

## IMPLEMENTATION OF THE VILLAGE FUND PROGRAM IN DEVELOPMENT AND COMMUNITY EMPOWERMENT IN LENGKONG DISTRICT SUKABUMI REGENCY

**Qinanti Maulid NP**

Faculty of Social Sciences,  
University of Muhammadiyah Sukabumi  
[qinantimaulid24@ummi.ac.id](mailto:qinantimaulid24@ummi.ac.id);

**Ike Rachmawati**

Faculty of Social Sciences,  
University of Muhammadiyah Sukabumi,  
[ikerachmawati@ummi.ac.id](mailto:ikerachmawati@ummi.ac.id);

**Rizki Hegia Sampurna**

Faculty of Social Sciences,  
University of Muhammadiyah Sukabumi,  
[rizkicdn@ummi.ac.id](mailto:rizkicdn@ummi.ac.id);

### ABSTRACT

Village funds are a means to support the implementation of community empowerment, Development, and village government in improving community welfare. This research aims to find out how the implementation of the Village Fund Program in Development and Community Empowerment is carried out in the Lengkong District. This research method uses a qualitative research method with a descriptive approach using the theory from Charles O. Jones. The technique used in determining informants is a non-probability sampling techniques with snowball sampling. Data collection techniques include observation, interviews, documentation, and audio-visual materials. The results of this study indicate that the Implementation of the Village Fund Program in Development and Community Empowerment in Lengkong District has been running well, judging from the organization, parties involved, implementation activities, and operational procedures that have been running well. Communication and coordination between the parties involved are going well, and from the application of human resources is still not evenly distributed; public response is also pro and contra. Meanwhile, the efforts made have been going well, and the implementation of development and community empowerment is in accordance with the available budget.

**Keywords:** *Implementation, Village Fund, Development, Community Empowerment*

### A. INTRODUCTION

Village funds are utilized to finance the implementation of village government, development implementation, village development, and community empowerment. Villages are given the authority to manage their resources and

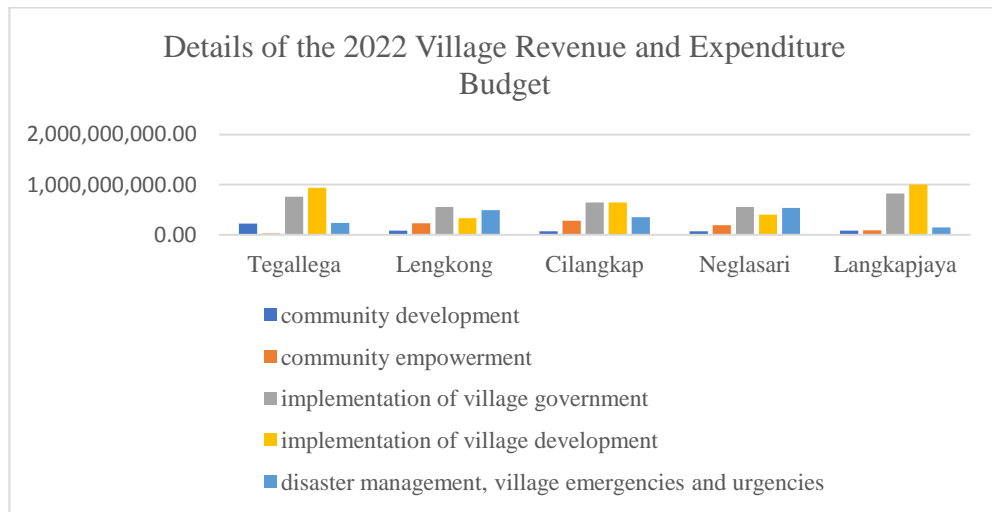
potential to improve the economy and welfare of the village community as well as alleviate poverty. With funds from the village budget, villages have the opportunity to develop their community's economy through activities. The existence of village finance provides an opportunity for the village community to develop their economy and get out of poverty conditions.

The development process that occurs between urban and rural areas is influenced by urbanization that takes place between these two regions. Therefore, the Indonesian government needs to make policies to equalize infrastructure development so that there is no social gap between rural and urban communities. Good Development is equitable and balanced Development, meaning to realize equitable Development, the government has made regional autonomy policies. In that era, Development started at the regional level. Village development has a significant role in national development. This development is open only to the physical aspect but also non-physical aspects, therefore the human resources the carry out village development need attention and development.

Lengkong District is one of the districts in the Sukabumi Regency. The population in 2022 was 33,700 people, with an average livelihood being farmers and ranchers. Lengkong District occupies the seventh position of the lowest village fund out of 47 districts in Sukabumi Regency. Lengkong District has received village funds in 2023 amounting to Rp. 6,241,965,000 overseeing five villages within it, namely Lengkong Village, Tegallega Village, Neglasari Village, Cilangkap Village, and Langkapjaya Village. The status of the Village Development Index (*IDM*) in Lengkong District. The village development index status includes Lengkong Village, Cilangkap Village, Tegallega Village, and Langkap Jaya Village which have *IDM* status as developed villages, while Neglasari Village still holds *IDM* as a developing village.

The management of village funds must be transparent through village deliberations, and the results are outlined in village regulations, which reflect the commitment to decision-making so that the management of village funds follows the principles of good governance, which must be obeyed by village officials and the community. The management of village funds originating from the central government must be in accordance with its objectives, but in reality, there are still obstacles in the use of village funds, such as out-of-budget spending and corruption cases, which should not occur if village funds are managed carefully. Therefore, to improve the village development programs, management aspects, including planning, organizing, directing, and supervising, must be considered.

Based on below Figure 1 Tegallega Village itself in the village revenue and expenditure budget (*APBDes*) prioritizes village development. Cilangkap Village uses village funds by focusing on the implementation of village government and village development. Meanwhile, Lengkong Village prioritizes the implementation of village government. Neglasari Village itself prioritizes village government implementation with village funds, and Langkap Jaya Village prioritizes the field of village development. Therefore, it can be concluded that the use of village funds for community empowerment in Lengkong District is only 0.68% of the total use of village funds in Lengkong District. And for village development, it is accumulated at 2.51%.



**Figure 1 Details of the 2022 Village Revenue and Expenditure Budget (APBDes)** (Source: primary data from the 2023 researcher observation)

In several areas of Lengkong District, the main roads and neighborhood roads are still in inadequate condition. There are many roads with potholes, undulating surfaces, and even some that are still unpaved dirt roads. This has caused several problems for the local community. Here are some neighborhood roads that are still damaged:



**Figure 2 Damaged environmental roads** (Source: Primary data from initial observations of researchers in 2024)

In addition, the village fund program has been running for several years, but there are still cases of abuse of authority or corruption occurring in Lengkong District, including the first case in Neglasari Village where social assistance, *BLT-DD* for Neglasari Village residents was allegedly deducted by Rp. 200,000 per person, and the head of Neglasari Village has promised to return the deducted money, but to no avail until now the village government has not provided the *BLT-DD* social assistance deduction money. A case in Langkapjaya Village where there is an allegation that a former head of Langkapjaya Village, allegedly committed an act that resulted in the loss of a piece of land that is an asset belonging to the village, not only that there was an abuse of authority in providing

assistance to the community and *Bumdes*. The next problem in Lengkong District is the lack of community participation, which is still small in the planning, implementation, and evaluation of activities carried out by the village government. This can be seen in activities in community empowerment or village development, but there is still a lack of people who can help with these activities.

This research focuses on the utilizing village funds for rural development and community empowerment in Lengkong District, Sukabumi Regency. This aligns with the priority areas for village fund allocation. The study is based on Charles O. Jones's implementation theory (1996:296) to examine how the village fund program is executed, and the supporting and hindering factors in Lengkong District, particularly regarding rural development and community empowerment. Therefore, the researcher is interested in conducting a study titled "Implementation of the Village Fund Program in Development and Community Empowerment in Lengkong District, Sukabumi Regency".

## **B. LITERATURE REVIEW**

### **Public Policy**

According to Purwanto & Sulistyastusi (2012:64), Public policy is equivalent to the community's efforts to regulate and solve various problems felt by the community. Therefore, Purwanto provides his views on public policy, which is made to realize values such as justice, equality, and openness aimed at solving problems faced by the community. According to Dewi (2019:2), Public policy is a series of interrelated decisions issued by government institutions and officials. Public policy relates to the decision-making process with the aim of continuing action.

Based on the explanation above, researchers can interpret that public policy is a product of decisions produced by government institutions and officials in order to regulate and adjust community problems based on the values of justice, equality, and openness. Public policy becomes an important instrument for the government to determine strategic steps to solve the issues faced by the community.

### **Implementation of Public Policy**

according to Tachjan (2006:25), Policy implementation is a series of administrative activities that are carried out after a public policy is established or approved by the government. Thus, policy implementation lies between the public policy formulation stage on one side and the policy evaluation stage on the other.

Meanwhile, according to Wahab (2012:135), Implementation is various activities carried out either personally or in groups, carried out by government officials or the private sector, in an effort to realize the achievement of goals and objectives that have been set in a particular policy or decision. From the description above, the researcher can interpret that policy implementation is a crucial stage between policy formulation and policy evaluation, which determines the success or failure of a policy in achieving its objectives.

### **Program**

According to the Indonesian Dictionary (*KBBI*), a program is defined as a plan that contains principles and efforts in the field of state and economy. A

program is one of the components contained in a policy. The definition of the program according to Terry (Tachjan, 2006, p. 32), is "a program is a comprehensive plan that has described the resources to be used and integrated into the unit. The program describes the goals, policies, procedures, methods, targets, and budgets set." From the various previous explanations, it can be interpreted that a program is a series of activities carried out by individuals or groups which include goals, targets, process activities, and the time period used in the implementation of the program

#### **Village Funds**

According to the *Undang-undang no 6 tahun 2014* concerning villages, village funds are funds allocated by the government to every village as a stimulant to help poverty alleviation programs, improve public services in villages, accelerate village development, and empower village communities. Village funds are also intended to support increasing community welfare and equitable development of village communities. This village fund also aims to improve public services in the village, advance the village economy, alleviate poverty in the village, empower the village communities as development subjects, and reduce the development gaps between villages.

#### **Village Development**

According to Kasasmita (1996:33), Development in rural areas has a broad scope, covering various aspects of life such as economic, social, cultural, political, and security. This involves cooperation between the government and the community in its management, as well as effectively utilizing development resources. Meanwhile, according to Riyandi & Bratakusumah (2005:4), Development will not occur by chance or spontaneously but rather as a result of efforts that are prepared and carried out deliberately to achieve improvement and progress from the previous conditions. Therefore, it can be concluded that village development is a conscious and planned effort carried out by the community and the government by utilizing available resources, whether from the village itself, government assistance, or other organizations, to create changes for the better.

#### **Community Empowerment**

According to Anwar (2014:246), Empowerment is an effort made by an element from outside an order so that the order can grow independently, or it can be said that empowerment is an effort to improve the interconnectivity that exists within the order or an effort to perfect the elements of the given order. Therefore, it can be interpreted that community empowerment is a widely developed and accepted strategy, because empowerment must side with the importance of an individual in the course of community and nation development.

### **C. METHOD**

The research method in this study is qualitative research with a descriptive approach, which is expected to be the key or core of the phenomenon being studied. The unit of analysis is Neglasari Village and Lengkong Village, which are related to the implementation of the Village Fund Program in Development and Community Empowerment. Non-probability sampling techniques were used with snowball sampling. The informants are the Head of Neglasari Village, the Head of

Lengkong Village, the Chair of *BPD* Neglasari, the Chair of *BPD* Lengkong, and two community representatives from Neglasari Village and Lengkong Village. The data collection techniques used in this study include observation, interviews, and documentation. Data validation uses source triangulation and triangulation techniques. Stages of data analysis, according to Miles, Huberman, and Saldana (2014:12-14), carried out from data reduction, data presentation, and drawing conclusions.

#### **D. EXPLANATION**

At this stage, the researcher uses the researcher's findings related to the Implementation of the Village Fund Program in Development and Community Empowerment in Lengkong District, Sukabumi Regency. According Jones (1996) policy implementation defined as a series of activities aimed at operationalizing a program. There are three main activities that affect policy implementation, namely Implementation in the organization, interpretation, and application. Jones's (1996) implementation model focuses on the services provided by implementers through innovation by utilizing digital technology as a policy implementation process. Thus, the factors that influence policy implementation provide a deeper understanding of the success of the success implementation, which is marked by the success of the program being implemented or utilized with support from three dimensions.

##### **Organization**

An organization is a series of activities involving the rearrangement of resources, units, and ways that are necessary for a policy or program to be implemented effectively. Policies cannot run on their own without an organization responsible for implementing them. The organization in the Implementation of the village fund program includes several aspects that determine the success of development and community empowerment programs. The organization also plays a key role in the successful Implementation of the village fund program, especially in the field of Development and community empowerment.

The implementation of development and community empowerment, it is carried out through a mechanism that involves active community participation. It is then implemented through local regulations governing the procedures for implementing village development and community empowerment. One form of implementation is the implementation of the Hamlet Consultation (*musdus*). *Musdus* itself is a discussion forum and decision-making at the hamlet level involves the community directly. In the *musdus*, the community can convey their aspirations, ideas, and needs related to development in the hamlet area. The results of the *musdus* are then brought to the Village Consultation (*Musdes*). In the *musdes*, the aspirations and needs of all hamlets are discussed and evaluated comprehensively, where they are also adjusted to the existing village fund budget. Through the deliberation process, the priority scale for development to be carried out in the village is determined. Based on the priority scale set in the *musdes*, the points of development to be carried out in the village are determined. In the context of community empowerment, the implementation of the *musdus* is a tangible manifestation of efforts to empower the community. Through the *musdes*,

the community is given space to convey aspirations and be actively involved in the decision-making process. Therefore, with active community participation through the *musdes and musdes*, it is hoped that the development carried out in the village is truly in accordance with the needs and aspirations of the community.

The success of a program highly depends on the involvement and synergy of several relevant parties so that the program can run optimally. Each actor involved must clearly understand their respective roles, duties, *BPD* and authorities. These include the Village Government (village head, village secretary, treasurer, hamlet heads, and other village officials), the Village Supervisory Body (*BPD*) as a supervisory institution, Village Community Institutions including the Village Community Empowerment Institution (*LPMD*), youth organizations, Family Welfare Empowerment (*PKK*), the village community in general is also involved in the implementation of the village fund program, the existence of an Activity Implementation Team (*TPK*) whose task is as an executor or direct implementer of activities funded by village funds.

Good coordination and communication between the Village Government, *BPD*, and the village community in the implementation of the village fund program in the field of development and community empowerment through several mechanisms, including the Hamlet Consultation (*Musdus*) and Village Consultation (*Musdes*) involving the village government, *BPD*, and the community. In this forum, the village fund budget program is discussed and decided. *BPD* has an important role in supervising the implementation of programs and village fund budgets in accordance with their main duties and functions. *BPD* also has representatives in each hamlet to ensure comprehensive supervision. Village community empowerment institutions and youth organizations are also involved in coordinating and implementing programs where budget transparency is carried out through the publication of *APBDes* in the form of wall magazines (*mading*) that can be accessed by the community.

The image shows two wall magazines (mading) posted on a wall. The left magazine is titled 'REKAPITULASI RABD' and contains a table with columns for 'KODE', 'NOMOR', 'JUDUL', 'LOKASI', 'WAKTU', 'DAN LAINNYA'. The right magazine is titled 'REKAPITULASI RABD' and features a photo of a police officer in uniform. It also contains a table with similar columns to the left magazine.

**Figure 3. Transparency of the 2022 APBDes (source: primary data from the results of the 2024 researcher observation)**

Operational procedures are contained in several planning and budgeting documents, including the Village Revenue and Expenditure Budget Plan (*RAPBDes*), which is prepared based on the results of the Hamlet Deliberation (*Musdus*) and Village Deliberation (*Musdes*). This *RAPBDes* contains a detailed budget for the activities to be carried out, the Budget Plan (*RAB*), which is a more detailed elaboration of the *RAPBDes*, including the cost components for each

activity. Operational procedures also include the stages in program implementation, starting from planning, fund disbursement, and which activity implementation, to reporting and accountability.

### **Interpretation**

Interpretation In the policy process, implementers must understand their responsibilities well, who they are accountable to, and who has authority in policy implementation. Furthermore, interpretation must also consider important aspects such as clarity, accuracy, consistency, priority setting, and the availability of adequate resources.

Guidelines and technical instructions are provided in the implementation of the village fund program, which is regulated in several regulations, including *the Undang-Undang Nomor 6 Tahun 2014* concerning Villages, Government Regulations, and the *Peraturan Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi No 7 Tahun 2023* concerning details of village fund use priorities. In addition to being contained in several regulations, guidelines and technical instructions are also contained in village planning and budgeting documents such as the *RAPBDes*. The *RAPBDes* includes clear points regarding activities that must be carried out in the Village Fund program in five areas, including village governance, village development implementation, community development, community empowerment, and emergency areas, with planning carried out a year before implementation. The majority of all informants stated that the guidelines and technical instructions for the village fund program are easy for implementers to understand, which may be due to the clarity and completeness of the information available in regulations and planning documentation, as well as adequate socialization and training for implementers.

In terms of advantages, Neglasari Village has potential in the agricultural sector. This advantage can be the focus of community empowerment programs, especially in supporting farmers, both in terms of mass harvesting and land ownership. Lengkong Village does not have a prominent advantage, but the community has potential in the agricultural and plantation sectors. Meanwhile, the advantage of Lengkong Village in development and community empowerment lies in community participation and human resources (HR), which are still enthusiastic about mutual cooperation activities, which is an important asset in supporting development and community empowerment.

### **Application**

The Application includes routine activities carried out regularly, such as providing services, disbursing payments, or other actions following the program's objectives and completeness. The success of implementation highly depends on the alignment between the actions taken and the program's goals and equipment. Every activity carried out must lead to achieving the set goals, optimally utilizing available resources and equipment.

The resources needed to implement the village fund program in the areas of development and community empowerment are as follows: a). Human resources (HR), are the primary resource greatly needed in the implementation of the Village Fund for community development and empowerment. The village government also needs to explore and optimize the village's existing human



resource potential. There is still a need to increase community capacity and understanding of empowerment programs through training, and community participation and appreciation towards empowerment programs are still low, so efforts are needed to improve them. b). Facilities and infrastructure, where transportation is needed to support mobility in development and community empowerment activities, clean water facilities are a community need due to the dry season. Facilities for conducting community training are also needed.

In Lengkong Village, human resources are still lacking and uneven, where many people in Lengkong Village still do not understand and appreciate the work of the village government in development and community empowerment programs, so the community tends to be indifferent and only prioritizes infrastructure development or road repairs, compared to community empowerment programs. Community participation and involvement in community empowerment activities are still low, including participation in training provided by the village government.

Neglasari Village still needs Human Resources (HR) where the Neglasari Village Government rejects the involvement of third parties in local village development and prefers to explore the existing Human Resource (HR) potential in the village itself by improving Human Resource (HR) skills through training to improve community welfare. Facilities and infrastructure are also needed in Neglasari Village, such as transportation needed to support the development and community empowerment activities in the village, and Clean Water Facilities (SAB) is follow a community need due to the dry season. Facilities and infrastructure are needed to organize training and skills for the Neglasari Village community to improve community welfare.

Community responses to the implementation of village funds in the areas of development and community empowerment vary, with some positive and some negative responses. Some appreciate it, some criticize it, and some are indifferent or apathetic towards development and community empowerment implementation. The community response in Lengkong Village is quite good, and there are no complaints regarding development and community empowerment, with participation in development and community empowerment activities. Similarly, in Neglasari Village, some support and criticize the implementation of village funds in development and community empowerment. The majority of the community response is indifferent or apathetic towards the implementation of village funds, but the community still responds and asks the Neglasari Village government about village road repairs. The community's indifferent response is due to an issue in 2020 regarding the cutting of village funds, which caused the community to be indifferent towards the Neglasari Village government.

The efforts made by the government in implementing the village fund program in development and community empowerment are generally stated by the informants that the implementation of the village fund program in their villages is running well following the planning outlined in the Village Revenue and Expenditure Budget (*APBDes*) or Village Revenue and Expenditure Budget Plan (*RAPBDes*). The implementation of the village fund program is carried out following instructions or directions from the district or central government and

following the agreements made during village deliberations. However, the implementation of the village fund program does not always run perfectly, as there are bound to be shortcomings and advantages to its implementation.

The implementation of development and community empowerment is quite in line with the available budget, where the Neglasari and Lengkong village governments always strive to carry out development and community empowerment in accordance with the budget set in the Village Revenue and Expenditure Budget (*APBDes*). This is done transparently, openly, in accordance with regulatory corridors, and decided through village deliberations.

On the other hand, the village fund program offers several novelty aspects. This research focuses on the implementation of village funds in Lengkong District, Sukabumi Regency, an area that may have been extensively studied. The application of Charles O. Jones's implementation theory The study applies Jones's implementation theory (1996) in the context of the village fund program, providing a new perspective on policy implementation analysis at the village level.

## E. CONCLUSION

The results of the research on the Implementation of the Village Fund Program in Development and Community Empowerment in Lengkong District, Sukabumi Regency, can be concluded from the organizational dimension that the Implementation of the Village Fund Program in Development and Community Empowerment has been running well, seen from the implementation activities, and the parties involved are also adequate. And the operational procedures have also been running well. In the interpretation dimension, the guidelines and technical instructions are easy for the parties involved to understand, but the advantages possessed by the village are still a challenge for the village government. For the implementation dimension, human resources are still lacking and uneven, and community responses are supportive and critical, but the efforts made by the government have been going well according to the *APBDes* and *RAPBDes*. The implementation of development and community empowerment quite in line with the available budget.

## REFERENCES

- Anwar, O. M. (2014). *Pemberdayaan Masyarakat di Era Global* (cet 2). Alfabeta.
- Dewi, D. S. K. (2019). *Buku Ajar Kebijakan Publik*. UM Jakarta Press, 268.
- Kasasmita, G. (1996). *Pembangunan Untuk Rakyat*. PT Pustaka Cidesindo.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook* (3rd ed.). Sage Publications.
- Muh, F. S., Qamaruddin, Y., & Rajiman, W. (2023). Implementasi Dana Desa terhadap Pembangunan Dan Pemberdayaan Masyarakat Di Desa Bassiang Kecamatan Ponrang Selatan. *SEIKO: Journal of ...*, 6(1), 730–740.
- Muhamad Aruga Ridwan, Basori, Y. F. F., & Sampurna, R. H. (2021). Implementasi Kebijakan Pengelolaan Parkir Di Kota Sukabumi. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*, Vol 8, no 3.

- Purwanto, E. A., & Sulistyastusi, D. R. (2012). *Implementasi Kebijakan Publik* (E. Ariyanto (ed.)). Penerbit Gava Media.
- Putri, A. S., Purwanti, D., & Basori, Y. F. F. (2024). Distribution Of Non-Cash Food Assistance Through The Cash Giro Pos Application. *DiA: Jurnal Administrasi Publik*, vol 22 No., 208–2018.
- Riyandi, & Bratakusumah. (2005). *Peran Masyarakat dalam Pembangunan*. Multigrafika.
- Tachjan, H. (2006). *Implementasi Kebijakan Publik* (D. Mariana & C. Paskarina. (eds.)). AIPI Bandung.
- Wahab, S. A. (2012). *Analisis Kebijaksanaan: Dari Formulasi ke Penyusunan Model-Model Implementasi Kebijaksanaan Publik*. Bumi Aksara.
- Wahyuni, M. E., & Yulistiyono, H. (2021). Implementasi Tata Kelola Dana Desa dalam Pembangunan dan Pemberdayaan Masyarakat Desa (Studi Kasus di Desa Sumberingin, Kecamatan Kabuh, Kabupaten Jombang). *Jurnal Ilmiah Aset*, 23(2), 155–166.
- Undang-Undang No. 6 Tahun 2014 tentang Desa
- Peraturan Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi No. 7 Tahun 2023 tentang Rincian Penggunaan Dana Desa.