethical standards within administrative practice by providing explicit behavioral guidelines for public officials. Interviews with the Village Head confirmed that every public service is provided free of unofficial charges and that any form of personal benefit potentially categorized as gratification must be rejected in accordance with established regulations. Community representatives interviewed during the research also acknowledged that administrative services were delivered transparently without informal payments or preferential treatment. Such institutional safeguards reinforce integrity by combining ethical commitment with formal administrative controls, thereby reducing opportunities for deviations during policy implementation (Prodjotaruno et al., 2022).

Table 5. Indicators of Policy Implementers' Disposition in Sudagaran Village

Indicator	Empirical Evidence
Commitment to Integrity	Integrity Pact signed by all village officials
Compliance with Regulations	Administrative activities implemented according to Perdes, Perkades, and SOP
Anti-Gratification Commitment	Implementation of Village Head Regulation No. 11 of 2022 on Gratification Control
Conflict-of-Interest Prevention	Village Head Regulation No. 13 of 2022 concerning Conflict of Interest Management
Ethical Public Service	Public services delivered without illegal charges and based on transparent procedures

Source: Processed by the authors based on field observations, interviews, and documentary evidence.

The evidence summarized in Table 4 illustrates that the disposition of policy implementers is reflected not only in normative statements but also in measurable institutional practices embedded within village governance. Interviews indicate that ethical commitments are reinforced through administrative regulations, organizational supervision, and standardized operational procedures, creating consistency between individual attitudes and institutional expectations. This interaction reduces dependence on personal leadership because integrity values become organizational norms applicable to all implementing actors regardless of position. Previous comparative studies similarly conclude that successful Anti-Corruption Villages are characterized by the institutionalization of integrity through administrative regulations and ethical governance mechanisms rather than by symbolic declarations alone (Muttaqun & Arumsari, 2025). The empirical findings therefore demonstrate that policy disposition in Sudagaran Village has evolved into a collective organizational culture supporting long-term implementation sustainability.

From the perspective of Edward III's implementation model, the disposition dimension in Sudagaran Village fulfills the principal indicators of bureaucratic commitment and policy acceptance because implementing actors consistently demonstrate willingness to execute policy objectives while maintaining integrity throughout administrative activities. The interaction between ethical commitment, regulatory compliance, organizational learning, and institutional supervision produces a governance environment in which anti-corruption values become integrated into everyday administrative routines rather than remaining symbolic policy aspirations. Compared with previous studies that primarily evaluated compliance through administrative indicators, this research shows that policy disposition becomes substantially stronger when ethical values are institutionalized through continuous capacity development, preventive governance mechanisms, and organizational accountability. These findings explain why Sudagaran Village has been able to preserve its integrity status after formal assessment while simultaneously functioning as a reference model for anti-corruption governance at the village level.

Resources and Bureaucratic Structure Supporting the Implementation of the Anti-Corruption Village Program

The findings indicate that the availability of organizational resources and the existence of a well-defined bureaucratic structure constitute complementary determinants of the successful implementation of the Anti-Corruption Village Program in Sudagaran Village. Within George C. Edward III's policy implementation framework, resources encompass human resources, financial capacity, facilities, and legal authority, whereas bureaucratic structure concerns organizational arrangements, coordination mechanisms, and administrative procedures that facilitate policy execution (Widodo, 2010). Interviews with the Village Head, Village Secretary, and Village Treasurer demonstrate that policy implementation is supported by adequate administrative personnel whose responsibilities are distributed according to their institutional functions. Observation results also reveal that every administrative activity follows standardized procedures beginning with planning, implementation, financial administration, reporting, and evaluation, thereby reducing organizational ambiguity during policy execution. Rather than relying solely on individual initiative, implementation activities are embedded within formal organizational arrangements that allocate responsibilities clearly

across administrative units. This institutional configuration enables the Anti-Corruption Village Program to operate as an integrated governance system instead of an isolated anti-corruption initiative.

The empirical evidence further demonstrates that human resources constitute one of the principal strengths supporting policy implementation. Interviews indicate that village officials possess sufficient administrative competence because they regularly participate in technical guidance programs, integrity training, policy socialization, and monitoring activities organized by the Banyumas Regency Inspectorate and the Central Java Provincial Inspectorate. Informants emphasized that continuous capacity development has improved their understanding of financial accountability, public service standards, transparency obligations, and anti-corruption governance principles. Community representatives also acknowledged that village officials responded promptly to administrative requests and demonstrated professional competence when providing public services. Such findings suggest that resource adequacy should not be interpreted exclusively in quantitative terms but should also consider the continuous enhancement of institutional capacity through organizational learning and professional development. Previous studies similarly conclude that competent human resources supported by continuous institutional mentoring significantly improve the quality and sustainability of Anti-Corruption Village implementation (Pratama et al., 2025).

Financial resources, organizational facilities, and administrative authority also contribute substantially to implementation effectiveness. Interviews with the Village Treasurer confirmed that the Anti-Corruption Village Program does not receive a separate budget allocation but is integrated into the Village Revenue and Expenditure Budget (APBDes) across relevant administrative activities, allowing integrity initiatives to become part of routine governance rather than temporary projects. Observation findings further indicate that transparency is supported through various digital and physical facilities, including the official village website, Instagram account, APBDes information boards, complaint mechanisms, and WhatsApp communication groups that facilitate public access to administrative information. Village officials explained that these facilities improve communication efficiency while simultaneously expanding opportunities for community oversight of village governance. Such resource integration reflects an adaptive governance model in which technological infrastructure strengthens transparency, responsiveness, and administrative accountability. Similar observations have been reported in studies emphasizing that digital governance infrastructure enhances institutional transparency by improving information accessibility and reducing procedural opacity (Candra & Fernando, 2024).

Table 6. Resources Supporting the Implementation of the Anti-Corruption Village Program

Resource Dimension	Empirical Findings
Human Resources	Competent village officials supported by continuous technical guidance and mentoring
Financial Resources	Program activities integrated into APBDes through transparent budgeting mechanisms
Facilities and Infrastructure	Official website, Instagram, APBDes information boards, complaint services, WhatsApp groups
Authority	Administrative authority regulated through Village Regulation No. 7 of 2016 and supporting regulations
Institutional Support	Continuous supervision by KPK, Provincial Inspectorate, and Regency Inspectorate

Source: Processed by the authors based on field research.

The evidence presented in Table 5 illustrates that policy implementation is supported by interconnected organizational resources rather than isolated administrative capacities. Human competence, financial integration, technological infrastructure, legal authority, and institutional supervision collectively strengthen implementation performance while reducing operational constraints commonly identified in village governance. Interviews reveal that clearly defined authority enables village officials to make administrative decisions efficiently because responsibilities are allocated according to organizational functions and reinforced through routine coordination meetings. Supervisory institutions simultaneously provide monitoring and technical assistance, ensuring that

policy implementation remains consistent with national governance standards. Previous comparative research similarly argues that successful anti-corruption governance depends on the interaction between organizational capacity, institutional supervision, and clearly defined administrative authority rather than on financial resources alone (Syahrannuddin et al., 2024). These findings indicate that organizational resources in Sudagaran Village function as mutually reinforcing components of an integrated implementation system.

The bureaucratic structure identified during the field research also demonstrates a high level of institutional coordination that supports policy continuity. Documentary analysis confirms that administrative responsibilities are regulated through Village Regulation No. 7 of 2016 concerning the Organizational Structure and Administrative Procedures of Village Government, while implementation is guided by Village Regulations, Village Head Regulations, RPJMDes, RKPDDes, APBDes, and accountability reports. Interviews with the Village Secretary indicate that weekly coordination meetings serve as institutional mechanisms for reviewing implementation progress, resolving operational problems, and synchronizing administrative responsibilities among organizational units. Members of the Village Consultative Body further explained that monitoring activities are conducted through Village Consultation Meetings, development supervision, and budget evaluations, while community participation complements formal oversight through public complaints and deliberative forums. This bureaucratic arrangement demonstrates that administrative coordination extends beyond hierarchical supervision by incorporating participatory governance into routine organizational processes. Comparable findings have been reported by Sari et al. (2025), who argue that clearly structured bureaucratic arrangements significantly enhance transparency and accountability in Anti-Corruption Village governance.

From the perspective of George C. Edward III's implementation theory, the interaction between organizational resources and bureaucratic structure explains the institutional resilience observed in Sudagaran Village throughout the implementation of the Anti-Corruption Village Program. Adequate human resources, integrated financial management, accessible technological infrastructure, clearly distributed authority, and continuous organizational supervision collectively reduce implementation barriers while facilitating effective policy execution. The empirical evidence also demonstrates that bureaucratic structure functions not merely as an administrative hierarchy but as a governance mechanism integrating coordination, accountability, supervision, and community participation into everyday village administration. Compared with previous studies that frequently examined resources and organizational structure separately, the present findings indicate that implementation effectiveness emerges from the reciprocal interaction between institutional capacity and organizational governance systems. This integrated institutional model provides a plausible explanation for Sudagaran Village's ability to maintain its Anti-Corruption Village status while serving as a reference model for integrity-based village governance in Banyumas Regency.

CONCLUSION

The findings demonstrate that the implementation of the Anti-Corruption Village Program in Sudagaran Village aligns with George C. Edward III's policy implementation framework, particularly through the interaction of communication, disposition, bureaucratic structure, and organizational resources in supporting effective governance. Communication has been institutionalized through regular coordination meetings, Village Consultation Meetings (Musyawarah Desa), public outreach activities, and digital information platforms that enable policy messages to be transmitted consistently to both village officials and community members. The disposition of policy implementers is reflected in their commitment to integrity, adherence to legal and administrative regulations, rejection of gratification, provision of public services free from illegal charges, and consistent compliance with established Standard Operating Procedures. The bureaucratic structure facilitates implementation through a clear distribution of organizational responsibilities, routine coordination among administrative units, and multi-level supervision involving the Village Consultative Body (BPD) and inspectorate institutions. Resource availability further strengthens implementation through competent human resources, accountable APBDes management, adequate technological infrastructure, and clearly defined administrative authority that supports efficient policy execution. These interconnected dimensions indicate that the sustainability of the Anti-Corruption Village Program depends not on a

single institutional factor but on the integration of organizational capacity, governance mechanisms, and community participation within routine village administration.

The study also indicates that Sudagaran Village's designation as an Outstanding Anti-Corruption Village reflects the institutionalization of transparency, accountability, participation, and integrity into everyday governance practices rather than the mere fulfillment of administrative assessment indicators. Maintaining this achievement requires continuous efforts to strengthen communication through broader public information disclosure, reinforce organizational integrity through periodic ethical capacity building and gratification control, and enhance bureaucratic coordination among village institutions and community stakeholders. Sustained investment in human resource development, technical training, digital public services, and administrative innovation will further improve institutional capacity while supporting adaptive governance in response to evolving public administration challenges. Periodic evaluation involving supervisory institutions and community representatives should also be maintained to ensure that implementation quality remains consistent beyond formal certification processes. These recommendations are expected to reinforce the long-term sustainability of the Anti-Corruption Village Program while providing practical guidance for other villages seeking to institutionalize integrity-based governance. The findings further contribute to policy implementation scholarship by demonstrating that durable anti-corruption governance emerges from the continuous interaction between organizational commitment, institutional learning, participatory oversight, and adaptive administrative systems rather than from regulatory compliance alone.

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