

Evaluation Of Increasing Employment Opportunities And Business Opportunities For Village Communities In Pinrang Regency, South Sulawesi Province

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Abstract: This study aims to evaluate the effectiveness of the implementation of the Cash for Work Program (PKT) and Business Capital Assistance through Village Funds in encouraging increased employment and business opportunities in Pinrang Regency, South Sulawesi. Although the allocation of Village Funds nationally increased significantly from IDR 20.8 trillion to IDR 72 trillion (2020) and Pinrang Regency received IDR 68.9 billion, regional economic growth actually experienced a downward trend from 8.51% (2012) to only 4.52% (2022). The mismatch between the increase in budget and economic performance shows that the amount of funds does not automatically produce optimal development impacts. Using William N. Dunn's policy evaluation approach, this study found that the program has provided direct benefits such as temporary job creation and capital support. However, long-term effectiveness has not been achieved due to lack of assistance, coordination constraints, and weak community involvement. The evaluation also revealed that assistance was not adequate (adequacy), not evenly distributed (equity), and not entirely on target (accuracy). Therefore, improvements are recommended in various aspects, including local data-based planning, increasing the capacity of implementers and facilitators, improving the beneficiary verification system, integrating training and business assistance, and developing partnerships and impact-based evaluation systems. This study emphasizes the importance of participatory governance and strengthening village institutional capacity to realize sustainable economic development, and provides theoretical contributions through the integration of Dunn's evaluation approach in the context of village-based policies.

Keywords: Program Evaluation, Employment Opportunities, Entrepreneurship.

INTRODUCTION

The development gap between urban and rural areas in Indonesia has long been a structural problem. The government responded to this issue through the Village Fund policy regulated in Law Number 6 of 2014. The fund is intended to strengthen village development, empower communities, and expand employment opportunities. The economic growth of Pinrang Regency in 2012 was (8.51%), in 2013 it was (7.27%), in 2014 economic growth was (8.11%), in 2015 economic growth increased by (8.24%), in 2016 economic growth decreased (7.44%), in 2017 economic growth (7.84%), in 2018 economic growth decreased by (6.91%), in 2019 economic growth was (6.53%) and in 2020 it decreased by (0.44%) and in 2021 it increased by (5.04%) and in 2022 it decreased (4.52%). Meanwhile, the Village Fund budget as of 2020 increased by 2.86 percent from the previous year, to IDR 72 trillion. In 2019, the budget amount was IDR 70 trillion, while in 2018 it was IDR 60 trillion. In the last six years, the trend of the Village Fund budget has tended to increase.

The sharpest increase occurred in 2016, namely 125 percent to IDR 46.9 trillion from the previous year, IDR 20.8 trillion in 2015. Based on the description above, economic growth in Pinrang Regency is considered still low due to a decline in economic growth from 2012 to 2022, even though the village fund budget has begun to be realized in 2018 amounting to IDR 60 trillion, and continues to increase in 2019 by IDR 70 trillion, and in 2020 it increased by IDR 72 trillion. The funds were transferred to 434 district governments in 33 provinces with a total of 74 thousand villages, while Pinrang Regency received a budget of IDR 68.9 billion to be allocated to 69 villages in Pinrang Regency, but in fact economic growth has decreased by 0.4% growth rate in 2020.

Before the village funds were realized in 2012, economic growth was at a percentage figure of 8.51% and with the allocation of village funds that increase each year, the economic growth rate should increase each year as stated in Law No. 6 of 2014 concerning Village Funds. Law No. 6 of 2014 explains that the purpose of providing direct

assistance from Village Funds (DD) is: (1) Improving the implementation of village government in implementing government, development and community services in accordance with its authority. (2) Improving the capacity of community institutions in the village in planning, implementing and controlling development in a participatory manner in accordance with their potential. (3) Improving income equality, job opportunities and business opportunities for village communities and in the context of developing community socio-economic activities. And (4) Encouraging increased participation in community self-help mutual cooperation.

This is reflected in the attitude of the community who are still less involved in submitting ideas and suggestions in the musbangdes forum. The ignorance of some people about the programs and activities that will be implemented and the lack of community involvement during the implementation of empowerment and development programs so that the support given by the community is not optimal. Pinrang Regency has become one of the areas that has received significant Village Funds since 2015. However, the high budget realization has not been followed by an increase in the village economy. This phenomenon indicates the need for an evaluation of policy implementation. Previous studies have discussed the effectiveness of Village Funds nationally, but in-depth studies at the local level, especially Pinrang, are still limited. Therefore, this study contributes by filling this gap through evaluative analysis based on Dunn's theory (2013).

METHOD

This type of research is qualitative descriptive as stated by (Creswell, 2016) qualitative research is a type of research that explores and understands the meaning in a number of individuals or groups of people that come from social problems. Qualitative research can generally be used for research on community life, history, behavior, concepts or phenomena, social problems, and others. One of the reasons for using a qualitative approach is the researcher's experience where this method can find and understand what is hidden behind phenomena that are sometimes difficult to understand. The type of qualitative research used by researchers in this study is phenomenology. This research took place in Pinrang Regency, with the unit of analysis being the Evaluation of Village Fund Policy in Pinrang Regency, South Sulawesi Province. Determining the location of the research was intended to focus the scope of the discussion and at the same time sharpen the social phenomena to be studied in accordance with the substance of the observed policy which was selected based on including Transition Villages in Pinrang Regency, namely 3 Districts and 3 Villages in the mountainous area, 3 Villages in the Mainland Area and 3 Villages in the Coastal Area. The population in this study was the entire community in each village in Pinrang Regency consisting of 12 sub-districts and 65 villages. The sampling technique was carried out by purposive sampling, namely selecting informants who were considered to know the problems and could be trusted to be used as valid data sources. The informants were selected intentionally in Mattiro Sompe District, which is an Independent Village cluster including Patobong Village, Samaenre Village and Mattiro Tasi Village, then Suppa District is an Advanced Village cluster including Polewali Village, Tasiwalie Village and Wiringtasi Village and Lembang District is an Underdeveloped Village cluster including Basseang Village, Bakaru Village and Letta Village. The informants taken were 3 representatives from each village consisting of the Village Head and the Community involved in local beneficiaries who were considered important in providing information.

FINDINGS AND DISCUSSIONS

Evaluation of Increasing Employment Opportunities through the PKT Program

Evaluation of Increasing Employment Opportunities through the Cash-Intensive Work Program according to William Dunn includes several main criteria, such as effectiveness, efficiency, adequacy, fairness, responsiveness, and accuracy. If we look at the reality of the Cash-Intensive Work Program (PKT) in several villages in Pinrang Regency based on data, there are several reasons why this program is not fully in accordance with William Dunn's evaluation theory:

Cash-Intensive Work

Effectiveness

Village Cash for Work (PKTD) is an empowerment activity for village communities, especially the poor and marginalized, which is productive by prioritizing the use of local resources, labor, and technology to provide

additional wages/income, reduce poverty, and improve people's welfare. PKTD is focused on the development of infrastructure in villages or the sustainable use of natural resources based on community empowerment.

The Cash for Work (PKT) program is considered effective in meeting the goals of village development and community welfare. The indicators of the success of the PKT program used, namely the existence of residents who can become craftsmen and understand how to read drawings, show that the program has provided benefits and increased the capacity of village communities. Although there is no quantitative data showing the achievement of program objectives, the assessment of the effectiveness of this PKT program is based on qualitative information obtained. To increase the effectiveness of the PKT program, there needs to be an evaluation and improvement of the sustainability of the program so that it can provide a more optimal impact on the development and welfare of village communities.

A different thing was stated by the Basseang Village Government, Lembang District, Pinrang Regency, that:

“The implementation of PKT involves local communities around the project location, no outsiders are involved. The division of PKT work is carried out based on the location of the village, where the community around the village becomes the worker. There are no complaints or social jealousy regarding the division of PKT work” (Interview, February 27, 2024)

Furthermore, the Letta Village Government explained regarding the budget for the Cash for Work (PKT) program, that:

“The Cash for Work Program (PKT) was once mandatory in 2020-2021, but is no longer mandatory. When it was mandatory, the PKT program provided jobs to the community, where the budget came from the government. In the PKT program, the community worked on agricultural land and was paid by the government, but the results of the land were taken by the community. The Village Head considered the PKT program to be somewhat confusing and strange, because the community who were given jobs did not feel at a loss if the program was unsuccessful, so the results were not optimal” (Interview, February 14, 2024)

Based on the results of the interview, it indicates that overall, the Cash for Work (PKT) program that was once mandatory in Basseang Village was considered somewhat confusing and strange by the Village Head, because the people who were given jobs did not feel at a loss if the program was not successful, so the results were not optimal. This indicates the need for further improvement and evaluation in the implementation of the PKT program in the village.

Efficiency

Efficiency Efficiency is concerned with the amount of effort required to produce a given level of effectiveness. Efficiency, which is synonymous with economic rationality, is the relationship between effectiveness and effort, the latter generally measured in monetary terms. Efficiency is usually determined by calculating the cost per unit of product or service. According to (Dunn, 2013).

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Mattirotasi Village Government. Explained that in implementing a fair and equitable distribution system to ensure the efficiency of the PKT program. The community is involved alternately based on the region (North Amani and South Amani) so that everyone gets the opportunity to get involved. This approach aims to divide the PKT work evenly, so that no community group is too dominant or neglected.

As for the interview conducted by the Wiringtasi Village Government regarding the efficiency of the Cash for Work Program (PKT), that

“When talking about efficiency in terms of budget, we are not afraid to change it, it has been determined there, sir, what the daily wages are like. It is clear there, sir, the wages: laborers are so much, the wages of craftsmen are so much, so we are guided by what is in the RAB, sir.” (Interview, March 18, 2024)

Based on the interview results, it is indicated that the PKT program management ensures budget efficiency by not worrying about making changes, because the program budget has been previously determined. The management is guided by the established Budget Plan (RAB), including the amount of daily wages for laborers

and craftsmen. By complying with the provisions in the RAB, the management can ensure budget efficiency in implementing the PKT program. The government continues to strive to ensure that the aid funds distributed are truly targeted and in accordance with the needs of the community. This is an important commitment so that the assistance is not only received by those in need, but also provides real benefits in improving the standard of living of the community.

In an interview, "The government will try to ensure that the aid is truly targeted and needed by the community." This statement shows the government's seriousness in monitoring and evaluating the aid distribution process, so that the programs implemented can run effectively and provide significant impacts.

Adequacy

The Mattirotasi Village Government explained the adequacy of the Cash for Work Program (PKT), that: "I don't think it's enough. No, because it's not there every month. I don't think it's enough, because there are many workers who can be reminded but the PKT on cash careers is limited and not enough." Interview May 14, 2024)

Based on the results of the interview, it indicates that the current Padang Karya Tunai (PKT) program is not enough to meet the needs of workers and community aspirations. This is because the PKT program does not take place every month, so it is not sustainable. In addition, the PKT program is also not enough to accommodate the number of workers available in the village. Many workers can be involved, but the PKT program is limited. There needs to be an increase and expansion of the PKT program in order to meet the needs of workers and community aspirations more adequately.

The results of interviews conducted by the Mattirotasi Village Government regarding efforts to involve the community in determining the type of PKT project, that:

"There is an effort to involve the community in determining the type of Padang Karya Tunai (PKT) project that is being implemented. This is done through discussions with the community to determine the type of PKT project that suits their needs." (Interview March 27, 2024)

The interview results describe that the PKT assistance program has provided benefits for some people, although it has not been felt evenly. Mr. Ari from Patobong Village said that the assistance has helped him personally, although there is a possibility that there are still other people who have not felt the same benefits. This shows that the PKT program has a positive impact, but its distribution and utilization may still need to be improved to be more evenly distributed.

Equity

Equity in public policy can be said to have meaning with the justice given and obtained by the targets of public policy. (Dunn, 2013) states that the criteria of equality (equity) are closely related to legal and social rationality and refer to the distribution of consequences and efforts between different groups in society. Policies that are oriented towards equity are policies whose consequences or efforts are fairly distributed. A particular program may be effective, efficient, and sufficient if the costs and benefits are evenly distributed. The key to equity is justice or fairness.

The results of interviews with the Letta Village Government, Lembang District, Pinrang Regency, regarding the distribution of the Cash for Work (PKT) program evenly, are that:

"The cash-intensive work program in the village first records interested people. Furthermore, budget availability is also considered. Although many are interested, the amount of assistance is limited due to budget constraints. The cash-intensive work program is provided in the form of chili planting activities, with a duration of 10 days per person. An onion planting program was considered, but the community did not have high enthusiasm in this field" (Interview, February 14, 2024).

To ensure that the cash for work program is distributed evenly, the management collects data on community interest. In addition, budget availability is also a major consideration in determining the number of beneficiaries. Although there are many interested parties, the assistance provided is limited according to the available budget. The form of assistance chosen is chili planting activities, based on the community's higher enthusiasm compared to planting onions. This effort is made to achieve a fair distribution of assistance and in accordance with the interests and needs of the community in the village. Furthermore, the Letta Village Government explained in

an interview regarding the special efforts made to ensure that each group or area in the village receives fair benefits from the PKT program, that:

"There is no special effort from the village to ensure fair distribution of benefits. However, from the district government there are monitoring and monitoring efforts. Monitoring and monitoring are carried out by the inspectorate and the sub-district government" (Interview 18 February 2024)

The village government does not have special efforts to ensure that every group or region in the village gets fair benefits from the PKT program. Efforts to ensure fair distribution of benefits are carried out by the district government through monitoring and monitoring carried out by the inspectorate and sub-district government. Although there are no special efforts from the village, monitoring and monitoring from the district government is expected to ensure fair distribution of benefits for every group and region in the village.

Responsiveness

Responsiveness in public policy can be interpreted as a response to an activity. Which means the response of the target of public policy to the implementation of a policy. According to (Dunn, 2013) states that responsiveness concerns how far a policy can satisfy the needs, preferences, or values of certain community groups. The success of a policy can be seen through the response of the community who respond to the implementation after first predicting the impact that will occur if a policy is implemented, also the response of the community after the impact of the policy has begun to be felt in a positive form in the form of support or a negative form in the form of rejection. (Dunn, 2013) also stated that:

"The responsiveness criterion is important because an analysis that can satisfy all the other criteria (effectiveness, efficiency, adequacy, equity) still fails if it does not respond to the actual needs of the groups that should benefit from a policy."

The PKT program in this village has been attempted to be responsive to changes in economic, social, and environmental conditions in the village. Several concrete examples mentioned, such as the construction of concrete rebates, street lighting, and repair of road infrastructure and drainage, show efforts to meet the basic needs of the village community. This approach can be considered as an effort to improve community welfare and environmental quality, which is an indicator of the responsiveness of the PKT program to changes in village conditions.

Provision

In this process, the success of a policy can be seen from the policy objectives that are truly achieved, useful and valuable to the target group, have an impact on change in accordance with the mission of the policy. Looking at the criteria that have been put forward, in this study the researcher will use the research type from William N. Dunn as the basic reference material in the study. Referring to the various problems that have been expressed previously, in this case the researcher will use Dunn's six evaluation criteria, namely effectiveness, efficiency, adequacy, equity, responsiveness and accuracy.

The Mattirotasi Village Government explained the steps taken to ensure that the PKT project was chosen to be truly relevant to the conditions and needs of the village community, that:

"With enthusiasm they participated in implementing the PKT. Because of the punctuality, his work when he worked and was utilized directly could be like a concrete discount that could be passed as soon as possible." (Interview June 18, 2024)

The enthusiasm of the community in participating in implementing the PKT program is an indicator that the project is relevant to the conditions and needs of the village community. The Village Head believes that the timeliness of the PKT project implementation and the direct utilization of the project results by the community, such as the construction of concrete rebates, are signs that the project has achieved the desired results and provided maximum benefits.

Comparison of interview results and PKT Program reality data

Inconsistency of interview results with real data of PKT Program in Pinrang Regency Based on the results of interviews conducted with various village governments in Pinrang Regency, there were significant differences between the statements of village officials and real data regarding the implementation of the Cash for Work Program (PKT). The following are some inconsistencies in terms of.

Effectiveness of the Village Cash for Work Program

The Wiringtasi and Bakaru Village Governments stated that the PKT program was very effective in improving community welfare. The Head of the PMD Service stated that PKT prioritizes vulnerable groups, such as women and widows. The Basseang Village Government stated that there were no complaints or social jealousy regarding the distribution of PKTD work, but in fact, real data shows that the poverty rate has increased from 8.79% in 2022 to 8.90% in 2023, indicating that PKT has not been effective in reducing poverty. In addition, not all villages received the PKT Program, for example, Patobong Village, Mattiro Tasi, Tasiwalie, and Polewali did not receive any budget at all in 2023 and also in 2024, this shows the ineffectiveness of the equal distribution of the Cash for Work program, in addition to the politicization of the recruitment of Cash for Work (PKT) workers where only people with certain skills are accepted to work, contrary to claims that the program prioritizes vulnerable groups. Thus, the statement that the Cash for Work Program in Pinrang Regency is very effective does not correspond to the facts because the program has not had a significant impact on the welfare of the wider community, such as women, who are not involved in the PKT program, which shows that the program has not had an impact on improving the welfare of all people in need.

Transparency and Equity of PKT Distribution

The Village Government stated that the selection of workers was carried out by the RT / RW and the hamlet head, so that the distribution was considered fair. The Letta Village Government also claimed that the budget was limited and the selection was carried out by considering expertise. The Head of the PMD Service said that PKT prioritizes local communities without discrimination, but the reality is that the amount of budget and workers is not balanced in various villages and Letta Village (2023) the budget reached IDR 1.29 billion for 231 workers, but in 2024 it dropped to IDR 768 million for 100 workers, a drastic budget reduction without a transparent explanation. Bakaru Village in 2023 showed that it received a budget of IDR 39 million for only 11 workers, while in 2024 it was IDR. 684 million for 119 people is an inconsistent increase.

Then in Wiringtasi Village in 2023 received Rp. 8.2 million, but did not employ workers which is inconsistent with the claim that the program is run transparently and effectively. Some villages do not receive PKT at all, while other villages receive a large budget, this contradicts the claim that PKT distribution is carried out fairly and evenly. Therefore, the statements of the village government and the PMD Service regarding the fairness and transparency of PKT distribution do not correspond to the facts because the budget allocation is uneven and there are villages that do not receive the budget at all.

Efficient Use of PKT Budget

Through the results of the interview, the Wiringtasi Village Government stated that they were guided by the RAB (Budget Plan) so that the budget was managed well, as did the Basseang Village Government, stating that there were no complaints regarding the division of work, so that the program was considered efficient, but in fact, the reality data showed that the budget in several villages was not utilized optimally, as did Wiringtasi Village (2023) which only received IDR 8.2 million, but did not employ any workers at all, so the budget was not used efficiently. Meanwhile, in Samaenre Village, the budget increased from IDR 87 million (2023, 16 workers) to IDR 116 million (2024, 23 workers), but the increase in the budget was not comparable to the increase in the number of workers and in Letta Village the budget allocation decreased drastically from 2023 to 2024 without a clear explanation. In addition, indications of politicization were found in the recruitment of workers, where only people with certain skills were employed, indicating that resources were not utilized to empower the poor at large. The statement that the PKT budget is managed efficiently does not correspond to the facts, because there are funds that are not used optimally and there is an imbalance in budget allocation in various villages.

PKT Program Responsiveness to Community Needs

The Letta Village Government stated that the PKT program is intended for the poor but still considers worker productivity and the Head of the PMD Service stated that PKT prioritizes women and vulnerable groups, but in fact not all poor people benefit from PKT because only people with certain skills are accepted to work. Then women are less involved in the program, even though the PMD Service claims that women are a priority and not all villages receive PKT, although some of them have a high number of poor people, this contradicts the claim that PKT is responsive to community conditions. The statement that PKT is responsive to the social and

economic conditions of the community does not correspond to reality, because many vulnerable groups are not accommodated and budget distribution does not consider the level of poverty.

There is a discrepancy between the interview results and the reality of PKT data in Pinrang Regency. Village governments and related agencies claim that PKT is running well, transparently, and fairly, but data shows that PKT is not yet effective, because poverty rates continue to increase and budget distribution is not transparent, with some villages receiving large budgets while other villages do not receive them at all. In terms of budget efficiency, it is questionable because there are funds that are not used for labor. The program is not fully responsive, because vulnerable groups and women do not fully benefit. These differences indicate the need for a comprehensive evaluation and better transparency in the implementation of the PKT Program so that it truly provides benefits to people in need..

Table 1. Evaluation of Cash for Work Program in Pinrang Regency Based on William Dunn's Criteria"

Evaluation Criteria (William Dunn)	Findings in Pinrang Regency	Conclusion
Effectiveness	The poverty rate increased from 8.79% (2022) to 8.90% (2023). There is an imbalance in budget allocation and workforce.	Not effective, as it has no significant impact on poverty reduction.
Efficiency	Several villages did not receive PKT funds. Some villages received funds but did not employ any workers. Indications of political influence in worker recruitment.	Not efficient, as the allocation of funds and workforce is not optimal.
Adequacy	The amount of budget and number of workers are not balanced. Certain groups, such as women, are less involved.	Not adequate, as not all people in need benefit from the program.
Equity	Some villages received larger budgets without transparency. Only individuals with specific skills were hired. Several sub-districts received no funding.	Not equitable, as the distribution of funds and recruitment is not evenly carried out.
Responsiveness	The program does not fully accommodate the poor. There is no active involvement from all groups in planning and implementation.	Less responsive, as not all community needs are addressed.
Appropriateness	Budget allocation is not based on village poverty levels. The program does not effectively reach all poor communities.	Not appropriate, as there are still villages that do not receive funding.

Why the cash-intensive PKT program is not yet optimal

Program evaluation according to William Dunn includes several main criteria, such as effectiveness, efficiency, adequacy, fairness, responsiveness, and accuracy. If we look at the reality of the Cash for Work Program (PKT) in several villages in Pinrang Regency based on data, there are several reasons why this program is not fully in accordance with William Dunn's evaluation theory:

Effectiveness

Effectiveness measures the extent to which a program achieves its stated objectives. In this context, the objective of PKT is to improve community welfare by providing temporary employment. However, the poverty rate in Pinrang Regency increased from 8.79% (2022) to 8.90% (2023), indicating that this program has not had a significant impact in reducing poverty. The imbalance in budget allocation and workforce indicates that not all community groups benefit from this program.

Efficiency

Efficiency looks at how resources are used to achieve maximum results, some villages do not receive any PKT budget at all, such as Patobong and Mattiro Tasi Villages in Mattiro Sompe District and Tasiwalie and Polewali Villages in Suppa District. There are villages that receive a budget but do not employ workers (example: Wiringtasi Village in 2023 received a budget of IDR 8,279,400 but did not employ anyone) this shows that there is no responsibility for budget management, the budget should have been given to the community, thus showing

that the PKT program has not been efficient in its implementation, then the politicization of workforce recruitment shows suboptimal use of resources.

Adequacy

Adequacy measures whether the program provides sufficient solutions to existing problems. However, in the case of PKT in Pinrang Regency, the amount of budget and the number of workers are not balanced, so the program cannot absorb a sufficient number of workers. Certain groups, such as women, are not involved, which shows that the solutions provided are not sufficient to have a good impact on the entire village community in Pinrang Regency.

Justice

Justice assesses whether the benefits of the program are evenly distributed across all community groups. However: There are villages that receive a larger budget than other villages without any transparency in distribution. Only people with certain skills are employed, while other people do not get the same opportunities. Some sub-districts do not receive any budget at all, despite having high poverty rates.

Responsiveness

Responsiveness looks at whether the program is in accordance with the real needs of the community. In the case of PKT in Pinrang Regency: The program does not fully accommodate the needs of the poor, as evidenced by the increasing poverty rate. There is no active involvement of all community groups in the planning and implementation of the program.

Accuracy

Accuracy measures whether the program is truly the best solution to the problem at hand. Although this program aims to reduce poverty by creating jobs, uneven budget allocation and politicization in worker recruitment actually weaken its effectiveness. If this program is right, villages should get priority, but in reality there are villages that do not receive any PKT budget at all.

The PKT program in Pinrang Regency is not in accordance with William Dunn's evaluation theory because there are still inequalities in effectiveness, efficiency, adequacy, fairness, responsiveness, and accuracy. To increase its effectiveness, improvements need to be made in the transparency of budget distribution, a more inclusive workforce recruitment mechanism, and a more comprehensive evaluation of the program's impact on community welfare.

Evaluation of Business Opportunities through the Business Capital Assistance program.

In the entrepreneurship program, the Bassaeng Village Government, Lembang District, Pinrang Regency, explains that:

"Not yet. Entrepreneurship training includes agriculture. This year, we have a fertilizer-making training program. This means utilizing agricultural waste as fertilizer because it is animal feed. This is budgeted from village funds, God willing. Because this has not been implemented. Yes, it means we have determined it. Yes, we have determined the program, it will be implemented this year. Yes, this year. I have told you about it, my fellow staff said please. There are indeed many speakers, it's just the implementers. We determined it in the meeting, because there were also many responses from the community, because there were many stories about the corn harvest yesterday, they just threw it away, if it could be managed to be used as animal feed. There is a regulation there not to let it be, livestock. So it's actually good there, because it has to be caged because it's livestock. Yes, it's necessary. I mean, at that time, it was necessary to let the community. But because it was good there, it was the community. The livestock owners no longer let their livestock go. The farmers and all. So what else is used as animal feed there?" (Interview June 14, 2024).

Based on the results of the interview, it indicates that the village government has never held entrepreneurship training, but agricultural training is included in it. The village government has planned training on making fertilizer by utilizing agricultural waste as animal feed, which will be funded from village funds. Training on making fertilizer from agricultural waste has not been implemented, but has been included in this year's village program plan. The plan for training on making fertilizer from agricultural waste is an effort by the village government to improve agricultural waste management and support livestock activities in the village. The village government needs to ensure the implementation of training on making fertilizer from agricultural waste, as well

as develop assistance or mentoring programs for livestock activities in the village. Based on data obtained by researchers regarding business capital assistance provided to villages as the locus in this study as follows:

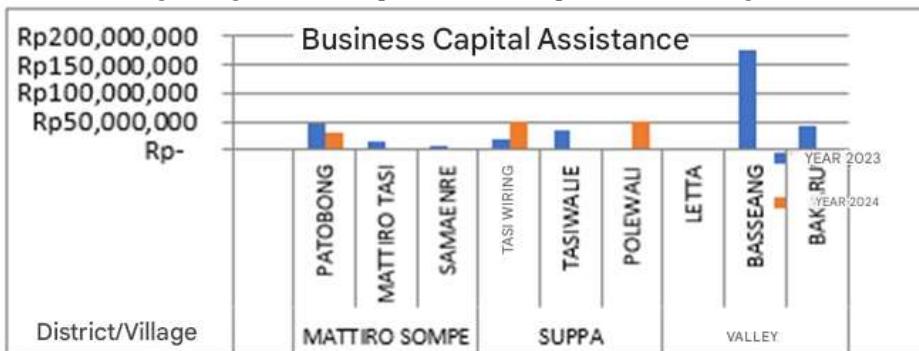


Figure 1. Business Capital Assistance

In 2023 and 2024, the government provided various business capital assistance in several sub-districts to support the development of the community's economy. Mattiro Sompe Sub-district, especially in Patobong Village, in 2023 there was assistance in the form of workshop groups worth IDR 9,000,000 and MSME businesses of IDR 36,000,000. However, in 2024, this type of assistance was not continued, and instead, the government allocated a budget of IDR 28,878,000 for the procurement of MSME facilities and infrastructure. Mattiro Tasi Village in 2023 received MSME equipment assistance worth IDR 16,000,000, but in 2024 no assistance was provided. Meanwhile, in Samaenre Village, sewing equipment assistance of IDR 7,000,000 was only provided in 2023. In Suppa District, Wiring Tasi Village experienced an increase in assistance in 2024. Bubutnaga/Belle assistance increased from IDR 14,000,000 in 2023 to IDR 25,600,000 in 2024. Likewise, assistance for fishing equipment which was previously IDR 5,000,000 in 2023 increased to IDR 25,600,000 in 2024. However, in Tasiwalie Village, assistance for tilapia seeds of IDR 36,000,000 provided in 2023 was no longer continued in 2024. Instead, new assistance appeared in the form of a compressor machine of IDR 5,000,000. In Polewali Village, 2024 showed an increase in support through corn seed assistance of IDR 39,600,000 and a water pump machine of IDR 10,083,050, which previously did not exist in 2023.

In Lembang District, Basseang Village in 2023 received durian, rambutan, and avocado seed assistance, each amounting to IDR 58,500,000. However, in 2024, there was no further assistance for this village. Bakaru Village in 2023 received vegetable seed assistance worth IDR 42,000,000, which included spinach, long beans, eggplant, pak choy, and tomatoes. This assistance was also not continued in 2024, but was replaced by new assistance in the form of a sewing machine worth IDR 5,000,000.

Overall, business capital assistance in 2024 showed a change in focus. If in 2023 there were many allocations for seeds and small-scale business equipment, then in 2024 the priority of assistance shifted to the procurement of production facilities such as compressor machines, water pumps, and MSME facilities. This change reflects the government's efforts to encourage the efficiency and productivity of community businesses in a sustainable manner.

The explanation from the Bakaru Village Government, Lembang District, Pinrang Regency explained regarding the effectiveness of the entrepreneurship program that:

"For training here, what has been in the management training is CSR funds. So that's sewing training. So for effectiveness, I think yesterday it went well, but for this, there hasn't been any because here, what is it, the population is small, so the need for people to sew is only a little, so if it's just a tear, just use this needle, manually by hand, so paying is a bit difficult." (Interview March 27, 2024)

Based on the interview results above, it indicates that Entrepreneurship training in the form of sewing training that has been implemented in the village is considered effective in providing knowledge and skills to participants. However, the sustainability of the sewing business after the training is still constrained by the minimal demand for sewing services in the village due to the small population. This makes it difficult for training participants to get adequate income from the sewing business.

Entrepreneurship/Business Capital Assistance

Based on the interview results through efficiency, it can be seen as follows: The Bakaru Village Government, Lembang District, Pinrang Regency explained the obstacles faced in implementing the entrepreneurship program that:

"There is no business capital yet. So that CSR yesterday was just sewing training. That means, in terms of entrepreneurship training, this is not optimal, sir. Not optimal, because it was only once. So it is possible that if there is this again in the new year, because we, as a village, will depend on community demand. Previously there was a meeting. So today there has been no request from the community. The focus is only on development. Because for business, there are several businesses here. But for this business, it is a bit like this. If it is different, we sew, it is still a bit like this because the market is lacking, then access, distance, so almost everything is a bit difficult. Oh, so there is no capital assistance in this, sir. Capital assistance? There is none, but here the most funds come in. I thought there was capital assistance from the village government? It can't be if the village gives people capital. It can't be. We can't provide an activity that is in the form of money. But this entrepreneurship program has indeed been implemented. But the assistance is only in the form of goods? Yes, goods, so the training goods are given to them. That's the CSR fund. But if the village cannot provide capital, bring this much to this, it can't be." (Interview, February 27 2024)

The entrepreneurship training program in this village is still not optimal. There is only 1 type of training that has been implemented, and the program has not been running effectively. Meanwhile, the village government cannot provide business capital assistance in the form of money, but only in the form of training tools (goods). There is a people's business credit (KUR) program that can be accessed by the community, but information and access to the program are still not optimal. In addition, a different opinion from Patobong Village, Mattiro Sompe District, one of the residents who received business capital assistance explained that:

"I have submitted a proposal for business capital assistance through the village musrembang with an amount of 7 million, but after the disbursement I only received business capital assistance of 2.5 million" (AKM Interview, June 2024).

This shows that the business capital assistance funds are not transparent so that the requested assistance funds are not fully received by the community. In Patobong Village, a recipient applied for business capital assistance of IDR 7 million, but only received IDR 2.5 million without any clarity regarding the remaining funds. The lack of transparency in the distribution of funds can lead to public distrust of this program and reduce its effectiveness.

In addition, not all villages receive the same assistance, and the type of assistance often changes every year. For example, in Patobong Village, Mattiro Sompe District, assistance for workshops and MSMEs in 2023 was stopped in 2024, and replaced with the procurement of MSME facilities. Some villages received quite large funds, while other villages received no assistance at all.

This causes inequality in the development of entrepreneurship between regions. The assistance provided is often not in accordance with the needs of the community. For example, in Bakaru Village, Lembang District, vegetable seed assistance in 2023 was replaced with sewing machines in 2024, even though it is not certain that sewing businesses are more in demand or have a good market. Programs often focus only on providing capital or equipment assistance, but are not followed by ongoing mentoring and training. Many recipients of assistance lack business management skills, so that the capital provided does not develop optimally. For example, sewing equipment assistance in Samaenre Village, Mattiro Sompe District was only given once in 2023, without any additional training or support for marketing sewing products.

Business actors have difficulty selling their products due to limited markets or lack of supporting infrastructure in Bakaru Village, Lembang District, sewing businesses are underdeveloped due to small markets and difficult access. So, even though sewing machines are provided, businesses cannot run optimally. The assistance provided will be more effective if supported by access to adequate markets or distribution facilities.

The entrepreneurship program only lasts one year without any continuity, making it difficult for newly developing businesses to survive and develop further. For example, in Basseang Village, Lembang District, assistance for durian, rambutan, and avocado seeds provided in 2023 was no longer continued in 2024. If there

is no further support, farming businesses could stop in the middle of the road. Some aid recipients still rely on government assistance and lack the initiative to develop their own businesses. Without encouragement for economic independence, the assistance provided will only be temporary and will not create long-term impacts. Meanwhile, in terms of the effectiveness of the village entrepreneurship program in Pinrang Regency, it still shows that the program is not yet effective. Business capital assistance is often not adjusted to the real needs of the recipient. A resident in Patobong Village in Mattiro Sompe District applied for IDR 7 million, but only received IDR 2.5 million. Insufficient capital makes it difficult for businesses to develop. If the capital provided is too small, business actors cannot run their businesses optimally.

Meanwhile, in Bakaru Village, many assistance programs only provide equipment or goods, not cash that is more flexible for business needs in the form of vegetable seed assistance in 2023 replaced by sewing machines in 2024, although not all residents are interested or have sewing skills. If the tools or goods provided do not match the needs, the assistance becomes less useful.

Many programs only provide capital assistance without mentoring to ensure that businesses grow, so that the impact of the recipient of assistance may not have good business skills, financial management, or marketing strategies. Without mentoring, capital assistance is only a temporary cash injection without long-term impact. Capital assistance or business tools will not have a big impact if the recipient has difficulty selling their products. Sewing businesses have difficulty growing because of limited markets and difficult distribution access. If there is no clear marketing strategy or market access, businesses will have difficulty surviving even if they get capital. The funds requested are often not in accordance with what is received, raising questions about the transparency of distribution. Villagers only receive a small portion of the funds requested without explanation. This lack of transparency can reduce public trust in government assistance programs. Much assistance is only given once without any continuity or continued support. Then Basseang Village received assistance for durian, rambutan, and avocado seeds in 2023, but there was no follow-up assistance in 2024. Without long-term support, newly started businesses can stop midway. Some recipients rely more on assistance than developing their businesses independently. If there is no encouragement for independence, capital assistance will only be a short-term solution without any real impact on the community's economy.

In terms of the adequacy of business capital, it is known that assistance is not proportional to the needs of villages that receive assistance with relatively small values, especially when compared to the operational costs of businesses such as Patobong Village, Mattiro Sompe District. A recipient applied for IDR 7 million, but only received IDR 2.5 million. With funds reduced by more than 50%, the planned business is likely not to be able to develop as expected and Bakaru Village, Lembang District In 2024, only received IDR 5 million for sewing machine assistance, which is likely only enough for a few machines, therefore capital assistance is often too small to really encourage sustainable business growth.

Then there is no continuity of the assistance program in several villages, it is only given once without continuation or evaluation of the success of the supported business, such as what happened in Basseang Village, Lembang District, which only received assistance for durian, rambutan, and avocado seeds in 2023, but there was no additional assistance in 2024. Then something similar happened in Samaenre Village, Mattiro Sompe District. Sewing equipment assistance was given in 2023, but was not continued in 2024, even though the sewing business needed additional capital such as raw materials and marketing. Business capital assistance tends to be temporary, even though the business needs long-term assistance in order to survive and grow. Each village receives different types of assistance each year, but it does not always match the needs of its community, such as what happened in Wiring Tasi Village, Suppa District, where assistance for fishing equipment increased drastically from IDR 5 million (2023) to IDR 25.6 million (2024), but there is no information whether this increase was really needed or just a unilateral policy change. In Tasiwalie Village, Suppa District, assistance for tilapia seeds of IDR 36 million (2023) was stopped and replaced with a compressor machine of IDR 5 million (2024). This shows a change in priorities that are not always based on the needs of the community.

Assistance is given more in the form of goods or equipment, not cash capital which is more flexible for operational needs. Assistance in many villages is in the form of equipment such as sewing machines, seeds, and fishing gear. Not all recipients can immediately run a business with just the tools, because they also need

additional capital for raw materials, marketing, and other operational costs. Assistance in the form of goods alone is not enough, because businesses need cash capital for daily operational costs.

However, in terms of distribution, it is clear that business capital assistance for village communities in Pinrang Regency is not evenly distributed. Some villages receive large budgets, while other villages receive much smaller amounts or even no assistance at all. Patobong Village in 2023 received IDR 36 million for MSMEs, but in 2024 only IDR 28.8 million for facilities and infrastructure. Wiring Tasi Village experienced a significant increase in fishing gear assistance from IDR 5 million (2023) to IDR 25.6 million (2024), while other villages experienced a decrease in assistance. Samaenre Village, Mattiro Sompe District, only received IDR 7 million for sewing equipment in 2023 and no assistance at all in 2024. So not all villages receive an equal amount of budget so that economic opportunities between villages become unequal. In addition, not all village communities receive direct assistance. Some programs are only given to certain groups or individuals who submit proposals. Village residents submitted a proposal of IDR 7 million, but only received IDR 2.5 million, which shows that not all requests for assistance can be fulfilled fairly. More assistance is given in the form of goods, while people who need cash capital must find their own alternatives such as People's Business Credit (KUR) and not all people can access assistance easily, so there is a gap in the receipt of benefits.

Based on the analysis, the village budget in Pinrang Regency has not been distributed evenly, because there are villages that receive large assistance, while other villages do not receive comparable assistance. Assistance is not provided consistently every year, so that some people lose access in certain years. The type of assistance does not always match the needs of the community, making budget allocation less effective and also not all villagers can access assistance fairly, due to the proposal submission system and limited funds and political indications.

In terms of responsiveness, assistance is often provided without considering the specific requests or needs of the local community in Tasiwalie Village, Suppa District, assistance for tilapia seeds in 2023 was stopped and replaced with a compressor machine in 2024, even though not all people have businesses that require the machine. Then in Wiring Tasi Village, Suppa District, fishing gear assistance increased drastically from IDR 5 million (2023) to IDR 25.6 million (2024), but there has been no evaluation of whether this increase is really needed. So the Program is less responsive to real conditions in the field, because changes in the type of assistance are not always based on community needs. Meanwhile, in terms of accuracy, assistance is often not given to those who need it most, or the type of assistance does not match the economic potential of the village. Several villages receive assistance that changes every year, without clarity regarding its effectiveness. For example, in Polewali Village, Suppa District, in 2023 there was no assistance for the agricultural sector, but in 2024 suddenly corn seeds and water pumps were given without any clarity as to whether farmers in the village really needed the assistance. Assistance focuses more on goods (such as machinery and equipment) than cash capital, even though cash capital is more flexible for business development. So that assistance is often not on target because it does not take into account the economic potential of each village.

CONCLUSION

Based on the evaluation of the Cash for Work Program (PKT) and Business Capital Assistance using William N. Dunn's policy evaluation indicators, it can be concluded that the program has demonstrated partial effectiveness by providing temporary employment and capital support, though it has yet to generate sustainable income or widespread community empowerment. Efficiency remains hindered by administrative and coordination challenges among implementing agencies, delaying fund distribution and reducing optimal resource utilization, thus necessitating improved monitoring and reporting systems. While the program's adequacy is evident in meeting the basic needs of poor and vulnerable groups, it falls short in driving long-term economic improvement without further training or mentoring. Equity issues persist despite attempts at inclusive distribution, particularly affecting marginalized and remote communities with limited access to information. Responsiveness has been initiated through village-level engagement, yet weak feedback mechanisms restrict broader community involvement in program evaluation. Although targeting is generally appropriate focusing on the poor, unemployed, and micro-entrepreneurs, mistargeting continues due to poor data verification and inadequate needs mapping. To address these issues and improve the program's effectiveness and sustainability, several strategic recommendations are proposed: strengthen data-based

planning through participatory mapping of local needs and potentials; enhance implementer and assistant capacity via targeted training; improve beneficiary verification through periodic updates and community-based checks; integrate entrepreneurship, financial literacy, and business mentoring into the assistance scheme; synchronize program activities with local economic sectors such as agriculture, fisheries, crafts, or services, while empowering BUMDes for capital distribution and product marketing; bolster inter-agency coordination supported by digital reporting and monitoring systems; develop financing and partnership schemes with microfinance institutions, cooperatives, and the private sector to create community-based entrepreneurial ecosystems; and finally, conduct regular evaluations and document successful practices for replication in other similar village contexts.

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