

Effectiveness of Village Fund Policies on Economic and Infrastructure Development in Bonto Jai Village

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Abstract

This study examines the effectiveness of Village Fund policies in promoting economic development and infrastructure improvement in Bonto Jai Village, Bissappu District, Bantaeng Regency, Indonesia, during the 2020–2024 period. Employing a mixed-methods approach, the research integrates quantitative and qualitative analyses to provide a comprehensive evaluation of policy outcomes. Quantitative data were obtained from village budget realization reports and analyzed using an effectiveness ratio comparing planned and realized expenditures. Qualitative data were collected through observations, in-depth interviews with village officials, community leaders, and beneficiaries, as well as documentation review, to capture stakeholder perceptions and implementation dynamics. The findings indicate that Village Fund utilization in Bonto Jai Village was generally effective, with effectiveness levels ranging from 90% to 98% over the study period. Infrastructure development, particularly in agricultural support facilities such as farm roads and irrigation systems, significantly improved accessibility, mobility, and productivity. In terms of economic development, Village Fund-supported programs, including the establishment of village-owned enterprises (BUMDes), microenterprise assistance, and capacity-building initiatives, contributed to local economic activity and employment creation. Furthermore, increased community participation in village deliberation forums strengthened transparency and accountability in fund management. Despite these positive outcomes, the study identifies challenges related to unequal benefit distribution, limited community involvement in BUMDes management, and infrastructure maintenance issues. Overall, the study concludes that Village Fund policies have effectively supported local development in Bonto Jai Village, while highlighting the need for improved governance capacity, inclusive participation, and sustainability-oriented planning to enhance long-term policy impact.

1. Introduction

Indonesia, as the world's largest archipelagic country and the fourth most populous nation globally, continues to face persistent development challenges, particularly in rural and remote areas. One of the most prominent issues is inadequate infrastructure, which constrains economic activities, limits access to basic services, and widens disparities between urban and rural regions. Rural development therefore remains a strategic priority in achieving inclusive and sustainable national growth.

To address these challenges, the Indonesian government introduced the **Village Fund Policy** through Law No. 6 of 2014 on Villages, supported by Government Regulation No. 60 of 2014 and subsequent ministerial regulations. The policy mandates that a

minimum of 10 percent of intergovernmental fiscal transfers be allocated to villages, with distribution based on population size, poverty levels, geographic conditions, and village area. The primary objective of this policy is to strengthen village autonomy while accelerating local economic development and infrastructure provision.

The effectiveness of public policy implementation is commonly assessed by the extent to which predetermined objectives are achieved within planned timeframes, budgets, and quality standards (Masruri, 2014). In the context of village development, effectiveness is closely linked to community participation, transparency, accountability, and institutional capacity. Active involvement of local communities in planning and implementation processes is essential to ensure that

development programs reflect actual needs and generate sustainable outcomes.

Decentralization has significantly strengthened the position of villages by granting greater authority over local governance and resource management. However, concerns remain regarding the potential misuse of village funds, limited administrative capacity, and weak oversight mechanisms. Several studies highlight that inadequate governance practices may undermine the intended socioeconomic benefits of the Village Fund Policy, turning it into a potential source of inefficiency or corruption rather than development.

Village funds are prioritized for infrastructure development and community empowerment. Infrastructure investments aim to improve welfare, reduce poverty, and enhance access to markets and public services, while empowerment programs focus on strengthening local entrepreneurship, increasing household income, and expanding economic opportunities. Nevertheless, infrastructure development alone is insufficient if the resulting facilities are not optimally utilized or do not contribute directly to income generation and quality-of-life improvements.

Bonto Jai Village, a coastal village located in Bissappu District, Bantaeng Regency, South Sulawesi, represents a strategic case for evaluating the effectiveness of village fund implementation. Known as the “Gateway of Bantaeng,” Bonto Jai consists of three hamlets—Tino, Pati, and Mattoangin—and covers an area of approximately 363 hectares. The majority of residents depend on agriculture, seaweed cultivation, fisheries, and informal labor sectors for their livelihoods. In 2023, Bonto Jai received one of the largest village fund allocations in the regency, amounting to IDR 1.95 billion.

Despite substantial funding, questions remain regarding the extent to which village fund utilization has effectively contributed to economic development and infrastructure improvement. The effectiveness of

development outcomes is influenced by key governance indicators, including planning quality, implementation accuracy, supervision, and transparency. Furthermore, village fund-financed development is expected to generate not only economic benefits but also broader social impacts such as improved education, health, and living standards.

Based on these considerations, this study aims to analyze the **Effectiveness of Village Fund Policies on Economic and Infrastructure Development in Bonto Jai Village**. By examining governance practices, community participation, and development outcomes, this research seeks to contribute empirical insights into the implementation of village fund policies and provide policy-relevant recommendations for strengthening rural development strategies.

2. Literature Review

2.1 Economic Development Theory

Economic development is commonly understood as a multidimensional process aimed at improving the economic and social welfare of society. Classical economists emphasize different driving forces of development. Adam Smith highlights labor specialization as a key mechanism for increasing productivity and accelerating economic growth through efficiency and innovation. David Ricardo focuses on capital accumulation and class structure, arguing that investment by capital owners plays a crucial role in increasing national income, although diminishing returns to land may constrain long-term growth. Meanwhile, Malthus stresses the importance of capital accumulation for investment but warns that population growth and insufficient effective demand may hinder sustainable development.

To evaluate development outcomes, scholars propose various indicators. Arsyad (2010) classifies development indicators into monetary, non-monetary, and composite indicators. Monetary indicators include income per capita and Gross Regional Domestic Product (GRDP), which measure economic

output and income generation. Non-monetary indicators focus on social aspects, particularly the Human Development Index (HDI), encompassing health, education, and living standards. Composite indicators integrate both economic and social dimensions to provide a more comprehensive assessment of development performance.

2.2 Village Fund Policy

2.2.1 Concept and Legal Basis of Village Funds

Village Funds (Dana Desa) represent a fiscal decentralization policy mandated by Law No. 6 of 2014 on Villages, whereby the central government allocates funds from the national budget to villages through district and municipal governments. The primary objective of this policy is to strengthen village autonomy and accelerate rural development. The allocation formula considers population size, poverty levels, geographical conditions, and administrative complexity.

Village Funds are intended to finance village governance, infrastructure development, community empowerment, and social capacity building. Given their strategic role, Village Funds have become a critical issue in public finance governance, requiring strong institutional capacity, supervision, and accountability mechanisms to prevent misuse and inefficiency.

2.2.2 Objectives of Village Funds

The fundamental objective of Village Funds is to improve rural welfare through sustainable development and poverty reduction. According to Dewi (2021) and the Ministry of Finance of Indonesia (2024), Village Funds aim to: (1) support sustainable village development, (2) empower local communities, and (3) reduce poverty.

In practice, Village Funds prioritize infrastructure development and community empowerment programs that enhance income-generating activities, expand employment opportunities, and strengthen local economic resilience. The policy emphasizes participatory

planning through village deliberation forums, ensuring that development priorities reflect local needs and aspirations.

2.2.3 Sources of Village Revenue

Under Article 72 of Law No. 6 of 2014, village revenue originates from multiple sources, including Village Original Income, Village Funds from the state budget, revenue-sharing from regional taxes and levies, Allocation Funds from regional budgets, financial assistance from provincial and district governments, grants, and other legitimate sources. This diversified revenue structure is designed to support village fiscal sustainability and development autonomy.

2.2.4 Management of Village Funds

Village Fund management follows a structured cycle consisting of planning, implementation, administration, reporting, and accountability, as stipulated in Ministry of Home Affairs Regulation No. 113 of 2014. Effective management requires transparent budgeting, proper documentation, community involvement, and regular reporting. These stages are essential to ensure that Village Funds are utilized efficiently, responsibly, and in line with development objectives.

2.3 Effectiveness of Public Policy Implementation

Effectiveness refers to the extent to which a program or policy achieves its predetermined objectives. In the context of public finance and development policy, effectiveness focuses on outcome achievement rather than merely resource utilization. Masdiasmo (2017) defines effectiveness as the degree to which organizational goals are successfully attained, while Rama et al. (2022) emphasize that effectiveness reflects the alignment between planned targets and actual outcomes in terms of time, cost, and quality.

2.3.1 Indicators of Effectiveness

Siagian (2018) proposes several indicators for assessing effectiveness, including

clarity of objectives, strategic alignment, sound planning, availability of resources, efficient implementation, and effective supervision. These indicators provide a comprehensive framework for evaluating whether development programs function as intended.

Similarly, Admosoeprapto (2016) highlights outcome-oriented indicators such as goal achievement, quality and quantity of outputs, timeliness, and stakeholder satisfaction. In the context of Village Fund policies, effectiveness can be assessed through improvements in infrastructure quality, economic activities, income generation, and community welfare.

2.3.2 Factors Influencing Effectiveness

Previous studies indicate that the effectiveness of Village Fund utilization is influenced by participatory governance, transparency, accountability, and equality among stakeholders (Jurniadi et al., 2015). Community participation ensures that development programs reflect local priorities, while transparency and accountability enhance public trust and reduce the risk of corruption. Equal access and inclusion further support fair and sustainable development outcomes.

3. Research Methods

3.1 Research Design

This study adopts a mixed-methods research design, integrating quantitative and qualitative approaches to comprehensively examine the effectiveness of Village Fund policies in enhancing economic development and infrastructure in Bonto Jai Village. Mixed methods research enables the combination of numerical measurement with in-depth contextual understanding, thereby strengthening analytical validity and policy relevance (Creswell & Plano Clark, 2011).

The quantitative approach is employed to measure the level of effectiveness of Village Fund utilization based on budget realization and development outcomes, while the qualitative approach is used to explore perceptions, experiences, and contextual

factors influencing policy implementation through observations and interviews.

3.2 Types and Sources of Data

3.2.1 Types of Data

1. Quantitative Data
Quantitative data consist of measurable numerical information used to assess the effectiveness of Village Fund policies. In this study, such data include Village Fund allocations, budget realization figures, and data on economic and infrastructure development in Bonto Jai Village. These data provide objective evidence of policy performance and implementation outcomes.
2. Qualitative Data
Qualitative data are descriptive and non-numerical, collected to capture community perceptions, experiences, and evaluations regarding the implementation of Village Fund policies. This type of data allows deeper insight into governance practices, participation levels, and implementation challenges.

3.2.2 Sources of Data

1. Primary Data
Primary data were collected directly from the research location through purposive sampling of key informants, comprising:
 - Village Head (1 person),
 - Village management officials (1 person), and
 - Community leaders and beneficiaries (6 people).

A total of eight informants participated in the study, representing government and community perspectives.

2. Secondary Data
Secondary data were obtained from official village documents, including Village Fund policy records, budget allocation and realization reports, and development planning documents relevant to economic and infrastructure development.

3.3 Data Collection Techniques

Data were collected using the following techniques:

1. Observation

Direct and repeated field observations were conducted to examine the implementation of Village Fund-financed programs related to economic development and infrastructure.

2. Interviews

Semi-structured interviews were carried out with village officials, community representatives, and beneficiaries to obtain qualitative insights into policy effectiveness, governance practices, and implementation constraints.

3. Documentation

Documentation involved collecting official records, written reports, photographs, and administrative data related to Village Fund management and development outcomes.

3.4 Data Analysis Techniques

Quantitative data were analyzed using a descriptive effectiveness ratio, measuring the extent to which budget realization achieved planned targets. The effectiveness level was calculated using the following formula:

Effectiveness = (Realized Village Fund Budget / Target Village Fund Budget) × 100%

The effectiveness criteria are interpreted as follows:

- 100% : Very effective
- 90%–100% : Effective
- 80%–89% : Moderately effective
- 60%–79% : Less effective
- <60% : Ineffective

Qualitative data were analyzed using thematic descriptive analysis, involving data reduction, categorization, and interpretation to identify patterns related to governance quality, participation, transparency, and accountability. Finally, quantitative and qualitative findings were integrated through triangulation, providing a holistic assessment of the effectiveness of Village Fund policies in supporting economic development and infrastructure in Bonto Jai Village, Bissappu District, Bantaeng Regency.

4. Results and Discussion

4.1 Research Results

1) Realized Programs

The following are the economic and infrastructure development programs implemented in Bonto Jai Village during the period 2020–2024, funded through the Village Fund program.

Table 4.3. Economic and Infrastructure Development Programs in Bonto Jai Village, 2020

No	Program Name	Budget Used (IDR)	Year
1	MCK Rehabilitation	10,324,000.00	2020
2	Library Canopy	22,500,000.00	2020
3	Health Post Window Security	8,000,000.00	2020
4	Drainage Rehabilitation	190,074,000.00	2020
5	Irrigation Rehabilitation	20,080,000.00	2020
Total Budget		250,978,000.00	2020

Table 4.3 shows that in 2020 there were five infrastructure development programs implemented in Bonto Jai Village, with a total Village Fund expenditure of IDR 250,978,000.00. Drainage rehabilitation accounted for the largest share of the budget,

amounting to IDR 190,074,000.00, making 2020 the year with the highest number of infrastructure projects in Bonto Jai Village.

Table 4.4. Economic and Infrastructure Development Programs in Bonto Jai Village, 2021

No	Program Name	Budget Used (IDR)	Year
1	Road Opening	98,000,000.00	2021
2	Mattoanging Footpath Road (82 m)	50,143,000.00	2021
Total Budget		148,143,000.00	2021

Source: Bonto Jai Village

Table 4.4 indicates that in 2021, two infrastructure development projects were carried out in Bonto Jai Village, with a total Village Fund expenditure of IDR 148,143,000.00. The road opening project represented the largest allocation, amounting

to IDR 98,000,000.00, making 2021 a year with fewer but still significant infrastructure investments.

Table 4.5. Economic and Infrastructure Development Programs in Bonto Jai Village, 2022

No	Program Name	Budget Used (IDR)	Year
1	Gazebo Procurement	18,000,000.00	2022
2	Irrigation	52,629,000.00	2022
3	Road Opening	98,000,000.00	2022
Total Budget		168,629,000.00	2022

Source: Bonto Jai Village

As shown in Table 4.5, three infrastructure development programs were implemented in 2022, with a total Village Fund expenditure of IDR 168,629,000.00. Road

opening was the dominant project, absorbing IDR 98,000,000.00 of the budget.

Table 4.6. Economic and Infrastructure Development Programs in Bonto Jai Village, 2023

No	Program Name	Budget Used (IDR)	Year
1	Agricultural Road Construction	95,000,000.00	2023

Source: Bonto Jai Village

Table 4.6 shows that in 2023 only one infrastructure development project was

implemented in Bonto Jai Village, with a total Village Fund expenditure of IDR 95,000,000.00.

Table 4.7. Economic and Infrastructure Development Programs in Bonto Jai Village, 2024

No	Program Name	Budget Used (IDR)	Year
1	Agricultural Road Pavement (Tino)	96,944,000.00	2024
2	Village Office Rehabilitation	97,353,400.00	2024
Total Budget		194,297,400.00	2024

Source: Bonto Jai Village

Table 4.7 indicates that in 2024, two infrastructure development programs were carried out in Bonto Jai Village, with a total Village Fund expenditure of IDR 194,297,400.00. The rehabilitation of the village office accounted for the largest share of the budget.

2) Economic and Infrastructure Development in Bonto Jai Village

Economic development refers to a long-term process of increasing per capita income, while infrastructure represents government assets constructed to provide public services. To support these objectives, the government

has implemented the Village Fund program, which is expected to enhance both economic and infrastructure development in rural areas. In this study, interviews were conducted with village officials and community members of Bonto Jai Village to examine the conditions of economic and infrastructure development.

a) Annual Village Fund allocation and its impact

Based on an interview with the Head of Bonto Jai Village, Mr. Amiluddin, S.E., M.M., it was stated that the Village Fund allocation amounted to IDR 1,566,905,740.00 in 2023 and increased to IDR 2,034,940,977.00 in 2024. The Village Fund significantly supports development activities, particularly those directly benefiting the community, such as village roads, supporting facilities, and especially the agricultural sector.

These findings indicate that the Village Fund has contributed positively to infrastructure development, particularly in agriculture.

b) Programs implemented to enhance economic and infrastructure development

The village government has promoted economic development by establishing a Village-Owned Enterprise (BUMDes), providing MSME training, and distributing business capital assistance to micro-enterprise groups that meet eligibility criteria. Infrastructure development priorities focus on food security, including agricultural roads, irrigation networks, neighborhood roads, and drainage normalization to mitigate flooding during the rainy season.

c) Target accuracy of implemented programs

According to the village head, development activities are prioritized through participatory village deliberations, involving proposals from each hamlet and selecting projects based on urgency and budget availability. Public facilities serving collective community needs, such as places of worship, production roads, health posts, and public cemeteries, are prioritized at the village level.

Community interviews revealed that most infrastructure programs—especially agricultural roads and irrigation—were perceived as well-targeted and beneficial. However, several respondents highlighted shortcomings, such as poorly maintained street lighting and limited access to business capital assistance, as well as insufficient community involvement in BUMDes management.

Overall, while infrastructure development programs are largely well-targeted, certain economic empowerment initiatives require improvement in implementation and inclusiveness.

3) Effectiveness of Village Fund Utilization in Economic and Infrastructure Development

To measure the effectiveness of Village Fund utilization in Bonto Jai Village from 2020 to 2024, an effectiveness analysis was applied by comparing budget realization with targeted allocations.

Based on the calculations, effectiveness levels were recorded at 98% in 2020, 90% in 2021, 92% in 2022, 92% in 2023, and 90% in 2024.

Table 4.8. Village Fund Allocation in Bonto Jai Village, 2020–2024

No	Year	Target Budget (IDR)	Realization (IDR)	%
1	2020	1,969,007,116	1,926,550,204	98%
2	2021	1,898,611,601	1,717,599,289	90%
3	2022	1,857,180,060	1,704,192,800	92%
4	2023	1,719,893,000	1,576,698,021	92%
5	2024	2,045,443,669	1,838,929,225	90%

These results indicate that Village Fund utilization in Bonto Jai Village consistently

achieved an effective level throughout the study period, reflecting sound budget

realization performance, although continuous improvement in program quality and community involvement remains necessary.

4.2 Research Discussion

4.2.1 Village Fund and Rural Development Dynamics

The findings confirm that infrastructure development serves as a key driver of rural economic growth by improving accessibility, reducing transaction costs, and enhancing agricultural productivity. The prioritization of agricultural infrastructure in Bonto Jai Village reflects a context-sensitive development approach that aligns public investment with local economic potential.

From an economic development perspective, the establishment of BUMDes and MSME support programs represents an effort to diversify income sources and strengthen local economic resilience. However, limited community participation in program management poses a challenge to long-term sustainability. Previous studies emphasize that participatory governance is a critical determinant of successful Village Fund implementation, as it fosters ownership, accountability, and responsiveness to local needs.

The qualitative evidence suggests that while infrastructure development outcomes are generally perceived as positive, economic empowerment initiatives require further institutional strengthening. Enhancing community involvement in decision-making and management processes may improve program effectiveness and ensure more equitable distribution of benefits.

4.2.2 Effectiveness and Governance Implications

The effectiveness analysis indicates that Village Fund utilization in Bonto Jai Village falls within the “effective” category throughout the study period. This finding is consistent with previous research, such as Rizki (2023), which reported effective Village Fund management in rural infrastructure development, albeit with

limitations in implementation and supervision stages.

The high effectiveness ratios observed in this study highlight the village government’s capacity to manage financial resources efficiently. However, governance challenges remain, particularly in monitoring infrastructure quality, evaluating economic programs, and ensuring transparency. Strengthening evaluation mechanisms and involving community members in oversight processes may enhance both the effectiveness and accountability of Village Fund utilization.

4.2.3 Policy and Practical Implications

The results of this study underscore the importance of aligning Village Fund allocation strategies with local development priorities and institutional capacities. Policymakers should emphasize not only budget absorption but also outcome-based performance indicators that capture social and economic impacts. At the village level, improving participatory planning and inclusive management structures is essential to maximize the developmental benefits of Village Fund programs.

5. Closing

5.1 Summary of Key Findings

This study demonstrates that the Village Fund policy implemented in Bonto Jai Village during the 2020–2024 period has been generally effective in supporting economic development and infrastructure improvement. The effectiveness ratio consistently ranged between 90% and 98%, indicating strong budget realization performance. Infrastructure development—particularly agricultural roads, irrigation systems, and public facilities—has improved accessibility, mobility, and productivity, especially in the agricultural sector. Economic empowerment programs, including BUMDes establishment and MSME support, contributed to increased local economic activity and employment, although their benefits were not evenly distributed across all community groups.

5.2 Governance and Participation Implications

The findings highlight the critical role of participatory governance in ensuring effective Village Fund utilization. Community involvement in village deliberation forums (musyawarah desa) enhanced transparency, accountability, and alignment between development programs and local needs. However, limited community participation in the management of economic institutions such as BUMDes, as well as weaknesses in infrastructure maintenance and program supervision, indicate governance gaps that may undermine long-term sustainability. Strengthening institutional capacity and inclusive participation remains essential to improving development outcomes.

5.3 Policy Implications

From a policy perspective, this study underscores the importance of shifting Village Fund evaluation from mere budget absorption toward outcome-based performance indicators that capture economic, social, and institutional impacts. Policymakers at both village and district levels should prioritize capacity building for village officials, strengthen monitoring and evaluation mechanisms, and encourage broader community involvement in program planning and management. Emphasis on sustainability-oriented planning is necessary to ensure that infrastructure investments and economic programs generate long-term benefits rather than short-term outputs.

5.4 Recommendations for Future Research

Future studies are encouraged to adopt comparative or longitudinal approaches by examining multiple villages or regions to enhance the generalizability of findings. Incorporating additional indicators—such as income distribution, poverty reduction, and social welfare outcomes—would provide a more comprehensive assessment of Village Fund effectiveness. Further research may also explore the role of digital governance,

community-based monitoring, and institutional innovation in improving transparency, accountability, and sustainability in Village Fund management.

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