

# IMPLEMENTATION OF THE INDEPENDENT VILLAGE PROGRAM POLICY IN COMMUNITY ECONOMIC EMPOWERMENT IN SEKADAU HILIR DISTRICT, SEKADAU REGENCY

**Kornelia Meilinda Betsyeba<sup>1</sup>, Martoyo<sup>2</sup>, Herlan<sup>3</sup>**

<sup>1,2,3</sup> Magister Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Tanjungpura, Pontianak  
Email: [e2072231036@student.untan.ac.id](mailto:e2072231036@student.untan.ac.id)<sup>1</sup>, [martoyo@fisip.untan.ac.id](mailto:martoyo@fisip.untan.ac.id)<sup>2</sup>, [herlan@fisip.untan.ac.id](mailto:herlan@fisip.untan.ac.id)<sup>3</sup>

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## Abstract

The title of this study is "Implementation of the Independent Village Program Policy in Empowering the Local Economy at Sekadau Hilir District of Sekadau Regency". The issue addressed in this study stems from the lack of coordination among village authorities, community members, and relevant institutions, which potentially hampered the program's implementation and reduced the effectiveness of its organizational processes. The objective of this study is to describe and analyze the organizational stages, interpretation, and application within the implementation process of the Independent Village Program policy aimed at empowering the local economy in Mungguk Village at Sekadau Hilir District of Sekadau Regency. This research employs a descriptive method with a qualitative approach. The findings indicated that the organizational stage has been implemented by the Mungguk Village Government through the establishment of an operational structure, including the Activity Implementation Team (known as Activity Implementation Team/TPK), community groups, and other program partners. The interpretation stage, referring to the understanding of village officials and part of the community regarding the substance of the Independent Village Program, remains varied. A significant portion of the general public had a lack of comprehensive understanding of the program's benefits and mechanisms. The application stage, or the actual implementation of the program, was ongoing. However, the outcomes were not yet evenly distributed. Some community members have begun to experience increased income through small-scale enterprises, yet many others have not directly benefited from the program. The study suggests strengthening all three stages; organization, interpretation, and application, to ensure more effective program implementation and greater impact on community economic empowerment. The success of this program largely depends on the active involvement of all stakeholders, effective coordination, and a shared, clear understanding of its objectives and execution mechanisms.

**Keywords:** *Implementation, Independent Village, Economic Empowerment*

## A. INTRODUCTION

The independent village program is a priority development program launched in West Kalimantan with the aim of accelerating infrastructure development, developing quality governance with the principles of good governance. An independent village is a developed village that has the ability to carry out village development with the aim of improving the quality of life and life as much as possible and the welfare of village communities with social resilience, economic resilience and environmental resilience. Based on Governor Regulation Number 1 of 2019 concerning the acceleration of improving the status of village progress and independence, it is emphasized that the implementation of the independent village program policy can improve the economic capacity of the community, create jobs, and promote economic sustainability in the village. with the aim of increasing the community's ability to become entrepreneurs and create new business opportunities. Encourage local economic growth and create jobs and improve the skills of the community to enter the job market or become entrepreneurs. Thus, the independent village program policy can bring profound positive changes, and not only for village communities but also for more equitable and inclusive national economic development. Sekadau Regency again recorded a brilliant achievement in village development in 2024, with 12 villages successfully upgrading from advanced to independent village status based on the Village

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Kornelia Meilinda Betsyeba et al

Development Index (IDM) assessment by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. With these additional 12 villages, the total number of independent villages now reaches 62. In comparison, in 2023, the number of independent villages in Sekadau was recorded at 50. Meanwhile, However, despite this impressive achievement, there are still 32 villages that have not yet achieved independent village status. Of these, 18 are in the advanced category, while 14 are still in the developing category. In addition to pursuing improvements, he emphasized the importance of maintaining the independent village status already achieved to prevent future decline. Over the past three years, village status in Sekadau Regency has improved significantly. It is hoped that this achieved independent village status can be maintained and further improved. To find out the recapitulation of the Village Development Index (IDM) in Sekadau Hilir District in 2024, please see table 1.1 below.

Table 1.1  
Recapitulation of the Village Development Index (IDM) in Sekadau Hilir District in 2024

No	Village	IDM Value	IDM Status
1	Serapas	0.7703	Proceed
2	Ringin River	0.959	Independent
3	Mungguk	0.961	Independent
4	Cape	0.8602	Independent
5	Merapi	0.8171	Independent
6	Semabi	0.8229	Independent
7	Across Kapuas	0.8359	Independent
8	Landau Kodah	0.8994	Independent
9	Timbuk	0.8303	Independent
10	Turmeric River	0.8357	Independent
11	Pin	0.8841	Independent
12	Gonis Tekam	0.9125	Independent
13	Tapang Semadak	0.8903	Independent
14	Engkersik	0.8775	Independent
15	Ensalang	0.89	Independent
16	Bokak Sembumbun	0.9721	Independent
17	Selalong	0.9106	Independent
18	Beautiful Island	0.6348	Develop
19	Tigur Jaya	0.6479	Develop
20	Beringgir Raya	0.6048	Develop

Source: Sekadau Regency PMD Service, January 2025.

Based on table 1.1, it shows that Sekadau Hilir District, Sekadau Regency, has 20 villages consisting of 1 developed village, 16 independent villages and 3 villages. developing. One of the independent villages selected as the object of this study is Mungguk Village, which has an IDM value of 0.91, with considerations covering various interrelated aspects, including resource potential, infrastructure, financial systems, institutions, and community empowerment. Natural and economic resources that can be managed independently, such as agricultural products, livestock, or tourism potential. The availability of adequate infrastructure, such as roads, electricity, clean water, and health facilities, is very important to support village independence. Having a transparent financial system and being able to generate original village income to support sustainable development. Strong institutions, namely transparent village governance and community participation in decision-making are very important for the smooth management and development of the village, and Community Empowerment, namely a good level of education and skills of the community and their active participation in village management will strengthen independence.

## **B. LITERATURE REVIEW**

Implementation is defined as the range of actions undertaken by government and private individuals directed toward achieving the objectives established in a prior policy decision. A policy may be implemented effectively but fail to achieve substantial impact because the policy was poorly formulated or for other reasons. Therefore, successful program implementation may be a necessary, though not sufficient, condition for achieving the final results. Van Meter and Van Horn (in Winarno, 2012:146) define public policy implementation as "actions in previous decisions." These actions include efforts to change decisions into operational actions within a certain period of time as well as in order to continue efforts to achieve large and small changes determined by the policy decisions made. by public organizations that are directed to achieve predetermined goals.

The meaning of implementation according to Daniel A. Mazmanian and Paul Sabatier (in Wahab, 2014:65), says that: Implementation is understanding what actually happens after a program is declared valid or formulated. The focus of attention on policy implementation is the events and activities that arise after the ratification of State policy guidelines which include both efforts to administer them and to create real consequences/impacts on society or events. From the explanations above, it can be concluded that policy implementation will not begin before the goals and objectives are established or identified through policy decisions. Therefore, implementation is a process of activities carried out by various actors to ultimately achieve results that align with the goals or objectives of the policy itself. According to Winarno (2012:74), there are four factors that influence the implementation process, including:

1. Inter-organizational communication and implementation activities;
2. Characteristics of the implementing agency;
3. The economic, social and political environment affecting the implementing jurisdiction or organization;
4. The implementers' tendencies towards basic measures and goals.

Less successful implementations often pay little attention to or require institutional mechanisms and procedures, so that high-ranking officials (District Governments) are less able to increase the likelihood that implementers are less able to act consistently with the basic measures and objectives of the policy. The context of implementing government policies demands changes or innovations in the role of the government from implementer to facilitator, so that it can provide instructions on public services, regulate to empower and work solely to fulfill regulations to work to realize the mission. The implementation of policies or programs is not merely related to the mechanism of translating political decisions into routine procedures through bureaucratic channels, but more than that, it concerns the issues of conflict, decisions and who gets what from the implementation of policies or programs, which is a very important stage in the entire policy process. The implementation process is an activity intended to operate a program, with three stages as its pillars, as stated by Jones (2006:46), namely:

- a. The Organizing Stage, which concerns the formation or reorganization of resources, units and methods to make the program
- b. Interpretation stage, namely interpreting so that the program becomes a plan and direction that is appropriate and can be accepted and implemented.
- c. Application/implementation stage, namely routine provisions for services, payments or other things that are adjusted to the program objectives.

Based on Jones's statement, it shows that in the context of independent village policies, community economic empowerment is a key aspect that must be well-managed for villages to achieve independence. The three stages mentioned by Jones—organization, interpretation, and application—can serve as pillars for achieving this goal. By following these three stages, villages can ensure that the economic empowerment policies implemented are running well and resulting in sustainable economic independence. Then Winarno (2012:129), stated that what is meant by organization here is "bureaucracy, as a tool of renewal that implements social and economic development goals where the government must have institutions that are receptive to new innovations that are beneficial for development". Wibawa (2008:147) stated interpretation, namely "the stage where a policy that is still abstract is described in a more technical operational policy". Meanwhile, according to Tachjan (2008:120), interpretation is: The process of policy implementation is very dependent on interpretation in understanding what happens at each stage of policy making, because laws, regulations, decisions, guidelines and orders are more definitive. so that great attention must be given to the method used by implementers in interpreting their responsibilities. to whom are the implementers oriented?

who is considered to have authority. According to Widodo (2011: 102) states that the application stage, namely "applying the policy implementation process plan into real reality because it is closely related to other activities, namely a dynamic process because it is related to other policy activities". Based on what was put forward by the experts, it shows that the implementation of a policy is very much determined by the behavior of the implementing bureaucracy. Because the implementation of the policy involves actions that can be implemented directly or in the form of an action that requires derivative products so that it can be implemented clearly by policy implementers at the lower level. Based on the concept put forward by the experts, it shows that the implementation of the policy involves actions that can be directly implemented or in the form of an action that requires derivative products so that it can be implemented clearly by policy implementers at the lower level. Widodo, (2011:90), stated that "in order for public policy to be implemented effectively, the implementation process must include three stages that need to be carried out, namely: the interpretation stage, the organizing stage and the application stage".

Public policy implementation involves more than just one or two components, but encompasses a variety of processes, depending on the policymaker's framework. Furthermore, it encompasses a series of processes and steps taken to implement policies established by the government or authorized institutions. The success of public policy implementation depends heavily on various components working synergistically. Meter and Horn (in Winarno, 2012:21) define policy implementation as actions undertaken by individuals/groups, both government and private, aimed at achieving predetermined goals. Considering these factors, public policy implementation is a dynamic and complex process, requiring in-depth understanding and appropriate strategies to achieve the desired results, in line with the independent village program.

### **C. RESEARCH METHODS**

The type of research to be used is determined by the problem, nature, and objectives of the research. In this study, the type of research used is descriptive research with a qualitative approach. According to Sugiyono (2016:11), descriptive research is research conducted to determine independent research indicators, either one or more without making comparisons or connecting one indicator with another. The research location is in Mungguk Village, Sekadau Hilir District, Sekadau Regency, with the consideration that in that location there are problems related to the lack of coordination between the village government, the community, and related institutions which can hinder the implementation of the program, so that it can reduce the effectiveness of the organization and the lack of clear and transparent information about the program can result in misinterpretation and misunderstanding among the community.

The research subjects are data sources that can provide accurate information, namely consisting of: HeadCommunity and Village Empowerment Service of Sekadau Regency, Sekadau Hilir Sub-district Head, Mungguk Village Head, Community Leaders and the Mungguk Village community. The technique for determining research subjects, namely using purposive techniques. According to Arikunto (2016:139), that sampling or research subjects with this technique is based on certain objectives, with conditions, namely: based on certain characteristics, traits or characteristics. The object of this research is the implementation of the independent village program policy in empowering the community's economy in Mungguk Village, Sekadau Hilir District, Sekadau Regency. The reason for choosing this research object is because the independent program policy has not been implemented optimally. Data collection techniques used in research on the implementation process of the independent village program policy in economic empowerment The community in Mungguk Village, Sekadau Hilir District, Sekadau Regency is as follows:

- a. Observation technique, namely making direct observations at the place where the research is carried out.
- b. Interview technique, namely conducting direct and in-depth questions and answers with research subjects, in order to collect primary data.
- c. Documentation study, namely a way of collecting data through written records, such as laws and regulations.

The data collection tools used in the research on the implementation process of the independent village program policy in empowering the community's economy in Mungguk Village, Sekadau Hilir District, Sekadau Regency are as follows: Observation guidelines, namely notes that have been prepared in advance and recorded during the observation. Interview guidelines, namely a list of questions that have been prepared in advance as a guide for asking questions in the field according to the research objectives and documentation tools, namely tools in the form of photocopies and cameras. This research uses a descriptive qualitative approach. Data were obtained through interviews with village officials, community leaders, and local business

actors in Sekadau Hilir District. Field observations were conducted in several villages that were the focus of the program. Data analysis was carried out using the interactive model of Miles and Huberman: data reduction, data presentation, and drawing conclusions. The data examination technique used in this study is to use data source triangulation, namely a data examination technique carried out related to the problem of the implementation process of the independent village program policy in empowering the community's economy by exploring the truth of certain information. through interviews and observations, written documents, archives, official records, and so on, which methods will produce different evidence or data, which will then provide different views on the phenomena being studied, while technical and time triangulation are not used in this research.

## **D. RESEARCH RESULT**

### **1. Independent Village Program Organizational Stage**

Village economic empowerment is a crucial pillar in achieving sustainable and equitable development. In this context, the Independent Village Program is a strategic step designed to increase village independence by optimizing local potential and strengthening community capacity. One of the crucial stages in implementing this program, as stipulated in West Kalimantan Governor Regulation Number 1 of 2019 concerning the Acceleration of Village Progress and Independence, is the organizational stage, which serves as the initial foundation for establishing a structured, directed, and participatory work system. Meanwhile, the Sekadau Hilir Sub-district Head provided information through interviews regarding how to assess the effectiveness of coordination between the village government and related parties in implementing the economic empowerment program, saying that: "In the context of Sekadau Hilir Sub-district, including in Mungguk Village, the effectiveness of coordination between the village government and related parties such as technical agencies, village facilitators, BUMDes, and the community is assessed based on several indicators. First, we look at the smoothness of communication between parties, especially in program planning and implementation. Second, we assess the level of involvement of related parties, including village facilitators, technical agencies, and community groups. Good coordination is seen from the existence of synergy, not the work of each separately. Third, we look at the results and impact of the program in "Fourth, we also refer to reporting and documentation of activities. Furthermore, we also pay attention to responses and solutions to obstacles in the field. If problems arise, are they quickly resolved through cross-stakeholder coordination, or do they result in mutual blame? A spirit of mutual cooperation and open communication are key to successful coordination."

Based on the statement, it can be seen that the effectiveness of coordination between the village government and related parties in the implementation of the community economic empowerment program is assessed through the smoothness of communication and village deliberations, because effectiveness is assessed from how open and active communication is established between the village government, community, facilitators, and other technical agencies, especially in the planning process to program implementation. The level of stakeholder involvement, because coordination is considered effective if all related parties, both from government elements, village facilitators, and community groups, are actively involved and work synergistically, not running alone and the achievements and impacts of the program, namely the success of the program which is seen from the improvement of the community's economy is one important indicator that coordination between parties is running well and effectively. Overall, the sub-district head emphasized that effective coordination is not only a formality, but must become a collaborative and participatory work culture in village development, especially in empowering the community's economy. Based on the results of observations on coordination and synergy between village institutions, it is clear that the implementation of the Independent Village program is highly dependent on the effectiveness of coordination and synergy between village institutions, such as the Village Government, BPD (Village Consultative Body), LPM (Community Empowerment Institution), PKK, Karang Taruna, and other community groups. The form of coordination and The synergy that exists, such as regular coordination meetings between village institutions, has been held periodically, especially prior to the planning and evaluation of village programs. However, there are obstacles faced, such as: a lack of continuous communication, especially outside of formal meetings, sometimes hampering synergy at the implementation level. Sectoral egos still exist among several institutions, which leads to overlapping programs or a lack of collaboration in joint activities. Limited human resource capacity in program planning and management is also a challenge.

## **2. Interpretation Stage of the Independent Village Program**

The interpretation or understanding stage is a very important initial step in the policy implementation process, especially in the context of the Independent Village program which aims to empower the community's economy. At this stage, various parties involved, including the village government, program implementers, and the community, strive to thoroughly understand the intent, purpose, and substance of the formulated policy. In Mungguk Village, Sekadau Hilir District, Sekadau Regency, the interpretation or understanding of the Independent Village program policy does not only include a technical understanding of the policy content, but also how the policy is adapted to local conditions, village potential, and community needs and aspirations. Proper understanding is an important foundation so that program implementation can run according to targets and produce a significant impact on the economic empowerment of village communities, as regulated in the Regulation of the Governor of West Kalimantan Number 1 of 2019 concerning the Acceleration of Improving the Status of Village Progress and Independence.

The results of the interview with the Head of Mungguk Village continued, regarding whether all village officials have the same perception and understanding of the content and objectives. The policy, if not, how to address it, said that: "Not all village officials have the same perception and understanding of the content and objectives of the Independent Village policy. This is caused by differences in educational background and work experience among village officials. Varying levels of policy literacy, especially in understanding official documents and evaluation indicators, and a lack of equal training opportunities, so that not all officials receive direct explanations. As a result of these differences, there are differences in work methods and priorities between sectors, which can hinder consistency in the implementation of the Independent Village program." In relation to this statement, it can be concluded that not all village officials share the same perception and understanding of the content and objectives of village policies. This is a natural challenge in the village-level governance process, especially when policies are not fully understood by all parties involved. These differences in understanding are generally caused by diverse educational backgrounds, a lack of equitable socialization, and limitations in internal village communication. These differences in understanding must be addressed proactively and constructively, as if left unchecked, they can result in ineffective policy implementation and even lead to misunderstandings among village officials.

Based on observations of village governments' understanding of the Independent Village policy, it can be seen that it is not yet fully and thoroughly understood. Some village officials demonstrated a good understanding of the concept of village independence, such as the importance of managing local potential, increasing community participation, and strengthening village institutions. However, others still interpreted this policy differently. Narrowly, limited to administrative aspects or assistance from the central government. This gap in understanding poses a challenge to optimally realizing the goals of the Independent Village policy in Mungguk Village. Therefore, systematic efforts are needed to increase the capacity and policy literacy of all village officials. More intensive outreach, applicable training, and mentoring by experts or village development partners are strategic steps to align perceptions and encourage effective policy implementation.

## **3. Independent Village Program Application**

The Application Phase is the phase in the policy implementation process where plans or policies that have been prepared and approved begin to be implemented in the field. At this stage, the prepared policies will be operationalized through a series of activities involving relevant resources, stakeholders, and organizational structures to achieve the stated objectives. In the context of the Independent Village policy, as regulated in West Kalimantan Governor Regulation Number 1 of 2019 concerning the Acceleration of Improving the Status of Village Progress and Independence, this application phase includes all steps taken to implement economic empowerment programs in villages, such as policy socialization to the community, skills training, providing access to capital, institutional strengthening, and evaluation of the results of the policy implementation. The results of an interview with the Head of Mungguk Village, regarding the concrete steps the Mungguk Village Government has taken in implementing the Independent Village Program policy to encourage community economic empowerment, stated that: "One of the concrete steps we have taken is providing skills training to village communities. This training aims to "To improve community skills in various fields, such as handicrafts, agriculture, and entrepreneurship. This aims to expand job opportunities and increase community income. We, the Mungguk Village Government, have also supported the development of MSMEs by providing entrepreneurship training facilities and assisting the community in accessing business capital." In relation to this statement, it can be concluded that the concrete steps taken by the Mungguk Village Government in implementing the Independent Village Program are very comprehensive and focus on various aspects of

economic empowerment. This program not only improves individual skills and capacity but also creates a mutually supportive economic ecosystem, involving the agricultural sector, MSMEs, infrastructure, and access to financing. However, to ensure the sustainability of the program, it is important to continue strengthening evaluation and monitoring so that each initiative can continue to develop and adapt to community needs. In addition, strengthening collaboration with the private sector, educational institutions, and non-governmental organizations will also further strengthen the positive impact of the Independent Village Program in Mungguk Village. Based on observations of actual activities that have been carried out, it can be seen that skills training has been found involving residents, especially women and youth groups.

The training includes handicrafts, agricultural product processing, and entrepreneurship training. Several residents were seen actively practicing the training outcomes, such as producing local snacks (chips, cakes) and crafts from rattan or bamboo. In the field, it was observed that several small-scale MSME units have been established, supported by the village government with the support of simple tools purchased from village aid or training proceeds. The application/implementation phase is a crucial bridge between policy planning and program implementation. Through this process, macro-level policies are translated into technical steps that directly address community needs. Therefore, it is crucial to analyze the relationship between this policy implementation phase and program implementation that directly impacts community economic empowerment at the village level. This aims to assess the extent to which the implementation of the Independent Village Program in Mungguk Village, in accordance with West Kalimantan Governor Regulation Number 1 of 2019, has been effective, adaptive, and participatory, and how it has fostered a more economically independent village community.

## **E. CONCLUSION**

Based on the results of the research and discussion in the previous chapter, several conclusions can be drawn regarding the process of implementing the independent village program policy towards empowering the community's economy in Mungguk Village, Sekadau Hilir District, Sekadau Regency, including:

1. The program's organizational stage has not been optimal due to weak institutional capacity and low community participation. For example, village institutions are not yet strong, both in terms of structure and managerial capabilities. There is a lack of coordination between stakeholders, such as village governments, village facilitators, and related agencies, and minimal community involvement in the program planning and implementation process.
2. The program interpretation stage has not been optimal due to minimal socialization and guidance, resulting in the perceptions of implementers not fully aligning with the policy's objectives. Disagreements or differing interpretations of the policy's intent and objectives are a major obstacle. Some village officials and the community still consider the Independent Village Program as an aid program, not as a strategic effort for economic independence.
3. The implementation of program policies has not yet had a significant impact due to limited technical support, weak monitoring, and a lack of sustainability in empowerment programs. This includes limited human resources and technical assistance, infrastructure and market access constraints, and a lack of innovation and sustainability in village economic enterprises.

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# IMPLEMENTATION OF THE INDEPENDENT VILLAGE PROGRAM POLICY IN COMMUNITY ECONOMIC EMPOWERMENT IN SEKADAU HILIR DISTRICT, SEKADAU REGENCY

Kornelia Meilinda Betsyeba et al

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