

Effectiveness of Village Fund Use in Infrastructure Development in Randegan Village, Tanggulangin District, Sidoarjo Regency

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ABSTRACT

Objective: This study aims to assess the effectiveness of Village Fund utilization in infrastructure development in Randegan Village, Tanggulangin District, Sidoarjo Regency, during the 2022-2024 fiscal year. The study focuses on the alignment of the program's planning, implementation, and evaluation processes with community needs and established village development priorities. **Method:** This research was conducted using a descriptive approach, collecting data through interviews with village officials and community members, as well as reviewing village budget (APBDes) reports. The analysis process was based on the effectiveness theory proposed by Sutrisno (2007), using five main indicators as benchmarks. Through these indicators, the effectiveness of Village Fund management can be comprehensively assessed, including in terms of planning, implementation, and community outcomes. **Results:** Based on the research results analyzed using Sutrisno's (2007) theory of effectiveness with its five elements, several important findings can be obtained. First, in the aspect of Program Understanding, the village government, community, and village institutions have a good understanding of the mechanisms, objectives, and direction of development, where the deliberation process takes place effectively. Second, in the aspect of Right on Target, the infrastructure development program has been in accordance with the needs of the local community. Third, in terms of Timeliness, most of the development was carried out on schedule through the self-management system, although there were external obstacles in the form of delays in the disbursement of funds. Fourth, in terms of Achievement of Goals, the realized development provided real benefits such as ease of access to infrastructure, increased productivity in the agricultural sector, and economic empowerment of local communities. Fifth, in the aspect of Real Change, there were significant changes in both physical and socio-economic forms that were directly felt by village residents. **Novelty:** The application of the five-indicator effectiveness model in the context of village infrastructure development, which combines policy analysis with field facts, and in this study it was found that self-management is not only cost-efficient, but also has an impact on local community empowerment.

INTRODUCTION

Village Funds are part of the State Budget (APBN) allocated by the central government, distributed through the Ministry of Finance, and subsequently managed by the village government. In Randegan Village, these funds are used to support infrastructure development according to community needs. The development process begins with the submission of proposals from residents, then the village government compiles them into a work plan and establishes a scale of priorities. The infrastructure built includes improving farm roads, repairing irrigation channels, and maintaining waste management facilities. Every use of the budget must be based on the principles of accountability, transparency, participation, and efficiency. Essentially, the management of village funds passed on to the regions is in line with the concept of responsible regional financial management and is oriented towards community needs [1]. Every village fund budget must implement accountability, transparency, participation, and efficiency. This means that the funds

disbursed must be used in accordance with laws and regulations and must be accounted for.

The realization of village funds is a follow-up to the government's program in an effort to develop Indonesia from the periphery by strengthening villages and regions within the framework of the Unitary State of the Republic of Indonesia. The goal is to improve community welfare, encourage equitable development, expand access to public services, advance the village economy, reduce disparities between regions, and strengthen the role of communities as the main subjects of development [2]. This article focuses on the effectiveness of the use of village funds in supporting infrastructure development. The process of realizing village funds for infrastructure is carried out through the preparation of the RPJMDs, namely a strategic document containing the vision, mission, and direction of village development policies, which is designed in a participatory manner by the village government together with the local community.

The implementation of village infrastructure development has a strong legal basis, namely Law Number 6 of 2014 concerning Villages, which emphasizes that the implementation of village governance, development, community development, and community empowerment is based on Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia, and the motto *Bhinneka Tunggal Ika*. Article 72 paragraph (1) explains that village funds come from the State Revenue and Expenditure Budget (APBN) which is allocated to support the financing of the implementation of village governance, development, community development, and community empowerment [3]. This foundation serves as the primary reference for the management and utilization of village funds. These provisions are reinforced by Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 21 of 2020, which contains general guidelines for village development and community empowerment [4], and Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 7 of 2021, which emphasizes the priority use of village funds, including infrastructure development based on community needs. With clear regulations, village fund management can be implemented in a focused, transparent, accountable, and participatory manner. The appropriate use of village funds for infrastructure has also been shown to have a positive impact on the community, both economically, socially, and environmentally [5].

The effectiveness of Village Fund utilization is determined by the extent to which the budget is able to produce development that meets community needs, is accountable, and has a real social and economic impact. This requires transparent and accountable planning, implementation, and oversight [6]. In the 2022–2024 period, Randegan Village utilized Village Funds for infrastructure development, including repairing farm roads to facilitate the distribution of agricultural products, rehabilitating irrigation channels to increase productivity, and developing sanitation and waste management to support a healthy environment. These efforts are in line

with the sustainable development goals (SDGs), although periodic evaluation is still needed to ensure the program truly meets community needs and produces optimal benefits.

This study emphasizes the importance of effective Village Fund management, both in terms of policy and the application of good leadership principles at the local level. In Randegan Village, Tanggulangin District, Sidoarjo Regency, village funds have been focused on infrastructure development for the past three years. Based on the data, a total budget of Rp 1,287,545,080 was allocated to support various infrastructure programs in the 2022–2024 period, providing a clear indication of the extent to which this policy has successfully driven village development.

The infrastructure development program encompasses a variety of activities, including repair and maintenance of farm roads, irrigation canals, bridge construction, and improvements to sanitation and waste management facilities. The substantial budget allocation, combined with the diversity of programs, reflects the village government's commitment to optimally utilizing Village Funds to improve community welfare and quality of life. Details of the budget allocation are shown in the following table:

Table 1. Realization of Village Funds in infrastructure development

Year	Program	Budget
2022	Construction/rehabilitation/improvement of farm roads	Rp 153.334.580
	Maintenance of tertiary/simple irrigation channels	Rp 5.800.000
	Maintenance of village waste management facilities	Rp 6.000.000
2023	Maintenance of village road infrastructure (culverts, ditches, drainage)	Rp 31.581.500
	Construction/rehabilitation/improvement of residential road paving	Rp 26.231.000
	Construction/rehabilitation/improvement of farm roads	Rp 340.563.000
	Construction/rehabilitation/improvement of village-owned bridges	Rp 22.439.000
	Construction/rehabilitation/improvement of farm roads (culverts, ditches, drainage)	Rp 224.118.000
	Maintenance of village waste management facilities	Rp 17.200.000
	Construction/rehabilitation/improvement of residential sanitation	Rp 12.040.000
	Maintenance of simple tertiary irrigation channels	Rp 7.400.000
2024	Maintenance of village road infrastructure roads (culverts, ditches, drainage)	Rp 31.550.000
	Construction/rehabilitation/improvement /paving of farm roads	Rp 79.500.000
	Construction/rehabilitation/improvement of village road infrastructure	Rp 155.775.000
	Maintenance of village waste management facilities	Rp 7.200.000
	Construction/facility/improvement of waste management facilities	Rp 45.900.000
	Maintenance of simple tertiary irrigation channels	Rp 6.000.000

Year	Program	Budget
	Construction/rehabilitation/improvement of tertiary irigation channels simple saluran	Rp 109.163.000
	Construction/rehabilitation of village markets or village-owned kiosks	Rp 5.750.000
	Total	Rp 1.287.545.080

Source: Processed from Randegan Village Government (2025)

Based on the State Budget (APBN) allocation data received by Randegan Village, village funds are used entirely to support infrastructure development. In 2022, a budget of Rp165,134,580 was focused on the construction of farm roads, irrigation canal maintenance, and village waste management. The following year, in 2023, the budget increased significantly to Rp681,572,500, allocated for various programs such as village road infrastructure maintenance, residential road construction, farm road improvements, bridge construction, irrigation canal repair, residential sanitation, and waste management. Then, in 2024, the village government allocated Rp440,838,000. This budget was used for village road maintenance, farm road construction, village road infrastructure improvements, waste management facilities, irrigation channel repairs, and the rehabilitation of village markets and village-owned kiosks. Overall, from 2022 to 2024, the total funds allocated for infrastructure development in Randegan Village reached Rp1,287,545,080. This demonstrates the village government's strong commitment to utilizing village funds to improve basic facilities that support community welfare.

Several previous studies have discussed the effectiveness of village fund use in infrastructure development. The first study by Mangkid, Gary, and Johny (2017) showed that in Watutumou Dua Village, village fund management was effective because the village government consistently involved the community through deliberations. This ensured that development met needs, garnered support, and increased community participation in providing information regarding village development progress [7]. The second study was conducted by Anwar and Melawati (2024) in Cinengah Village, West Bandung Regency. The results revealed that the management of village funds for infrastructure development was relatively effective, although not yet optimal. Development was able to meet some community needs with good quality, implemented in accordance with the Village Work Plan (RKPDDes) and Village Medium-Term Development Plan (RPJMDDes), and based on community aspirations. Furthermore, management has begun to utilize technological advances to support the development process [8]. And the third study, conducted by Rae, Malut, and Timuneno (2022) in Nisau Village, Malaka Regency, found that the use of village funds was in accordance with the five operational areas of the village as stipulated in regulations. The planning stage was carried out through the RPJMDDes, RKPDDes, and village deliberations, while the administration stage was effective. However, obstacles were encountered in the reporting stage in the form of delays due to the lack of involvement of the BPD, which was influenced by internal factors such as low awareness and willingness [9].

Field observations indicate that infrastructure development in Randegan Village from 2022 to 2024 faced several obstacles. First, delays in disbursement of village funds led to overlapping programs, disrupted planning, and suboptimal budget absorption. To address this, the village government utilized a cross-subsidy mechanism, covering development costs from other funding sources such as Regional Original Income (PAD), Village Fund Allocations, Revenue Sharing Funds, Retributions, Village Funds, and support from the Finance Agency. The second obstacle arose during infrastructure utilization. The shopfront facilities built to support village economic development received little response from the community, as evidenced by the low level of interest in using them. This resulted in the development not fully delivering optimal impacts on improving the community's economy.

Based on the research issue, the author is motivated to review and identify the results of research entitled "Effectiveness of Village Fund Use in Infrastructure Development in Randegan Village, Tanggulangin District, Sidoarjo Regency" using the effectiveness theory from Sutrisno [10]. According to Sutrisno (2007), program effectiveness is a measure of the level of success of implementing an activity or program in achieving the stated goals. This success is not only seen from the physical and administrative outputs completed, but also from the extent to which the program is able to provide real benefits to the community.

Within his theoretical framework, Sutrisno emphasized that effectiveness can be assessed through five interrelated key indicators that serve as important guidelines for measuring success. First, program understanding, meaning that village officials and activity management teams must fully understand the rules, objectives, and mechanisms for using Village Funds, so that the risk of implementation errors can be minimized. Second, on-target, meaning that infrastructure development funded by Village Funds must address the real needs of the community. Third, on-time, meaning that program implementation must be on schedule, as delays can reduce the benefits that should be received by the community and indicate weak planning. Fourth, goal achievement, which emphasizes the importance of efficient and effective use of resources so that development results truly provide optimal benefits for the community. Fifth, tangible change, namely the presence of direct impacts in the form of increased accessibility, smooth economic activities, and significant social change. By adopting these five indicators, researchers can comprehensively and objectively analyze the extent to which Village Funds contribute to improving community welfare.

RESEARCH METHOD

This research uses a qualitative method with a descriptive approach, which aims to study the condition of an object or phenomenon by clearly describing field facts, where the author acts as the main instrument for data collection [11]. The focus of the research is to describe reality based on secondary data, such as the Village

Budget (APBDes) report and the recapitulation of annual budget realization [12]. The research location was conducted at the Randegan Village Hall using a purposive sampling method, namely selecting research subjects based on specific objectives so that the information obtained is relevant to the research focus. Research informants included the village secretary, the finance officer, and members of the community who were considered to be aware of the conditions of Village Fund use. Data collection techniques were carried out through observation, interviews, and documentation, resulting in a combination of primary and secondary data. Primary data came from field results in the form of interviews, observations, and documentation, while secondary data came from scientific articles, official documents, and journals supporting the research. With this approach, the author attempted to obtain a comprehensive picture of the effectiveness of Village Fund use in Randegan Village.

The data analysis in this study uses the model from Miles, Huberman, and Saldana as explained by Sihite, Adam, and Musthafa (2021) [13], which includes three main stages: data reduction, data presentation, and conclusion drawing. The research focuses on the effectiveness of Village Fund utilization, referring to Sutrisno's (2007) theory, which consists of five indicators: program understanding, right on target, on-time, achieving goals, and tangible change. Data collection was carried out directly in the field, then reduced by selecting the most relevant information for analysis. The data is then presented systematically so that the research results are clear and structured. With this framework, the research is expected to provide an in-depth overview of the extent to which Village Fund utilization is effective in supporting infrastructure development in Randegan Village.

RESULTS AND DISCUSSION

Results

Based on research results through observation, interviews, and data analysis, the use of Village Funds for infrastructure development in Randegan Village, Tanggulangin District, Sidoarjo Regency is considered quite effective. This effectiveness is seen from the extent to which the budget can produce development outputs that meet community needs, are accountable, and provide real social and economic impacts [14]. From a productivity perspective, effectiveness is understood as the ability of Village Funds to support development that is on target and beneficial to the community [15].



Figure 1. Village infrastructure development.

Village infrastructure development is essentially aimed at improving community welfare, not simply assisting the government in providing budgets. Through the construction and improvement of infrastructure facilities, residents' quality of life can be pushed towards a better direction [16]. This condition indicates that infrastructure development has been in accordance with community needs, both from an economic and social perspective. Based on the results of this development, researchers attempted to explain the level of effectiveness of the management and utilization of Village Funds for village infrastructure. This effectiveness assessment refers to Sutrisno's theory, which includes five main indicators: program understanding, target accuracy, timeliness, goal achievement, and the existence of real change.

1. Program Understanding

The program understanding indicator is used to assess and measure the extent to which implementers understand the program's progress in order to achieve the desired success. For each Annual RKP, a special committee is formed involving various elements, including village officials, community leaders, LPM representatives, empowerment cadres, women's groups, and other relevant elements. Based on an interview with Mr. Hadi Istanto, the village finance officer, we obtained an overview of how this understanding is applied in the program planning process:

"In this case, village officials held discussions with the local community to understand the program's direction, including regulations, objectives, development mechanisms, and the use of village funds."

Based on the interview results, it is apparent that this aligns with the provisions of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Regulation No. 21 of 2020, which contains general guidelines regarding Village Development and Community Empowerment. This regulation emphasizes that all village development must be based on the principles of active community participation, accountability, transparency, and adapted to local needs [17]. This was further reinforced through an interview with Mr. Achmad Nuruddin, the village secretary, who provided an explanation regarding its implementation in Randegan Village:

"Involvement in the medium-term development planning process is gathered from proposals from every element of community organizations, starting from the neighborhood association (RT), community association (RW), community development planning (LPMD), community outreach groups (POKMAS), community outreach groups (POKTAN), women's health posts (Posyandu), and youth organizations (Karang Taruna). Then, after the annual RPJM is broken down into the RKP (Regional Work Plan) to determine priorities. All activity implementers understand the objectives and mechanisms. The community is involved in planning and deliberation. They hold deliberations and then submit proposals to their respective RTs, which then convey the results of their deliberations to the village during the village meeting. From women through Posyandu. From farmers through farmer groups. From youth through Karang Taruna."

The Randegan Village Government has involved all elements of community institutions in the development program development process. In this regard, the community is not merely positioned as beneficiaries but also plays an active role as subjects directly involved in the program formulation process. All levels of society understand the objectives and implementation mechanisms. This is reinforced by an interview with one resident who shared his opinion on the matter:

"In Randegan Village, infrastructure development is tailored to the needs or voices of the community. Decision-making is not solely driven by the village administration, but always involves the community."

Based on the statement of one resident, it can be seen that the community really feels their involvement, where they not only play a role as beneficiaries, but also as parties involved in the planning process.



Figure 2. Musrenbang activities

This phenomenon, when linked to Sutrisno's theory on program understanding, demonstrates that comprehensive understanding from all parties – including the community, village institutions, and government officials – will result in implementation that is on target and meets residents' needs. Therefore, the program understanding indicator can be said to be running optimally, as all village elements understand the content, objectives, mechanisms, and direction of development funded through Village Funds. This condition serves as a crucial foundation for achieving effective infrastructure development programs in villages.

2. Right on target

To assess the effectiveness of a program, it is necessary to examine the alignment between the plan and its implementation. This indicator is used to gauge the extent to which the development program truly addresses the community's primary needs. Based on an interview with Mr. Achmad Nuruddin, the village secretary, we obtained an overview of the implementation of this indicator:

"To prioritize infrastructure development to align with the community's greatest needs, the village holds discussions with community organizations, who also provide proposals and adjust the budget. All implemented projects truly address community needs, as these projects and programs are based on local community proposals."

Based on the interview results, it appears that the Randegan Village Government in determining infrastructure development priorities involves community institutions through village deliberation forums. This step encourages the achievement of program effectiveness because development is truly directed at the priority needs of the community, not the unilateral decisions of village officials. All proposals are submitted directly by the community so that the final decision is based on real needs. The community is also given space to express aspirations, while the village government adjusts to the availability of the budget. This practice reflects the application of the principles of decentralization and active community participation as regulated in Law No. 23/2014 [18]. In addition, the accuracy of development targets is also reinforced by the regulation of Article 80 Paragraph (1) of Law No. 6/2014 concerning Villages which emphasizes that village development

must be implemented based on the results of development planning deliberations between the village government and the local community [19]. This is also reinforced by the results of an interview with Mr. Hadi Istanto, as the village finance officer:

"All decisions regarding infrastructure development priorities are aligned with community needs. This is because the community is given the opportunity to propose needs and participate in decision-making."

Based on Mr. Hadi Istanto's statement, it can be concluded that the Randegan Village Government prioritizes infrastructure development while adhering to the principle of community participation. The community is not merely positioned as recipients of development outcomes but is also actively involved in the planning stage by submitting various proposals for needs. This demonstrates that the development programs implemented by the village government are aligned with the residents' real needs. Furthermore, an interview with one of the community members provided a perspective that reinforces this:

The development programs implemented by the village government have been aligned with the residents' needs. For example, maintaining the irrigation channels in the Ploso rice fields has allowed water to flow more smoothly to the fields, ensuring even distribution, and encouraging more fertile plant growth, thus increasing agricultural yields and improving farmer welfare."

Based on a statement from a resident, it can be concluded that the development programs implemented by the village government have been tailored to the community's needs. Community explanations regarding development outcomes demonstrate that implementation is truly aligned with priority needs, thus reflecting the effective use of village funds.

In relation to Sutrisno's (2007) theory regarding the On-Target indicator, a program is considered effective if its implementation results meet the established targets and address the community's basic needs. Community involvement in the planning process makes development more targeted, as all program proposals originate from community aspirations. Therefore, the on-target indicator in Randegan Village can be said to have been achieved, as the development undertaken has addressed the community's primary needs.

3. On Time

On time means that the development program is running according to the planned schedule. This is reinforced by the legal basis of Law No. 6 of 2014 concerning Villages, Article 86 paragraph (2), which states that all information related to development planning and implementation must be carried out based on the principles of openness and accountability, including in matters depending on the program implementation schedule [19]. Based on the results of an interview with Mr. Achmad Nuruddin, as the village secretary, it can be seen how this principle is applied in the implementation of development in Randegan Village:

"For punctuality. Sometimes yes, sometimes not. It will still be on time if there are no instructions outside the plan, and it will be inappropriate or become an obstacle if there is a delay in the disbursement of funds."

Based on this statement, it can be concluded that although the Village Government has carefully prepared the program, the timely implementation is still influenced by external factors beyond the village's control. One of the main obstacles is the delay in disbursement of funds, which ultimately impacts the delay in the development process. This shows that the effectiveness of the program does not depend entirely on internal village efforts, but also requires support from higher levels of government. Optimal effectiveness can only be achieved with smooth funding and cross-sector policy support. Based on the results of an interview with Mr. Hadi Istanto, the village finance officer, this condition is one of the important challenges in maintaining the timely development:

"Development in the village is currently being completed on time thanks to sound and precise planning, involving the local community in development through self-management, work supervision, and budget oversight."

This statement demonstrates that sound and focused planning is a crucial factor in successful development. Furthermore, active community participation, from self-management and project oversight to budget oversight, significantly contributes to achieving program objectives. This community involvement also demonstrates that village development is not solely the responsibility of the village government, but rather the result of collaborative efforts between the government and residents. An interview with one community member further confirms that collaboration between the two parties can enhance development effectiveness:

"The village infrastructure development program was completed on time. The village government also collaborated with the community in managing the development. The development was carried out using a self-managed system. The community also monitored the work and budget. With self-management, the community became more participatory, fostering a sense of responsibility for the construction. With the self-management system, the community gained employment opportunities and additional income, ultimately improving the community's economic well-being. In addition to improving the community's economic well-being, it may also help with cost efficiency because most of the work was carried out by local labor, allowing costs to be further reduced and adjusted to field conditions. In the development process, the community also monitored budget use, which may have minimized misappropriation of funds."

Based on a statement from a resident, it can be concluded that construction in Randegan Village has generally proceeded according to schedule. The use of local labor has increased financial efficiency, while the community has played a role in overseeing the work, ensuring better control of the process and monitoring the budget, ensuring more transparency and accountability.

In relation to Sutrisno's theory on timeliness indicators, program implementation is measured not only by schedule adherence but also by community participation, oversight, and policy support that support the success of program objectives. In the infrastructure development of Randegan Village, most of the timeliness indicators have been met, as evidenced by the program's completion on schedule, cost efficiency through a self-management system, and transparency and

accountability. However, external obstacles remain, such as delays in fund disbursement, which prevent the timeliness indicators from being fully optimal.

4. Achieving Goals

This indicator serves as a benchmark for assessing the success of a planned program. Assessment can be conducted by examining target achievement and the extent to which these goals are achieved within the specified timeframe. If all targets are achieved as planned, the program can be considered effective; however, if obstacles persist, effectiveness has not been achieved. This is in line with the results of an interview with Mr. Achmad Nuruddin, the village secretary:

"Indicators of successful infrastructure development include compliance with pre-planning, and all development programs funded by Village Funds are achieved as planned. In Randegan Village, all development is in accordance with pre-planning and programs are being achieved as planned, services are improving, and the community is experiencing prosperity."

Based on the interview results, it was clear that the development was carried out in accordance with the initial plan established through deliberation and outlined in the planning documents. All programs were successfully implemented according to targets, not only physically but also providing tangible benefits to the community. This impact was seen in improved community welfare, such as the availability of adequate village facilities, better infrastructure access, and support for community economic and social activities. This was also confirmed in an interview with Mr. Hadi Istanto, the village finance officer:

"Infrastructure development in Randegan village has all been achieved according to the initial objectives. All development has improved services to the community, and the community has also felt the benefits."

Based on the explanation from the finance officer, the development can be deemed successful because its implementation is in line with the objectives set from the outset. The details of the Randegan Village infrastructure development program for 2024 are as follows:

Table 2. Details of the Randegan Village Infrastructure Development Program 2024

Year	Program	Managed
	Maintenance of village road infrastructure (culverts, gutters, ditches, drainage) a. Channel normalization RW.01 b. Normalization of the Patusan River channel RT.04-RT.05	Self- Management
	Construction/rehabilitation/improvement/ paving of farm roads a. Development of the Sawah Kepuh Block TPT	Self- Management
	Construction/rehabilitation/improvement of village road infrastructure	Self- Management

2024	a. Development of TPT RT.005/RW.001 (Labor Wages)	
	Maintenance of village waste management facilities	Self-Management
	a. TPS3R maintenance operations	
	Simple tertiary irrigation channel maintenance	Self-Management
	a. Susuk Wangan	
	Construction/rehabilitation/improvement of simple tertiary irrigation channels	Self-Management
	a. Improvement of irrigation channels for Ploso rice fields	
	Construction/rehabilitation of village-owned markets or kiosks	Self-Management
	a. Kiosk bathroom renovation activities	

Based on the program details in the table, it is clear that the development and maintenance of Randegan Village's infrastructure in 2024 will focus more on improving irrigation channels, road access, and agricultural support facilities. All activities will be implemented through a self-managed system, carried out directly by the village government and the local community. This approach promotes transparency in budget management and empowers the community by creating employment opportunities for residents. In addition to promoting transparency, the self-managed system also helps boost the local economy. This is consistent with an interview with one resident:

"All infrastructure development is proceeding smoothly, and the development has met the community's needs. The community also feels the economic benefits of the self-management system, which utilizes local labor."

According to one resident, all development programs have been implemented well and aligned with community needs. Not only have more adequate physical facilities been provided, but there has also been an economic impact through a self-management system that has created employment opportunities for residents.

This phenomenon, when linked to Sutrisno's theory regarding indicators of Goal Achievement, shows that interviews with village government officials confirmed that all development activities were proceeding according to the initial plan. The programs implemented were not only on target but also aligned between planning and implementation in the field, both in terms of physical and social benefits. The community directly experienced positive impacts in the form of increased welfare and access to more adequate infrastructure. The presence of a self-management system further strengthened the program's benefits, as it not only produced physical facilities but also improved the residents' economy. Therefore, it can be concluded that the development program in Randegan Village was effective,

as it was able to achieve its initial objectives, provide tangible benefits, and address the village's priority needs.

5. Tangible Change

In the real change indicator, the assessment is carried out by looking at the extent of the impact and benefits arising from the implementation of the infrastructure development program [20]. A program can be said to be successful if its implementation goes according to plan and produces the expected results, both in the form of physical changes and changes in the community's mindset. Based on the results of an interview with Mr. Achmad Nuruddin as the village secretary, this is also clearly visible in the context of development in Randegan Village:

"There are real physical changes, such as the construction of roads at the location points of RT.04 and RT.05 which were originally equal land and yard land, construction of irrigation channels."

Based on the interview results, it can be proven that the development undertaken is not merely a formality, but rather produces tangible results that can be directly felt and utilized by the community. This was further confirmed in an interview with Mr. Hadi Istanto, Head of Finance, who demonstrated the concrete impact of the development:

"So far, all infrastructure development in the village of Radegan has had a positive impact because every development plan is always discussed and its level of urgency is assessed."

Based on the statement above, infrastructure development in Randegan Village has had a positive impact on the community. Each program is planned through deliberations between the village government and residents, which serve as a forum for community participation to express aspirations and determine development priorities based on their level of urgency. This mechanism ensures that the development undertaken is truly aligned with community needs and provides tangible benefits. This was further confirmed in an interview with one resident:

"With the infrastructure development and improvements in Randegan village, the changes are very noticeable. These include the canal normalization program, the construction of the wastewater treatment plant (TPT), the maintenance of the three-way irrigation system (TPS3R), and the improvement of irrigation channels. Before the infrastructure development and improvements, there were many problems, such as flooding, damaged agricultural land, and uneven water distribution. After the infrastructure development and improvements, things have improved and truly meet the community's needs."

According to one resident, the results of the infrastructure development and improvements have had a positive impact. The community can directly experience various benefits, resulting in an increase in their well-being.

Discussion

This phenomenon, when linked to Sutrisno's theory of Real Change, shows that the indicator is achieved due to the concrete impact of the development program. Real change is not only measured in physical aspects, but also seen in the mindset,

behavior, and improvement in the community's standard of living. After the infrastructure development was implemented, the residents of Randegan Village truly felt significant benefits. Thus, development in this village has met the indicators of real change as explained by Sutrisno, because it not only provides facilities physical, but also provides direct improvements to the quality of life and welfare of the community.

CONCLUSION

Fundamental Finding : The study concludes that the use of Village Funds in Randegan Village (2022–2024) has been largely effective, as reflected in participatory planning, implementation, and evaluation processes, with positive outcomes in infrastructure, public services, and socio-economic welfare. **Implication :** These results imply that Village Funds, when managed inclusively and aligned with community needs, can strengthen local development, enhance agricultural productivity, and create sustainable livelihood opportunities. **Limitationn :** Nevertheless, delays in fund disbursement remain a significant limitation, hindering program timeliness and reducing overall efficiency. **Future Research :** Further studies should explore strategies for optimizing fund disbursement mechanisms, the long-term utilization of infrastructure, and the integration of digital governance tools to ensure transparency and accelerate rural development outcomes.

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