

## Research Article

# Management of SamiSade in Village Infrastructure Development in Bogor Regency

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**ORCID**Sally Wulandari: <https://orcid.org/0009-0009-0668-0776>**Abstract.**

The One Billion One Village Program (SamiSade) in Bogor Regency is a crucial initiative aimed at accelerating village infrastructure development and reducing the developmental gap between rural and urban areas. While this program has improved the quality of life for rural communities, its implementation faces several significant challenges. The identified issues in SamiSade management include the inefficient use of funds, lack of oversight and transparency, and project delays. Funds are often misallocated and or experience overruns due to inadequate planning and poor coordination. Additionally, financial accountability processes frequently do not adhere to applicable accounting standards, leading to undetected fund misuse. This study analyzes the management of the SamiSade Program and formulates policy recommendations for its management. It contributes to the literature on managing village infrastructure and development programs and proposes relevant policies. This study was conducted through observation and in-depth interviews with relevant departments and agencies. It highlights the need for clear and firm regulations on SamiSade fund management to enhance transparency and accountability as well as close loopholes that allow fund misappropriation. Implementing such a policy is expected to improve the effectiveness and efficiency of SamiSade fund management, as well as the sustainability of village infrastructure. This will maximize the program's benefits for all village residents while supporting national development.

**Keywords:** development, village, SamiSade

## 1. INTRODUCTION

Effective and sustainable village development is the main ideal in the effort to equalize national development (Hazlinda et al., 2014; Schilling, J., Fu, S et al., 2024). Villages as the smallest government entity have a strategic role in realizing community welfare. Villages with good governance tend to be better able to improve the quality of life of their citizens (Yabbar et al., 2020) highlighting that villages that manage village funds transparently and involve citizen participation in planning can improve citizens' access to basic facilities such as clean water, education, and health. esa has an important role in supporting sustainable development. This is in accordance with the concept of village

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development, which focuses not only on economic growth, but also on environmental sustainability and social inclusiveness. Villages that successfully implement sustainable development practices will be more resilient to economic shocks and environmental changes. Research by Gitosaputro and Rangga (2015) states that sustainable development approaches in Indonesian villages can improve food security, strengthen social capacity, and maintain local ecosystems. Bogor Regency is the most densely populated and largest buffer zone of the capital city in West Java Province. Bogor Regency consists of

416 villages in 40 sub-districts with an area of 2,664.00 km<sup>2</sup> and a population of 5.6 million people facing various challenges in managing equitable development in rural areas.

Development inequality between rural and urban areas is one of the main issues that needs to be addressed to ensure that all people can benefit from development. Development inequality can be defined as a significant difference in economic and social development between urban and rural areas. According to Prawira (2020), this inequality occurs due to gaps in resource allocation, access to economic opportunities, and differences in infrastructure quality. This results in rural areas often lagging behind in terms of economic growth and access to basic services. Some of the factors that cause development inequality between villages and cities include differences in infrastructure, access to education and health, and a centralized economy in cities. Urban areas generally have better infrastructure, including transportation, energy and internet access. This allows for faster economic growth in cities compared to villages. (Hapsari et al., 2021) shows that poor infrastructure in villages hinders mobility and access to markets, which in turn exacerbates inequality. Education and health are two important aspects in improving people's quality of life. Data shows that people in villages have more limited access to quality education and health services compared to those in cities. (Mardiana and Ismail, 2022) state that this inequality of access contributes to low human capital capabilities in villages. Many employment and investment opportunities are concentrated in big cities, leading to urbanization flows. (Nugroho, 2019) explains that these urbanization flows exacerbate inequality, as villagers who move to cities often do not get adequate jobs, leaving their villages without a productive workforce. Development inequality between villages and cities has far-reaching impacts, including increased poverty in rural areas and a lack of opportunities for people to improve their welfare. It can also trigger social conflict and disrupt political stability (Sutoro, 2020). In

the long run, these inequalities can hinder national economic growth and contribute to social instability.

The One Billion One Village (SamiSade) Program is a flagship program of Bogor Regency that comes in response to the urgent need to accelerate development in villages, reduce inequality, and improve the quality of life of rural communities. In managing SamiSade, village governments are often faced with various problems in planning and budgeting development programs that must be aligned with various applicable policies. In addition, weaknesses in village financial management, including implementation, administration, reporting, and accountability, are also challenges that must be overcome. Planning and budgeting are critical stages in the management of development programs. Good planning should involve analyzing community needs and development priorities in accordance with prevailing policies (Hidayat and Suryani, 2020). Often village governments do not have sufficient capacity to conduct comprehensive planning, which is not in line with community needs and is not integrated with regional policies. Weakness in village financial management is a major challenge that hinders the success of the SamiSade program. Research by Rahmawati and Mardiana (2021) shows that many villages experience difficulties in financial implementation and administration, which impacts on the transparency and accountability of the use of funds. This creates doubts among the community about the village government's ability to manage the budget effectively.

The SamiSade program launched in 2021 has reaped many benefits for the sustainability of the village economy and infrastructure. With the SamiSade program, there are no more underdeveloped villages in the Regency. The following is the output of village infrastructure financial assistance from 2021-2023.

TABLE 1: VILLAGE INFRASTRUCTURE FINANCIAL ASSISTANCE OUTPUT.

No	Type of Infrastructure	2021	2022	2023	Global Output	unit
1	Road	542.273	489.463	453.730	1.485.466	M
2	Wall	452	518	375	1.345	M
3	Retaining Walls	9.009	38.720	40.156	87.885	M
4	Drainage	4.297	16.283	16.649	37.229	M
5	Irigation	1.700	5.365	4.900	11.965	M
6	Clean water sanitation programme	-	6	1	7	Unit
7	Telecommunication tower	14	1	6	21	Unit
8	Economic centre	-	-	1	1	Point

From the data above, it can be concluded that with the SamiSade program, village infrastructure can be well developed. Based on data from the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT) of the Republic of Indonesia in 2021, there are zero disadvantaged villages in Bogor Regency. The Ministry also determined 48 villages to be independent, 188 villages to be developed, and 180 villages to be developing in Bogor Regency. With the Village Fund Stimulus “SamiSade” is able to drive the local economy by involving a lot of local labor.

The planning and budgeting of “SamiSade” village development programs often face unique and complex challenges. To achieve the goal of equitable development, villages are often faced with various problems in planning and budgeting development programs that must be aligned with various applicable policies. In addition, weaknesses in village financial management, including implementation, administration, reporting, and accountability, are also challenges that must be overcome. From the three years of the SamiSade program, there have been several village heads involved in the misuse of SamiSade funds, which resulted in violations of the law and allegations of corruption.

The existence of these violations shows that the lack of accountability of the village head in the administration of the village government and the management of SamiSade funds. Several weaknesses in the management of SamiSade found in the field are generally divided into three parts, namely implementation, administration, reporting and accountability. In the implementation section, many things that happen are that the use of funds is often inefficient. With many allocations that are not on target or excessive spending without clear results. For example, poorly planned infrastructure projects often experience cost overruns. Many projects in the SamiSade program have experienced delays in implementation. Such delays will cause cost overruns and reduce benefits for the community. These delays are often caused by poor planning and poor coordination.

On the administration side, oversight of the use of village funds is often ineffective, both by higher levels of government and by villagers themselves. This leads to misuse of funds that often goes undetected. Reporting, many villages do not publish financial information openly and clearly to the public, making it difficult for the public to know how village funds are being used. This lack of transparency reduces public trust in the village government. In the implementation of Samisade management, the village government is obliged to put up banners containing information on the budget and the work to be carried out. In the accountability process, the village financial management process is often carried out without actively involving the community, so that the needs

and aspirations of the community are not reflected in the use of funds. Forums such as village consultative meetings are not well organized or held regularly, so community participation in decision-making is limited.

This research will identify problems and provide recommendations to overcome them. In addition, this research will also present a good and correct logical framework in the process of planning and budgeting village development programs.

## 2. THEORETICAL FRAMEWORK

In analyzing policy strategies, this research uses the theory of policy accountability developed by (Bovens, et al, 2008) This theory was chosen because of its relevance in the context of public policy management and regional development.

According to Bovens et al., 2008 the identification of three dimensions of accountability that are very important to understand are

1. Legal Accountability which covers aspects where governments and public institutions are required to comply with laws and regulations. It provides a legal framework for government actions and forms the basis for accountability before the law.

2. Political Accountability, in this dimension, the government is accountable to the public and voters.

Political accountability includes mechanisms such as elections, where citizens can vote on government performance.

3. Managerial accountability focuses on effectiveness and efficiency in the management of public resources. In this context, government agencies must be able to demonstrate that they are using resources in a productive and transparent manner. The success of Bovens' accountability theory in governance, particularly at the village level, lies in its ability to provide a clear and practical framework for public officials to account for their actions. By emphasizing transparency, responsiveness, and improved performance of public services, this theory plays an important role in creating effective and accountable governance.

Bovens' theory of accountability is relevant in the context of village governance because it provides a comprehensive framework for assessing and improving the transparency, responsiveness, and performance of public officials. By highlighting the dimensions of accountability-political, managerial, and social-the theory enables communities to play an active role in monitoring and evaluating village government performance

(Mdee & Mushi, 2021; Overman & Schillemans, 2022). Moreover, the application of these accountability principles helps to reduce the potential for abuse of power, encourage community participation, and increase public trust, thereby contributing to sustainable village development (Schillemans & Bovens, 2019). Thus, Bovens' theory is an effective tool for creating a more accountable government that is responsive to community needs.

### 3. RESEARCH METHODS

The research method used is descriptive qualitative which focuses on using secondary data sourced from literature studies. Library research is a research method carried out by utilizing literature, such as books, notes, and reports on previous research results. In this study, researchers focused on collecting data from secondary sources, including previous research results, articles, and reference books relevant to the research theme. Qualitative Research is a type of research approach in social science that uses a natural paradigm, based on phenomenological theory to examine social problems in an area in terms of the background and perspective of the object under study holistically. (Abdussamad, 2021).

The type of data collected and used is qualitative data, which means that the data is presented in the form of verbal descriptions, sentences, sketches, and pictures. This qualitative data allows an in-depth analysis of the phenomenon. It provides insight into the experiences, views, and perceptions of the research subjects. The types of data used in this research include two types, namely primary and secondary data. Data analysis uses grid analysis. Grid analysis is a strategic method used to evaluate and compare several options or variables in a particular context. Grid analysis is often used in the context of decision making, where various options are evaluated based on certain criteria. This model allows managers to make more informed decisions by considering the impact and benefits of each option (Saaty, 1980).

The analysis process also used the Miles and Huberman model, which consists of three main stages: data reduction, data presentation, and conclusion drawing/verification. This model is used to manage complex qualitative data interactively and continuously until data saturation is achieved (Miles, Huberman, & Salda na,

2014). Data reduction is done by simplifying and grouping data into relevant themes, which are then presented in the form of matrices or tables to facilitate interpretation.

Conclusions were drawn by linking the findings from the data with the theoretical framework used.

This research was conducted in Bogor Regency, focusing on the management of SamiSade in village development in Bogor Regency. The research subjects included various elements from the Community and Village Empowerment Office that play a role in assisting the management of SamiSade. Data validity was checked through triangulation techniques, by comparing the results of interviews from various sources and linking them with other data sources, such as policy documents and internal reports.

## 4. RESULT AND DISCUSSION

### 1. Increased Transparency

Increasing transparency in the management of village funds is an important step to ensure that the funds channeled are actually used for the benefit of the community and are not misused.

### 2. Improved Village Government accountability

Improving village government accountability is an important step to ensure that the management of resources and public services in the village is effective and in accordance with the interests of the community. By improving accountability, it is expected that the village government can become more accountable and responsive to the needs and aspirations of the community, so that village development can run more effectively and sustainably.

### 3. Encouragement of Community Participation

Encouraging community participation in village financial management is essential to ensure transparency, accountability, and citizen trust in village governance.

### 4. Improved Efficiency of Fund Utilization

Improving the efficiency of fund utilization in the management of village funds is an important step to ensure that the available funds are used as optimally as possible for the welfare of the village community

### 5. Development of a “user friendly” financial disbursement system.

With a “user friendly” disbursement system, the process of managing village funds is expected to run smoothly, transparently, and easily understood by all parties involved.

6. Formulation of strict rules regarding the management of the 'SamiSade' fund.

The Regional Government of Bogor Regency is obliged to formulate clear and firm rules regarding the management of "SamiSade" funds. The drafting of this regulation is expected to leave no "loopholes" for the village head in mismanaging the funds that have been given to the village, which is at risk of corruption.

The results of the alternative policies will then be analyzed through Grid analysis as follows:

TABLE 2:

No .	Policy Alternative	Effectivenes s	Efficienc y	Administrativ e Operability	Tota l
1	Increased Transparency	4	4	4	12
2	Improved Village Government accountability	4	4	3	11
3	Encouragement of Community Participation	3	3	4	10
4	Improved Efficiency of Fund Utilization	4	3	4	11
5	Development of a "user friendly" financial disbursement system	4	4	4	12
6	Formulation of clear and firm rules on the management of the 'SamiSade' fund"	5	4	4	13

Based on the analysis of SamiSade Management in Village Infrastructure in Bogor Regency using Bovens' theory and Grid analysis approach, it is found that the success of SamiSade management is the preparation of clear and firm rules on the management of "SamiSade" because it has the highest score in grid analysis, namely 13. The following are the steps that can be taken in the preparation of clear and firm rules on the management of "SamiSade"

a. National and Regional Policy References

Refer to applicable national and regional laws and regulations related to village fund management to ensure conformity and compliance with higher regulations.

b. Formulation of Objectives and Principles

Develop rules with clear objectives, such as improving public welfare, increasing transparency, and preventing corruption. Basic principles such as accountability, transparency and public participation should be integrated into the rules.

c. Monitoring and Law Enforcement Mechanisms



Establish effective oversight mechanisms, including internal and external audits. Also, establish law enforcement procedures and sanctions for rule violations. In the drafting of the rules, sanctions and law enforcement for parties who have violated the rules must be mentioned. The rules should be drafted so that there are no “loopholes” for the village head in misappropriating funds, which has the potential to become a criminal act of corruption.

#### d. Rule Structure and Content

- Introduction: Mention the purpose and principles of the rule.
- Definitions: Describes the terms used in the rule.
- Planning and Budgeting: Develop planning and budgeting procedures that involve community participation.
- Management and Implementation: Sets out the mechanisms for project implementation and use of funds, including procurement procedures.
- Reporting and Auditing: Specifies periodic financial reporting and audit obligations.
- Monitoring and Evaluation: Develop internal and external monitoring and evaluation mechanisms.
- Sanctions and Corrective Action: Establish sanctions for rule violations and corrective action procedures.

#### e. Periodic Review and Revision

Establish effective oversight mechanisms, including internal and external audits. Also, establish enforcement procedures and sanctions for rule violations.

#### Example of Village Fund Management Rules Structure

##### I. Introduction

- Background: An explanation of the importance of transparent and accountable village fund management.
- Objective : Improve community welfare through effective use of village funds.

##### II. Definition

- Village Fund: An explanation of what is meant by village funds.
- Village Society : Definition of who is included in the village community.

### III. Planning and Budgeting

- Planning Process: Planning stages that involve community participation.
- Budget preparation: Budget preparation and approval procedures.

### IV. Management and Implementation

- Financial Management: Village financial management procedures.
- Project Implementation: Procedures for implementing projects funded by village funds.

### V. Reporting and Auditing

- Financial Reporting: Financial reporting formats and timelines.
- Financial Auditing: Internal and external audit procedures.

### VI. Monitoring and Evaluation

- Monitoring mechanism: Oversight by BPD and community.
- Project Evaluation: Criteria and procedures for evaluating projects that have been implemented.

### VII. Sanctions and Corrective Actions

- Types of Sanctions: Administrative and legal sanctions for violations.
- Corrective Action Procedure: Steps taken to correct errors or deviations.

By establishing firm and clear rules, it is expected that the management of village funds can be more transparent, accountable, and effective, so that the benefits can be felt by all village communities.

## 5. CONCLUSIONS

The One Billion One Village (SamiSade) program in Bogor District faces significant challenges in its implementation. Key issues identified include inefficiencies in the use of funds due to untargeted allocations and project cost overruns, as well as a lack of oversight and transparency in the management of village funds. Delays in project

implementation often occur due to poor planning and poor coordination. In addition, the financial accountability process is often not in accordance with applicable accounting standards, resulting in misuse of funds that are not properly detected.

To overcome these problems, it is recommended to develop clear and firm rules on the management of SamiSade funds. This policy aims to increase transparency and accountability and close loopholes for misappropriation of funds. Suggested steps include referring to national and regional regulations, formulating the objectives and principles of the rules that prioritize community welfare and prevention of corruption, and establishing effective monitoring and enforcement mechanisms. The implementation of this policy is expected to increase the effectiveness and efficiency of SamiSade fund management, so that village infrastructure development can run better and sustainably, providing maximum benefits for the village community.

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