

Village Fund Planning for Community Empowerment in Kebonsari Village, Candi District, Sidoarjo Regency

Diva Salsabilla Putri¹, Hendra Sukmana²
^{1,2} Muhammadiyah University of Sidoarjo, Indonesia



DOI : <https://doi.org/10.61796/icossh.v2i2.331>



Sections Info

Article history:

Submitted: April 15, 2025
Final Revised: May 01, 2025
Accepted: May 11, 2025
Published: May 24, 2025

Keywords:

Village Fund
Planning
Community Empowerment

ABSTRACT

Objective: This study aims to analyze and describe the planning of village funds for community empowerment, especially in Kebonsari Village, Indonesia. **Method:** The method used is qualitative description with data collection techniques through interviews, observation, and documentation. The informants involved in this study consisted of the Village Secretary, Village Planning Clerk, Community Elements, and village officials involved in village fund planning. **Results:** The results showed that the planning of the Village Fund in Kebonsari in Indicators [1] targets are determined from village deliberations by considering proposals from residents and priority scales to ensure that the programs run are in accordance with the needs. [2] Village fund planning policies are based on local government regulations and authorize villages to manage fund allocations independently to support community empowerment. [3] Planning procedures are carried out systematically through the stages of observation, deliberation, preparation of the RKP, and budgeting in the APBDes. [4] Programs are focused on infrastructure development and community empowerment. [5] For the biata budget, it is designed based on real needs and takes into account the efficiency of the use of funds including bookmarking the remaining budget for programs in the following year. The whole process is transparent and participatory in line with George Robert Terry's theory. **Novelty:** The novelty of this research lies in the analysis of Village Fund Planning for the 2025 fiscal year in Kebonsari Village comprehensively by linking George Robert Terry's theory and empirical data from interviews and highlighting the practice of transparency in the utilization of remaining funds for the following year's program which is rarely given in previous studies.

INTRODUCTION

The village is the most basic unit of government under the sub-district administration and is led by the Village Head. As part of the government structure, the village has an important role in realizing the successful implementation of government affairs.[1] In carrying out their functions, village officials face a great responsibility because the village is the frontline that interacts directly with the community. Currently, the involvement of the village government is needed to support development activities. In order for this role to be carried out optimally and efficiently, the capacity of the village government must be improved in line with the dynamics of community development and the surrounding environmental conditions. Villages also hold strategic authority in assisting the government in governance as a tangible manifestation in supporting the implementation of regional autonomy. The purpose of the regional autonomy policy is to provide opportunities and opportunities for the realization of good and clean governance in the region. [3] According to Law Number 32 of 2004 concerning villages, is to provide opportunities for rural communities In order to plan and run their own

households, village development must be carried out based on the provisions stipulated in the legislation while upholding the principles of democracy, community participation, justice, equity, and considering the potential of each region.[4] Therefore, villages now have a strategic position in development because every process of planning and implementing development should be based on community aspirations. In this case, the village community is not only positioned as a beneficiary but as an integral part of this approach is to encourage community enthusiasm in actively contributing to realizing an independent, advanced, and competitive village. [5]

In supporting village development, there is one program from the government, namely providing Village Funds to support as a source of village income. As stated in Law Number 6 of 2014 article 72 paragraph 1 letter b which states that village funds are one of the sources of village income derived from the APBN.[6] One of the sources of regional income obtained from the APBN is village funds, as stipulated in the rules. The Village Fund is a type of government policy that prioritizes funding for community empowerment and development. Its implementation is centered on self-management, utilizing local raw materials and resources, and striving to employ more local labor.[7] Village funds are a form of state recognition of village rights and authorities. With the village fund policy, villages now have more certain financing guarantees. This allows the implementation of development at the village level to take place in a sustainable manner without having to wait too long for rocks from the central government. The distribution of village funds is a form of fulfillment of village rights in exercising autonomy independently.[8] The purpose of this policy is to enable villages to develop in accordance with the characteristics, potential, and dynamics of each region. The implementation of village development prioritizes the values of diversity, local independence, community participation, democratization, and empowerment while strengthening village governments in providing optimal public services. Thus, it can be expected that the welfare of rural communities will increase and contribute to the acceleration of national development. [9] Regulation of the Minister of Home Affairs Number 113 of 2014 related to Village Financial Management has managed all steps related to village financial management starting through planning, implementation, administration, reporting, and accountability. [10] In the implementation of village financial planning, the implementation is carried out through the preparation of the Village Budget (APBDesa) derived from the Village Government Work Plan (RKP Desa) produced through the Village Development Plan Deliberation (Musrenbang Desa) which is based on the Village Medium-Term Development Plan (RPJM Desa). [11]

Kebonsari Village is a village located in Candi District, Sidoarjo Regency which is one of the villages and also received Village Funds from the government. The Village Fund provided by the government is expected to overcome the problems that occur, especially in improving the welfare of the community. In the planning of village funds, Kebonsari Village has gone through stages that have been determined in government regulations and local government policies. The first stage of planning in Kebonsari Village is carried out by holding a village development plan meeting which is held every

year to discuss, determine, and also agree on the Village Development Work Plan (RKP Desa) in the planned budget year in the village. Village fund planning aims to develop a plan of activities and determine the priority of activities to be carried out and discuss the problems that exist in the village community so that they can be resolved.[12] The prioritization of activities that have been agreed upon will realize the amount of budget to be used. Musrenbangdes is attended by several elements including the village government, BPD, LPMD, PKK, representatives of youth organizations, and community leaders such as RT and RW. In the Musrenbangdes, each layer of the community or the village government has its own role in its implementation. The role of the Kebonsari village government in relation to the Musrenbangdes is that of the village secretary, who has a role in preparing the Village Government Work Plan, which will later be discussed during the Musrenbangdes to be revised and then approved together. The role of community leaders is to propose activities or problems that occur in each hamlet so that during the Musrenbangdes a solution can be found. The Musrenbangdes must be ratified in December so that it can be carried out in accordance with the planned budget year, namely in the following fiscal year. The table below shows the attendance of the Musrenbangdes in 2024.

Table 1. Recapitulation of the Attendance of the Kebonsari Village Musrenbang in 2024

Yes	Position	Sum	Presence	Abstained
1	Village head	1	1	0
2	Village Apparatus	10	10	0
3	BPD	7	6	1
4	RT Representative	22	22	0
5	RW Representative	3	3	0
6	PKK	5	1	4
7	Karang Taruna	2	0	2
8	LPMD	9	9	0

Source processed from the Kebonsari Village Government in 2025

In table 1, the results of observations in the Kebonsari Village Musrenbang in 2024 are found which have a list of 52 attendees. With this number, it can be said that it has reached more than 50% of the number invited that should have been. The presence of the Kebonsari Village Musrenbang in 2024 includes Village Heads, village officials, BPDs, RT representatives, RW, PKK, and LPMD representatives.

After conducting the Village Musrenbang, the Village Government Work Plan (RKP Desa) is prepared. The Village RKP document contains programs and activities that will be implemented in the following year's budget based on village development priorities.[13] The preparation of the Village RKP in Kebonsari Village for 2025 was

carried out in September 2024. After that, the Village Budget (APBDes) is prepared and determined, which contains details of the use of village funds. This APBDes contains village revenues, expenditures, and financing. Village funds originating from the State Budget (APBN) will be included in village expenditures in accordance with predetermined priorities. After the APBDes has been determined, the next process is implementation. Village funds that have been received are used to fund village development programs and activities such as infrastructure, community empowerment, education, health, and village economic development.

Previous research conducted by Dinno Mukti Setyoaji with Dra. Rini Martini, M.Si (2021) revealed that the allocation of village funds has been implemented and utilized for the benefit of the community, including through infrastructure development such as road repair, construction of talut, procurement of office stationery (ATK) and implementation of the PKK program. However, the management of the Village Fund is considered not optimal because it is still influenced by limited human resources, especially in Singopuran Village officials who have not been maximized in accounting for the use of these funds." [14] Meanwhile, other research from Berlian Putri Maha Rini and Rochmad Bayu Utomo (2019) shows that village fund planning in Banguntapan Village in 2018 has been carried out in accordance with the provisions contained in the Minister of Home Affairs Regulation Number 13 of 2014. However, in its implementation, there are still several challenges faced, such as adjustments to regulatory changes, the limited amount of village funds, and the suboptimal quality and quantity of human resources. In addition, other obstacles include delays in the disbursement of village funds, low community participation in empowerment programs, and difficulties in obtaining labor in the implementation of physical development. [15] The third research by Yully Liani, Dedi Takari in 2022. Based on the results of this study, it shows that the policy of channeling village funds in Gunung Mas Regency has proven to be able to have a positive impact on strengthening the local economy. However, it is still necessary to increase the competence of the village apparatus and the active involvement of the community so that the results achieved can be maximized [16].

Based on observations in the field, there are several problems in village fund planning in community empowerment. Among them is the first, there are several programs that have been planned in the Village RKP that have not been realized due to the lack of village budget funds so that they cannot meet the needs of the community. Second, there is a lack of community activity towards community empowerment programs, in village fund planning, community aspirations tend to focus on village infrastructure development so that it results in fewer community empowerment programs compared to development programs. Third, there are difficulties in obtaining labor in tertiary irrigation maintenance where labor is obtained through PKTD (Labor-Intensive) where one of the conditions is to have a poor KK, where workers who have poor KKs do not necessarily have expertise in carpentry.

Based on the above research issue, the author is interested in conducting research to identify the results of the research with the title Village Fund Planning for Community

Empowerment in Kebonsari Village, Candi District, Sidoarjo Regency using planning theory according to George Robert Terry 1975. This theory states that planning involves the process of selecting and relating various facts and drawing conclusions related to the design and determination of a particular activity. [11] In the context of the Village Fund, planning is a stage carried out by the government to determine the direction of fund allocation. There are a number of indicators, including 1) goals, which are specific targets to be achieved from a plan, 2) policies, where there are regulations or guidelines used in directing the planning process to run in accordance with the objectives, 3) procedures, which are systematic steps that must be taken in the implementation of planning to run effectively and efficiently, 4) programs are work plans that are designed to achieve the goals that have been stipulated in a plan, 5) standards, which are benchmarks to assess the success of the planning and implementation of the village fund program in community empowerment, and 6) cost budget, which is the calculation of funds used in running the village fund program in community empowerment that has been planned. [12] Of the 6 indicators above that will be used in this study, are goals, policies, procedures, programs, and cost budgets because they are in accordance with the conditions of research in the field.

RESEARCH METHOD

This research uses descriptive qualitative methodology and focuses on the Village Fund planning process in Kebonsari village community empowerment initiatives. A situation or phenomenon is studied using a descriptive qualitative approach that describes in depth based on field data. The researcher acts as the main instrument in the data collection process.[17] The research location was Kebonsari Village. The focus of the research uses the concept of George Robert Terry's (1975) theory related to program planning, which is composed of 6 indicators, namely: 1) objectives which are specific targets to be achieved from a plan, 2) policies, where there are regulations or guidelines used in directing the planning process to run in accordance with the objectives, 3) procedures which are systematic steps that must be taken in the implementation of planning to run effectively and efficiently, 4) programs are work plans designed to achieve goals that have been set in a plan, and 5) budget costs, namely the calculation of funds used in running the planned program. The technique of determining informants used in this research is through purpose sampling, namely the technique of selecting sources or informants who have objectives that are in accordance with the research theme. The Head of Kebonsari Village, the Head of Planning of Kebonsari Village, and several community leaders involved in the village fund planning process became informants in this study. Direct observation, in-depth interviews, and documentation review are used in the data collection process.[18] Data reduction is done by filtering and focusing related data, the Miles and Huberman (1984) analysis model which consists of three stages, namely data reduction, data presentation, and conclusion drawing is used to carry out data analysis methodology, data presentation is done by organizing data into

narrative or tabular form, and conclusion drawing is done by interpreting the findings that have been presented, based on the research context.[19]

RESULTS AND DISCUSSION

Results

1. Objectives

In this study, objectives are specific targets and also things that can be followed up and need to be achieved in a smaller time frame such as 1 year or less in achieving certain objectives. Goals refer to actions or activities designed to support the achievement of specific goals and include plans for activities to be carried out in the future to direct all organizational efforts in a focused manner.[20] In an effort to improve the performance of village officials, target setting is important to determine clear and actionable targets, especially in the context of Village Fund management planning in Kebonsari Village. In this research, the community is used as the main target because the spirit of mutual cooperation between residents is needed so that the village development process can run optimally.

In this regard, the Kebonsari village government emphasized that it is crucial to achieve the objectives without facing significant obstacles. The village secretary also revealed that Kebonsari village has been trying to comply with the regulations set out in the implementation guidelines from the Sidoarjo district government. In the context of targeting, the village government considers prioritizing the use of the budget to be an important step, with the aim of estimating potential funding shortfalls that will hinder the implementation of planned initiatives. The following is the result of an interview conducted with Mr. Ari Suharjo, the village secretary of Kebonsari, to fulfill the purpose of collecting information on village financial planning.

"If the goal is set, the planning has been determined one year before the implementation and is listed in the APBDes document so that in the implementation stage, the village government directly refers to the planning that has been prepared beforehand. Before determining the target, the Kebonsari Village government first accommodates input from residents through village deliberations. From the various proposals submitted, a selection was made to determine the priority scale by considering the level of urgency and the financial capabilities of the village. Due to budget constraints, not all proposals can be realized at the same time. Therefore, proposals that are considered urgent will be prioritized first. Meanwhile, proposals that have not been realized in the previous year will be used as an agenda for implementation in the following year so that the planned goals can be achieved optimally. (Source of interview on March 14, 2025 in Kebonsari village at 11.15 am) It can be strengthened by the following attachments:



Figure 1. Village Deliberation Related to Village Fund Planning

The next interview related to planning goals was conducted with Mr. Latif Anshori as the Head of Planning in Kebonsari Village, Candi District, Sidoarjo Regency:

"Regarding the target, of course it has been planned in advance, Mbak. For example, for 2025, the planning has been carried out in the previous year in the form of the APBDes. However, in its implementation, we still look at the available financial conditions. If other urgent needs arise such as proposals from residents or other priority scales, village deliberations (musdes) will be carried out. In the musdes, we considered whether the planned activities could be postponed for the next one to two years so that the more urgent ones could be prioritized. So, even though the planning has a point, sometimes there are unexpected things that must be followed up immediately." (Source of interview on March 14, 2025 Kebonsari village at 10.50 am)

The results of the interview with Mr. Ari Raharjo as the Village Secretary and Mr. Latif Anshori as the Head of Village Planning Affairs said that the goal setting had been carried out one year before the implementation and had been listed in the APBDes. Therefore, in the implementation stage, Kebonsari Village is guided by the plan that has been set previously. Before the targets are determined, the people of Kebonsari Village submit various proposals through village deliberations which are then studied and prepared based on the priority scale by considering their urgency. This is done because not all proposals can be realized immediately at the same time considering the limitations of the village budget. Therefore, the village government focuses on the implementation of the proposals that are considered the most urgent. Meanwhile, proposals that have not yet been implemented will be scheduled to be realized in the following year, as part of a follow-up agenda so that the planned goals can be implemented optimally.

Goals are one of the important things needed to realize the objectives without any obstacles. Setting goals is the first stage in creating a plan that needs to be given top priority. Without specific goals, an organization's potential resources will be scattered without any useful guidance.[21] Through prioritization and targeted goals, resource utilization can be done more efficiently. To achieve these goals, a good understanding of the condition of the available resources is required. After that, plans can be developed appropriately.[22] Therefore, transparency of information is important so that the entire

process can run optimally. The village secretary of Kebonsari also stated that the village has endeavored to comply with all applicable regulations in accordance with the guidelines provided by the Sidoarjo district government.

From this statement, it is emphasized by the results of previous research by Bella in 2022 with the title "Analysis of Village Fund Allocation Planning in Sugihwaras Village, Candi District, Sidoarjo Regency". From this study, it is explained that the Sugihwaras Village, Candi Subdistrict focuses on the preparation of work programs or activities related to the management of village funds must first determine the target. This finding is in line with the theoretical view of George Robert Terry (1975), which states that goals reflect activity steps, to support the achievement of a target, and include future plans designed as the main focus of all organizational efforts. [23]

2. Policy

Policy can be understood as a form of action directed at achieving certain organizational goals in a certain environmental context by considering the obstacles faced and opportunities that can be utilized. In its implementation, the policy is not separate but interrelated with other policies in society. [24] Therefore, policies can have positive and negative impacts. Every policy is ideally based on the applicable laws and regulations in order to gain legitimacy and encourage the community to comply with the policy.[25]

Basically, policies are formulated by the central government with the target of development at the village level, including in terms of utilizing the potential of human resources, developing technology, and realizing effective village governance in providing public services. Related to this, Mr. Ari Raharjo as the Secretary of Kebonsari Village said:

"The policy that applies in Kebonsari Village follows the provisions of the government, especially related to village funds that come from the Sidoarjo Regency Government and are distributed to the village. The fund is expected to be the main foundation in carrying out community empowerment programs. In its implementation, the village government is given the flexibility to determine the priority of using funds in accordance with the needs of the village. The goal is that the available funds can be used optimally in supporting various empowerment programs and activities. It is hoped that this village fund budget can facilitate the community empowerment process and gradually improve the welfare of residents. So the budget provided by the government is indeed intended to support the construction of facilities and empowerment programs in Kebonsari Village. (Source of interview on March 14, 2025 Kebonsari village at 10.50 am)

Interview related to the next planning policy with Mr. Latif Anshori as the Head of Planning Affairs of Kebonsari Village, Candi District, Sidoarjo Regency, East Java:

"If the policy related to village funds in Kebonsari village is based on the policy that has been approved by the Sidoarjo regional government, initially the funds processed from the regional government are then distributed to the village to be used according to needs. The implementation of the policy is also adjusted to the condition and capacity of human resources in Kebonsari Village. This policy is expected to be the basis for the implementation of infrastructure development,

community empowerment, handling social issues such as BLT Village Funds, and fulfilling various other needs in the village." (Source of interview on March 14, 2025 Kebonsari village at 10.50).

The results of the interview with Mr. Ari Raharjo as the Village Secretary, Mr. Latif Anshori as the Head of Planning Affairs and Mr. Kozin as the Treasurer of Kebonsari Village that the Kebonsari village fund policy refers to the provisions set by the government, especially from the balance fund distributed by the Sidoarjo Regency Government to the village government. It is hoped that these funds can be realized as an important foundation in community empowerment efforts at the village level. In its management, the village government has the authority to determine the priorities for the use of funds in order to support the implementation of various community empowerment programs and activities to the maximum. This Village Fund is expected to be the main source in supporting the smooth running of the empowerment program so that it has a positive impact on improving the welfare of residents. Through these funds, the Kebonsari Village government can focus the budget on programs that are the top priority. This shows that the budget provided by the central and regional governments to villages not only functions as a source of financial assistance, but also as a strategic means in supporting the development and empowerment of villages as part of government institutions that encourage regional progress.

Based on the facts in the field, it can be seen that there is a conformity with the theory put forward by George Robert Terry (1975) stating that the policy applied to Kebonsari Village refers to government programs, especially from the funding provided by the Sidoarjo Regency Government. The funds are directed to the village government as one of the main supports in implementing community empowerment programs and fulfilling village development needs with the ultimate goal of improving community welfare. It is hoped that the management of the Village Fund can be an important resource to support the sustainability of the community empowerment process more effectively without obstacles. Thus, policy has an important role in designing and directing the planning of the Village Fund so that it is aligned and integrated in achieving the development goals of Dsa Kebonsari optimally.

3. **Procedure**

A procedure is a process that consists of a series of interrelated activities. This process consists of specific steps or actions that must be carried out consistently in order to produce similar output or conditions.[26] In its implementation, procedures generally include some individuals in an organization because procedures function as guidelines related to the systematic breakdown of task stages and determine who is involved in its implementation. In addition, procedures also include arrangements regarding implementation time, budget allocations, and the amount of effort needed to effectively achieve organizational targets.[27]

The village head of Kebonsari is expected to be able to provide the best quality of service to all the people of his village and always be ready if there are residents who need services, because basically the task borne by the village head is the trust of the community

and must be carried out responsibly through optimal performance. The budget support is intended for the benefit of village development in order to realize the welfare of the people of Kebonsari Village.

As stated by Mr. Ari Raharjo as the Village Secretary in Kebonsari Village, namely:

"The village head and I usually first compile the order of tasks that want to be carried out, so we also prepare the funds needed for the implementation of the program from the village fund, of course according to the procedures that have been set in Kebonsari Village. So we divide how much budget is needed for each program that wants to be carried out in the field and regulate the output and input of funds in accordance with existing rules."

Meanwhile, the Village Fund planning procedures conveyed by Mr. Latif Anshori as the Head of Planning in Kebonsari Village are:

"The first procedure carried out was a village deliberation (musdes) where each RT representative was gathered to submit various proposals from residents. However, before the musdes were held, we first went to the field to review the real conditions in the village area. From these observations, we were able to determine the priority scale, for example, which infrastructure is still viable for the next five years, which only lasts three years, or which has been severely damaged and must be repaired immediately. Based on this, we prepared an activity plan that will be included in the APBDes for the following year. This preparation is also supported by the RK team, namely the Government Activity Plan."

Based on interviews with Mr. Ari Raharjo as the Village Secretary, and also Mr. Latif Anshori as the Head of Planning, it was conveyed that the initial stage in the Village Fund planning procedure in Kebonsari Village began with the implementation of village deliberations. This Musdes involved various elements of the community such as village officials, the Village Consultative Body (BPD), PKK women, and representatives of RT and RW to collect proposals from residents. The results of the deliberations are then formulated in accordance with applicable procedures and adjusted to the priority of village needs. All programs that have been prepared for the current year and the next year will be included in the Village Revenue and Expenditure Budget (APBDes), through the RKP team as the compiler of the government's activity plan.

Table 2. Table of Procedures for Planning Kebonsari Village Funds for Fiscal Year 2025

Stages	Activities	Explanation
1. Field Observation	The village government went directly to the field.	Check the condition of infrastructure and the needs of the community in determining which is a priority.
2. Village Deliberation (Musdes)	Invite RT representatives and residents to provide proposals.	Proposals from residents are discussed together in determining urgent needs that need to be budgeted.

3. Determination of Priority Scale	Determine which activities are more urgent to be realized.	Based on the results of observations and proposals from the community.
4. Preparation of Village RKP	The Village Government Work Plan Team (RKP Desa) prepares an activity plan for the following year.	All activity plans are included in the Village RKP document
5. Budgeting in APBDes	The planned activities are included in the APBDes (Village Revenue and Expenditure Budget)	It is the basis for the use of Village Funds in the next fiscal year.

Source processed from the Kebonsari Village Government in

This is reinforced by the results of previous research by Ike in 2023 with the title “Implementation of the Village Fund Policy in Kemiri Village, Sidoarjo District, Sidoarjo Regency”, which shows that the implementation of the village fund policy in Kemiri Village, Sidoarjo District, Sidoarjo Regency is optimal and also in accordance with the direction of the Ministry of Finance through the Village Handbook. The Kemiri village government carries out its duties by involving community participation in the decision-making process so that every plan prepared has the support of the villagers. The existence of budget allocations through village funds is very helpful for the village government in funding various needs including the implementation of programs, development activities, and community empowerment efforts. [28]

The facts in the field show that there is conformity with the theory put forward by George Robert Terry (1975) which states that procedures are a series of systematic steps in achieving certain goals. The procedure for implementing the Village Fund in Kebonsari Village begins with the preparation of the Village Budget (APBDes), which is preceded by the implementation of village deliberations (musdes) involving all elements of the community. The results of the deliberation are then formulated in accordance with applicable provisions and procedures. All programs planned for both the current year and the following year are included in the APBDes through a process facilitated by the Government Activity Plan (RKP) team. Thus, every activity or program carried out by the village government must follow established procedures in order to be in line with the development goals that have been designed.[29]

Program is a form of planning compiled through various types of future concepts sourced from various places in an organization. The program usually includes long-term and short-term, orientation plans, operational plans, as well as the establishment of goals, policies, and procedures.[30] In the program, there are crucial aspects in the organization, especially activities that are directly related to the agenda of achieving predetermined

targets. The following are the results of an interview with Mr. Secretary of Kebonsari Village:

"Regarding programs for village funds in Kebonsari Village, they have been implemented well. If there are obstacles in 2021, the covid time will be in place, so the planned village fund planning will be messy because it does not run according to the schedule that has been set. There are several programs that are not running well so some of them are stopped due to restrictions on going out of the house."

Based on the results of interviews with Mr. Ari Raharjo as the Village Secretary, Mr. Latif Anshori as the Head of Planning in Kebonsari Village, the Village Fund obtained from the Sidoarjo Regency Government is used for community empowerment, infrastructure development, and village needs. The funds are part of the Village Revenue and Expenditure Budget (APBDes), an annual financial plan that is the result of negotiations and agreements between the Village Consultative Body (BPD) and the Village Government. This plan is then outlined in the village regulation after it is passed.

This is reinforced by the results of previous research by Kristina in 2020 with the title "Analysis of the Management of Village Fund Allocation in Village Development" In the study, it was explained that there were a number of programs that had been designed by involving community participation as a supporting element in the management of village fund allocations in Gunungsari village. This can be seen from the enthusiasm of residents who show a strong desire to contribute and cooperate in the implementation of programs designed by the Village Government. [31]

According to George R. Terry's 1975 theory, supported by the facts above, village funds provided by the Sidoarjo Regency Government are transferred to the village and used for infrastructure development, community empowerment, and village needs in Kebonsari Village.

5. Cost Budget

The cost budget includes estimates of funds, rates, and the total allocation of funds used in the written planning of an organization's activities. This budget is prepared quantitatively in units of money for a certain period. In general, the budget is a periodic plan that is made based on previously established programs.[32] In addition to functioning as a planning tool, budget preparation also needs to consider the interrelationships between budget sections. Another important point in budget-based planning is how available funds can be planned efficiently. The budget also acts as a written guide that guides a careful thought process and provides a more detailed picture in terms of both units of activity and monetary value.[33]

Table 3. Budget for community empowerment activities in Kebonsari Village for the 2025 Fiscal Year

Types of Activities	Cost	Source of Funds
ASMANTOGA	IDR 4,000,000	DD
River Cleanup	IDR 4,708,328	DD
Salted egg cracker making training	IDR 5,625,600	DD

PKTD (Waterway Cleaning)	IDR 13,000,000	DD
Food security	IDR 292,000,000	DD

Source processed from the Kebonsari Village Government in 2025

The budget for the cost of the Village Fund for community empowerment is intended for ASMAN TOGA Rp. 4,000,000; river cleaning Rp. 4,708,328; Salted egg cracker making training Rp. 5,625,600; PKTD (Waterway Cleaning) Rp. 13,000,000; Food security Rp. 292,000,000.

The following is an interview related to the cost budget in the planning of the Village Fund in Kebonsari with Mr. Ari Raharjo as the Village Secretary in Kebonsari Village, namely:

"If it is for the budget, it must have been calculated according to the program that will be carried out, for the funds every year, there must be a remaining budget, now it is used for the budget in the coming year, so it can be used for community empowerment as well or the same program in last year that has not been running, there are programs that are pending, there are programs that are delayed, Because yes, all activities require funds so that they can be realized properly in accordance with the desired goals and there are no obstacles."

The planning of village fund policies related to the cost budget stated by Mr. Latif Anshori as the Head of Kebonsari Village Planning is:

"For all community empowerment programs, they must have been calculated according to what is needed. So the funds are also set aside for the next year, generally in November there is still a remnant after that we make changes to the financial budget because it is planned in a sudden time. So even if there is a leftover fund, we will also take into account it again to make maximum use of the funds, for example, it can be made for community empowerment programs in the following year. Therefore, we must manage village funds appropriately and in accordance with the needs of Kebonsari village. The fund was first met with the Village Head and Village Secretary as well as other village officials in order to minimize misunderstandings related to the receipt of the Village Fund budget every year. And the RKP team also participated in compiling so that the plan could be arranged as expected."

The results of the interview with Mr. Ari Raharjo as the Village Secretary, Mr. Latif Anshori as the Head of Planning Affairs in Kebonsari Village stated that there were no obstacles related to the implementation of the budget. This is because each stage of the project has been carried out appropriately, village funds have been divided overall for project construction and the planned activities from last year have been carried out. This allows for measurable results that are aligned with the projected value, ensuring the necessary budgeting. Furthermore, if the village has not completed the community empowerment program, the program will be continued to the following year. This is possible because all programs have been started with an adequate understanding of the funds needed.

Discussion

This is corroborated by previous research conducted by Binar, Vivin, and Andi in 2021 with the title “Analysis of the Implementation of Village Funds in Improving Village Community Empowerment in Maybe Orong Telu Subdistrict” the research shows that the implementation of village funds in the village has been running quite well, seen from the elements of society and prioritizing active participation of residents. The realization of the implemented program includes PKK activities, social empowerment programs, and the distribution of Village Fund Direct Cash Assistance (BLT-DD). Overall, the management of the program is considered to be well implemented. The existence of village funds is also proven to help the performance of the village government in supporting the financing of village needs, the implementation of development, and community empowerment efforts. [34]

The above facts are in accordance with George Robert Terry's 1975 theory, which states that if program planning is done correctly, budget implementation will run without problems. When the management of funds is in accordance with the needs of each program, budget distribution can also be done proportionally to support various village activities. With planning that has been prepared one year in advance, programs can be realized properly and budget needs can be estimated in a measurable manner so that the amount of funds needed becomes clear.[35] In Kebonsari Village itself, village funds are not always spent in one budget year, but can be reused in the following year to support the implementation of delayed or unrealized programs. This allows the village government to manage funds as efficiently as possible while still paying attention to the priority of the program. In addition, the village apparatus is of the opinion that each program requires sufficient funds so that it can be implemented properly and in accordance with the goals that have been set. Therefore, accountability and openness are very important in financial management. Every six months, the Kebonsari village government and community leaders hold regular meetings to discuss revenue and budget expenditure reports in detail. The purpose of this action is to maintain public trust in the management of village funds in Kebonsari Village as well as foster good relations between the community and the village government.

CONCLUSION

Fundamental Finding : This study found that the planning of Village Funds in Kebonsari Village has been carried out systematically, taking into account five main aspects, namely (1) objectives, which are determined through village deliberations (musdes) by considering the urgency and financial capacity of the village, (2) while policies are formulated based on guidelines from the district government that allow flexibility in the use of funds, (3) the planning process begins with field observations and culminates in budgeting within the Village Budget (APBDes), (4) the programs developed are the result of collective agreement, and (5) the budget is allocated in a measured and transparent manner. This demonstrates the integration of community participation, government regulations, and resource management to enhance village

community empowerment. **Implication** : The implications of these findings indicate that the success of Village Fund planning depends heavily on a combination of compliance with regulations, active community participation, and efficient budget management. Transparency and accountability throughout all planning stages are essential foundations for building public trust in village governments and ensuring the sustainability of development programs. Such planning models can be replicated by other villages as best practices in participatory, responsive, and results-oriented Village Fund management. **Limitation** : The limitation of this study lies in its geographical scope, which is focused on only one village, namely Kebonsari Village, so that the results cannot be generalized to other villages in Indonesia. **Future Research** : Further research is recommended to expand the scope of study to other villages in various regions with different characteristics in order to obtain a more comprehensive picture of village fund planning at the national level. Additionally, quantitative studies should be conducted to measure the effectiveness of the Village Fund program on community welfare indicators and analyze implementation barriers from technical, social, and regulatory perspectives.

REFERENCES

- [1] D. D. N. Wulan and H. Helmy, "Analysis of Village Fund Management Implementation," *JURNAL EKSPLORASI AKUNTANSI*, vol. 5, no. 1, pp. 160–175, Jan. 2023, doi: 10.24036/jea.v5i1.651.
- [2] A. N. Khasanah and I. Marisan, "The Effect of Village Fund Allocation (ADD), Accountability, and Financial Transparency on Community Welfare (Study in Jambu Village, Mlonggo Subdistrict, Jepara Regency)," *JURNAL REKOGNISI AKUNTANSI*, 2021.
- [3] M. Y. D. Putra, B. P. Priyadi, and N. Widowati, "Analysis of Village Fund Management for Fiscal Year 2021," 2023.
- [4] Law No. 32 of 2004 concerning Regional Government. 2004.
- [5] D. M. Setyoaji, D. R. Martini, and M. Si, "Analysis of the Utilization of Village Funds in Community Empowerment in Gotputuk Village, Ngawen Subdistrict, Blora Regency, in 2021."
- [6] Law No. 6 of 2014 concerning Villages. 2014.
- [7] M. Patty, "Village Fund Accountability in Community Empowerment and Village Development: A Case Study of Laha Village, Teluk Ambon Baguala Subdistrict," 2020.
- [8] Y. Liani and D. Takari, "Analysis of Policy Effectiveness on Village Fund Management in Improving Community Economy in Gunung Mas Regency in 2022," 2024.
- [9] H. Putra Minang, K. Digdowiseiso, E. Sugiyanto, and Master of Public Administration Studies Program, "Implementation of Village Fund Allocation Policy in Empowering Village Communities: A Case Study in Caturtunggal Village, Depok Subdistrict, Sleman Regency," *Ilmu dan Budaya*, vol. 42, no. 1, 2021.
- [10] Regulation of the Minister of Home Affairs No. 113 of 2014 concerning Village Financial Management. 2014.
- [11] D. M. Setyoaji, D. R. Martini, and M. Si, "Analysis of the Utilization of Village Funds in Community Empowerment in Gotputuk Village, Ngawen Subdistrict, Blora Regency, in 2021," 2022.

- [12] A. Musfirah, S. Sobirin, and S. Mandala, "Analysis of Village Fund Management and Community Empowerment of Farmers in Maros Regency," *Jurnal Ilmiah Ecosystem*, vol. 23, no. 3, pp. 686–707, Dec. 2023, doi: 10.35965/eco.v23i3.3893.
- [13] H. I. A. Tumbelaka, I. Elim, and M. Kalalo, "Analysis of Village Fund Management: A Case Study in Tatapaan Subdistrict, South Minahasa Regency," *Indonesia Accounting Journal*, vol. 2, no. 2, p. 74, Jan. 2020, doi: 10.32400/iaj.27703.
- [14] D. M. Setyoaji, D. R. Martini, and M. Si, "Analysis of the Utilization of Village Funds in Community Empowerment in Gotputuk Village, Ngawen Subdistrict, Blora Regency, in 2021."
- [15] B. P. M. Rini and R. B. Utomo, "Analysis of Village Fund Management Planning (Study on 2018 Village Fund in Banguntapan Village, Banguntapan Subdistrict, Bantul Regency)," *JRAMB*, Accounting Study Program, Faculty of Economics, UMB Yogyakarta, 2019.
- [16] Y. Liani and D. Takari, "Analysis of Policy Effectiveness on Village Fund Management in Improving Community Economy in Gunung Mas Regency in 2022," 2024.
- [17] R. Susanti, Arsa, A. P. Hafiz, and Rohana, "Analysis of Village Fund Management in Community Empowerment from the Perspective of Islamic Economics," 2023.
- [18] D. Aprilia and D. E. Susilo, "Village Financial Management to Improve Village Development and Community Empowerment," *Technomedia Journal*, vol. 6, no. 2, pp. 197–211, Nov. 2021, doi: 10.33050/tmj.v6i2.1733.
- [19] E. E. K. G. E. M. Sanda, "Analysis of Strategic Plan Governance, Accountability, and Village Fund Transparency on Village Financial Management (Study in Magepanda Village, Magepanda Subdistrict)," 2022.
- [20] K. Manatar, J. Manaroinson, and J. X. Pontoh, "Analysis of Village Fund Management: A Case Study in Peling Sawang Village, West Siau Subdistrict, Sitaro Islands Regency," 2021
- [21] D. Nurmalasari and E. I. Supriyadi, "Effectiveness of Village Fund Management in Community Empowerment," 2021.
- [22] B. D. Pamungkas, V. Fitriyani, and A. Saputra, "Analysis of Village Fund Implementation in Improving Community Empowerment in Mungkin Village, Orong Telu Subdistrict," *Jurnal Ekonomi & Bisnis*, 2021. [Online]. Available: <http://ejournalppmunsa.ac.id/index.php/jebPp.135-143>
- [23] L. Sarce, J. Sapari, Y. Timisela, and Y. Gane, "Analysis of Village Fund Management in Community Empowerment in Idadagi Village," *INNOVATIVE: Journal of Social Science Research*, vol. 3, pp. 4970–4983, 2023.
- [24] B. A. Kornelia and L. Mursyidah, "Analysis of Village Fund Allocation Planning in Sugihwaras Village, Candi Subdistrict, Sidoarjo Regency," *International Scientific Research Journal*, pp. 1–22, 2024.
- [25] F. K. Mubarak and F. L. Annisak, "Analysis of Village Fund Management in Pranten Village, Gubug Subdistrict, Grobogan Regency," 2021.
- [26] C. P. Agustine, F. A. Sujaya, and I. Nasihin, "Analysis of Village Fund Management in Infrastructure Development and Community Empowerment in Benge Village, Majalaya Subdistrict, Karawang Regency," vol. 8, no. 9, 2023, doi: 10.36418/syntax-literate.v6i6.
- [27] R. K. Keloko and A. Y. Siahaan, "Effectiveness of Village Fund Allocation in Community Empowerment in Kacaribu Village, Kabanjahe Subdistrict, Karo Regency," 2023.

- [28] I. Zitri, Rifaid, and Y. Lestanata, "Implementation of Village Funds in Improving Community Welfare Based on Law No. 6 of 2014 on Villages (Case Study in Poto Tano Village, Poto Tano Subdistrict, West Sumbawa Regency)," 2020.
- [29] I. N. Afifah and I. Rodiyah, "Implementation of Village Fund Policy in Kemiri Village, Sidoarjo District, Sidoarjo Regency," 2018.
- [30] I. Mutmainah and A. Faizin, "Effectiveness of Village Fund Allocation in Developing Village-Based Small and Medium Enterprises," vol. 4, no. 1, pp. 306–314, 2023, doi: 10.55338/jpkmn.v4i1.814.
- [31] M. F. Mas and Maesaroh, "Community Empowerment Through Village Funds in Kulurejo Village, Nguntoronadi Subdistrict, Wonogiri Regency," 2020.
- [32] K. Eti and S. D. Rahmawati, "Analysis of Village Fund Allocation Management in Village Development," vol. 8, no. 3, p. 120, 2019. [Online]. Available: www.publikasi.unitri.ac.id
- [33] S. B. Kadang, A. Laloma, and D. Tamponganyoy, "Effectiveness of Village Fund Management in Meko Village, West Pamona Subdistrict, Poso Regency," 2021
- [34] Zamhasari, D. Masril, Suryaningsih, and T. F. Gafar, "Utilization of Village Funds in Village Development in Lipat Kain Utara Village, Kampar Kiri Subdistrict, Kampar Regency, Riau Province in 2019," *Journal of Innovation Research and Knowledge*, 2022.
- [35] B. D. Pamungkas, V. Fitriyani, and A. Saputra, "Analysis of Village Fund Implementation in Improving Community Empowerment in Mungkin Village, Orong Telu Subdistrict." [Online]. Available: <http://e-journalppmunsa.ac.id/index.php/jebPp.135-143>

Diva Salsabilla Putri

Muhammadiyah University of Sidoarjo, Indonesia

Email: divasalsabilla0105@gmail.com

*** Hendra Sukmana (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: hendra.sukmana@umsida.ac.id
