



## Effective Village Fund Utilization Model In Alor Regency, East Nusa Tenggara

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**ABSTRACT:** Through a descriptive method with a qualitative approach, this study discusses an effective village fund utilization model in Alor Regency, East Nusa Tenggara. The results showed that the use of village funds from 2015-2018 based on priorities for benefit, community participation, sustainability, certainty of supervision, village resources, and typology in six villages in East Nusa Tenggara with certain categories could be said to be ineffective, seen from the village fund realization document which shows that the majority of village funds are used for the field of infrastructure development compared to the field of community empowerment.

**Keywords :** Village Funds, Village Development, Community Empowerment, Nusa Tenggara, Utilization Model



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## INTRODUCTION

A village is an area occupied by a number of residents as a community unit, including a legal community unit that has the lowest government organization directly from under the sub-district and has the right to organize its own household within the bonds of the Unitary State of the Republic of Indonesia (Solekhan, 2012). Bintarto (Bintarto, 1983) divided into five parts according to their status, including: 1) independent villages, namely developed villages that have the ability to carry out village development to improve the quality of life and life as much as possible for the welfare of rural communities with economic resilience and ecological resilience in a sustainable manner; 2) developed villages, namely villages that have the potential of social, economic and ecological resources, as well as the ability to manage them to improve the welfare of rural communities, the quality of human life, and overcome poverty; 3) developing villages, namely villages that have the potential to become developed villages, which have the potential of social, economic, and ecological resources, but have not managed them optimally for improving the welfare of rural communities, the quality of human life and overcoming poverty; 4) Disadvantaged villages, namely villages that have potential social, economic, and ecological resources, but have not or have not managed them in an effort to improve the welfare of rural communities, the quality of human life and experience poverty in its various forms; and 5) villages are very underdeveloped, namely villages that experience vulnerability due to natural disasters, economic shocks, and social

conflicts so that they are not able to manage the potential of social, economic, and ecological resources, and experience poverty in its various forms.

Building Indonesia from the periphery by strengthening regions, especially villages, within the framework of the Unitary State of the Republic of Indonesia is the main goal of the current government because if the regions are given special attention, then the "face" of Indonesia will look good by itself. As proof of state recognition of villages, especially to clarify the functions and authorities of villages and strengthen the position of villages and village communities, the central government issued Law Number 6 of 2014 concerning Villages. Another reason for the issuance of the Village Law in 2014 is the inequality of rural development compared to urban areas. In 2014, there was only 3.92 percent of villages classified as independent villages, while those classified as underdeveloped villages as much as 27.22 percent, and those classified as developing villages as much as 68.89 percent ([Widayati & Aco, 2019](#)). As the policy should be, the law is certainly made with full awareness and careful calculation ([ARMustopadidjaja, 2014](#)). This law is the basis for the issuance of various derivative regulations to complementary regulations issued by the regions to regulate various matters so that government affairs, development, and village welfare can run as mandated by the Village Law.

Finally, the Law on Dhas placed the village as the spearhead of the development and improvement of community welfare. In realizing village development, the role of the village government is needed, which is a subsystem of the Indonesian government administration system, so that the village has the authority, duty, and obligation to regulate and take care of the interests of the village community concerned to provide ample space to regulate development planning and community welfare based on the priority needs of the village community ([Prayitno et al., 2022](#); [Wikantiyoso et al., 2021](#)). Therefore, since 2015, the government has provided Village Development s to villages sourced from the state budget, which is transferred through the district/city budget ([Aziz, 2016](#)). The village fund is then budgeted annually in the state budget which is given to each village as one of the sources of village income ([Arifin et al., 2020](#); [Azlina et al., 2017](#)).

The amount of budget disbursed by the central government to villages through village funds every year increases. From 2015 to 2018, the budget sourced from this APBN can be seen in Table 1 as follows:

Table 1. Realization or Disbursement of Village Funds

<b>Year</b>	<b>Village Fund (Rp)</b>	<b>Average Distribution to Each Village (Rp)</b>
<b>2015</b>	20.7 Trillion	280 Million
<b>2016</b>	46.98 Trillion	628 Million
<b>2017</b>	60 Trillion	800 Million
<b>2018</b>	60 Trillion	800 Million

Source : Buku Pintar Dana Desa, Ministry of Finance of the Republic of Indonesia (K. K. R. Indonesia, 2017).

From the table above, it can be explained that in 2015, village funds were budgeted at Rp 20.7 trillion, with on average each village getting an allocation of Rp 280 million. In 2016, village funds

increased to Rp 46.98 trillion with an average per village of Rp 628 million, and in 2017 again increased to Rp 60 trillion with an average per village of Rp 800 million. While in 2018, villages received the same allocation of village funds as in 2017, namely Rp 60 trillion with the same average as in 2017, which was Rp 800 million.

Although village funds distributed to villages show an increasing trend every year, the implementation of the use of village funds in the context of village development is still not effective. In a study conducted by (Mingkid, Liando, & Lengkong, 2017) Watutumou Dua Village, the ineffective use of village funds has not been effective because the village government in the village only allocates existing village funds for repairing facilities in the form of roads in certain locations, while there are still many roads in other locations that also need repair, especially on roads in plantations that have not been touched by development (BADRUDIN et al., 2021; Savitri & Diyanto, 2019; Sukmawati, 2019). In addition, the effective use of village funds is not only seen from the physical construction of certain facilities but the quality of what has been built must also be considered. Research by (Kambey, 2017) Kageresan Village shows that the use of village funds is not in accordance with the quality that should exist, the construction of the newly built concrete rebate road in the village has begun to show signs of damage so the construction that has been carried out seems original, without paying attention to the existing standards of work implementation. The condition of such physical facilities certainly affects the resilience of these physical facilities.

The ineffective use of village funds also occurred in six villages in Alor Regency, East Nusa Tenggara. The six villages are Lendola Village, Lefokisu Village, East Alila Village, Wolwal Village, East Overtime Village, and Manetwati Village. The provision of village funds sourced from the state budget (APBN) is prioritized for community development and empowerment (Hulu et al., 2018) This is also explained in Government Regulation Number 60 of 2014 concerning Village Funds (P. Indonesia, 2014a) Sourced from the State Budget, which in Article 19 paragraph (2) explains that village funds are prioritized to finance the development and empowerment of village communities. However, the use of village funds for four consecutive years in the six villages mentioned above is greater for the development sector with an average of 85% to 95%, while for the field of community empowerment and community development by 5% to 15%. Based on data from one of the staff from the Village Community Empowerment Office (DPMD) of Alor Regency, the following is the amount of village fund value for six villages in Alor Regency, East Nusa Tenggara from 2015-2018 which can be seen in Table 2 below:

**Table 2. The amount of Village Funds Received by Six Villages in Alor Regency**

No	Villages/Sub-districts	Total Village Funds/Year			
		2015	2016	2017	2018
1	Lendola/Pearl Bay	280.721.000	622.725.453	795.682.115	745.414.000
2	Lefokisu/ABAL	259.399.000	589.858.711	752.363.892	704.599.000
3	Alila East/Kabola	267.144.000	601.797.616,	768.098.681	766.330.000
			48		
4	Wolwal/ABAD	269.840.000	605.952.486,	773.574.908	728.558.000
			30		

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5	Eastern Overtime/Overtime	253.579.000	603.422.496	770.191.227	767.129.000
6	Manetwati/ATU	268.469.000	603.839.853	770.790.402	1.072.983.000

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Data Source: Alor Regency Village Community Empowerment Office

Based on the table above, it can be seen that the use of village funds is still prioritized on physical activities rather than community empowerment ([Ahmad & Abu Talib, 2015](#); [Dolezal & Novelli, 2022](#); [Zhao et al., 2022](#)). The prioritization of physical activities is carried out with the implied reason that the village apparatus wants to get *a fee* or profit sharing from these physical activities so that the village head does not even think about the use of village funds for community empowerment. For this reason, every rupiah from the village fund must be sought to be utilized effectively and efficiently in productive programs and activities ([Tjilen et al., 2019](#)).

The word "effective" in the use of village funds is inseparable from human resource management and village financial management which is closely related to *the outputs* and *outcomes* that will be produced to be used as income for the village ([Sonbay et al., 2022](#)). Through good management, the implementation of village fund allocation will also lead to predetermined goals ([Chasanah et al., 2017](#)). Regarding the effective use of village funds in Alor Regency, it is true that the word "effective" is still far from expected because the existence of village funds that have been distributed since 2015 has not effectively benefited. Therefore, it takes effort and hard work from all parties starting from the government (Ministry of Home Affairs, Ministry of Finance, Ministry of PDTT) and provincial governments, district/city governments, village governments and communities to be actively involved in the process of utilizing village funds ([Ajija & Solikah, 2022](#); [Fujita, 2015](#); [Harun et al., 2021](#)).

Some of the problems that cause the use of village funds in Alor Regency to be less effective, according to one of the staff from the Alor Regency Village Community Empowerment Office ([Mamu & Allorante, 2020](#); [Putra et al., 2022](#); [Sukmawati & Saudi, 2019](#)), include: 1) the end of the quality of human resources (HR) of the local government and village apparatus, causing a lack of initiative and innovation in seeing superior products or village potential that can be used as the focus of village development and development, the slow enactment of the Regent Regulation on the allocation of village funds to each village, and the low understanding of human resources on government accounting standards (related to village fund *juknis*) which means that villages have not been able to produce planning documents, effective use of village funds, and accountability; 2) many villages that do not yet have BUMDes, and if only ad a is only used as a formality so that there is no role of the BUMDes to support the original income of *desa*; 3) the role of relevant agencies in conducting coaching, supervision, and socialization to village apparatus and the community; 4) the end of village fund absorption caused by the lack of village readiness in receiving and utilizing village funds, causing delays in submitting village fund realization reports that affect local government financial statements; and 5) regional governments, village assistants, And the village apparatus is still rigid with the pattern of using village funds so that it lacks innovation and creativity in the utilization of village funds.

In the previous research by ([HAFID, 2016](#)) "Development of Mangilu Village, Bungoro District, Pangkep Regency in 2016", this previous research discussed the use of village funds in terms of development implementation, the benefits of village funds in development, and community involvement in the use of village funds. The results showed that the use of village funds seen from these three sides has been effective, although it still has a number of problems in its utilization. Unlike previous research by Hafid (2016), through a descriptive method with a qualitative approach, this study seeks to analyze the utilization of village funds in six villages in Alor Regency, East Nusa Tenggara, in terms of five priorities contained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 19 of 2017 concerning Determination of Priorities for the Use of Village Funds in 2018 (P. Indonesia, 2017) namely priorities based on benefits, priorities based on community participation, priorities based on sustainability, priorities based on certainty of supervision, and priorities based on resources and village typology.

### METHOD

Peter R. Senn ([Anggara, 2015](#)) provides an understanding of method as a procedure or way of knowing something that has systematic steps. Method is a guide for researchers in carrying out research, referring to the techniques used in research. This research uses qualitative descriptive methods that aim to make a picture or provide information systematically and accurately based on existing facts and data. Through this method, this study will analyze the utilization of village funds in Alor Regency, East Nusa Tenggara, which is reviewed from the five priorities contained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 19 of 2017 concerning Determination of Priorities for the Use of Village Funds in 2018 (P. Indonesia, 2017) namely:

1. Priority based on expediency: the use of village funds should provide maximum benefits by prioritizing development and empowerment activities of rural communities that are urgent to be carried out, and are more needed and directly related to the interests of most rural communities.
2. Priority based on community participation: village development must prioritize togetherness, kinship, and cooperation in order to realize the mainstreaming of peace and social justice.
3. Sustainability based on sustainability: the form of sustainability in village development is carried out by ensuring that activities financed with village funds must have a management plan in their utilization, maintenance, care, and preservation.
4. Priority based on the certainty of supervision: village funds are used to finance development activities and empowerment of rural communities whose management is carried out in a transparent and accountable manner. Villagers should have the greatest opportunity to monitor the use of village funds.
5. Priority based on village resources and typology: implementation of village development activities through the utilization of human resources and village natural resources by prioritizing community self-management, self-help, and mutual assistance mechanisms. While village typology is a typical fact, characteristic, and real condition, the current situation in the village, as well as the situation that changes, develops, and is expected to occur in the future.

To obtain data in accordance with the objectives of this study, the data collection methods used are observation, interviews, and document review, so that two data sources are obtained, namely primary data and secondary data. Primary data is data obtained directly from the source (in this case the source), while secondary data is obtained from villages in the form of documents, village fund data for 2015, 2016, 2017, and 2018, and village fund utilization data as well as data on villages, sub-districts, and Alor Regency. The results of the research obtained were in the form of explanations presented by the resource persons, then compared with the documents contained in the manuscript document of the regulatory report on the priority of use/utilization of village funds regulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration to fund the priority of effective use/utilization of village funds.

The data processing and analysis techniques in this study include:

1. Data collection: pThere is this stage, researchers carry out the process of collecting data obtained through observation, interviews, and documentation.
2. Data reduction: the process of selection, focusing on simplifying data, and abstracting from big data transformations that arise from written records in the field. Data reduction processes are intended to further sharpen, classify, direct, remove unnecessary parts of data, and organize data in such a way that makes it easier to draw conclusions which will then be followed by the verification process.
3. Data presentation: the process of collecting systematic data or information that provides the possibility of drawing conclusions and taking action, where the data that has been processed is then presented in the form of writing, tables, diagrams, images, and so on.
4. Concluding: at the end of the data collection process is verification and drawing conclusions, which is interpreted as drawing the meaning of the data that has been displayed, which is supported by evidence that is valid so that the conclusions put forward are credible.

## RESULT AND DISCUSSION

The following is an analysis of the utilization of village funds in very disadvantaged villages (Manetwati Village and East Overtime Village), underdeveloped villages (East Alila Village and Wolwal Village), and developing villages (Lendola Village and Lefokisu Village) based on five priorities outlined in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 19 of 2017 concerning Determination of Priorities for the Use of Village Funds in 2018.

### Utilization of Village Funds in 2015 – 2018 in Very Disadvantaged Villages (Manetwati Village and East Overtime Village)

#### 1. Priority Based on Expediency

Based on the results of interviews that have been conducted with the village government as well as communities in Manetwati Village and East Overtime Village, the utilization of village funds from 2015 to 2018 is prioritized for village development, such as road rebates, housing, cliff retaining walls, culverts, procurement of pipes for clean water, and others, while community empowerment is very lacking. The realization of village fund utilization from 2015 to 2018 in Manetwati Village and East Overtime Village can be seen in Table 3 and Table 4.

a. Realization of village fund utilization in 2015-2018 in Manetwati Village

Table 3. Realization of Manetwati Village Fund Use in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	268.469.000	<b>1. Village Development Field.</b> a. Water Pipe Installation	1 Package	268.469.000
2	2016	603.839.853	<b>1. Village Development Field.</b> a. Rabat Beton Road Construction Activities	1 Package	587.839.853
3	2017	770.790.402	<b>1. Village Development Field.</b> a. Rabat Beton Road Construction Activities b. Construction of Village Roads between settlements to the Agricultural area. c. Construction of Culverts d. Installation of Electric Power Distribution Network <b>2. Community Empowerment</b> a. Bumdes Establishment Training b. Training on the development of financial statements and assets that are open to the public. c. Leadership Training for Village Officials d. PTPKD and TPK Training e. KPMD and KTD Training	1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package	426.946.800 153.033.100 45.464.000 65.350.000 24.374.111 14.414.000 17.030.227 13.116.562 11.061.602
4	2018	1.072.983.000	<b>1. Village Development Field.</b> a. Rabat Beton Road Construction Activities b. Procurement of Mobilers and Rides for Early Childhood Children c. Construction of Culverts d. Construction of Drainage Channels e. Electric Power Distribution Network f. Village-scale drinking water g. Land Retaining Wall (IPT) <b>2. Community Empowerment</b> a. ECCE Teacher Incentive Assistance b. BUMDes Capital Participation	1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package 1 Package	516.964.350 77.440.000 26.011.550 33.620.500 7.020.000 226.340.300 116.386.300 19.200.000 50.000.000

Source: Manetwati Village Government Implementation Information Report (LKPPD) for the 2014-2019 Term of Office

From the village fund realization data in Table 3 above, it can be explained that in 2015, the total village funds received by Manetwati Village amounted to Rp 268,469,000 used for development. In 2016, Rp 587,839,853 of the total Rp 603,839,853 was used for development, but there was still an excess of Rp 16,000,000. The excess funds were used to continue development activities, but no payment of workers' wages was made according to the results of an agreement with the BPD management. In 2017, village funds amounting to Rp 690,793,900 were used for development and village funds amounting to Rp 79,996,502 were used for community empowerment. In 2018, village funds used for development amounted to Rp 1,003,783,000, and for community, empowerment amounted to Rp 69,200,000.

**b. Realization of village fund utilization in 2015-2018 in East Overtime Village**

Table 4. Realization of the Use of East Overtime Village Funds in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	253.579.000	<b>1. Field of Village Development Implementation.</b>	1 Package	253.579.000
			a. Improvement of economic roads		
2	2016	603.422.496	<b>1. Field of Village Development Implementation.</b>	1 Package	134.753.966
			a. Demolition of economic roads	1 Package	13.527.366
			b. Construction of the deker	1 Package	274.164.366
			c. Construction of the kindergarten building	1 Package	17.388.666
			d. MCK Construction	1 Package	70.705.266
			e. Construction of Cliff Retaining Wall	1 Package	92.882.866
			f. Construction of posyandu building		
3	2017	770.191.227	<b>1. Field of Village Development Implementation.</b>	1 Package	515.150.027
			a. Construction of residential roads	1 Package	87.269.200
			b. Construction of Posyandu Building		
			<b>2. Community Empowerment</b>	1 Package	9.787.000
			a. Establishment of BUMDes	1 Package	8.038.000
			b. PTPKD and TPK Training	1 Package	16.582.000
			c. Training of village empowerment and technical cadres	1 Package	9.000.000
			d. Village Deliberation	1 Package	10.818.000
			e. PKK Training	1 Package	9.822.000
			f. Bokashi fertilizer making training	1 Package	21.229.000
			g. Community-based monitoring		
4	2018	767.129.000	<b>1. Field of Village Development Implementation.</b>	1 Package	30.436.800
			a. Construction of residential rebate roads	1 Package	194.147.300
			b. Economic road rebates	1 Package	103.500.000
			c. Procurement of water tendons	1 Package	297.342.600
			d. Construction of latrines	1 Package	12.000.000
			e. Sirtu hoarding at ECCE locations	1 Package	44.902.300
			f. Construction of Volly Field		4.000.000
			<b>2. Community Empowerment</b>	1 Package	
			a. Infant supplementary feeding assistance		5.000.000
			b. Assistance to people with disabilities	1 Package	2.500.000
			c. Assistance to elderly posyandu cadres	1 Package	5.000.000
			d. Assistance to posyandu cadres under five	1 Package	2.000.000
			e. Kindergarten / PAUD Operational Assistance	1 Package	10.000.000
			f. Preschool teacher incentives		10.000.000
			g. Educational assistance for underprivileged students	1 Package	15.000.000
			h. Assistance for production facilities for community economic enterprises	1 Package	9.000.000
			i. Training for cadet reef members	1 Package	9.000.000
			j. Socialization of customs and culture	1 Package	5.000.000
			k. Village Deliberation / Musrenbangdes	1 Package	2.000.000
			l. KPMD Incentives	1 Package	



Source: Accountability report on the realization of the implementation of the Village Revenue and Expenditure Budget (APBDes) of East Overtime Village for 2015-2018

From the data in Table 4, it can be explained that in 2015 and 2016, the total village funds received by East Overtime Village were only used for development. In 2017, as much as Rp 602,419,227 was used for development, while Rp 85,276,000 was for community empowerment. However, of the total funds, it was not utilized properly, resulting in an excess of Rp 82,496,000 and this excess became SiLPA (remaining over budget calculation) of East Overtime Village. In 2018, IDR 682,239,000 was used for development, and IDR 78,500,000 was used for community empowerment. However, the total funds were also not used up, resulting in an excess fund of IDR 6,300,000 and this excess fund became the East Overtime Village SiLPA.

### **2. Priorities Based on Community Participation**

Based on the results of interviews conducted with the village government as well as communities in Manetwati Village and East Overtime Village, the use of village funds for four consecutive years from 2015-2018 has prioritized togetherness, kinship, and cooperation in the field of development, which is also in accordance with the mandate of Law Number 6 of 2014 concerning Villages ([P. Indonesia, 2014b](#)). The community is always included in the process of planning, organizing, implementing, and controlling or staffing in the use of village funds.

### **3. Priorities Based on Sustainability**

Priorities based on sustainability relate to the use of village funds aimed at meeting basic needs, infrastructure development, developing local potential, and sustainable use of natural resources and the environment. Based on the results of interviews that have been conducted with the village government as well as communities in Manetwati Village and East Overtime Village, the utilization of village funds have been carried out sustainably in Manetwati Village and East Overtime Village, starting from the management plan in its utilization, maintenance, maintenance, and preservation. However, the reality is that almost all village funds are only used in the planning and use process, while the maintenance, maintenance, and preservation process is not carried out optimally.

### **4. Priority Based on Certainty of Supervision**

The priority of using village funds is based on the certainty of supervision related to transparency and accountability, as well as the publication of the use of village funds to the community. Based on the results of interviews that have been conducted with the village government as well as the community in Manetwati Village, the use of village funds in Manetwati Village and East Overtime Village from 2015 to 2018 has been carried out in a transparent and accountable manner and is always displayed through billboards so that they can be accessed by the community.

### **5. Priorities Based on Sources and Village Typology**

Based on the results of interviews that have been conducted with the village government as well as communities in Manetwati Village and East Overtime Village, the utilization of village funds in Manetwati Village and East Overtime Village has provided *outputs* or results, as stated in the realization table of village fund utilization in the two villages. However, these *outputs* do not provide

outcomes or benefits, for example in the form of income for villages. For four consecutive years, the pattern of village fund utilization in the two villages is still based on the proposed prioritization of community needs through mutually agreed deliberations so that they do not consider priorities based on village resources and typology.

### Utilization of Village Funds in 2015 – 2018 in Disadvantaged Villages (East Alila Village and Wolwal Village)

#### 1. Priority Based on Expediency

Based on the results of interviews that have been conducted with the village government as well as communities in East Alila Village and Wolwal Village, the development sector still dominates the village budget compared to other fields according to the results of the agreement in the Village Deliberation. According to one of the speakers in East Alila Village, in the utilization of village funds, a 30: 70 distribution rule should be applied, meaning that 30 percent of village funds are for development and 70 percent of village funds are for community empowerment. However, the reality is slightly different because the use of village funds from 2015 to 2018 is more intended for physical village development than community empowerment, and this has also been mutually agreed upon in village deliberations based on the priority of proposed community needs. The realization of village fund utilization from 2015 to 2018 in East Alila Village and Wolwal Village can be seen in Table 5 and Table 6.

#### a. Realization of village fund utilization in 2015-2018 in East Alila Village

Table 5. Realization of the Use of East Alila Village Funds in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	267.144.000	<b>1. Field of Village Development Implementation.</b>	1 Package	267.144.000
			a. Construction of Rabat Beton Road		
2	2016	601.797.616,48	<b>1. Field of Village Development Implementation.</b>	1 Package	418.208.078
			a. Construction of Drainage canals/culverts		
			b. Construction of Rabat Beton Road	1 Package	49.393.638,48
			<b>2. Community Empowerment</b>		
			a. Village apparatus training (RW/RT)	1 Package	9.195.900
			b. BUMDes Management Training	1 Package	15.000.000
			c. Training of RPJMDes/RKPDDes Document Drafting Team	1 Package	10.000.000
3	2017	768.098.681	<b>1. Field of Village Development Implementation.</b>	1 Package	309.049.341
			a. Construction of Abrasion Times	1 Package	309.049.340
			b. Construction of Drainage canals		
			<b>2. Community Empowerment</b>	1 Package	10.000.000
			a. Computer Training for village officials	1 Package	5.000.000
			b. PTPKD Training	1 Package	10.000.000
			c. Training of TPK, KPMD, and Technical Cadres	1 Package	20.000.000
			d. Local food management training	1 Package	105.000.000

		<b>3. Field of Financing</b>		
		a. Business Capital Participation for Bumdes		
<b>4</b>	2018	766.330.000	<b>1. Field of Village Development</b>	
			<b>Implementation.</b>	1 Package 25.314.306,82
			a. Construction/Improvement of Healthy Homes for the Poor	
			<b>2. Field of Community Development</b>	1 Package 318.515.693,1
			a. Procurement of sports infrastructure	8
			<b>3. Community Empowerment</b>	1 Package
			a. Development of village financial statements and assets that are open to the public	5.500.000
			b. Village Apparatus Leadership/Capacity Training	1 Package 9.500.000
			c. KPMD Training	7.500.000

Source: Accountability report on the realization of the implementation of the Village Budget (APBDes) of East Alila Village for 2015-2018

From the data presented in Table 5, it can be explained that in 2015, East Alila Village obtained village funds of Rp 267,144,000 which were entirely used for development. In 2016, village funds amounting to Rp 567,601,716 were used for development and empowerment amounting to Rp 34,195,000. In 2017, Alila Timur Village received Rp 768,098,681, of which Rp 618,098,681 was used for development, Rp 45,000,000 for community empowerment, and Rp 105,000,000 for financing. In 2018, village funds amounting to Rp 425,314,306.82 were used for development, village funds amounting to Rp 318,515,693.18 were used for community development, and Rp 22,500,000 for community empowerment.

**b. Realization of village fund utilization in 2015-2018 in Wolwal Village**

Table 6. Realization of the Use of Wolwal Village Funds in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	269.840.000	1. Field of Village Development Implementation.	1 Package	170.300.000
			a. Construction of footpaths/road rebates		
			b. Construction of Land Retaining Wall	1 Package	68.990.000
			2. Field of Community Development	1 Package	14.551.000
			3. Community Empowerment	1 Package	3.266.000
2	2016	605.952.486,30	1. Field of Village Development Implementation.	1 Package	348.727.000
			a. Construction of Drainage Channels	1 Package	242.859.000
			b. Economic Road Construction	1 Package	4.696.000
			c. Clean Drinking Water Development	1 Package	2.670.000
			2. Field of Community Development	1 Package	7.000.486,30
			3. Community Empowerment		
3	2017	773.574.908	1. Field of Village Development Implementation.	1 Package	711.656.908
			2. Field of Community Development	1 Package	1.200.000
			3. Community Empowerment	1 Package	60.718.000
4	2018	728.588.000	1. Field of Village Development Implementation.	1 Package	103.500.000

a. Healthy homes for the poor	1 Package	450.412.800
b. Construction of Village Axis Road	1 Package	12.000.000
c. Loudspeaker Equipment (Sound System)	1 Package	140.176.000
d. Village-scale clean water		
2. Community Empowerment	1 Package	5.000.000
a. Installation of Electricity Meter	1 Package	10.000.000
b. Small Industry Management	1 Package	7.500.000
c. Establishment of Customary Institutions		

Source: Accountability report on the realization of the implementation of the Village Budget (APBDes) of Wolwal Village for 2015-2018.

From the data above, it can be explained that in 2015, the amount of village funds allocated to Wolwal Village amounted to Rp 269,840,000. The use of village funds for the development sector amounted to Rp 239,290,000, for the community development sector amounted to Rp 14,551,000, and for the empowerment, sector amounted to Rp 3,266,000. Of the allocated village funds, the total village funds used amounted to Rp 257,107,000, so there was an excess of Rp 12,733,000 village funds. In 2016, village funds received by Wolwal Village amounted to Rp 605,952,486.30. The funds are used for the development sector of Rp. 596,282,000, for the field of community development of Rp. 2,670,000, and for the empowerment sector of Rp. 7,000,486.30. Then, in 2017, Wolwal Village received village funds of Rp 773,574,908 which were used for the development of Rp 711,656,908, for community development of Rp 1,200,000, and Rp 60,718,000 for community empowerment. In 2018, Wolwal Village received village funds of Rp 728,588,000 which were used the for development of Rp 706,088,800 and community empowerment of Rp 22,500,000.

## 2. Priorities Based on Community Participation

Based on the results of interviews that have been conducted with the village government as well as the community in East Alila Village and Wolwal Village, the people in both villages still prioritize the spirit of gotong-royong, kinship, and togetherness, which means that the community is always involved in the development and empowerment process in their villages. According to one of the resource persons in Alila Village, even if you use the services of a third party as a *supplier* in village development, then it is only limited to the procurement of needs or materials that cannot be prepared by the village.

## 3. Priorities Based on Sustainability

Based on the results of interviews conducted with the village government as well as communities in East Alila Village and Wolwal Village, several sources stated that the use of village funds from 2015 to 2018 had been used sustainably, although still adjusted to the number of existing funds. The process of utilizing village funds begins with a management plan for its utilization, continued in the process of maintenance, maintenance, and finally in the preservation process to maintain the sustainability of the *output* that has been produced through the use of village funds. However, other speakers stated that the sustainability of the utilization of village funds has not been carried out optimally, where the use of village funds is only at the management plan stage in its utilization, while the process of maintenance, maintenance, and preservation has not been carried out properly.

#### 4. Priority Based on Certainty of Supervision

Based on the results of interviews that have been conducted with the village government as well as communities in Alila Timur Village and Wolwal Village, the village funds used have been transparent, accountable, and always published through billboards according to their designation. The Kabola sub-district government as the sub-district government that oversees East Alila Village also always carries out its supervisory function in the context of monitoring community development and empowerment programs so as to ensure that community development and empowerment programs financed by village funds and other funds have run in accordance with mutually agreed plans.

#### 5. Priorities Based on Sources and Village Typology

Based on the results of interviews that have been conducted with the village government as well as communities in East Alila Village and Wolwal Village, from 2015 to 2018, the use of village funds is still based on needs so that the planning and implementation of the village fund program still does not consider village resources and typology. The effective utilization of village funds for four consecutive years has provided *output* in East Alila Village, both resulting from village development activities and community empowerment. However, there are no *outcomes* or perceived benefits from the *output*.

### Utilization of Village Funds in 2015 – 2018 in Developing Villages (Lendola Village and Lefokisu Village)

#### 1. Priority Based on Expediency

Based on the results of interviews that have been conducted with the village government as well as communities in Lendola Village and Lefokisu Village, the utilization of village funds from 2015 to 2018 is greater for the physical village development sector than for community empowerment. In other words, almost 85%-95% of village funds are used in the field of development, while the rest is for the field of community empowerment. The realization of village fund utilization from 2015 to 2018 in Lendola Village and Lefokisu Village can be seen in Table 7 and Table 8.

#### a. Realization of village fund utilization in 2015-2018 in Lendola Village

Table 7. Realization of the Use of Lendola Village Funds in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	280.721.000	1. <b>Field of Village Development Implementation.</b>	342 m	112.221.000
			a. Footpath repair		
			2. <b>Community Empowerment</b>	1 Package	15.500.000
			a. Bumdes Management Training	1 Package	15.500.000
			b. Perdes Bumdes Making Exercise		
			c. Farmer Group Agricultural Training	1 Package	9.500.000
			d. Livestock Group Livestock Exercise	1 Package	9.500.000
			e. Procurement of Livestock (Goats, Pigs)	1 Package	19.000.000
			f. Business Capital Assistance for Bumdes		
			g. Clean Water Facilities Management Training	1 Package	50.000.000
			h. Infant Supplementary Feeding	1 Package	9.500.000

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			i. Procurement of Long Life Plant Saplings	1 Package	17.500.000
			j. Planting around springs		
			Scholarship Assistance for underprivileged students	1 Package	2.500.000
				1 Package	5.000.000
				1 Package	15.000.000
<b>2</b>	2016	622.725.453	<b>1. Field of Village Development Implementation.</b>	1 Package	129.382.457
			a. Making Rainwater Reservoirs	1 Package	16.439.000
			b. Rehab MCK Village Office	1 Package	122.500.000
			c. Abrasion Making Times	1 Package	161.804.000
			d. Rehab of Piping Clean Water Facilities		
			<b>2. Community Empowerment</b>	1 Package	20.000.000
			a. Financial Training for Bumdes Management	1 Package	20.000.000
			b. SAB Management Training SAB Management	1 Package	48.200.000
			c. Procurement of Livestock (Goats, Pigs)	1 Package	25.000.000
			d. Procurement of 36 pairs of piglets	1 Package	19.200.000
			e. Procurement of 13 pairs of goat cubs	1 Package	51.730.000
			f. Business Capital Assistance for Bumdes		
<b>3</b>	2017	795.682.115	<b>1. Field of Village Development Implementation.</b>	1 Package	302.066.200
			a. Construction of Village Roads between Settlements to agricultural areas	1 Package	44.048.000
			b. Construction of Land Retaining Wall (TPT)		
			c. Village-scale Clean Water Development	1 Package	346.770.915
			<b>2. Community Empowerment</b>		
			a. Management of Public Health Services	1 Package	5.865.000
			b. Procurement of Seeds/Livestock Parents		
			c. Bumdes Capacity Building Training	1 Package	22.000.000
			d. Capital Strengthening of Bumdes	1 Package	5.255.000
			e. Preparation of Program/Activity Design		
			f. Implementation of Deliberation	1 Package	28.760.000
			g. Village Apparatus Training (PTPKD, KPMD, RPJMDes Document Drafting Team, RKPDes)	1 Package	7.395.000
				1 Package	15.800.000
			h. Implementation of Development Inspection		
				1 Package	4.740.000
<b>4</b>	2018	745.414.000	<b>1. Field of Village Development Implementation.</b>	1 Package	179.633.100
			a. Construction of Residential Roads	1 Package	156.784.800
			b. Village-scale Clean Water Infrastructure	1 Package	51.693.700
			c. Construction of Jambanization	1 Package	276.547.100
			d. Sarpras Education and other Culture according to goods and services		
			<b>2. Community Empowerment</b>	1 Package	8.680.000
			a. Preparation of Program/Activity Design	1 Package	2.605.000
			b. Village Profile Preparation/Village Data	1 Package	2.605.000
			c. Village Asset Map Preparation	1 Package	3.940.000

d. Organizing Deliberation on Poor, Disability, Women & Children Groups	1 Package	3.106.000
e. Training of Village/Customary Community Institutions	1 Package	9.850.000
f. Village Deliberation	1 Package	1.970.000
g. Other activities that are in accordance with the analysis of the needs and conditions of the Village	1 Package	4.446.000
h. Leadership Training	1 Package	2.540.000
i. Other activities that are in accordance with the analysis of the needs and conditions of the Village	1 Package	4.006.600
j. Job and Skills Training for artisan groups		
Training of trained Bumdes administrators	1 Package	4.880.000
k. Other activities that are in accordance with the analysis of the needs and conditions of the Village	1 Package	1.350.000

Source: Accountability report on the realization of the implementation of the Village Budget (APBDes) of Lendola Village for 2015-2018

From the data on the use of village funds above, it can be explained that in 2015 the number of village funds allocated to Lendola Village amounted to Rp 280,721,000, and the village funds were used for community empowerment amounted to Rp 168,500,000, while the development sector amounted to Rp 112,221,000. In 2016, the village funds received by Lendola Village amounted to Rp 622,725,453, of which the funds were used for the development sector of Rp 430,125,457 and the empowerment sector of Rp 184,130,000. The total funds for the development and community empowerment sectors amounted to Rp 614,255,457, which resulted in an excess of Rp 8,469,996. The excess funds became an addition to the Lendola Village SiLPA in 2016. Meanwhile, in 2017, Lendola Village again received village funds of Rp 795,682,115. Funds of IDR 692,885,115 were used for development and IDR 102,797,000 was used for community empowerment. Then, in 2018, of the total village funds received by Lendola Village amounting to Rp 745,414,000, the funds were only used amounting to Rp 714,637,300, with details: Rp 664,658,700 for development and Rp 49,978,600 for community empowerment. The excess funds of IDR 30,667,700 entered the Lendola Village SiLPA in 2018.

#### **b. Realization of village fund utilization in 2015-2018 in Lefokisu Village**

Table 8. Realization of Lefokisu Village Fund Utilization in 2015 -2018

No	Yrs	Village Fund (Rp)	Usage/Shopping	Volume	Realization (Rp)
1	2015	259.399.000	<b>1. Field of Village Development Implementation.</b>	1 Package	204.258.000
			a. Drainage Development		
			<b>2. Community Empowerment</b>	1 Package	55.141.000
2	2016	589.858.711	a. Procurement of handyman tools		
			<b>1. Field of Village Development Implementation.</b>	1 Package	116.258.900
			a. Construction of Land Retaining Wall	1 Package	96.606.200
			b. Drainage Development	1 Package	309.867.711
			c. Construction of Abrasion Times		

			<b>2. Community Empowerment</b>	1 Package	67.125.900
			a. Training and procurement of tools, and materials for making sofa chairs.		
<b>3</b>	2017	752.363.892	<b>1. Field of Village Development Implementation.</b>	1 Package	87.861.260
			a. Construction of residential roads	1 Package	35.132.052
			b. Construction of posyandu	1 Package	320.765.094
			c. Construction abrasion times	1 Package	198.604.486
			d. Construction of Land Retaining Wall		
			<b>2. Community Empowerment</b>	1 Package	4.800.000
			a. ECCE Teacher Incentive Assistance	1 Package	3.600.000
			b. Religious Learning Park Teacher Incentive Assistance	1 Package	10.000.000
			c. Establishment of BUMDes	1 Package	10.000.000
			d. Development of financial statements and village assets		
<b>4</b>	2018	704.599.000	<b>1. Field of Village Development Implementation.</b>	1 Package	200.000.000
			a. Construction of healthy houses for the poor		
			b. Construction of Jambanization	1 Package	127.308.000
			c. Sarpras for natural disaster management	1 Package	208.309.460
			d. Drainage Development		
			<b>2. Community Empowerment</b>	1 Package	120.081.540
			a. ECCE Teacher Incentive Assistance		
			b. Religious Learning Park Teacher Incentive Assistance	1 Package	4.800.000
			c. Management of the information and other communications	1 Package	38.000.000
			d. Development of financial and asset administration systems	1 Package	2.500.000

Source: Report on the Realization of the implementation of the Village Budget (APBDes) of Lefokisu Village per budget source for 2015-2018

From the data presented above, it can be explained that in 2015, of the total village funds allocated to Lefokisu Village amounting to Rp 259,399,000, Rp 204,258,000 was used for village development, while the remaining Rp 55,141,000 was used for community empowerment. In 2016, of the total village funds allocated to Lefokisu Village amounting to Rp 589,858,711, Rp 522,732,811 was used for development, while the remaining Rp 67,125,900 was used for community empowerment. In 2017, Lefokisu Village again received village funds of Rp 752,363,892, of which Rp 642,362,892 was used for development and Rp 28,400,000 was used for community empowerment. The funds were not fully used, leaving Rp 81,600,000 which was finally put into the Lefokisu Village SiLPA in 2017. Then, in 2018, of the total village funds allocated to Lefokisu Village amounting to Rp 704,599,000, Rp 664,658,700 was used for development, while Rp 46,400,000 was used for community empowerment. Because the village funds in 2018 were not fully utilized, the remaining funds of Rp 2,500,000 became the Lefokisu Village SiLPA in 2018.

## 2. Priorities Based on Community Participation

Based on the results of interviews that have been conducted with the village government as well as the community in Lendola Village and Lefokisu Village, in implementing programs in the field



of community development and empowerment, the use of village funds based on community participation always prioritizes togetherness, kinship, and cooperation.

### **3. Priorities Based on Sustainability**

Based on the results of interviews that have been conducted with the village government as well as communities in Lendola Village and Lefokisu Village, the use of village funds with the aim of meeting basic needs, infrastructure development, developing local potential, and utilizing natural resources, in general, has been carried out sustainably, starting from management plans in utilization, maintenance, care, and preservation.

### **4. Priority Based on Certainty of Supervision**

Based on the results of interviews conducted with the village government as well as communities in Lendola Village and Lefokisu Village, the use of village funds for four consecutive years has been carried out in an accountable and transparent manner, and published in public places so that they can be accessed by the community.

### **5. Priorities Based on Sources and Village Typology**

Based on the results of interviews that have been conducted with the village government as well as the community in Lendola Village and Lefokisu Village, planning and implementing the village fund program does not consider village resources and typology, but always relies on the proposed needs of the community in hamlet/village deliberations.

In the preparation of an effective village fund utilization model, of course, it cannot be separated and has a relationship with the determination of priorities for the use of village funds in accordance with Amendment, PD/TT Number 19 of 2017, which is as follows,

## **Effective Village Fund Utilization Model in Very Disadvantaged Villages (Manetwati Village and East Overtime Village)**

### **1. Effective Village Fund Utilization Model Based on Community Empowerment Priorities**

Referring to the table of realization of the use of village funds and the results of interviews with various resource persons, the use of village funds based on priority benefits in the 2015-2018 period is fairly ineffective because more budget is used for infrastructure development than in the field of community empowerment. Therefore, the field of community empowerment needs special attention from the village government to improve the quality of health, education, culture, employment, and economic income, as well as productive community efforts, such as providing business capital for community groups and individuals. Community empowerment also needs to be considered for poverty reduction or reducing poverty in the village with the aim of prospering the people of Manetwati Village and East Overtime Village.

### **2. Effective Village Fund Utilization Model Based on Village Potential Priorities**

The fifth priority for the use of village funds is a priority based on village resources and typology. Regarding village resources and typology, it can actually be "read" the potentials owned by the village, such as tourism potential (beach / sea, mountain, waterfall, river lake), artistic potential, cultural potential, customs potential, fisheries potential, livestock potential, and others. However, limited human resources who are able to "read" and understand

opportunities to utilize village funds to develop the potentials owned by villages are obstacles to the use of village funds based on this priority. Manetwati Village and East Overtime Village have many village potentials as mentioned above and have not been touched by innovative hands who are able to manage the potential of the village to attract many investors or tourists to the village. If these village potentials are of special concern and managed by BUMDes in a transparent and accountable manner, then the village will become independent in managing the household by itself without assistance from the central and local governments.

### 3. **Effective Village Fund Utilization Model Based on Village Superior Product Priorities**

Similar to the above, the model of village fund utilization in very underdeveloped villages (Manetwati Village and East Overtime Village) is also directed to the utilization and development of village superior products, such as regional woven fabrics, commodity products (candlenut, walnut, vanilla, cloves, coffee), and others. These superior products have been passed down by ancestors for generations since a long time ago, but these superior products are not managed and developed by BUMDes properly. If BUMDes are well empowered by their management to develop superior village products, then the community's economic income will increase so that the status of a very underdeveloped village will turn into a developed village.

### 4. **Effective Village Fund Utilization Model Based on Priority on Income**

The use of village funds not only provides *outputs* or results that are achieved well, more than that, but the results achieved from the use of village funds should also be able to provide income or *outcomes* for the village. This model of utilizing village funds can directly use the results of existing community development and empowerment to increase the original income of Manetwati village and East Overtime village, for example, football fields, drilled wells, and others have been built. In utilizing the proceeds of village funds, it must go through a lease system regulated in village regulations so that it has a clear and binding legal basis. Thus, Manetwati Village and East Overtime Village will have sufficient village original income even beyond other villages.

## **Model of Effective Village Fund Utilization in Disadvantaged Villages (East Alila Village and Wolwal Village)**

### 1. **Village Fund Utilization Model Based on Community Empowerment Priorities**

The model of village fund utilization in very underdeveloped villages is also offered to be used by the category of disadvantaged villages, namely East Alila Village and Wolwal Village which refers to the document on the realization of the use of village funds from 2015 to 2018 and the results of interviews with *key informants* in accordance with the priority of using village funds based on benefits that are considered ineffective because these priorities are more widely used for the field of development rather than the field of community empowerment. Therefore, the field of empowerment needs special attention from the village government to improve the quality of health, education, and culture, increase employment and economic income, as well as productive efforts of the community, such as providing business capital for community groups and individuals and Reducing poverty in villages with the aim of prospering the community.

### 2. **Village Fund Utilization Model Based on Village Potential Priorities**

The use of village funds in the fifth priority, namely priorities based on resources and village typologies which will be narrowed again to the potentials owned by the village is not yet realized, this has not been realized due to limited human resources who are able to "read" and

understand opportunities and opportunities in utilizing village funds to develop the potentials owned by the village, such as tourism potential (beach/sea, mountain, waterfall, river lake), fisheries potential, livestock potential, art potential, cultural potential, customs potential, and others. East Alila Village and Wolwal Village have a lot of village potential as mentioned above, but have not been touched by innovative hands that are able to manage to attract many investors or tourists to the village.

### 3. Village Fund Utilization Model Based on Village Superior Product Priorities

The model of village fund utilization in underdeveloped villages (East Alila Village and East Overtime Village) is directed to the utilization and development of village-superior products, such as regional woven fabrics, commodity products (candlenut, walnut, vanilla, cloves, coffee), and others. These superior products can be managed and developed transparently and accountably by BUMDes to increase the village's original income. If BUMDes are well empowered by their management to develop these superior products, it will increase the economic income of the community and the original income of the village.

### 4. Village Fund Utilization Model Based on Priority on Income

The use of village funds not only provides *outputs* or results that are achieved well but more than that, where the results achieved are able to provide income or *outcomes* for the village. This model of utilizing village funds can directly use the results of existing community development and empowerment to increase the original income of East Alila Village and Wolwal Village, for example, football fields, drilled wells, and others. In the utilization of village funds, of course, through a lease system regulated in village regulations which are the basis of law. Thus, East Alila Village and Wolwal Village will have enough original village income to take care of the welfare of their people.

## Model of Effective Village Fund Utilization in Developing Villages (Lendola Village and Lefokisu Village)

### 1. Village Fund Utilization Model Based on Community Empowerment Priorities

Similar to underdeveloped villages and very underdeveloped villages, this village fund utilization model will be offered to be used by Lendola Village and Lefokisu Village villages as developing villages. The priority of using village funds in Lendola Village and Lefokisu Village based on expediency is considered ineffective because in this priority village funds are more used for development than community empowerment. Therefore, the field of empowerment needs special attention to improve the quality of health, education, and culture, increase employment and economic income, as well as productive efforts of the community, such as providing business capital for community groups and individuals to prosper the community.

### 2. Village Fund Utilization Model Based on Village Potential Priorities

The use of village funds in the fifth priority, namely priorities based on village resources and typologies will focus again on the potentials owned by the village. However, this has not been realized due to limited human resources who are able to "read" and understand opportunities and opportunities in utilizing village funds to develop the potentials owned by the village, such as tourism potential (beach / sea, mountain, waterfall, river lake), fisheries potential, livestock potential, art potential, cultural potential, customs potential, and others. Lendola Village and Lefokisu Village have a lot of village potential as mentioned above, but have not been touched by innovative hands that are able to manage to attract many investors or tourists to the village.

### 3. Village Fund Utilization Model Based on Village Superior Product Priorities

The model of village fund utilization in developing villages (Lendola Village and Lefokisu Village) is directed to the utilization and development of village superior products, such as regional woven fabrics, commodity products (candlenut, walnut, vanilla, cloves, coffee), and others. These superior products must be managed and developed transparently and accountably by BUMDes to increase the village's original income. If BUMDes are well empowered by their management to develop superior village products, it will increase the economic income of the community and the original income of the village in Lendola Village and Lefokisu Village.

### 4. Village Fund Utilization Model Based on Priority on Income

The use of village funds not only provides *outputs* or results achieved, but more than that, where the results achieved are able to provide income or *outcomes* for the village. This model of utilizing village funds can directly use the results of existing community development and empowerment to increase the village's original income. In utilizing the proceeds from village funds, of course, through a lease system or other types regulated in village regulations so that they have a clear and binding legal basis.

## Village Fund Utilization Strategy Based on Effective Village Fund Utilization Model

The four models of effective utilization of village funds above are not implemented casually, but use strategies or steps that are not much different from one model to another, namely:

### 1. Priorities Based on Community Empowerment

Strategies or steps that can be taken in the utilization of village funds based on effective utilization of village funds start from identifying all types of businesses in the community, both in groups and individually. Then, make a ranking list of the types of businesses that are priorities, where this ranking list will determine what types of businesses will be empowered by utilizing village funds so that the use of village funds becomes more effective or on target and beneficial to many people. After that, the type of business is analyzed using SWOT analysis in terms of strengths, weaknesses, opportunities, and threats to determine the business capacity from the four indicators in the SWOT. The type of business that has been analyzed will be reviewed with applicable regulations, whether in accordance with the rules or not, and village regulations that regulate these types of businesses will also be made. If a village regulation has been made that governs, the next step is to make a *master plan*, medium-term plan, and short-term plan for the type of business by utilizing village funds as effectively and efficiently as possible. Furthermore, disseminate all plans and objectives of the effective village fund utilization model based on community empowerment priorities to all village communities through village Musrenbang (development plan musywarah) or village meetings. If all communities present at the meeting agree and support, then the next stage is to implement the effective village fund utilization model through Village-Owned Enterprises (BUMdes) with the help of business capital to manage the business followed by good control or supervision from the village government and the community.

### 2. Priorities Based on Village Potential

Just like in the first point above, the first strategy taken is to identify all potential villages, be it tourism potential (beaches, mountains, waterfalls), fisheries potential, livestock potential, artistic potential, culture, customs, and others. Then, make a ranking list of priority village potentials, where this ranking list will determine what potentials will be empowered by utilizing

village funds so that they benefit many people. After that, the potential is analyzed using SWOT analysis in terms of strengths, weaknesses, opportunities, and, threats to know whether the potential can run well or not. The village potential that has been analyzed will be reviewed with applicable regulations and village regulations that regulate the potential will be made. If a village regulation has been made, the next step is to make a *master plan*, medium-term plan, and short-term plan for the potential of the village by utilizing village funds as effectively and efficiently as possible. Furthermore, disseminate all plans and objectives of the effective village fund utilization model based on the priority of village potentials to all village communities through village Musrenbang (development plan musywarah) or village meetings. If all communities present in the deliberations or meetings agree and support, then the next stage is to implement the effective village fund utilization model through Village-Owned Enterprises (BUMdes) with capital participation from village funds to manage the potential of the village and must be monitored for its utilization properly by the village government and the community.

### **3. Priority Based on Village Featured Products**

Just like in the first and second points above, the first step is to identify all the village's superior products, be it commodities (candlenut, walnuts, cloves, vanilla, coffee), woven superior products (sarongs, blankets, scarves) and superior seafood products (fish, squid, octopus, taripang, and so on). Then, make a ranking list of superior products that are a priority, where this ranking list will determine what superior products will be empowered by utilizing village funds so that the use of village funds becomes more effective or on target and beneficial for many people. After that, the superior product is analyzed using SWOT analysis in terms of strengths, weaknesses, opportunities, and threats to determine the capacity of the superior product from the four indicators in the SWOT. The superior products that have been analyzed will be reviewed with applicable regulations, whether in accordance with the rules or not, and village regulations that regulate these superior products will also be made. If a village regulation has been made that governs, the next step is to make a *master plan*, medium-term plan, and short-term plan for the type of business by utilizing village funds as effectively and efficiently as possible. Furthermore, disseminate all plans and objectives of the effective village fund utilization model based on the priority of village superior products to all villagers through village Musrenbang (development plan musywarah) or village meetings. If all communities present at the deliberation or meeting agree and support, then the next stage is to implement the effective village fund utilization model through Village-Owned Enterprises (BUMdes) with the help of business capital to manage these superior products followed by good control or supervision from the village government and the community.

### **4. Priority Based on Revenue**

Just like the three strategies above, the first strategy is to identify all the results of the use of village funds, such as the construction of football fields, the construction of borewells, clean water treatment, and others. Then, make a ranking list of the results of the use of village funds that are the top priority, where this ranking list will determine what development results will be empowered by utilizing village funds so that the use of village funds becomes more effective or on target and beneficial to many people. After that, the development results are analyzed using SWOT analysis in terms of strengths, weaknesses, opportunities, and threats to determine the capacity of the development results from the four indicators in the SWOT. The results of the development that have been analyzed will be reviewed with applicable

regulations, whether in accordance with the rules or not, and village regulations that regulate the results of the development will also be made. If a village regulation has been made that governs, the next step is to make a *master plan*, medium-term plan, and short-term plan for development results by utilizing village funds as effectively and efficiently as possible. Furthermore, disseminate all plans and objectives of the effective village fund utilization model based on priority on income to all villagers through village Musrenbang (development plan musywarah) or village meetings. If all communities present at the meeting agree and support, then the next stage is to implement the effective village fund utilization model through Village-Owned Enterprises (BUMdes) with the help of business capital to manage the results of the development followed by good control or supervision from the village government and the community.

### CONCLUSION

Based on the results and analysis of this study, it can be concluded that the utilization of village funds in Lendola Village, Teluk Mutiara District, Lefokisu Village, North West Alor District, Manetwati Village, North Central Alor District, Wolwal Village, Southwest Alor District, East Alila Village, Kabola District, and East Overtime Village, Overtime District, Alor Regency, East Nusa Tenggara Province, has not been effective. In terms of the utilization of village funds based on five priorities contained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 19 of 2017 concerning Determination of Priorities for the Use of Village Funds in 2018, namely priorities based on benefits, priorities based on community participation, priorities based on sustainability, priorities based on the certainty of supervision, and priorities based on village resources and typologies.

Judging from priorities based on benefits, the utilization of village funds in the six villages out of three categories of villages according to their status is still dominated by physical village development rather than community empowerment. From priorities based on community participation, the utilization of village funds in six villages from three village categories according to their status for four consecutive years from 2015–2018 has prioritized togetherness, kinship, and cooperation in the field of development. From priorities based on sustainability, the utilization of village funds in six villages from three categories of villages according to their status has been carried out sustainably, starting from the management plan in its utilization, maintenance, maintenance, and preservation. However, the reality is that almost all village funds are only used in the planning and use process, while the maintenance, maintenance, and preservation process is not carried out optimally. From the priority based on the certainty of supervision, the utilization of village funds in the six villages from the three categories of villages according to their status has been carried out in a transparent and accountable manner and is always displayed through billboards so that they can be accessed and supervised by the community. From priorities based on resources and village typology, the utilization of village funds in six villages out of three categories of villages according to their status has provided *outputs* or results, as stated in the realization table of village fund utilization in the six villages. However, these *outputs* do not provide *outcomes* or benefits felt by the community.

As a follow-up to the results above, village governments in the six villages can implement strategies or steps through effective village fund utilization models, including: 1) priorities based on community empowerment, 2) priorities based on village potential, 3) priorities based on village superior products, and 4) priorities based on income.

This research can be a useful input for the development of administrative science, specifically on achieving common goals in the context of society, nation, and state life. In addition, this research is also a reference material for conducting further research and information for interested parties to examine the same problem in the future. As for the implementation of future research, other researchers can conduct research as this research, namely the same topic, and locus, and review the use of village funds through priorities as stipulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration concerning Priority Setting of Village Fund Use (year adjusted to the ministerial regulation applicable in the future research year), to be used as a comparison in this study. Further research can also examine the use of village funds at different loci, but still reviewed through priorities as stipulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration concerning Priority Setting of Village Fund Use applicable in the next research year.

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