

GOOD VILLAGE GOVERNANCE

by Gatiningsih Gatiningsih

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GOOD VILLAGE GOVERNANCE :HOW GOVERNANCE CONCEPT IMPLEMENTED AT RURAL IN DEVELOPING COUNTRY

IKA SARTIKA

ikasartika@upm.ipdn.ac.id

WIRMAN SYAFRI

ws.sailiwa@yahoo.com

GATININGSIH

gatiningsih@yahoo.com

ABSTRACT

The Government of Indonesia has implemented a progressive policy on rural development since 2015 through distributing enormous budget that has never been given so far, called as village fund policy. This policy is intended to empowering of poor people in the village throughout the development of village infrastructure to eliminate poverty or for poverty alleviation. In the period of 2015-2018, the budget increased significantly, reach one billion IDR for each village accros the country. From the national spending recorded that in 2015, the village fund reaches IDR 20.7 trillion, increased to 47 trillion in 2016, 60 trillion in 2017 and 60 trillion in 2018. These funds utilized mostly for basic rural infrastructures such as road, bridges, drainage, irrigation or clean water supply. Based on the field evidence show that the policy does not yet touch the basic need of the poor people in a rural area. The rural poor people considered that the program was still not given benefits for them, especially in the economic area. This paper explores the implementation of village fund policy in East Nusa Tenggara as the second poorest province in Indonesia through good governance lenses. Based on quantitative analyses, the result shows that participation and responsiveness reveal as determinant factors to the success of village fund policies

Key words: village fund, poverty alleviation, participation and responsiveness

Introduction

Good Governance is a concept which guarantees the implementation of responsible development management in line with democratic principles. The implementation of good governance principles will prevent bias of government activity and prevent political and administrative abuse. Research from Bangladesh was convincingly proved that practices good governance concept will reduce corruption (Saha, 2014). The principle of good governance gives a paradigm shift in government and public relation. By now, the government act as a public servant. Good governance is considered as a new management paradigm or administration development. This role assigns the government as an agent of change from society development, particularly in developing countries. The government is also called as an agent of development because the shift is desired (Rustiarini, 2016). Others opinion said that poverty can decrease through good governance implementation (King, 2015).

Good governance was initially applied to companies throughout the world with the aim to formulate concepts that must be applied by creating inherent supervision of the company and its internal management. Therefore, the Good Corporate Governance was formed with the main principles: transparency, accountability, equity, responsibility and responsiveness (Wijoyo, Salman, & Abrianto, 2018). Corporate Governance concept was proposed in order to achieve a more transparent corporate management for all utilization of financial statements. If this concept is implemented well, the transparent corporate management will be getting better and It is expected that economic growth will continue to increase and will benefit many parties (Astuti & Yulianto, 2016). Basically, good corporate governance is implemented to achieve company goals by looking at organizational experiences in the past (OBE, 2017).

The village governments as an instrument of state power which is at the forefront of serving the interests of the community while realizing national ideals must be able to translate the principles of good governance of the government (Dungga, Tome, & Moha, 2014). The village government requires to take notice of the implementation of good governance (Rosielita, Sulindawati, & Sinarwati, 2017). Nowadays, good governance is not only dominated by the government. Societies start showing the capacity in terms of development. Societies and governments components should work together to create good governance, particularly in terms of village funds management (Rustiarini, 2016). The concept of good governance is used as an institutional framework to strengthen village autonomy. The implementation of good governance principles then is more popular as good village governance (Antlöv, Wetterberg, Dharmawan, & Antlöv, 2016).

Many research about good governance have been carried out from local government level (Lastiar Hutapea & Widyaningsih, 2017), (Napitupulu, Hakim, & Noor, 2016), (Utoyo, 2017), (Sasundame, Tulus, & Kalangi, 2016) and (Parapat & Yuliani, 2017) to village level (Maria Fransisca Vina Febriani Manaan, 2017), (Astuti & Yulianto, 2016), (Rustiarini, 2016), (Futra, 2016), (Richardo Juniaster Tampubolon, 2014), and (Dungga et al., 2014), event NGO level (Kanagaretnam, Lobo, & Whalen, 2007). Considering that villages in Indonesia have distinctive features and based on previous research, it can be concluded that the implementation of good governance principles in village level is still open to be developed. The law which has passed the 7-year discussion process regulates the source of funding for 73 thousand villages originating from central government donations and regional cash injections. Based on the law, each village receives a substantial amount of funds and can even reach one billion rupiahs per village. The Village Law provides a more certain guarantee that each village receives funding from the government through the state and regional budgets which are multiplied, far above the amount that has been available in the village budget (Rustiarini, 2016). Based on these reasons, this paper specifically would analyze the implementation of good governance principle in managing village funds.

Villages development in East Nusa Tenggara Province has differences compared to other villages. East Nusa Tenggara Province pioneers holistic, integrative village-based development policies including supports climate change adaptation as well. The budget for village funds will be greatly meaningful for the development of NTT Province, it can be seen from the value of the HDI of NTT Province still at a moderate level with a value of 63.13 far below the national average which has reached 70.18. Meanwhile, the number of poor people in NTT is the third largest in Indonesia, after the provinces of Papua and West Papua (Badan Pusat Statistik Provinsi Nusa Tenggara Timur, 2018). Based on the above description mentioned, this study would try to see the implementation of some principles of good governance in managing village funds and analyze the determinants of the success of managing village funds in NTT Province.

Literature Review

The good governance principles which would be used as analysis materials in this study are four of the nine principles that have been published by UNDP. The nine principles which have been implemented in APBD forming in Padang Sidempuan City namely: (1) *Participation*; (2) *Rule of Law*, (3) *Transparency*, (4) *Responsiveness*, (5) *Efficiency and Effectiveness*, (6) *Accountability*, (7) *Strategic Vision*, (8) *Consensus Orientation*, and (9) *Equity* (Parapat & Yuliani, 2017). Other studies did not use nine principles as indicators, but

according to the needs and problems to be addressed. Other researchers used six indicators (Rosielita et al., 2017), five indicators (Napitupulu et al., 2016), four indicators (Utoyo, 2017) and (Richard Junaster Tampubolon, 2014), three indicators (Ultafiah, 2017) and (Hamsinar, 2017), two indicators (Maria Fransisca Vina Febriani Manaan, 2017) and (Widyanti, 2017), and even one indicator (Irma, 2015). From previous research, it can be seen that indicators that are often used to analyze governance are: participation, transparency, accountability, and responsiveness. Therefore, the research on village fund management in the East Nusa Tenggara Province will use these four indicators.

In public administration, the meaning of public participation is the willingness of public officials to participate in community citizens both individually and in groups (NGOs/Interests Group) in various public administration/government activities and actions. In a centralized government, public participation is greatly overlooked because the overall actions and policies of the government are determined by the authorities in the central government. However, in a decentralized government system, public participation is important because the goal of decentralization is basically the participation of local government and citizens in various stages of government work. The participation of citizens is getting important because they are being an integral part of development activities, this is also a feature of democratic government (Silalahi & Syafri, 2015).

Accountability is essentially the delivery of reports from government officials to related parties regarding activities carried out in a certain period of time (Silalahi & Syafri, 2015). Accountability can be interpreted as an obligation of public administrator/government officials to account for and explain to the principals what they have done, decisions and actions taken regarding the implementation of the main tasks and functions that they hold for the public interest. In public administration, public administrators require the bureaucracy to act in "public interest". In this study, accountability would be measured through routine budget use report activities as well as accountability for the rights that have been given in the form of reports to supra organizations and organizations in the village. Accountability came up as one of the important indicators in good governance context (Khotami, 2017).

As general, rural accountability will be delivered through institutional management, social organizations and local cultures (Nurlinah, Haryanto, & Musdah, 2018). And in terms of village fund, accountability can be seen from making a report on the use of a budget that is made routinely as well as accountability for the rights given in the form of reports to supra organizations and village organizations. When it comes to administrative, reporting and responsibility have been carried out routinely, even though there are still some villages that have some difficulties due to limited human resources in the villages. However, this can be solved with assistance from the PMD Service in the district. The discipline of reporting and responsibility is also caused by many parties who oversee the management of village funds. Thus, the village apparatus cannot play games, especially with the case of two villages in North Timor Tengah District which were criminalized because it was alleged that there were frauds in the use of village funds which were used to build the physical condition of the village. Lack of accountability on the village fund will be lead to corruption among the village head and officials (Ash-shidiqqi & Wibisono, 2018).

Transparency is considered as access to information. It allows citizens to gather information about government policies and behavior (Alom, 2018). It is also considered to increase public trust in the government (Nunkoo, Ribeiro, Sunnassee, & Gursoy, 2018). Whereas transparency in finance can be divided into transparency at the budgeting stage, implementation phase, and the examination and reporting stages (Salle, 2016). Transparency has become an inseparable part of the implementation of modern democratic regional government nowadays, especially in the provision of public services, including in the management of village funds. In this study, transparency was made more operational by observing information access on the amount of budget received, the use of budget, reporting, complaints, and to get an explanation.

Transparency is a village government responsibility for reporting and presenting the village fund activities that have been planned to the local people. Transparency on village fund management basically applied in a similar way in every village. Mostly it is displayed on a big screen/billboard which everyone will notice on it. The board contains detailed data on how much money received in the current year, program planning and budget. Billboard put in the village office. This transparency mechanism aimed to gain direct control from the villagers. Researches show that transparency through billboard was common and already implemented well (Desico & Purnomo, 2018). The interview results with all the informants and from the observation results made, it was found that the established cooperative relationships are good, all of them have worked together to support each other. It is just that sometimes problems occur because usually not all activities can be informed to the community so that news seems negative to society. In supporting the realization of good governance, society is one of the tools to encourage the implementation of good governance principles. Everything related to society must be made openly. Moreover, the average village communities have a low level of education, so that in matters of village funds, of course, it must be opened and explained openly so that the communities can support the running of the village government instead of thinking badly about the funds that have been entered.

Responsiveness literally means quick to respond or react appropriately or sympathetically in answering. In the field of public administration, the public response shows how fast and accurate an administrator can recognize and track the fluctuations in the citizen's needs, and provide everything needed by citizens (Liao, 2018). The increase of public responsiveness towards the needs and preferences of local residents is also a goal of decentralization in democratic countries. Public responsiveness in the local context refers to the ability of local bureaucrats to respond quickly and precisely to the needs and demands of community members. The meaning of responsiveness in question on this matter is the responsiveness of public services (public service responsiveness). In this study, the responsiveness that would be seen is the responsiveness of the village apparatus in managing village funds towards stakeholder input and complaints and responsiveness to the wishes and aspirations of the community.

Responsiveness is an absolute requirement for the initial steps of implementing good governance. It is useless to promise to implement good governance if criticism or suggestions for progress in various matters of law enforcement, performance, accountability, and equal rights and obligations of a person/society, always slow or not responded to by the government. A responsive government to community problems is a dream of good governance. The role of the government must understand the objective needs of its people, do not wait for them to convey those desires, the government is expected to be proactive in studying and analyzing their needs, to then produce strategic policies to meet the public interests that are pro-society, without discrimination against groups. Excellent service is one form of business or activity that is expected to be able to improve the performance of an agency or institution for a better condition than before. Excellent service is the best service that can be called very good or the best due to the accordance with the service standards that are in effect or owned by service providers. The essence of public service is the provision of excellent service to the communities which is the embodiment of the obligations of government officials including village officials as community servants. In line with this, excellent service is also expected to motivate other service providers to carry out their duties diligently and competently. (Sutiyo & Maharjan, 2017) shows that responsiveness in Indonesia rural areas already existed and held by the village head. Regarding village fund management, the indicator of responsiveness addressed to the village head and its officials to respond at the need or suggestion of the village community.

Method

This research was conducted with a quantitative approach which consists of two analyzes, namely: descriptive statistics to see the respondent's response to the four aspects of good governance, and discriminant analysis to determine the determinants of the successful of village fund management. Primary data was obtained from the results of a survey of stakeholders in the village fund management consisted of village communities, sub-district, district officials who deal directly with village funds. The population in this study is the number of villages in Ende Regency and North Central Timor Regency as many as: $255 + 160 = 415$ villages. The sampling technique used is simple random sampling. The sample size is determined by the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

The error rate (e) is assumed to be 10%, so the total sample size is: $n = 415 / 1 + 415 (0.1)^2 = 80.56$ (rounded up 81). Of the 81 villages 204 questionnaires were collected.

The research questionnaire as the main instrument in this study was compiled based on four determining variables for the successful of village fund management, namely:

1. Participation (X1);
2. Accountability (X2);
3. Transparency (X3);
4. Responsiveness (X4);
5. Successfull of Village Fund Management (Y)

The steps in the research analysis are as follows (Rahman, Wiedartini, & Sari, 2018):

1. Conduct survey data collection on the success of village fund management viewed from four dimensions;
2. Conduct descriptive analysis;
3. Testing the assumption of normal multivariate distribution on predictor variable data;
4. Testing the assumption of homogeneity.

5. Perform discriminant analysis to get linear functions. The variables used in this study are one response variable (Y) and six predictor variables (X).

Framework

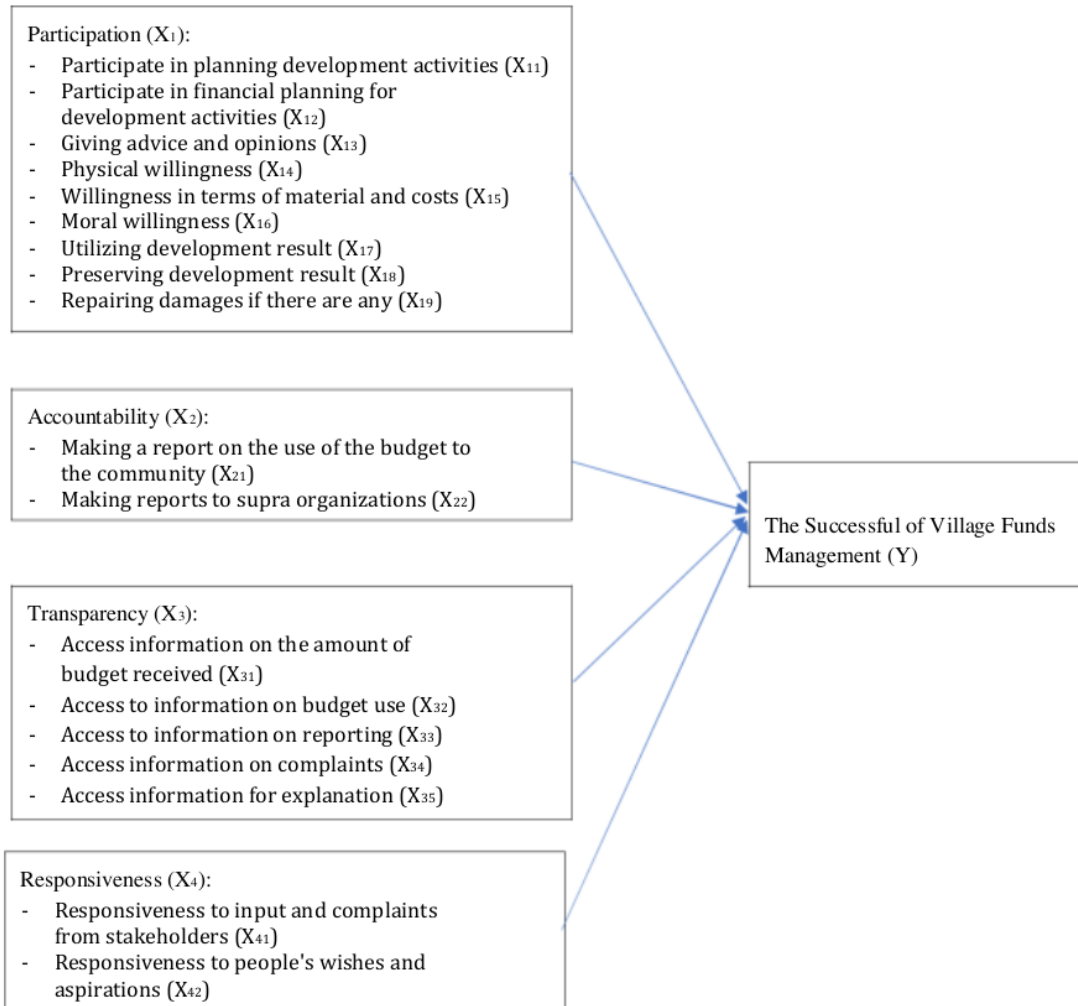


Figure 1 Research Framework

Result and Discussion

The following are the results of a survey conducted on stakeholders in managing village fund. The questions asked were: Did participation, accountability, transparency, and responsiveness determine the success of village fund management? Of the 204 respondents who were successfully captured, the data distribution was obtained as follows:

Descriptive Analysis of Participation

Table 1 Survey Results of Participation Dimensions

Indicator	Response			
	yes		no	
Participate in planning development activities	22	11%	182	89%
Participate in financial planning for development activities	29	14%	175	86%
Giving advice and opinions	39	19%	165	81%
Physical willingness	39	19%	165	81%
Willingness in terms of material and costs	55	27%	149	73%
Moral willingness	83	41%	121	59%
Utilizing development result	159	78%	45	22%
Preserving development result	149	73%	55	27%
Repairing damages if there are any	166	81%	38	19%

Based on the table above, it can be analyzed that the actual society participation in managing village funds is still not optimal. The societies are usually mobilized and directed by the apparatus to get involved in working on projects whose funds come from village funds. Society participation in overseeing the village funds utilization is good, but in its formulation, not all communities are involved in planning the fund's allocation. The village community participation in planning development activities, planning the development finance activities, also providing advice and opinions are still relatively weak. This happens because the level of education is still low and the culture of asking or giving input directly is still difficult because it is not common. The relatively good participation is in terms of physical willingness. Most people are not difficult to be asked to attend various activities carried out by the village government. They are even willing to provide makeshift material in order to make the activities run smoothly. This is due to the nature of mutual cooperation that is still inherent in some parts of Indonesian society. Not only the materials, but they are also even ready to provide moral support for the activities. This is a very valuable social aspect and must be maintained for all time.

Rural communities in Timor Tengah Utara District and Ende District generally have high participation in utilizing development results and maintaining development outcomes, even improving if there is damage. This can not be separated from the habits of rural communities who highly uphold peace and comfort so that the results of development that have been given by the government will be maintained as well as possible. There are some development results which are maintained properly, especially the results of physical development, such as roads, bridges, dams, toilets, and other physical buildings. The phenomena of participation from local people for their development was inline with (Widiyanti, 2017) result which showed that participation through rural local wisdom context will enhance rural people in village fund actively.

Descriptive Analysis of Accountability

Table 2 Survey Results of Accountability Dimensions

Indicator	Response			
	yes		no	
Making a report on the use of the budget to the community	188	92%	16	8%
Making reports to supra organizations	172	84%	32	16%

Basically, village officials always try to report on the use and responsibility of village fund management according to a predetermined schedule. The district government through the Community and Village Empowerment Service always attempts to assist village officials so that they can prepare reports and accountability for the use of the

budget that comes from village funds properly and on time. The problem faced is the quality of reporting that is still not good and does not meet the standards. Online application-based reporting is also a problem in the village, related to limited human resources in the village and network difficulties, particularly when the distance is far from cities. Reporting and responsibility of village fund management are always routinely and regularly delivered to PMD agency. All villages have poured everything into the legal basis for managing village funds in the form of village regulations.

It is also revealed that village officials always attempt to fulfill the obligation to report and account for the village funds management to the central government through the district government. Village officials have tried to be proactive to the district government through the PMD Service to look for various regulations that must be adhered to in managing village funds. Changes to regulations that often suddenly make village devices confused to follow the rules. The weakness is the quality of human resources to prepare accountability reports that must be in accordance with the rules and application-based. There is fear among the village officials regarding the procurement of goods and services that has to be in accordance with the rules, because there are several villages affected by the case, and the village head is dealing with the law. The obedience of village's officials to make progress and finance report also recorded in several areas, in Sragen (Prasetyo, Suharno, & Widarno, 2016) and in Sambas (Yuliansyah & Munandar, 2017),

Descriptive Analysis of Transparency

Table 3 Survey Results of Transparency Dimensions

Indicator	Response			
	yes		no	
Access information on the amount of budget received	110	54%	94	46%
Access to information on budget use	110	54%	94	46%
Access to information on reporting	149	73%	55	27%
Access information on complaints	126	62%	78	38%
Access information for explanation	138	68%	66	32%

Government efforts to make the village funds management have been maximized. Access to information is relatively easier, especially for villages that already have an internet network, publications about the use of village funds have been transparent. For villages in the remote districts in NTT Province, transparency has been seen as well. The village government displays information needed by the community in the village office and is open to all village communities. Even village officials are very open to providing answers to village community questions regarding village funds. Information that can be accessed by the community includes the amount of the budget received, the use of budget, reporting, and complaints.

Almost all villages publish their APBDes in the village office so that people could access them easily. Head of Sub-district with the district government and sub-district forums always try to provide important information to village officials and the community. Village officials always display the Regional Budget in the village office in the hope that the community and other parties in need can easily access it. The village apparatus also always facilitate people who want to know everything about village funds. Online publications continue to be sought by the village government with the help of assistants and staff at the district PMD Service. The communities also feel that access to information is easier, but they want something more important than just the APBDes publication. The communities can find out about the Regional Budget easily, which shows the source and use of the budget in the village, one of which comes from village funds.

Descriptive Analysis of Responsiveness

Table 4 Survey Results of Responsiveness Dimensions

Indicator	Response			
	yes		no	
Responsiveness to input and complaints from stakeholders	56	27%	148	73%
Responsiveness to people's wishes and aspirations	44	22%	160	78%

The responsiveness to input and complaints from stakeholders, as well as responsiveness to the wishes and aspirations of the community, is still not optimal. This is understandable because the quality and quantity of human resources in the village are also limited. It is not easy to follow the wishes of the central government delivered through the district government through the PMD Service, particularly regarding reporting requirements that must be online. Many obstacles faced by village officials related to this necessity. Not only competencies must be improved, but also internet networks that involve other parties need to be addressed.

People's complaints or aspirations are also sometimes difficult to realize immediately because many desires are very varied. In addition, the increasing needs of rural communities also cause difficulties in determining priorities in the use of village funds. The village apparatus has tried to respond to all input and complaints from stakeholders, but it is still not optimal because there are many interested parties with different desires. The desires and aspirations of the people also still have not been well netted because the village apparatus is busy with various administrative matters.

Village officials still need to be fostered so that they can improve their performance in managing village funds. The PMD Service always tries to help village officials to be able to respond to the parties involved in managing village funds including the community. Interventions from parties that are increasing make it difficult for village officials to respond to their input and desires.

The efforts of village officials to respond to input and complaints from stakeholders still need to be improved, especially those relating to the procurement of goods and services and financial report examiners, in this case, the BPK. Efforts to capture people's aspirations are also not optimal, because village officials are too preoccupied with administrative matters, while community initiatives cannot be expected.

Village officials find it difficult to follow the government's willingness to manage village funds, moreover, regulations often change. Application-based financial reports still make it difficult for village officials, so the examiners are often not satisfied. Suppliers are also one of the parties who are sometimes troublesome with various requirements and price changes, sometimes quality is also low.

The communities feel that the village apparatus must be more proactive in capturing the aspirations of the village communities. Village officials must continue to improve their performance in meeting stakeholders' wishes.

Determinant Factors of the Village Fund Management Success

To find the determinants of success in management and villages used discriminant analysis. Discriminant analysis is one of the statistical techniques that can be used in the relationship of dependencies (relationships between variables where it can be distinguished which response/dependent variables and which explanatory/independent variables). More specifically, discriminant analysis is used in cases where the response variable (Y) is in the form of qualitative data and explanatory variables (X) in the form of quantitative data. The discriminant analysis aims to classify an individual or observation into mutually exclusive and exhaustive groups based on a number of explanatory variables.

The first step in discriminant analysis is the normality test of the data using graphs and the Pearson correlation test between the Mahalanobis distance and the chi square value.

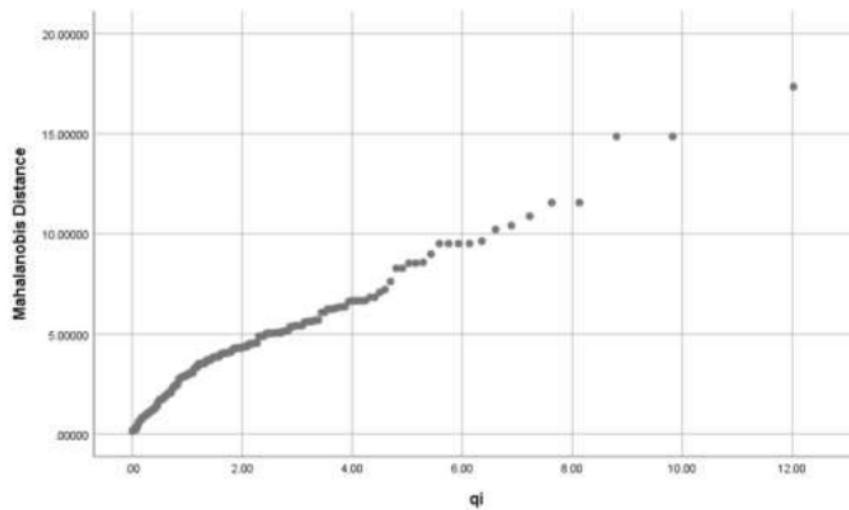


Figure 2 Mahalanobis Distance

The graph above shows that the data are normally multivariate distribution because these scatterplots tend to form a straight line and more than 50% the value of the Mahalanobis distance is less or equal to the qi (Chi Square) value. In addition to paying attention to the scatterplot, it can be done through the Pearson correlation test with the following results:

Table 5 Correlations

		Mahalanobis Distance	Qi
Mahalanobis Distance	Pearson Correlation	1	.987**
	Sig. (2-tailed)		.000
	N	204	204
Qi	Pearson Correlation	.987**	1
	Sig. (2-tailed)	.000	
	N	204	204

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient obtained is 0.987 which shows a very high correlation coefficient. Sig value (0,000) <0.05 means that there is a significant correlation. In this scatterplot, the data comes from samples that are normally multivariate distributed.

The second step is the multicollinearity test, with the results as in the table below. From the correlation matrix, it appears there are no numbers that reach 0.5 or above so it can be concluded that there is no multicollinearity in the data.

Table 6 Pooled Within-Groups Matrices^a

		Participation (X ₁)	Accountability (X ₂)	Transparency (X ₃)	Responsiveness (X ₄)
Covariance	Participation (X ₁)	97.674	-4.110	19.975	31.828

Correlation	Accountability (X ₂)	-4.110	109.114	45.146	-15.957
	Transparency (X ₃)	19.975	45.146	112.030	33.652
	Responsiveness (X ₄)	31.828	-15.957	33.652	88.479
	Participation (X ₁)	1.000	-.040	.191	.342
	Accountability (X ₂)	-.040	1.000	.408	-.162
	Transparency (X ₃)	.191	.408	1.000	.338
	Responsiveness (X ₄)	.342	-.162	.338	1.000

^a covariance matrix has 202 degrees of freedom.

The third step is to test the equality of the variance-covariance matrix (homoskedasticity), with the following results:

Table 7 Test Results

Box's M	2.275
F	Approx. .749
df1	3
df2	803487.692
Sig.	.522

Tests null hypothesis of equal population covariance matrices.

The table above shows that we can accept the null hypothesis because the value of p value (Sig.) is more than 0.05 (in this case the study uses a confidence level of 95%). From the results of this test, we can say that our data comes from populations that have the same variance-covariance matrix (homoskedasticity). Thus, the analysis process can proceed.

The table below shows the results of discriminant analysis through an average vector similarity test.

Table 8 Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Participation (X ₁)	.825	42.842	1	202	.000
Accountability (X ₂)	.999	.140	1	202	.709
Transparency (X ₃)	.996	.835	1	202	.362
Responsiveness (X ₄)	.853	34.872	1	202	.000

The results of data processing concluded that the variables X₁ and X₄ have different averages for both groups, namely the management of village funds is good and not good. This shows that there are differences between respondents who assess good and bad for the management of village funds related to Participation (X₁) and Responsiveness (X₄). While variables X₂ and X₃ have an average that is not different/the same for the two groups, namely the management of village funds is good and not good. This shows that there is no difference between respondents who rate good and bad management of village funds related to Accountability (X₂) and Transparency (X₃). Thus, there are two variables that differ significantly for the two discriminant groups namely Participation (X₁) and Responsiveness (X₄). The results of the discriminant analysis are in accordance with the results of research on the application of the principles of good governance in urban planning (Utoyo, 2017). That is, indicators of participation and responsiveness are the two main indicators as key success factors in the administration of government in Indonesia.

Meanwhile, based on the results of the formation of linear functions as shown in the table below, the shape of the linear function as is: $Y = -9,569 + 0,068X_1 + 0,058X_4$.

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Table 9 Canonical Discriminant Function Coefficients

	Function
	1
Participation (X_1)	.068
Responsiveness (X_4)	.058
(Constant)	-9.569

Unstandardized coefficients

Conclusion

Basically, the four principles of good governance have been applied in managing village funds in the East Nusa Tenggara Province. Most of the village communities already knew of the existence of this village fund, but in participation, there still needed to be hard work from village officials to invite the community to play an active role in managing village funds. Initiatives from the community are still low. From the aspect of accountability, it has been relatively good, assessing from the reporting and accountability of the use of the budget sourced from village funds. Access to information is getting easier. All parties have tried to make the management of village funds more transparent. The response to stakeholder input and desires is still not well implemented. This is due to the large number of stakeholders that must be fulfilled by village officials.

The determining factor for the success of village funds is participation and responsiveness. It means that the management of village funds will succeed if active participation from the community has taken place in all villages, and the responsiveness of the authorities to the demands of the government and the aspirations of the people is quite high.

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