



## Strengthening village apparatus capacity in village development in Air Periukan Village, Seluma District, Bengkulu Province, Indonesia

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**Abstract:** This article describes the Village Companion (PD) contribution for the management of the Village Fund in order to achieve village development goals. The study was conducted in Air Periukan Village, Seluma District, Bengkulu Province, Indonesia. This study is very interesting to study because Desa Air Periukan has a very good development of rural development compared to other villages. The position of the village 4 years ago in the village category was very lagging behind. However, in 2018 Air Periukan village is in the category of Developing Villages and is able to manage village potential to the full. The data sources in this study are secondary data and primary data. The research informants were 5 village apparatus, 2 village facilitators and 5 community members who accidentally met at the time of the study. The results showed that the existence of village facilitators contributed to the management of village funds. Village Facilitators are able to empower the community so that the Village Apparatus is able to carry out development planning in accordance with community needs sourced from the Village Fund.

**Keywords:** village, development, planning, village facilitators, village funds.



## 1. Introduction

Village fund policy is an interesting thing to study. The existence of the Village Law becomes a change in the perspective of village development. Villages that have been the object of development, villages are now given the authority to regulate and manage their own government. The village is given full authority to explore the potential of the village in order to realize the welfare of the village community. Village authority is proven by being given the authority to carry out village development, village community development and empowerment of village communities.

The purpose of being given authority is to improve public services, reduce poverty, reduce the development gap between cities and villages and improve the economy of rural communities. The commitment of the Central Government to achieve these goals can be seen from the consistency of the Village Fund budgeting every year as outlined in the State Budget (APBN).

To achieve the objectives of the Village Law carried out with various things, including the establishment of Village Facilitators (PD) so that they can facilitate Village Apparatus in managing Village Funds effectively and efficiently. Villages that are still underdeveloped who do not have qualified Human Resources (HR) are in dire need of PD, so that villages can formulate planning, implementation and can evaluate all programs sourced from the Village Fund. PD works by paying attention to the social, cultural and economic factors of the village community. In addition, PD is required to transfer expertise possessed by innovation and creativity.

Broadly speaking, the main task of Village Companion (PD) is guiding, facilitating Village Apparatus in planning, implementing and evaluating village development programs, especially village community empowerment programs. PD is in charge of the Subdistrict, PD consists of PD Empowerment (PDP) and PD Teknik Infrastructure (PDTI). PDP's task is to facilitate and guide the development of the Village Medium-Term Development Plan (RPJMDes), Village Government Work Plans (RKPDes), facilitation of the development of Village-Owned Enterprises (BUMDes), facilitate collaboration between villages and third parties and create potential village cadres. Whereas the main task of PDTI is to assist and facilitate the administration of village government in the field of village infrastructure development and to create village cadres who are adept at managing and making infrastructure needed by village communities.

The success of the PD main task is reflected in the extent to which the Village Fund budget can be allocated to priority programs according to the mandate of the Law. The Village Fund budget is prioritized for the interests of village development, for example allocated for the construction of roads between RTs, RWs and between villages, bridges, irrigation and others related to infrastructure development. Then, the Village Fund is prioritized also for community empowerment, for example, for the provision of clean water, the health of the community and its environment, the development of productive economic enterprises and capacity building of communities through training and mentoring.

PD served in the sub-district which facilitated several villages. Air Periukan sub-district has 15 villages in 1 Kelurahan, one of the villages in the Air Periukan District is the village of Air Periukan. Distance Desa Air Periukan between Tais (Regency Capital) as far as 22 Km, an area of 128.22 ha, the status of the government is a village with a growing village category. Desa Air Periukan has 7 Local Villages (SLS), has 5 Village Apparatus consisting of Village Heads, Village Secretaries and 3 Kaur People. The source of income for the village community is 90% from agriculture and plantations.

The agriculture and plantation sector in Air Periukan Village is the dominant sector in increasing village economic growth. The commodities of agriculture and plantation sectors that contribute to economic growth are food crops (rice, sweet potatoes, corn, peanuts, soybeans, vegetables, fruits, etc.), plantation crops, such as rubber, oil palm, coffee, coconut, chocolate, areca nut. Coupled with the fisheries and animal husbandry sector (Nurharyadi, Ahadi, Hidayatullah, Raymita & Subkhi, 2016). To optimize the above sectors, support from various groups is needed through collaboration or collaboration with various sectors.

The concept of Village Fund management that involves PD tends to use the concept of collaboration, collaboration and partnership in managing an organization. Based on previous studies, it is emphasized that effective management of shared sectors in society requires cross-sector collaboration (Bryson & Crosby, 2006).

An important dynamic environment is inter-sectoral and inter-agency collaboration and coordination (Kapucu & Garayev, 2011). For developing countries like Indonesia designing effective partnerships, relevant to cross-sectoral dynamics and the political context has proven to be very challenging (Edi, 2016). Carrying out cross-sector partnerships can have an impact on the management of coastal areas and have an impact on improving the economy of local communities (Darmi, 2017a). In order for Village Funds to be managed effectively according to the targets, the management of village funds should involve many parties. PD as the spearhead in guiding and facilitating village fund managers is the right solution.

In general, Village Fund management has not been carried out maximally. According to the KPK there are still 14 potential problems regarding the management of the Village Fund, including the institutional aspects (Corruption Eradication Commission (KPK), 2015). Further explained the institutional aspects that affect the management of village funds are that the human resources (SDM) of the village are not yet qualified. Whereas another study explained that the management of the Village Fund had not involved various stakeholders, especially women who had not been included in deciding on village work programs (Darmi, 2016), so that the Village Fund disbursement was not in accordance with community needs.

Village Fund Management requires qualified Apparatus HR in managing the organization. The role of HR Apparatus greatly contributes to the performance of organizing the New Autonomous Region (DOB) (Darmi, 2017b). Therefore, strengthening the capacity of apparatus HR is absolutely necessary so that institutional performance can be achieved in accordance with the objectives (Darmi & Suwitri, 2017). The most vital institutional elements to be developed are the Apparatus HR elements (Darmi, Suwitri, Yuwanto & Sundarso, 2017). Based on the above studies, it is confirmed that HR is a person who plays an important role in the success of organizational management.

Based on the description above and based on the results of the KPK report, the Apparatus HR did not yet have sufficient capacity, resulting in the Village Fund's management being ineffective and inefficient. So to overcome this, the Government carries out the policy of the PD in the management of the Village Fund. To answer and analyze these policies, in this article the authors describe the extent of the contribution of PD to the management of Village Funds in Air Periukan Village.

## **2. Research methods**

This study aims to determine the extent of PD's contribution to fund management in the village of Periakan, Seluma District, Bengkulu Province so that the Village Fund has benefits for village development. To achieve this goal, the author uses a direct observation approach, direct observation to the Village of Water Solvents. Then, the researchers conducted in-depth interviews with the parties related to the Village Fund management actors, namely interviews conducted with Village officials (Village Heads, Village secretaries, 3 Village apparatus), 2 PD people and 5 villagers who accidentally met at when the research was conducted. This study analyzes the real conditions of what PD has done based on the main tasks and functions (tupoksi) of PD in the village of Air Periukan. The instruments of this study were researchers, assisted by interview guidelines, questionnaires, record instruments, print media and online as well as written and unwritten documents. Data analysis is based on the conclusions of the interview results, juxtaposed with the results of PD work based on tupoksi and related regulations and then discussed with the concepts or results of previous studies.

## **3. Research results and discussion**

Seluma District has a relatively low Village Development Index (IDM) compared to other regions in the Bengkulu Province. IDM is an indicator of the extent of the progress of village development. IDM is also an indicator of the achievement of Village Fund management goals. The targets referred to in the steps to support village development become independent villages. Of the 180 villages in Seluma Regency there were only 3 villages that were in the advanced category, there were no villages that entered the independent category, while the villages that were included in the developing category were 66 villages and 93 villages were in the lagging category and there were still 3 villages that were very underdeveloped.

The village fund policy is an effort so that villages have the ability to be able to manage their village's potential so that village development can run as expected. Based on the results of previous studies explaining the management of village funds has not been done optimally due to human resources of DD managers not yet qualified. Therefore, PD is one way for DD managers to be carried out according to the objectives of the Act. Quantitatively, the number of PD in Seluma Regency is 37 people by facilitating 180 villages. Especially for Air Periukan subdistrict PD consists of 3 people (1 PDTI and 2 PDP) by facilitating 15 villages.

The 3 PDs are divided into 2 activities in terms of: 1) Village Empowerment Companion (PDP); 2) Infrastructure Engineering Village Companion (PDTI). In general the PDupoksi is the facilitation of the Village Fund manager in planning the management of village funds, facilitating the implementation of village fund activities and facilitating monitoring of village fund management. Based on the SOP, PD has the task as in table 1 below.

The main task of PD is divided into 2, namely PD PDP category has a task related to community empowerment. While the main PDTI main task for assistance in the field of infrastructure is both in

terms of planning, mentoring the implementation of infrastructure development and monitoring or evaluating development programs in the field of infrastructure.

**Table 1: Village facilitator main duty (PD)**

No	Job description	Achievements	
		already	not yet
1	Assistance for the dissemination of the Village Law, Government Regulations and related Regulations (PDP)	✓	
2	Mentoring for making RPJMDes, RKPDes and APBDes (PDP)	✓	
3	Assistance in village regulation (PDP)	✓	
4	Assistance in community empowerment (PDP)	✓	
5	Assistance in cooperation between villages and third parties (PDP and PDTI)		×
6	Assistance to cadre community members (PDP)		×
7	Assistance to create or cadre infrastructure engineering personnel (PDTI)		×
8	Assistance to design / drawing in the draft budget (RAB) (PDTI)	✓	
9	Assistance in the implementation of construction of infrastructure facilities and infrastructure (PDTI)	✓	
10	Guidance in certifying village infrastructure development (PDTI)		×
11	Coordinating the process of planning, implementing and monitoring village development programs (PDP and PDTI)	✓	

Source: Village community empowerment service (DPMD) Bengkulu Province, 2018.

The table above provides an overview of the 11 main tasks given to PD there are some that have not been implemented, that is, they have not been able to cadre PD from local communities both cadres in the field of community empowerment and in the field of infrastructure engineering. In addition, they have not been able to carry out certification of the results of the program implementation in the infrastructure sector and have not been able to collaborate between villages and third parties. Based on empirical data, the causes have not yet been implemented, because there are no implementation guidelines and standard standards from the related agencies. Whereas inter-village and third-party cooperation cannot be done because there are no village goals or objectives in determining what focus of activities will be carried out.

The Principal above, conceptually covers the activities of planning, implementing and evaluating the results of activities. PD has the obligation to guide Village Fund managers in planning program activities sourced from the Village Fund. Data in the field shows that PD has done this with activities accompanying Village fund managers to conduct village development consultation meetings (musrebangdes). PD at the time the results of the musrebangdes provide assistance to the Village Apparatus in making appropriate program decisions. The results of the musrebangdes obtained documents in the form of RPJMDes, RKPDes and APBDe. Musrebangdes activities and document submission, as shown in figure 1.

Formulation of important work programs begins with careful planning (Bunn & Oliveira, 2016). Planning is important in carrying out the vision and mission so that development goals can be achieved effectively (Bush, Bale & Taylor, 2016; Mazzeo, 2016). The success of planning the leadership factor is very dominant (Santoso, 2015). In the context of the PD contribution in accompanying the village development planning process sourced from the Village Fund, assistance has been provided so that village development planning can be carried out.

**Figure 1: Musrebangdes activities and document submission**



Source: PD report, 2018

The Village Fund Budget for the last 3 years, the largest allocation was made for infrastructure development programs, including, making village roads, making alleys between RTs, making siring and others. In terms of the implementation of PD infrastructure tasks from PDTI that do it. PDTI's task has been carried out by overseeing the infrastructure activity program in accordance with the standards planned previously.

One of the informants from the community explained that in the implementation of the PD, not every day could assist to supervise the work of the project. The lack of time for the presence of PDTI was caused by the PD not domiciling in our village. When we were discussing PDTI officers were not in place. Reaffirmed by PD that they are not required every day to be in the Village.

Meanwhile, data in the field related to PDP tupoksi in terms of community empowerment has been well implemented, for example the capacity building program for housewives (see Figure 2), sewing and cake-making training has been conducted. To improve maternal and child health, health checks have been carried out at Yandu Post every month.

PD assignments in terms of monitoring are not reflected in the assignments given. Table 1 point 11 describes the duty of the PD to coordinate monitoring, monitor the implementation of the program activities originating from village funds. Data on the ground shows that the task has not been carried out effectively. Confirmed there was still a completion of the work not on time. That is, monitoring the implementation of work does not refer to the target of completion of work.

Based on the results of verification of data in the field, it was explained that the presence of PD had a good impact on the management of village funds. Some village fund allocations have contributed to village development in Air Periukan. Village progress can be seen from the Village Development Index (IPD).

**Figure 2: Household empowerment activities**



*Source: Report on PD activities, 2018.*

Data in the Field confirm that the Periukan water village has a developing village status which prior to 2014 Air Periukan village was a backward village. This means that the Air Periukan village has the potential to create Advanced Village, already has adequate resources both natural resources and human resources, has economic and social resources and an environment that will get value if managed properly.

Improving the status of the village cannot be denied due to the existence of PD. In accordance with the policy objectives of village assistance in steps to increase the capacity of rural communities and the capacity of village fund managers. So as to be able to optimize the assets of the village and be able to harmonize between sectors in building the village.

#### **4. Conclusion**

Data verification in the field shows that Village Facilitators are able to empower the community so that the Village Apparatus is able to carry out development planning in accordance with community needs sourced from the Village Fund. In terms of planning, implementation and monitoring, it has been carried out in accordance with the duties and roles. Although, there are records that PD has not carried out optimal assistance, it is confirmed that there are still work that is not completed on time. In the future PD has challenges in carrying out its duties and roles. Creativity and innovation in village development are very important. Considering that the Air Periukan village

is located as a developing village. That is, PD must be able to assist village fund managers to optimize all potential resources owned by the village.

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## Availability of data

Dataset analyzed in this study is available from the author on reasonable request.

## Conflict of Interest

The author declares that he has no conflict of interest.

## Appendix A. Supplementary material

Supplementary data associated with this article can be found, in the online version, at <https://doi.org/10.14254/jems.2020.5-1.6>

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