



Implementation of the Thematic Village Program in Empowering the Sekar Asri Women's Farmers Group in Ciledug District, Tangerang City

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Abstract: *Urban poverty has prompted local governments to develop the Thematic Village Program as a community empowerment strategy based on local potential. However, the implementation of this program in Sekar Asri Thematic Village, Ciledug District, still faces obstacles in funding, product marketing, and community participation. This study aims to analyze the implementation of the Thematic Village Program in empowering the Sekar Asri Women Farmers Group (KWT) in Ciledug District, Tangerang City. Employing a qualitative descriptive approach based on Merilee S. Grindle's policy implementation model, the study involved five purposively selected informants, including representatives from Bappeda, the sub-district office, the Thematic Village chair, and KWT members. Data were collected through observation, interviews, and documentation, then analyzed using the Miles and Huberman model through data reduction, data presentation, and conclusion drawing, strengthened by triangulation and member checking. Findings indicate that the program has provided benefits in improving environmental quality, economic empowerment, strengthening stakeholder coordination, and developing local potential. However, implementation remains constrained by limited funding, inadequate infrastructure, and low community participation. The study concludes that while the Thematic Village Program has been implemented reasonably well, it is not yet optimal. Strengthening budget support, increasing community participation, and providing ongoing assistance are necessary to ensure program sustainability.*

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Introduction

Poverty remains a major social problem in Indonesia, despite a decline in the number of poor people, from 27.55 million in 2020 to 26.36 million in 2022, according to data from the Central Statistics Agency (BPS). Poverty is not only related to low income but also to limited access to education, health care, resources, and social participation. According to Bappenas (Rustanto, 2015:95), urban poverty is characterized by limited access to productive assets, increasing social and economic vulnerability.

In an effort to address poverty, the government encourages community empowerment through the implementation of regional autonomy as stipulated in Law Number 23 of 2014 concerning Regional Government. In Tangerang City, this policy is implemented through the Thematic Village Program based on Mayoral Regulation Number 92 of 2020, which aims to improve environmental quality and community welfare through the development of local potential and active community participation. According to Subejo and Supriyanto (Binadi, 2017:23), community empowerment is the process of developing community capabilities towards economic and social independence.

The implementation of the Thematic Village Program in Ciledug District has not been fully optimized. Sekar Asri Village, one of the thematic villages based on the Women's Farmers Group, still faces challenges in marketing its SME products, particularly spinach chips, which are still limited to the local community in Tangerang City. Various promotional efforts have been undertaken, but have not been able to optimally increase sales, thus impacting the group's business development.

In addition to marketing, program implementation also faces challenges such as low community participation and unclear funding. According to 2023 data from the Tangerang City Regional Development Planning Agency, only nine of the 17 thematic villages in Ciledug District are still active. Meanwhile, the Sekar Asri Women's Farmers Group still relies on self-funded capital and product sales due to the lack of dedicated funding for business development.

Based on these conditions, this study aims to analyze the implementation of the Thematic Village Program in empowering the Sekar Asri Women's Farmers Group in Ciledug District, Tangerang City. This research is important to provide an overview of the program's implementation in improving community empowerment. The novelty of the study lies in its focus on analyzing the implementation of the Thematic Village Program through identifying marketing constraints, community participation, and funding in the Sekar Asri Women's Farmers Group based on empirical conditions in Ciledug District, Tangerang City.

Research Methods

This study uses a descriptive method with a qualitative approach to analyze the implementation of the Thematic Village Program in empowering the Sekar Asri Women's Farmers



Group in Ciledug District, Tangerang City. The research analysis refers to Grindle's policy implementation model, which consists of the dimensions of policy content and policy context (Tahir, 2014).

The primary research instrument was the researcher, using data collection techniques such as observation, interviews, and documentation. Data analysis used the Miles and Huberman (1992) model as cited in Hardani et al. (2020:163) through data reduction, data presentation, conclusion drawing, and verification. Data validity was tested using technical triangulation, source triangulation, and member checking (Sugiono, 2013).

The research was conducted in Sekar Asri Thematic Village, Ciledug District, Tangerang City. Informants were selected using a purposive sampling technique and can be expanded using the snowball technique as needed. The informants consisted of the Head of the Community Social Affairs Division of the Tangerang City Regional Development Planning Agency (Bappeda), the Head of Ciledug District, the Head of Sekar Asri Thematic Village, and two members of Sekar Asri Thematic Village, resulting in a total of five informants.

The research began with initial observations, followed by data collection through observation, interviews, and documentation based on Grindle's policy implementation indicators. Data were analyzed using data reduction, data presentation, and conclusion drawing. They were then verified through triangulation and member checking to ensure the credibility of the research findings.

Results and Discussion

Content of Policy

1. Interests Influencing Policy

Indicators of interests that influence policy in the implementation model of Merilee S. Grindle are used to analyze various interests that influence the implementation of the Thematic Village Program in Ciledug District, Tangerang City. Based on the interview results, this program was formed as part of an effort to realize the vision of Tangerang City 2018–2023 through the Tangerang Live concept, while improving the quality of the residential environment, developing local potential, and encouraging community participation in development.

The Thematic Village Program focuses not only on physical environmental development but also on enhancing community economic empowerment through the development of Small and Medium Enterprises (SMEs), the formation of Women Farmers' Groups (KWT), and the utilization of local potential. KWTs play a role in agricultural and cultivation activities, the results of which are used to meet community needs and increase group income through marketing.

The program's implementation involves various stakeholders, primarily the Tangerang City Government through the Regional Development Planning Agency (Bappeda), and the community as both implementers and beneficiaries. By utilizing both government and community land, the Thematic Village Program is expected to improve environmental quality, develop local economic potential, strengthen community empowerment, and sustainably enhance community well-being.

2. Benefits Generated

The benefit type indicators in Merilee S. Grindle's policy implementation model are used to identify the benefits resulting from the implementation of the Thematic Village Program in community empowerment in Ciledug District, Tangerang City. Based on the results of interviews with informants, this program provides benefits in social, economic, and environmental aspects through a community-based development approach.

From a social and environmental perspective, the Thematic Village Program has increased community participation in maintaining cleanliness, improving environmental

quality, strengthening the spirit of mutual cooperation, and fostering a sense of ownership. Community involvement from the planning stage through maintenance also supports the program's sustainability, eliminating its reliance solely on government funding.

From an economic perspective, this program encourages community empowerment through the development and marketing of products produced by community groups. These products become better known at the sub-district and Tangerang City levels, providing additional income for the groups. Thus, the Thematic Village Program provides tangible benefits in improving environmental quality, strengthening community participation, and supporting economic well-being.

3. Degree of Change to be Achieved

The degree of change indicator intended to be achieved in Merilee S. Grindle's policy implementation model is used to assess the extent to which the Thematic Village Program's objectives can be realized. Based on interviews with informants, this program aims to improve the quality of residential environments, empower communities through the development of local potential, and create independent, productive, and competitive areas. Furthermore, the program is also directed at improving the quality of life of the community, strengthening collaboration between the government and the community, and supporting sustainable development.

Interview results also showed that each Thematic Village Program target is not only oriented towards physical change, but also encompasses social, economic, and environmental aspects. This program aims to increase community participation, develop local potential, strengthen the community economy, and raise awareness of environmental protection. Therefore, the program's success is measured not only by the area's development but also by increased community participation and the sustained socio-economic benefits.

Based on research findings, the Thematic Village Program is an effort by the Tangerang City Government to improve community welfare through the development of SMEs, poverty and unemployment reduction, and environmental improvement, in accordance with the Tangerang City Medium-Term Development Plan (RPJMD). However, its implementation still faces obstacles in the form of low community participation, which has hampered the program's sustainability, resulting in only a few Thematic Villages remaining active.

4. Location of Decision Making

The decision-making location indicator is used to analyze the decision-making and coordination mechanisms in the implementation of the Thematic Village Program. Based on interviews with informants, coordination is carried out in a hierarchical and collaborative manner through communication, coaching, and cross-sectoral cooperation to ensure program implementation meets its stated objectives.

Coordination involves various stakeholders, including the City Government, through its relevant Regional Apparatus Organizations (OPDs), as policymakers and advisors; sub-districts, as regional coordinators; urban villages, as field coordinators; and the community, through neighborhood associations (RT/RW), community leaders (LPM), family welfare organization (PKK), youth organizations (Karang Taruna), and community groups, as program implementers. Each party plays a complementary role in supporting the successful implementation of the Thematic Village Program.

Based on research findings, coordination is conducted regularly through meetings, communication channels, and field visits to discuss activity progress, challenges, and necessary solutions. Thus, the decision-making process in the Thematic Village Program is hierarchical, flexible, and involves all stakeholders according to program implementation needs.

5. Top of Form Program Implementer

Program implementation indicators are used to analyze the performance of parties involved in the Thematic Village Program. Based on interviews with informants, program

implementation has generally proceeded quite well, thanks to coordination, mentoring, and collaboration between the government and the community in environmental management, community empowerment, and regional potential development.

The program's implementation involves the city government, sub-districts, urban villages, neighborhood associations (RT/RW), community organizations, thematic village administrators, and the community. Each party carries out its respective roles and responsibilities, such as coordinating activities, disseminating information, assigning tasks, and encouraging community participation in various Thematic Village Program activities.

Based on research findings, the Thematic Village Program implementers have performed their functions quite optimally, including supporting the empowerment of MSMEs and developing the community's economic potential. However, the program's sustainability still requires consistent coordination, mentoring, and active community participation to ensure its objectives are achieved sustainably.

7. Resources Used

The resource indicators used in this study include funding and the availability of facilities and infrastructure as supporting factors for the implementation of the Thematic Village Program. Based on interviews, the program's funding comes from the regional budget (APBD), supported by Corporate Social Responsibility (CSR) funds, collaborations with universities, community organizations, communities, and community self-help.

Despite having several funding sources, implementation has not been fully optimized due to irregular government budget support and a relatively slow disbursement process. This situation has prompted the Sekar Asri Thematic Village Group to develop independent funding sources through the sale of group products. Therefore, strengthening alternative funding sources and community economic independence are crucial factors for the program's sustainability.

In terms of facilities and infrastructure, the research results indicate that generally available facilities are sufficient to support the implementation of the Thematic Village Program. However, several facilities still need to be completed and upgraded to meet community needs, with these improvements being implemented in stages based on priorities and regional budget capacity. This indicates that improvements to facilities and infrastructure are still needed for optimal program implementation.

Context of Policy

1. Power, Interests, and Strategies of the Actors Involved

The power, interests, and strategies of the actors involved were used to analyze the role of the government and stakeholders in supporting the implementation of the Thematic Village Program. Based on the interview results, the government provided guidance, training, outreach, and mentoring to program implementers to improve human resource capacity. The mentoring was tailored to the theme of each Thematic Village and included environmental management, community empowerment, local potential development, and institutional strengthening.

In addition to improving the knowledge and skills of implementers, coaching also aims to strengthen coordination, encourage community participation, and enhance their ability to manage programs sustainably. The success of coaching depends on the implementers' ability to implement the training results and the consistency of government support.

The Thematic Village Program's implementation strategy is implemented through community empowerment-based environmental management and the development of local potential. This strategy includes identifying key potential areas, increasing community participation, cross-regional coordination, ongoing development, and developing MSMEs. The government acts as a facilitator, while communities are the primary actors. The program is expected to improve environmental quality, strengthen the local economy, and achieve

sustainable development.

2. Characteristics of the Institutions and Regimes in Power

Indicators of institutional characteristics and the ruling regime emphasize that the success of policy implementation is influenced by the characteristics, authority, and role of each institution. This study examines the role of stakeholders in supporting the implementation of the Thematic Village Program.

Informant I1 explained that Bappeda plays a role in overseeing the planning and implementation of the Thematic Village Program to ensure it is in accordance with the 2019–2023 Tangerang City RPJMD and achieves the established goals.

Informant I2 stated that Ciledug District plays a role as a guard, monitor, and coordination liaison so that program implementation continues to run in accordance with local government policies.

Based on interviews, stakeholders play a role in overseeing, monitoring, and coordinating the implementation of the Thematic Village Program to ensure it aligns with regional development planning and policies. Coordination between stakeholders is a crucial factor in supporting the smooth implementation of the program and achieving its stated goals.

3. Level of Compliance and Implementer Response

Implementer compliance and responsiveness are crucial factors in the successful implementation of the Thematic Village Program. This study examines routine meetings, SME development, and program oversight as indicators of implementer compliance and responsiveness.

Informant I2 explained that meetings are held as needed to discuss plans, evaluate activities, and encourage community involvement. The sub-district also continues to encourage communication between administrators, village heads, and residents to maintain community participation.

Informant I3 stated that meetings are held as needed to provide a forum for discussion, information dissemination, and community input. The sub-district also emphasized the importance of community involvement in every Thematic Village Program activity.

Informant I4 explained that his group held regular meetings according to the activity schedule, especially on weekends, to prepare and carry out the Thematic Village activities.

Based on interviews, regular meetings and communication serve as a means of coordination, evaluation, information dissemination, and increased community participation. Support from sub-districts and urban villages in encouraging community involvement contributes to the sustainability and development of the Thematic Village Program.

Discussion of Research Results

Table 1 Field Findings

No.	Element	Field Findings
1.	A. Content of Policy Interests that influence	1. The Thematic Village Program aims to improve environmental quality and develop the economic potential of communities in Tangerang City. This program is expected to help reduce unemployment and poverty in the city. 2. Each Thematic Village is required to form and have a Women Farmers Group (KWT) as a forum for community empowerment in managing and developing food potential and the local economy. 3. The formation and development of Thematic Villages is carried out by utilizing government-owned land, such as social facilities and public facilities, as well

	as community-owned land, the use of which is carried out based on applicable permits and agreements.
2. Benefit Type	1. Since the establishment of Kampung Sekar Asri, it has become more well-known and the impact felt is the increase in sales of the products produced, and can also create new business opportunities for the surrounding community.
3. The degree of change you want to achieve	1. The Thematic Village Program aims to improve environmental quality, reduce poverty and unemployment in urban areas, and optimize the economic potential of communities. Furthermore, the program aims to foster community awareness of the surrounding environment. 2. Community participation in the implementation of various activities around the Thematic Villages is still suboptimal. Community involvement does not encompass all residents, as program management and implementation are still primarily handled by the Thematic Village administrators.
4. pickup location decision	1. Decision-making in the thematic village program lies with the sub-district and urban village. 2. Coordination carried out in this thematic village is from below or is usually referred to as a top-down policy implementation approach.
5. Program Implementer	1. The implementation of the Thematic Village Program has generally been quite successful. This is evident in the coordination and cooperation between the city government, sub-districts, urban villages, neighborhood associations (RT/RW), community organizations, the Thematic Village administrators, and the community.
6. the resources used	2. The availability of funding resources in the implementation of the Thematic Village Program has been supported by various parties, but is not yet fully optimal. 3. The available facilities and infrastructure are not yet fully complete and there are still several facilities that need to be improved or equipped according to the needs of the community and the conditions of each region.
1. <u>B. Context of Policy</u> power, interests, and strategies of the actors involved	1. Coaching and mentoring are carried out by sub-districts and urban villages by providing training and counseling according to what is needed in the Thematic Village. 2. The program implementation strategy is directed at empowering Micro, Small, and Medium Enterprises (MSMEs), improving environmental quality, and strengthening the identity and characteristics of each region.

2. Characteristics of institutions and regimes)	1. Each stakeholder in the implementation of the Thematic Village Program has different roles and responsibilities according to their respective functions and authorities. 2. Stakeholders involved in the implementation of the Thematic Village Program come from various elements of government, including Bappeda, regional apparatus or related agencies, as well as sub-districts and urban villages which play a role in coordinating and managing the program at the regional level.
3. Level of compliance and response from implementers	1. There are no regular meetings between the sub-district, urban village and thematic village members. 2. Sekar Asri Thematic Village has scheduled meetings every weekend.

Based on the table above, it can be seen that the implementation of the thematic village program in empowering the Sekar Asri women's farmer group in Ciledug District, Tangerang City is still not optimal because the resources used, in this case the budget support used in program implementation includes financial and non-financial resources. In the context of empowering thematic village groups, one of the most needed resources is capital support for each activity. The availability of capital is a crucial factor in supporting the sustainability and development of thematic village group activities. However, a special budget for the Thematic Village Program has not been explicitly allocated in the Tangerang City Regional Revenue and Expenditure Budget (APBD), as is the case with other government programs. This condition is one of the factors that can hinder the process of developing and implementing various activities contained in the Thematic Village Program.

The degree of change expected through the Thematic Village Program is realized, among other things, through increased community participation and awareness in the program's implementation and sustainability. Based on the program's guidelines, Thematic Villages are not only aimed at improving environmental quality but also at encouraging community awareness and building a unique identity for each village as part of regional development efforts. However, based on field research, community participation in the management and sustainability of Thematic Village activities, particularly in Taubat and Anggursari Villages, is still suboptimal. Management of activities is still dominated by administrators, while involvement of the surrounding community is not fully equitable. This condition indicates that increasing community participation remains a challenge in the implementation of the Thematic Village Program. However, active community involvement is a crucial factor in supporting the program's success and sustainability, as communities not only act as beneficiaries but also as parties who participate in managing and developing the program at the local level.

Conclusion and Recommendation

The results of the study indicate that the implementation of the Thematic Village Program in empowering the Sekar Asri Women Farmers Group in Ciledug District, Tangerang City has been running quite well, especially in the aspects of coordination between stakeholders, coaching, development of local potential, and economic empowerment through

the Women Farmers Group. This program provides benefits in improving environmental quality, strengthening community participation, encouraging the development of locally based businesses, and building collaboration between the government and the community. However, the implementation of the program is still not optimal because it faces several obstacles, especially limited budget support that has not been specifically allocated and has not been provided routinely, limited facilities and infrastructure, and low community participation in the management and sustainability of activities. These conditions cause most activities to still be dominated by the Thematic Village administrators so that the overall goal of community empowerment has not been fully achieved.

This study has limitations because it was only conducted in one Thematic Village, namely Sekar Asri in Ciledug District, with a limited number of informants, so the results of the study cannot describe the conditions of all Thematic Villages in Tangerang City. Future research is recommended to involve more research locations and informants from various stakeholders to obtain a more comprehensive picture of program implementation. In addition, future research can examine the effectiveness of community empowerment strategies, strengthening citizen participation, and sustainable funding models in supporting the Thematic Village Program. Practically, the results of this study can provide input for the Tangerang City Government to strengthen funding policies, improve coaching and mentoring, expand marketing of Women Farmers Group products, and encourage more active community involvement to achieve the sustainability and success of the Thematic Village Program.

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