

## **Optimization of the Role of Village Facilitators in Improving the Professionalism of Village Apparatus in Managing Village Funds in Indonesia**

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### **Abstract**

The administration of village government entered a new era after the enactment of Law No. 6 of 2014 was legally enforced. Previously, under the regional government, the village was only an object of development, but now it becomes the subject that have its authority to manage the village independently. As a consequence, the village government must have its ability to prepare its own planning and budget documents based on the aspirations of the village community through the Village Community Development Forum. The performance of the financial management of the village will determine the success or failure of the village government in running the administration and development. The financial problems often occur because of the inability of the village apparatus in the management or utilization of the village funds even though they have an important role in it. The presence and assistance of such facilitators are seriously needed to improve the village fund management so that it can be professionally, legally

and publicly accountable. Improving the professionalism of the village apparatus in the financial management of the village fund is mainly related to increasing the knowledge and skills in the field of law and financial administration.

**Keywords:** Village, Finance, Apparatus, Professional

### **Introduction**

The budget allocation of village funds in 2016 was around IDR 40 trillion, and it was much higher than that of the 2015 budget of IDR 20.7 trillion. It was highly expected that the commitment of the government in allocating the village funds of Rp 1 billion per village could be realized. (<http://www.keuandangesa.com>) The results of the study of Corruption Eradication Commission in a number of potential issues in the village fund management during the first phase of distribution in 63 districts indicated that there were at least 14 problems and one of them was the regulation. The Government Regulation No. 60/2014 was replaced by Government Regulation No. 22/2015 and it resulted in a change in the formula for distributing the village funds. (<https://www.kpk.go.id>) The enactment of Law Number 6 of 2014 concerning Villages leads to a blessing for villages throughout Indonesia on one side, but, on the other side, it is also disastrous if it is not accompanied with the professional and accountable management that can be legally and politically accepted. (<https://ombudsman.go.id/>)

The administration of village government entered a new era after the enactment of Law No. 6 of 2014 was legally enforced. Previously, under the regional government, the village was only an object of development, but now it becomes the subject that have its authority to manage the village independently. As a consequence, the village government must have its ability to prepare its own planning and budget documents based on the aspirations of the village community through the Village Community Development Forum. The performance of the financial management of the village will determine the

success or failure of the village government in running the administration and development.

The problems of financial management or utilization often occur because of the inability of the apparatus starting from the levels of village, sub-district, district/city to province. (<http://aceh.tribunnews.com/2018>) For this reason, it is necessary to improve the professionalism of village apparatus in managing the village funds because the competency factor of Human Resources (HR) is one of the main obstacles in it; These are the problems to solve to be able to realize Good Governance in the administration of villages: (a) HR problems, (b) System problems, (c) Cultural and orderly administrative and legal problems (d) Feudal culture Problems, (Herini Siti Aisyah, 2013: 46)

Improving the competence of human resource has been regulated regarding the village assistance or facilitator as stipulated in the Regulation of the Minister of Villages, Development of Underdeveloped Regions, and Transmigration of the Republic of Indonesia Number 3 of 2015 Concerning Village Assistance or Facilitator, and Article 2 states that the purpose of assisting or facilitating villages in this Ministerial Regulation includes increasing the capacity, effectiveness and accountability of the administration of the village government. In this regard, the purpose of this study is to find: the patterns in optimizing the role of village facilitators in improving the professionalism in managing village fund, and inhibiting and supporting factors related to the role of village facilitators.

For this reason, it is necessary to optimize the role of village facilitators so that the village fund management can be carried out more professionally. Increasing the professionalism in managing the village fund is the right solutions to various management problems in this case. The need to study the optimization of the role of village facilitators in improving the competence and skills of village apparatus is compulsory so that the village funds be managed more properly and professionally.

## Literature Review

The administrative implementation of village government is the entire process of government management and development activities based on the existing village authority, including planning, policy setting, and implementation, (Maya Rosalina, 2013: 110) The replacement of Law No. 22 of 1999 to Law no. 32 of 2004 results in the existence of village autonomy in diversity and democratization of village governance. Article 206 of Law No.32 of 2004 states that Government affairs which become the authority of villages include: (a). the existing government affairs are based on the original rights of villages. (b). the government affairs which become the authority of regencies/cities are handed over to village regulations. (c). Assisting or facilitating tasks from the central, provincial, and/or district / city governments. (d) Other governmental matters which by law are submitted to the Village.

The issue of increasing the competency of the regional human resources in the financial management is a very complex matter including the recruitment, budgeting and regulatory dynamics. On the other hand, the local governments are required to be able to manage the finance accountably and transparently so that Good Governance can be realized. (Herini Siti Aisyah, 2016: 51) It is necessary to further study the issues related to professionalism of HR to improve the public services. More studies on the moral approach rather than the normative legalistic one are needed to prioritize. (Susi Ratnawati, 2006: 39) While the results of the study (Lany Ramli: 2006: 47) indicated that Professionalism Behavior should always be based on legal rules, The Code of Ethics and transparency and accountability in providing services to the public. It is really important to prepare the human resources who are truly capable of managing the regional finance administratively (accounting), or normatively or legally. (Herini Siti Aisyah, 2011: 81-82)

The regional head has the authority to develop the capacity of public service officers through coaching, controlling and perfecting the state apparatus from the HR aspect. (Hadi Shubhan, 2013: 86) The development of HR competencies is very complex

so that some steps are needed to parse this complexity to achieve the effective and efficient implementation. The lack of professionalism in managing the village funds is due to the weakness in technical understanding and the limitation in number or inadequacy of human resources, ([http://www. antarasulsel.com](http://www.antarasulsel.com)) The competence of officials in public services is a complicated structure of knowledge, values, morals, attitudes, behaviors, and motivations in every civil servant to provide professional services to the community. In the current era of bureaucratic reform, it has been observed that many officials of public service are seriously lack the strategic, managerial and technical competence to provide such professional public services demanded by the people (Hadi Shubhan, 2013, 50)

In the context of the administrative implementation of the Unitary State of the Republic of Indonesia, the competencies of the state apparatus are grouped into 4 types, namely (Joko. 2003: 75-76): (1) Technical Competence, (2) Managerial Competence, (3) Competence Social, (4) Intellectual/Strategic Competence. In an effort to realize the bureaucratic reform and improve the competence of the civil servants, some significant things are done through: (H. Ateng kusnandar adisaputra: 7) (1) Institutional/organizational restructuring, (2) Improving the capacity and capability or competence of civil servants, (3) Improving the management system, (4) Improving the system of reward and punishment,. (5) Improving the ethics and morality of civil servants. Such trainings on Leadership, Planning and Budgeting, Regional Revenue Management and Expenditure, Administration of Regional Financial Management, Regional Asset Management and Financial Report Preparation are strongly needed to improve the competence of human resources (Anoname, 2008: 41): Village Facilitating or Assistanting is about not only improving the capacity of the village community in terms of village governance and development but also accompanying the village head to become a full community leader. Village Facilitators must create a leadership culture recognizing or being aware of the importance of legitimacy in leading the village.

Legitimacy is very useful for a leader to optimize the performance in realizing the welfare of the village community. The village Heads who are able to implement the measurable assessments, transparent and accountable performances, and apply togetherness in carrying out the Village governance and development will get a higher legitimacy.

### **Research Methods**

A qualitative approach was applied in this research, and it was expected to be a comprehensive and deep study. The research began with an assessment on the capacity of village apparatus in managing the village funds. After that an assessment of various factors and problems that influence the supervision of village fund management was carried out. This research took place in Sidoarjo District, East Java, Indonesia. It is a regency city that is close to the capital city of East Java Province so that it is hoped that more factual information on the management of village funds with the various problems was obtained. As a research location, it is expected that the results of this study can also be used as a Prototype in other areas.

The main sources of information in this study are the village apparatus of the sub-district and community leaders. Data were obtained by collecting the legal materials and secondary data; the collected legal materials were studied carefully so that the essence in it in the form of ideas, proposals and arguments, as well as related provisions was obtained.

In this study, interviews were carried out to obtain some data since this technique is appropriate with the activities of an organization, motivation, feeling, attitude and so on (Heru Irianto, 2001). On the other side, in-depth interviews were conducted with the intention to explore the information deeply and comprehensively. After that the results of the interview were discussed in Focus Group Discussion (FGD) technique (Bungin, 2001: 172). It is suitable for digging deeper and comprehensive data from some various perspectives and complementary thoughts and corrections. FGD was used to solicit the information from various parties directly involved in the management of the village

fund. Through the implementation of FGD, it is expected that some information from various parties relating to various laws and regulations, and problems faced by each party could be obtained so that the right solutions were found and a more comprehensive and holistic Model Design could be drawn up.

## **Results and Discussion**

### **Professionalism Improvement of Village Apparatus**

It is highly necessary to develop the competency-based human resources to improve the skills of the village apparatus so that they are expected to be able to manage the village funds professionally (Endah Setyowati, 2013: 7) The village officials are required to implement the principles of professionalism as an effort to run the administration of good governance. Professionalism of the village apparatus is also needed so that the utilization of village fund allocations can be run optimally. Beside that they must also have the capacity in managing it for the implementation and administration of the programs. So it is the right thing that the professionalism improvement of the village apparatus is very important in preventing corruption. It is also inseparable from the fact that funds provided by the government for villages will be significantly increased.

There are 3 (three) main principles that underlie the professional management of village funds (Mardiasono, 2002: 17) (1) Transparency Principle (Openness). (2) The communities have the same rights and access to know the budget process because it involves their aspirations and interests, especially the ones to meet the needs of most people. (3) The Principle of Accountability (Vide: Government Regulation No. 71 of 2010 Concerning Government Accounting Standards (GAS). The budgeting processes of planning, preparation and implementation must be fully reported and accountable to the Regional House of Representatives and public. The people have the right to demand accountability for the plan or implementation of the budget. (4) Principle of Value of

Money. There are 3 (three) principles applied in the budgeting process: economical, efficient and effective. Economic is related to the selection and use of certain amounts and quality of resources at low prices. Efficiency means that the use of community funds can result in the maximum output (usefulness). Effectiveness means that the use of the budget must be able to achieve the targets or objectives of the public interests. Good or bad reports on the use of the village funds in the previous stages become a requirement document to get the next village funds from the relevant ministries (Muslimin B. 2018). Law Number 6 of 2014 concerning Villages, the Ministry Regulations of Home Affairs No. 113 of 2014 concerning Village Financial Management, of Number 37 of 2007 concerning Guidelines for Village Financial Management, and the Government Regulation Number 72 of 2005 regulate the funding for the running of the village administration aiming to improve the welfare of the community.

The professionalism in managing the village fund is inseparable from the role of the village apparatus. Each village apparatus is obliged to participate in the implementation of the village fund allocation and report on the use of it. Indonesia Corruption Watch (ICW) stated that there were four factors causing the corruption of village funds committed by village apparatus (<https://antikorupsi.org/id/>) and one of them was the limited competences of village heads and apparatus. They were especially related to the technical management of village funds, procurement of goods and services, and the preparation of village financial accountability. For this reason, it is necessary to increase the professionalism of the village apparatus in managing the village funds so that the existence of village autonomy is expected to bring a spirit of change in realizing the development goals such as improving the welfare of village communities. An established system and the importance of structuring the village are very important things in an effort to realize an effective and efficient village government as the smallest one in the Republic of Indonesia.



### **The Role of Village Facilitators in Improving Professionalism of Apparatus**

The tasks of village facilitation include (1) facilitating the capacity building of village leaders, (2) facilitating village democratization, (3) facilitating village regeneration, (4) facilitating the formation and development of village community institutions, (5) developing community institutions to be more active to participate in the development, (6) facilitating independent villages, (7) facilitating the Local Facilitators of the Village. Some constraints faced by the village facilitators in encouraging the village community initiatives and participation towards the independent villages are: (1) low levels of community education; (2) limited number of village facilitators; (3) vacancy in the position of village head; (4) limited access of farmers and small-scale business actors to business development capital, technology, and marketing networks; (5) limited infrastructure networks and physical and economic facilities in supporting the regional development; (6) there is no professionalism and entrepreneurship attitudes from the community; and (7) no optimal support in the form of regional policies in favor of farmers and private businesses. (Martien Herna Susanti, 2017: 9)

The factors which become some obstacles in the implementation of the authority of village facilitators in the administration of the village government include: (a) The lack of village facilitator with the expertise and there is only 1 (one) person available at the sub-district level. (b) Less optimal in carrying out the duties and functions in the development of capacity, regeneration, and community organizing. (c) Limited experience and knowledge in organizing the implementation of programs and activities in the village. (d) Lack of cooperation among village apparatus is because of poor communication between village apparatus and facilitators. (e) The lack of openness of village apparatus to the facilitators is due to the lack of trust in village facilitators. The formation of village facilitators is the result of reform as an effort to realize democracy at the village level. (Reza Pahlavi 2017)

The tasks of the Village Facilitators are in accordance with the mandate of the Regulation of the Minister of Development of Village and Underdeveloped Regions and Transmigration Number 3 of 2015 concerning Village Facilitators, and they are as follows: Article 12 states that village facilitators carry out the duties and functions of assisting the villages, and they include: a. Assist or facilitate the Village in planning, implementing, and monitoring the development and empowerment of the Village community; b. Assist or facilitate the Village in implementing the management of basic social service, the development of the Village economic business, the utilization of natural resources and appropriate technology, the construction of village infrastructure, and the empowerment of village communities; c. Improve the capacity building for the village Government, and social institutions in terms of the development and empowerment of the village community; d. Organizing within groups of village community; e. Improve the capacity building for Cadres of Village Community Empowerment and encourage the emergence of new cadres in village development; f. Assist or facilitate the village to be participatory in the rural development; g. Coordinate the assistance at the sub-district level and facilitate the reports on the implementation of assistance by the head of the district to the Regency/City Government.

The role of village facilitator is very strategic to improve the skills of the village apparatus in managing village funds. Its existence results in the improvement of the development of technocratic capacity, knowledge and skills of the village apparatus so that they have skills in planning, budgeting, finance, administration, information systems and so on. In the administration of village government, village assistance is carried out by village facilitators consisting of professional advisors.

There are 2 (two) people in a Facilitating Team for each village. One is for the Facilitating Team at the Regency/City level and another one is for the District level.

The duties and functions of Village Facilitators to succeed the use of village funds must be closely and strictly guided and controlled in order to accelerate the growth

and development of the village so that the economic equality can be properly achieved. Providing some trainings in managing the budget will correlate with an increase in preventing the occurrence of corruption because such a training also includes in preparing the budget accountability reports, and publishing them to the community so that the people notice the use of the village funds.

The Regulation of the Minister of Development of Village and Underdeveloped Regions and Transmigration Number 3 of 2015 concerns Village Facilitators. Article 2 describes the Purposes of Village Facilitators which include: a. increasing the capacity, effectiveness and accountability of village governance and development; b. increasing the initiative, awareness and participation of the Village community to participate in the village development; c. Increasing the synergy of inter-sectoral village development programs; and optimizing the local assets of the village emancipatively. Article 3 deals with the scope of village facilitators which covers: a. Village community assistance is carried out in the stages of empowering and strengthening villages; b. Village community assistance in accordance with needs. In article 24 it is stated that the Competency of Village facilitators must at least meet the qualifications including: a. having the knowledge and abilities in community empowerment; b. having some experiences in organizing village communities; Article 28 describes that (1) village facilitators, technical assistants and community empowerment experts are provided with some trainings in the improvement of capacity building (2) The trainings referred to in paragraph (1) are carried out as needed. The Regulation of the Minister of Development of Village and Underdeveloped Regions and Transmigration of the Republic of Indonesia Number 22 of 2016 concerns the Determination of Priority for the Use of Village Funds in 2017. Article 8.4. Developing the capacity of village communities to participate in managing the Village Funds in a transparent and accountable manner; and 5. Increasing the community participation in strengthening the democratic and social justice village governance.

**Conclusion**

The village apparatus have an important role in managing the village funds because they are as the direct implementer in the receipt of village funds, planning, implementation and reporting both to local government and to the people as a form of public and legal accountability. Village facilitators are needed to improve the professionalism of the village fund management, and the main purpose is to provide some assistances and ensure that village funds are professionally managed so that the reports can be legally and publicly accountable. It is hoped that the village funds will be able to encourage the development in the village and can create such an equitable development; as stipulated in the Regulation of the Minister of Development of Village and Underdeveloped Regions and Transmigration Number 3 of 2015 concerning Village Facilitators and Law Number 6 of 2014 concerning Villages. Village facilitators have a strategic role in improving the skills of the village apparatus, especially related to professionalism in the village fund management, knowledge and skills in the field of law, and administration of finance.

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