

## THE ROLE OF THE SUBDISTRICT HEAD IN DETERMINING VILLAGE FUND MANAGEMENT POLICY IN BAKUNG RAYA VILLAGE, KATINGAN REGENCY

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### Abstract

Bakung Raya Village in Katingan Kuala Sub-district, Katingan Regency, has been receiving village funds from the central government since 2015. The village funds are used for various purposes including village government operations, infrastructure development, disaster mitigation, food security, and community empowerment. This study aims to analyze the role of the Sub-district Head in determining the policy for village fund management in Bakung Raya Village. The research utilizes a descriptive method with a qualitative approach and purposive sampling technique to select informants.

Data were collected through observation, in-depth interviews, and documentation. Data analysis was conducted through data reduction, data presentation, and conclusion drawing stages. The research findings indicate that the role of the Sub-district Head is crucial in ensuring that village fund management policies are implemented transparently, accountably, and participatively. The Sub-district Head acts as a supervisor and facilitator in the village fund management process, ensuring that policies adopted comply with regulations and meet community needs. Additionally, the Sub-district Head coordinates between the village government and the community, thereby enhancing participation and transparency in the use of village funds.

This research confirms that active involvement of the Sub-district Head in village fund management can strengthen the effectiveness of village development programs. The Sub-district Head not only acts as a supervisor but also as a mediator who bridges the interests of the village government and the community. Therefore, the role of the Sub-district Head significantly contributes to improving the quality of village fund management in Bakung Raya Village, ultimately supporting sustainable development and the welfare of the village community.



## INTRODUCTION

The management of village funds in Indonesia has become a critical topic in rural development discussions. Village funds, regulated through national policies, aim to accelerate development and reduce economic disparities between regions. One crucial aspect of village fund management is the role of the Sub-district Head as a supervisor and facilitator. The Sub-district Head bears significant

responsibility in ensuring that village funds are effectively used and meet the needs of the local community (Arifin & Maulana, 2020). This role includes coordinating with various stakeholders, including village heads, village officials, and the general community, to achieve sustainable development goals (Budiarto & Susanto, 2021).

Bakung Raya Village is situated at the farthest edge of Katingan Kuala Sub-district, characterized by peatland and swampy terrain spanning 4,896 hectares. As of April 2024, the village is home to 598 residents. Village Chief Bambang Wijarnako, S.Pd, along with village apparatuses, village institutions, and the community, places significant emphasis on improving road and bridge infrastructure, alongside economic enhancement and community empowerment efforts. In 2023, Bakung Raya Village was recognized as the third-best village in Central Kalimantan Province in a competition involving 1,402 villages, based on innovation and village governance administration.

Transparency and accountability in the use of village funds are crucial to prevent misuse and enhance community trust. The Sub-district Head plays a pivotal role in overseeing the planning, implementation, and reporting processes of village fund usage. Their involvement aims to ensure that village funds are genuinely used for public interest and in accordance with the established development plans (Cahyono & Prasetyo, 2022). Transparent, credible, and accountable village fund management by the Bakung Raya Village Government, supported by the community and guided by existing regulations, enables the effective implementation of programs outlined in the Village Government Work Plan (RKPDDes) and the Village Budget (APBDDes).

Community participation in village fund management is also key to the success of these programs. Communities are expected to engage from planning to evaluation stages to ensure that implemented projects meet their needs. The Sub-district Head facilitates communication between the village government and the community, thereby achieving active participation (Fitriani & Amin, 2021). With community participation, village development programs are expected to operate more effectively and efficiently (Gunawan & Wijaya, 2023).

Previous studies indicate that effective village fund management can significantly impact rural development positively. For example, transparent and accountable village fund management can improve infrastructure, education, and healthcare services in villages (Haryanto & Sari, 2022). Moreover, village fund programs can stimulate local economic growth through the development of Village-Owned Enterprises (BUMDes) and other economic initiatives (Irawan & Setiawan, 2020). Therefore, the Sub-district Head's role in ensuring the effectiveness of village fund management is crucial.

However, despite the Sub-district Head's pivotal role in village fund management, various challenges affect its implementation effectiveness (Suryani & Widodo, 2022). One major issue is the

lack of administrative and technical capacity at the village level, leading to difficulties in financial reporting and project management. Many villages still face challenges in financial reporting and project management (Junaidi & Hasanah, 2023). In this context, the Sub-district Head can act as a mentor and trainer for village officials to enhance their capacities. Training and guidance provided by the Sub-district Head can assist village officials in better understanding and executing village fund management procedures (Kartika & Putra, 2021).

Case studies across various regions indicate that villages receiving intensive guidance from the Sub-district Head tend to perform better in village fund management. This underscores the importance of the Sub-district Head's role in supporting capacity building at the village level (Lestari & Wibowo, 2023). Furthermore, the success of village fund management also heavily relies on the synergy between the village government and the sub-district government. Good cooperation between both parties can create a conducive environment for implementing village development programs (Mardiana & Hidayat, 2022).

Effective village fund management also requires a robust monitoring and evaluation system. The Sub-district Head is responsible for ensuring that the monitoring and evaluation mechanisms function well and comply with established standards (Nugroho & Sukma, 2020). Regular monitoring and evaluation help identify emerging issues and find appropriate solutions (Oktaviani & Permana, 2021). Thus, the Sub-district Head plays a crucial role in enhancing the quality of village fund management through rigorous supervision mechanisms.

The role of the Sub-district Head in village fund management in Bakung Raya Village, Katingan Regency, is crucial for achieving sustainable development goals. This study aims to analyze the Sub-district Head's role in village fund management, identify challenges faced, evaluate supervisory effectiveness, and measure community participation levels in village fund management. Therefore, this research is expected to contribute to improving understanding of the Sub-district Head's role in village fund management and provide recommendations for better management practices.

## **METHODS**

This research aims to analyze the role of the Sub-district Head in village fund management in Bakung Raya Village, Katingan Kuala Sub-district, identify challenges faced, evaluate supervisory effectiveness, and measure community participation in village fund management. The initial stage of this research involves problem identification and setting research objectives. This step aims to establish the research focus and desired outcomes. It is crucial to formulate clear research questions to ensure a well-directed research direction.

The next stage is data collection, which is carried out through several methods: in-depth interviews, participatory observation, and documentation. In-depth interviews are conducted with the Sub-district Head,

village chief, village officials, and community representatives to obtain comprehensive insights into the role of the Sub-district Head, challenges encountered, and supervisory effectiveness. Participatory observation involves direct observation of the village fund management processes in Bakung Raya Village, while documentation is used to gather written evidence that supports findings from interviews and observations. Once the data is collected, the next step is data analysis using thematic analysis techniques. This process includes transcribing interview results, coding to identify main themes from the data, identifying emerging themes, and interpreting findings within the context of relevant theory and literature. This systematic qualitative data analysis process aims to identify patterns and themes from the collected data. To ensure data validity and reliability, several techniques are employed such as triangulation, member checking, and audit trail. Triangulation involves comparing data from various sources to ensure consistency, member checking is performed to confirm findings with research participants, and an audit trail documents all research processes to ensure transparency.

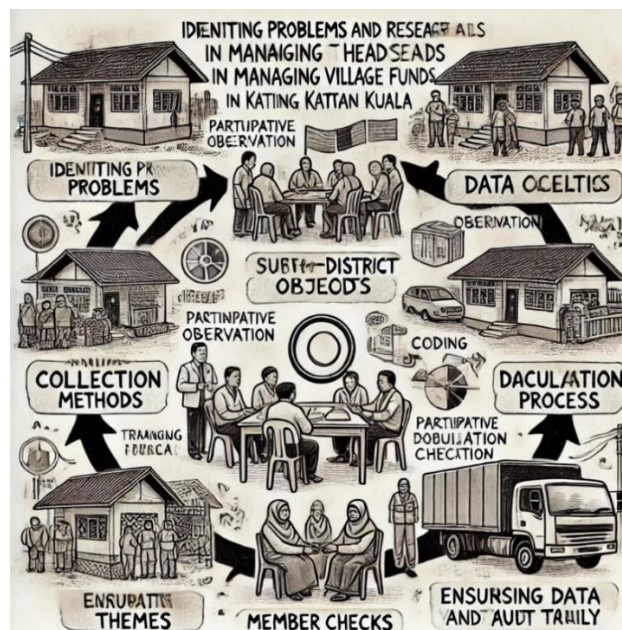


Figure 1. Process of Qualitative Research Data Analysis

The following is an explanation of the research method framework for analyzing the role of the Sub-district Head in village fund management in Bakung Raya Village, Katingan Kuala Sub-district. This methodological framework is divided into four stages:

1. Problem Identification and Research Objectives:
  - Establishing research focus and objectives.
  - Formulating clear research questions.
2. Data Collection:

- In-depth interviews with the Sub-district Head, village chief, village officials, and community representatives.
- Participatory observation to directly observe village fund management processes.
- Documentation to gather written evidence.

3. Data Analysis Process:

- Transcription of interview results.
- Coding to identify main themes.
- Identification of themes and patterns.
- Interpretation of findings within relevant theory and literature.

4. Ensuring Data Validity and Reliability:

- Triangulation by comparing data from multiple sources.
- Member checking to confirm findings with participants.
- Audit trail to document all research processes and ensure transparency.

## RESULTS AND DISCUSSION

The discussion presented here is the result of interviews conducted by the researcher with several respondents and direct field observations in Bakung Raya Village. Bakung Raya Village can be reached from the District Capital of Katingan using both water and land transportation, taking approximately one hour. The amount of Village Fund transferred from the National General Cash Account to the Village Cash Account is shown in Table 1.

Table 1. Village Fund transferred from the National General Cash Account to the Village Cash Account

Fiscal Year	Village Fund Value (IDR)
2021	1,282,986,000
2022	1,066,639,000
2023	988,971,000

In the Village Fund budget as shown in Table 1, the village fund is allocated 40% for the development of village-scale road infrastructure, totaling 4,945 meters, encompassing inter-village roads, local roads, and agricultural roads. Infrastructure or facilities and amenities are defined as physical systems providing transportation, irrigation, drainage, building structures, and other public facilities needed to meet basic human needs within social and economic contexts. This discussion focuses on village-scale infrastructure development due to funding sourced from the Village Fund, which must adhere to the Ministry of Village, Disadvantaged Region Development, and Transmigration Regulation regarding the priority use of Village Funds.

The effectiveness of Village Fund management is crucial as it must align with planned projects. Effectiveness at

input and output levels can be assessed by comparing inputs to outputs. If outputs exceed inputs, it is considered efficient; if inputs exceed outputs, it is deemed inefficient. This input-output ratio significantly impacts program effectiveness, depicting a process from input through to output and the achievement of objectives and targets. Thus, formulating a strategy using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is essential. SWOT analysis aids in formulating strategies for village fund management, focusing on involving relevant stakeholders in Katingan Kuala District to enhance transparency, accountability, responsiveness, and maximize community participation.

Several indicators supporting the success of effective Village Fund management in Bakung Raya Village, Katingan Kuala District, are influenced by various factors:

**a. Leadership**

The leadership of Mr. Bambang Wijarnako, S.Pd, Head of Bakung Raya Village:

"The first element in the control process of business in development is determined once by the existence, as well as the quality of leadership. The role of leadership in an organization is crucial. Often, it becomes the primary determinant of whether the development process can proceed or not. It involves accepting or receiving ideas of renewal and development and being able to communicate through authority to persuade and then translate into comprehensive business control ensuring the orderly development process. However, for the development process to continue and become a growing strength within the community itself, it requires much guidance in terms of leadership."

**b. Communication**

Another aspect crucial for enhancing participation in development administration is communication. Ideas, policies, and plans will only gain support if they are known and understood. These should reflect some or all of the interests and aspirations of the community (community groups). It is recognized that the outcomes of these policy plans will truly benefit the community, wholly or in part. Communication is not merely explanation, although explanation is essential; it nurtures a climate of understanding aspirations and interests among various community groups, thereby supporting developmental objectives.

**c. Education**

Adequate education levels enhance civic awareness and facilitate the identification of national development goals. Education is a prerequisite for improving quality of life, accompanied by the development of values and attitudes, enhancing community quality of life. Awareness and the capacity for self-sufficiency within the community are essential in facilitating development within a process that evolves to support the process itself. Thus, educational systems and management need to be oriented towards renewal and development interests.

**d. Cultural Values of Rural Communities**

Community participation in various village or neighborhood development activities stems from deep-rooted cultural values, such as mutual assistance among community members deeply rooted in rural community life known as "gotong-royong". These cultural values have been carried over into the current era of development, manifesting in positive aspects of physical and non-physical developmental aspects.

This research concludes that the role of the district head (camat) in managing the Village Fund in Bakung Raya Village is crucial for achieving sustainable development goals. Effective oversight, facilitation, and guidance from the district head ensure transparent, accountable use of the Village Fund aligned with community needs. However, achieving optimal outcomes requires enhancing administrative and technical capacities at the village level and increasing community participation in Village Fund management processes. This study contributes to understanding the district head's role in Village Fund management and recommends improved management practices.

The study finds that the district head's role in managing the Village Fund in Bakung Raya Village, Katingan District, significantly ensures the effective utilization of Village Funds. Key findings from this study include:

**a. Supervision and Coordination**

The district head actively oversees the planning and implementation of Village Fund programs, serving as a link between the village government and the community to ensure that all stages adhere to established procedures and plans. Regular meetings with the village chief and officials are held to monitor project progress and identify potential issues.

**b. Transparency and Accountability**

The district head is also involved in efforts to enhance transparency and accountability in Village Fund utilization, including encouraging the village government to prepare clear financial reports accessible to the public. Transparent reporting enables the community to understand how Village Funds are used, thereby fostering trust in the village government.

**c. Community Participation**

Community participation in Village Fund management shows improvement. The district head facilitates community involvement from planning to evaluation stages. For instance, communities are invited to attend village meetings to provide input on development priorities they need.

**d. Administrative and Technical Capacity**

A major challenge identified is the lack of administrative and technical capacity at the village level. Many village officials still require training in financial reporting and project management. The district head plays a role as a mentor and trainer for village officials to enhance their capacity in Village Fund management.

Table 2. Data Analysis

Theme Code	Description:	Frequency of Occurrence
Supervision and Coordination	The role of the subdistrict head in monitoring and coordinating the use of village funds, ensuring compliance with procedures and plans.	15
Transparency and Accountability	Efforts to enhance transparency and accountability in the use of village funds, such as preparing financial reports.	12
Community Participation	Involvement of residents in the process of planning, implementation, and evaluation of village fund projects.	18
Administrative and Technical Capacity	Village apparatus' ability to prepare financial reports, manage projects, and provide training.	10
Village Chief's Leadership	The role of the village chief in directing and controlling the village development process.	14
Communication	Effectiveness of communication between the village government and the community, as well as among village apparatus.	13
Education	The influence of education level on community awareness and participation in village fund management.	9
Cultural Values System	The influence of mutual cooperation culture and local values in supporting participation and management of village funds.	11

## CONCLUSION

This study found that the role of the subdistrict head is highly significant in ensuring the effectiveness of village fund utilization in Bakung Raya Village. Several factors such as supervision and coordination, transparency and accountability, community participation, and the leadership of the village chief greatly influence the success of village fund management. However, there are several challenges that need to be addressed, such as the administrative and technical capacity of village apparatus and the importance of effective communication. Local cultural values also play a crucial role in supporting community participation. Through a systematic approach and the use of various data validation techniques, this study provides a comprehensive overview of the role of the subdistrict head and the factors influencing village fund management. The study offers recommendations for better management practices, particularly in enhancing administrative and technical capacities at the village level and improving community participation in village fund management processes.

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