

Effectiveness of the Village Fund Program in Aengdake Village, Bluto District, Sumenep Regency

Rofiqotul Ummah^{1*}, Slamet Muchsin², Afifuddin³

^{1,2,3}Universitas Islam Malang, Jawa Timur, Indonesia

ARTICLE INFO



Email Correspondence:
rofiqotulumaah92@gmail.com

Keywords:
Effectiveness, Village Funds

DOI:
<https://doi.org/10.33096/jmb.v11i2.877>

ABSTRACT

Aengdake Village, located at the eastern tip of Madura Island, has successfully implemented the Village Fund program, which includes the establishment of health posts for toddlers, teenagers, and the elderly. These health posts are particularly beneficial for preventing stunting in toddlers, providing consultations for teenagers, and addressing health issues among the elderly, especially concerning knee problems. This research aims to assess the implementation, quality improvement, potential, and effectiveness of Village Funds in Aengdake Village, Bluto District, Sumenep Regency. The research employs a qualitative approach with descriptive methods, utilizing data collection techniques such as interviews, observations, and documentation. The findings reveal that the Village Fund program implementation encompasses the following aspects: (a) Government: operations, facilities and infrastructure, population administration, civil administration, and land; (b) Development: education, health, public works, and information; (c) Development: youth and PKK (Family Welfare Empowerment); (d) Community empowerment: agriculture, animal husbandry, and increasing the capacity of village officials; (e) Unexpected costs.

ABSTRAK

Desa Aengdake, yang terletak di ujung timur Pulau Madura, telah berhasil mengimplementasikan program Dana Desa, termasuk penyediaan pos kesehatan untuk balita, remaja, dan lanjut usia. Pos-pos kesehatan ini sangat bermanfaat, terutama dalam mencegah stunting pada balita, memberikan konsultasi untuk remaja, dan menangani masalah kesehatan pada lanjut usia, terutama yang berkaitan dengan masalah lutut. Penelitian ini bertujuan untuk menilai pelaksanaan, peningkatan kualitas, potensi, dan efektivitas Dana Desa di Desa Aengdake, Kecamatan Bluto, Kabupaten Sumenep. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan metode deskriptif, serta teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa pelaksanaan program Dana Desa mencakup aspek-aspek berikut: (a) Pemerintahan: operasional, fasilitas dan infrastruktur, administrasi kependudukan, administrasi sipil, dan tanah; (b) Pembangunan: pendidikan, kesehatan, pekerjaan umum, dan informasi; (c) Pembangunan: pemuda dan PKK (Pemberdayaan Kesejahteraan Keluarga); (d) Pemberdayaan masyarakat: pertanian, peternakan, dan peningkatan kapasitas perangkat desa; (e) Biaya tak terduga.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

A *village* is an area with several residents as one community unit. This includes the legal community within the lowest government organization under the auspices of the sub-district. The community also has the right to organize a

household within the framework of the Unitary State of the Republic of Indonesia (Nurmayani, 2009).

UU no. 6 of 2014 concerning Villages has provided legal standing and a strategic foundation for developing and empowering Village communities towards an independent and prosperous Village. The Village Law provides recognition and transfer of village-scale powers. With this recognition and power transfer, the Village has the authority to administer Village government, implement Village development, develop Village society, and empower Village communities based on community initiatives, original rights, and Village customs. In order to support the implementation of this authority, Law No. 6 of 2014 mandates the central government to transfer funds to villages sourced from the State Revenue and Expenditure Budget. In the explanation of Law No. 6 of 2014, it is stated that the amount of budget allocation intended directly to the Village is determined at 10% (ten percent) from and outside the Regional Transfer funds (on top) in stages. (Heru, 2021).

Aengdake Village is located at the eastern tip of Madura Island, where one of the Village Fund programs that has been successfully implemented to date is the health post starting for toddlers, teenagers, and the elderly. This health post is very useful, especially for the health of toddlers, to prevent stunting in children, while for teenagers, you can consult regarding the problems they are experiencing, and for the elderly, it is very useful; many elderly people need treatment, especially their knees. Apart from that, Aengdake Village also succeeded in winning an award as an Independent Village because it fulfilled the specified indicators.

Village funds are a form of government attention that allows villages to optimize their potential. According to PP no. 60/2014 concerning Village Funds sourced from the APBN, which was updated with PP No. 8 of 2016, defines *Village funds* as funds originating from the APBN which are given to Villages through Regency/City APBD transfers to finance Village government administration, infrastructure development, various development activities and empowerment of Village communities. In other words, Village funds are a source of Village income (PP No. 8 of 2016).

It is known that some members of the Aengdake Village government have not met the minimum standards set by PERBUP Sumenep No. 8 of 2020, Article 8, Paragraph 2, which states: "At least a general high school education or equivalent." This is evident from the fact that the quality of the village apparatus remains low, leading to community concerns about the management of Village funds and whether they are used as intended.

Researchers are interested in examining "The Effectiveness of the Village Fund Program in Aengdake Village, Bluto District, Sumenep Regency." The Village Fund aims to increase each village's income source, enabling the government to enhance community service facilities by meeting basic needs, strengthening

village institutions, and supporting other activities required by the village community, as determined through the village Musrenbang (Development Planning Meeting).

However, the existence of the Village Fund has also introduced new issues. Many people are concerned about the management of the Village Fund due to the perceived low quality of the village apparatus's human resources. Additionally, the community is not yet sufficiently critical of the management of the Village income and expenditure budget (APBDesa), which limits the effectiveness of community supervision.

RESEARCH METHOD

This research uses a qualitative approach with descriptive research methods to address problems that require an in-depth understanding of the context, time, and situation involved. The research is conducted in a reasonable and natural manner, in line with the objective conditions in the field (Arifin, 2011). The qualitative research method is based on philosophical foundations and is used to investigate scientific conditions (experiments) where the researcher is the primary instrument. Data collection techniques and qualitative analysis focus on meaning (Sugiyono, 2018).

This research is conducted in Aengdake Village, Bluto District, Sumenep Regency. The data collection techniques employed include interviews, observation, and documentation. Data analysis involves data reduction, data presentation, and drawing conclusions. This research uses the theory of organizational effectiveness as proposed by Siagian Sondang P. (1983) in his book *Modern Management*. According to S.P. Siagian, the criteria for measuring organizational effectiveness include:

1. **Clarity of Goals:** This ensures that employees understand their duties and work towards achieving the set targets. Goals should be clearly defined and planned to ensure that organizational objectives are met.
2. **Clarity of Strategy:** Strategy refers to the direction the organization follows to achieve its goals. It is essential for guiding the organization's efforts towards its targets.
3. **Solid Process of Analysis and Policy Formulation:** This involves developing policies that effectively bridge the gap between goals and operational activities. Policies should align with the objectives and strategies of the organization.
4. **Careful Planning:** This involves formulating policies for both current and future activities of the organization. Effective planning is crucial for guiding organizational actions.
5. **Proper Program Preparation:** Good planning requires a well-prepared implementation program. If the implementation is flawed, it can lead to insufficient guidance for those executing the program.

6. **Effective Use of Facilities and Infrastructure:** Work becomes more effective and efficient when supported by adequate facilities and infrastructure that meet the organization's needs.
7. **Effective and Efficient Implementation:** Programs should be implemented as effectively and efficiently as possible. If not, the organization may fail to achieve its targets, as effectiveness is closely tied to the organization's goals.
8. **Supervision and Control Systems:** Given human fallibility and the natural tendency to forget, a system of supervision and control is necessary. Monitoring and evaluation are essential to improving programs and ensuring they meet their objectives.

RESULTS and DISCUSSION

The Implementation of the Village Fund Program in Aengdake Village, Bluto District, Sumenep Regency

Based on the results of interviews with sources, the researchers interpret that the implementation of the Village Fund program in Aengdake Village, Bluto District, Sumenep Regency, is largely consistent with the objectives outlined in Law No. 6 of 2014 concerning villages. This law aims to use Village Funds as a means of state commitment to protect and empower villages, enabling them to become strong, advanced, independent, and democratic. The Village Funds are primarily allocated for meeting basic needs, including the development of health posts, posyandu (integrated health posts), and early childhood education (PAUD). Additionally, Village Funds are used for the development of village facilities and infrastructure and for building local potential to enhance the capacity of village communities, particularly in entrepreneurial development.

The implementation of the Village Fund program in Aengdake Village, Bluto District, Sumenep Regency, is categorized into several parts, namely: (a) **Governance: Operations (APBDes Budget):** This budget covers official travel, social support such as Kifayah, and holiday commemoration; **Village Government Facilities and Infrastructure (APBDes Budget):** This budget is allocated for the construction or rehabilitation of village office buildings, infrastructure, population administration, civil registration, and statistics. The budget for Population, Civil Registration, and Statistics includes updating the Village Profile twice a year (mid-year and end-of-year), conducting the Village Development Index once a year, and SDGs once a year. Village profiles can be accessed via the link <https://aengdake.desa.sumenepkab.go.id/>; **Government Administration (APBDes Budget):** This budget covers village deliberations, including Musrenbang, government work plans, APBDes, final reports, and the development of village information systems; **Land (APBDes Budget):** This budget is allocated for village treasury land certification. (b) **Development: Education (APBDes Budget):** This budget supports the implementation of Early Childhood Education/TK/TPA/TKA/TPQ/Non-Formal Madrasahs in Aengdake Village and provides Teacher Honor Assistance. **Health (APBDes Budget):** This budget includes expenses for posyandu (additional food and

honorarium for cadres), development, rehabilitation, improvement, and procurement of posyandu/polindes/pkd facilities and infrastructure. **Public Works and Spatial Planning (APBDes Budget):** This budget covers road repair and paving, construction, rehabilitation, improvement of farming roads, and road infrastructure (culverts, ditches, drainage boxes/slabs/culverts). **Transportation, Communication, and Informatics (APBDes Budget):** This budget supports the provision of village public information, including the creation of information posters and billboards regarding APBDes determinations and LPJ for residents; (c) **Community Development: Youth and Sports (APBDes Budget):** This budget is used to develop youth and sports clubs. **PKK Development (APBDes Budget):** This budget is allocated for family empowerment and welfare programs conducted by PKK, including annual training such as batik training; (d) **Community Empowerment: Agriculture and Livestock (APBDes Budget):** This budget is used to increase livestock production, including production equipment and livestock pens. **Increasing the Capacity of Village Apparatus (APBDes Budget):** This budget supports BIMTEK training on village development, in which all village cadre officials, Karang Taruna, and PKK participants are involved; (e) **Unexpected Costs (APBDes Budget):** This budget covers emergencies for Direct Cash Assistance and disaster management (if applicable).

From the research results of the programs above, it has gone through a process of analyzing management functions, as stated by Dessler (2015), there are 5 management functions:

a. *Planning*

In determining what programs will be implemented, the Aengdake Village government, Bluto District, Sumenep Regency, carries out a musrenbang where in the musrenbang, the participants consist of FORKOPIMKA, Village Facilitators, the entire Aengdake Village Government and together with some of the Aengdake Village community leaders. Musrenbang is usually held in October. After carrying out the musrenbang, the Aengdake Village government carried out an APBDes deliberation in which it discussed programs that were it will be finalized in the following year, while the implementation of the APBDes will be carried out in December.

b. *Organizing*

After determining what programs will be implemented over the next year, the programs are grouped into five predetermined areas. Which will then be grouped again into several subfield.

c. *Actuating*

After planning and organizing, the human resources concerned are directed regarding the program's implementation. After being directed, the human resources department is directed to carry out its main duties and functions. To

avoid double job desks, once it is known what field the activity falls into, the Head of planning affairs will immediately provide direction and description of the work or implementation of the program.

d. *Controlling*

Control is carried out directly by the BPD (Village Supervisory Body) to carry out observations, research, and assessments of village fund programs that are currently or ongoing to achieve the goals that have been set. Controlling in Aengdake village was carried out twice, namely in the middle of the year and at the end of the year; the officers were from FORKOPIMKA, while the evaluation had two officers specifically for development and village administration.

Meanwhile, according to Fahmi (2015), there are 3 objectives of financial management, namely:

- a. Maximize organizational / company value. Managing Village Funds in Aengdake Village is maximized into priority programs such as health posts, infrastructure improvements, village administration, BLT, livestock food assistance, and August activities. So, in managing village funds, The village government does not immediately determine it, so certain provisions exist to determine the village fund program.
- b. Maintain financial stability in a state that is always under control. To maintain the financial stability of the Village Fund, the Aengdake Village Command, Bluto District, and Sumenep Regency took the initiative to continue to be able to operate BUMDes, which had been run previously, as well as rent facilities. These funds are included in Village Original Income (PAD), where PAD is deposited at the end of the year before the implementation of the APBDes, which is used to construct landslide cliffs in the hamlet Tambiyu
- c. Minimize current and future organizational/company risks. To minimize organizational risk, the Village government is improving the quality of human resources for the Aengdake Village government, Bluto District, Sumenep Regency, namely by improving the quality of human resources so that in the future, Village Officials, Village Youth, PKK, and Cadres can take the initiative to advance Aengdake Village regarding the goals they want to achieve.

Improving the Quality, Potential, and Effectiveness of Village apparatus in managing Village Funds in Aengdake Village, Bluto District, Sumenep Regency

Elements that can influence economic development include the wealth of natural resources and land, the quality of labor, capital or funds, the level of technology, the social system, and societal attitudes (Suci et al., 2023). Increasing the knowledge of village officials regarding village financial management and budget transparency is crucial for realizing good governance and developing an advanced village. Village officials play a strategic role in managing the village budget and ensuring the appropriate and efficient use of village funds.

Every year, the Head of Financial Affairs attends training on the Village Financial System organized by Sumenep Regency. This training helps them learn and implement updated financial reporting practices, which will be used for reporting finances in the following year.

Aengdake Village conducts BIMTEK (technical guidance) to enhance the capacity of village officials regarding village development. The training targets all village officials, youth groups, RT heads, RW heads, cadres, and PKK members. The goal is to improve the quality and potential of Aengdake Village, aligning with its vision and mission, and to foster a unified objective among all organizations within the village. Through BIMTEK, it is hoped that village officials will manage village funds more effectively than in previous years.

Effectiveness generally indicates the extent to which an organization or program's goals have been achieved. A program is considered effective if its goals or objectives are met. Effectiveness is a fundamental element for achieving predetermined goals or targets in any organization. For example, creating more jobs, expanding programs that benefit the community, and increasing the effectiveness of poverty alleviation through various policies can help minimize poverty (Abidin et al., 2023). In this research, effectiveness refers to achieving the objectives of the village fund program implemented by the Aengdake Village government in Bluto District, Sumenep Regency, by evaluating the outputs produced through the implementation of village fund programs according to the priorities set by the central government.

To measure the effectiveness of the village fund program in Aengdake Village, Bluto District, Sumenep Regency, researchers used the theory proposed by Siagian Sondang P. (1983), which outlines several criteria for organizational effectiveness, including:

- a. **Clarity of Goals:** This criterion ensures that employees understand their duties and work towards achieving planned targets to meet the organization's goals. In this case, the Aengdake Village government uses a reference for designing village fund programs as outlined in the Minister of Finance Regulation, which is updated annually but remains consistent with the Village Fund priority program.
- b. **Clarity of Strategy:** Strategy refers to the direction followed by the organization to achieve its goals. The Aengdake Village Government's strategy involves mobilizing all relevant elements, including village youth, cadres, PKK members, and village officials. This approach ensures that each program has a designated person in charge if multiple programs occur simultaneously.
- c. **Analyzing and Formulating Solid Policies:** This involves creating policies that effectively bridge the gap between goals and operational activities. Policies must be the result of careful deliberation. For example, when the village budget is insufficient for housing assistance, the policy is adjusted based on community needs and available funds.

- d. **Careful Planning:** This involves formulating policies and preparing programs for future implementation. Village government programs are planned at the end of the year and implemented the following year. Programs are first agreed upon in village deliberations and then submitted to the APBDes, which outlines the final program.
- e. **Proper Program Preparation:** Ensuring that programs are well-prepared is crucial for providing guidance to implementers. The Aengdake Village government refers to Minister of Finance regulations when preparing the village fund program and prioritizes programs as determined by the central government.
- f. **Effective Use of Facilities and Infrastructure:** Productive work depends on having adequate facilities and infrastructure. The Aengdake Village Government ensures that necessary facilities and infrastructure are provided. Any shortcomings identified this year will be addressed in future procurement and inventory efforts.
- g. **Effective and Efficient Implementation:** Programs should be implemented as effectively and efficiently as possible. If not, the organization may fail to meet its targets. The Aengdake Village Fund program is considered effective as it has achieved the Ministry of Finance's priority program and continues to innovate for the village's progress. Aengdake Village has even received an award as an Independent Village.

Supervision and Control, given that humans are prone to forgetfulness and imperfection, effectiveness requires a system of supervision and control. With a monitoring and control system in place, evaluations are conducted to improve programs that are not on target. The village fund program in Aengdake Village is monitored by FORKOPIKKA twice a year. Evaluations cover both the development and administration sectors and are directly assessed by the sub-district and district authorities.

CONCLUSIONS

Based on research conducted in Aengdake Village, Bluto District, Sumenep Regency, the effectiveness of the Village Fund Program is evident in several areas. The program covers various aspects: Government operations, village facilities and infrastructure, population administration, civil registration and statistics, government administration, and land management. It also focuses on development in education, health, public works, transportation, communication, and information, as well as youth and sports activities and PKK development. Community empowerment efforts include agriculture, animal husbandry, and increasing the capacity of village officials. Unexpected costs are also addressed. Despite the effective management of village funds, with annual training from Sumenep District attended only by the Head of Village Financial Affairs, the program has been notably successful. The APBDes budget was fully realized, achieving 100% of its goals, and priority programs were completed as planned. As a result, Aengdake Village's reporting system earned recognition as an Independent Village.

REFERENCE

- Abidin, M., Addainuri, M. I., & Suci, L. E. (2023). Pengaruh Pendidikan dan Kesempatan Kerja terhadap Pertumbuhan Ekonomi di Indonesia. *Jurnal Ekonomi Pembangunan*, 12(2), 113–119. <https://doi.org/10.23960/jep.v12i2.2079>
- Arifin, Z. (2011). *Penelitian Pendidikan*. Remaja Rosda.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Salemba Empat.
- djpb.kemenkeu.go.id. 2021. *Dana Desa : Pengertian, Sumber Dana, Penyaluran Dana, dan Prioritasnya*. <https://djpb.kemenkeu.go.id/kppn/bukittinggi/id/data-publikasi/artikel/2951-dana-Desa-pengertian,-sumber-dana,-penyaluran-dana,-dan-prioritasnya.html> (Diakses Tanggal 01 November 2023)
- Fahmi, I. (2015). *Pengantar Manajemen Keuangan Teori Dan Soal Jawab*. Alfabeta.
- Immanuel, Ivoarotta sebua zamili. 2018. *Evaluasi Pengelolaan Dana Desa Dalam Pemberdayaan Masyarakat Desa di Desa Limo Biang Kecamatan Pulau-Pulau Batu Uatara Kabupaten Niasselatan*. Tesis. Medan. Program Pascasarjana Universitas Medan Area
- Mahyudin, Dkk. 2022. *Sumber Daya Manusia Pemerintah Desa Dalam Pengelolaan Dana Desa*. JISIP. Vol. 11, No 1
- Mutiarin, dyah & Zainudin A. 2014. *Manajemen Birokrasi dan Kebijakan : Penelusuran Konsep dan Teori*. Yogyakarta : Pustaka Pelajar.
- Nurmayani. (2009). *Hukum Administrasi Daerah*. Universitas Lampung.
- Ridhawani, Iwan. 2020. *Efektivitas Program Dana Desa Di Desa Ngabar Kecamatan Siman Kabupaten Ponorogo*. Tesis. Ponorogo. Pascasarjana Institute Agama Islam Negeri Ponorogo.
- Siagian Sondang P. (1983). *Manajemen Modern*. Bumi Aksara.
- Suci, L. E., Addainuri, M. I., & Abidin, M. (2023). The Effect of Economic Growth, Unemployment Rate and Human Development Index on Poverty Rate in North Jakarta. *Jurnal Ilmu Ekonomi Terapan*, 2(3), 284–296. <https://doi.org/10.55927/ministal.v2i3.5831>
- Sugiyono. (2018). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Website Resmi Desa Aengdake Kecamatan Bluto Kabupaten Sumenep <https://aengdake.desa.sumenepkab.go.id/index.php/artikel/2022/8/4/struktur-pemerintah-desa-aengdake-1> (Diakses Tanggal 21 November 2023)
- Uha, Ismail Nawawi. 2014. *Manajemen Perubahan : Teori dan Aplikasi Organisasi Publik dan Bisnis*. Bogor : Ghalia Indonesia.
- UU No. 6 Tahun 2014 Tentang Desa
- UU No. 60 Tahun 2014 Tentang Dana Desa