

The Role of the West Poowo Village Government in Enhancing Transparency and Accountability in the Family Hope Program

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Abstract : *This study examines the role of the West Poowo Village Government in enhancing transparency and accountability in the implementation of the Family Hope Program. The research aims to analyze how village governance practices promote information openness, public accountability, and social legitimacy in the delivery of social assistance programs. Using a qualitative approach with a case study design, data were collected through in-depth interviews, observations, and document analysis involving village officials, program facilitators, and beneficiary households. Data were analyzed using an interactive model consisting of data reduction, data display, and conclusion drawing. The findings reveal that transparency is implemented through active and participatory information disclosure, including the publication of beneficiary data, clarification forums, and community-based communication mechanisms. Accountability is demonstrated through administrative documentation, adherence to established procedures, integrated reporting systems, and responsive complaint-handling mechanisms. These practices contribute to strengthening public trust, minimizing potential social conflicts, and enhancing the legitimacy of village governance. The study concludes that the village government plays a strategic role as a facilitator, mediator, and supervisor in ensuring transparent and accountable management of social assistance programs at the local level.*

Keywords : *Transparency; Accountability; Village Government; Family Hope Program; Social Assistance.*

INTRODUCTION

Socio-economic inequality is still a prominent reality in the national development process, especially in areas that have limited access to productive resources and basic services (U. Ningsih et al., 2024). In Indonesia, poverty is not only related to limited income, but also intersects with low access to education, health services, and weak social protection for vulnerable groups (Murdiyana & Mulyana,

2017). Therefore, the state has a constitutional obligation to present policies that are not only charitable, but also able to strengthen the socio-economic capacity of the poor systemically and in the long term.

In an effort to respond to these problems, the Government of Indonesia designed and implemented a number of conditional social assistance programs,

including the Family Hope Program (Dwisnu & Yolanda, 2025).

PKH is designed as a poor family-based social protection instrument with an approach to *Conditional Cash Transfer* which links cash assistance to the obligations of beneficiaries in the fields of education, health, and social welfare (Efendi et al., 2025). PKH is not only aimed at reducing the burden of expenditure on poor households in the short term, but is also expected to be able to break the chain of poverty between generations through improving the quality of human resources (Rohma Nur Anisa et al., 2025).

However, the effectiveness of PKH implementation is not solely determined by policy design at the central level, but is highly dependent on the quality of governance at the local level, especially at the level of village government as the vanguard of public services. The village has a strategic position because it interacts directly with the beneficiary families (KPM), understands the socio-cultural characteristics of the local community, and becomes a coordination node between PKH companions, local governments, and the community (Erwandi, 2023).

Therefore, the role of the village government is crucial in ensuring that the implementation of PKH takes place in a transparent, accountable, and fair manner. Transparency and accountability are fundamental principles in good governance (*Good Governance*), especially in the management of social assistance programs that

are vulnerable to distortion, data bias, and conflicts of interest (Sungkar, 2023).

Transparency requires disclosure of information on the mechanism for determining beneficiaries, disbursement schedules, and the use of assistance, while accountability emphasizes clarity of the role, responsibility, and accountability mechanism of the village government to the community (L. W. Ningsih & Yuliana, 2025). Without these two principles, social assistance programs have the potential to lose public legitimacy and fail to achieve their substantive goals.

Previous studies have shown that the main problems in the implementation of PKH at the local level are often related to inaccurate beneficiary data, weak coordination between actors, and lack of involvement of village governments in the process of monitoring and socializing programs (Rachma et al., 2022; Revelation & Prabawati, 2025; Diputra et al., 2025). In some areas, the village government only acts as a passive administrative implementer, without having adequate space in the decision-making process and program evaluation. This condition causes the emergence of perceptions of injustice in society, social conflicts between citizens, and low levels of public trust in social assistance programs.

Most previous research has tended to focus on the effectiveness of PKH in terms of economic and educational impacts, or on the role of PKH facilitators as the main actors in the field (Rohman et al., 2024); Jaya & Domri, 2020; Awalyah & Aji Eka Qamara Yulianti Dewi Hakim,

2025). Studies that specifically and in-depth review the role of village governments in managing PKH transparency and accountability, especially in the context of villages with certain social characteristics, are still relatively limited. In fact, village governments have significant administrative, social, and moral authority in bridging national policies with local realities.

As a result, the understanding of how the village government carries out its role both as a facilitator, mediator, and supervisor has not been fully defined.

In West Poowo Village, Kabila District, Bone Bolango Regency, the issue of transparency and accountability of PKH is a relevant issue to be studied in depth. As a village with heterogeneous socio-economic characteristics, the implementation of PKH in West Poowo is not only concerned with the technical aspects of aid distribution, but also touches on the dimensions of social justice, public trust, and the legitimacy of village government.

Therefore, this research is important and urgent to be carried out. Academically, this research is expected to enrich the scientific development of Pancasila and Citizenship Education (PPKn) through a contextual analysis of the role of village governments as state representatives at the local level in realizing the values of democracy, transparency, and accountability in the implementation of social assistance programs as part of fair civic practices. Practically, the results of this study

are expected to be material for reflection and policy recommendations for village governments, local governments, and related stakeholders in an effort to strengthen PKH governance that is more participatory, transparent, and accountable.

Research on the Role of the West Poowo Village Government in Managing the Transparency and Accountability of the Family Hope Program (PKH) is not only empirically relevant, but also has strategic value in supporting the strengthening of village governance and the sustainability of social protection policies at the local level.

METHODS

This research uses a qualitative approach with the type of case study research. The type of qualitative research was chosen because this research aims to deeply understand the meaning, process, and social dynamics in the transparent management of the Family Hope Program (PKH) at the village level, not to test the relationship between variables quantitatively (Scott, 2014). According to (Creswell & Clark, 2017) Qualitative research is used when researchers want to explore and understand the meaning that individuals or groups give to a social problem.

The location of the study was determined in West Poowo Village, Kabila District, Bone Bolango Regency, which was chosen because it was relevant to the focus of the study and was an active area for the implementation of PKH. The source of research data consists of primary

data and secondary data. Primary data was obtained through in-depth interviews with the Village Head, village officials, and PKH beneficiary communities, while secondary data was sourced from official documents, village archives, activity reports, and regulations related to the implementation of PKH. Data collection was carried out through observation to directly observe PKH management practices at the village level, semi-structured interviews to comprehensively dig up information from key informants, and documentation as an effort to strengthen and verify field data. Data analysis was carried out using an interactive analysis model (Miles & Huberman, 1992) which includes the stages of data reduction, data presentation, as well as drawing conclusions and verification. The analysis process takes place simultaneously and continuously from the data collection to the end of the research, by applying triangulation of sources and techniques to ensure the credibility, consistency, and objectivity of the research findings, so that the results of the analysis are able to fully describe the dynamics of the role of the village government in realizing transparency and accountability in the implementation of PKH (Nurhadi, 2026).

RESULTS AND DISCUSSION

Portrait of the Social & Demographic Conditions of West Poowo Village.

West Poowo Village is one of the villages in Kabila District, Bone Bolango Regency, which shows relatively stable and developed socio-

demographic characteristics. The number of residents of this village has increased from year to year with a relatively balanced composition of men and women. The dynamics of population growth not only reflect quantitative changes, but also describe social conditions that are quite adaptive to the development of household structures and basic needs of the community. Therefore, to provide a more comprehensive picture of the trends and growth patterns of the population of West Poowo Village, population data is presented through the following population development graphs:

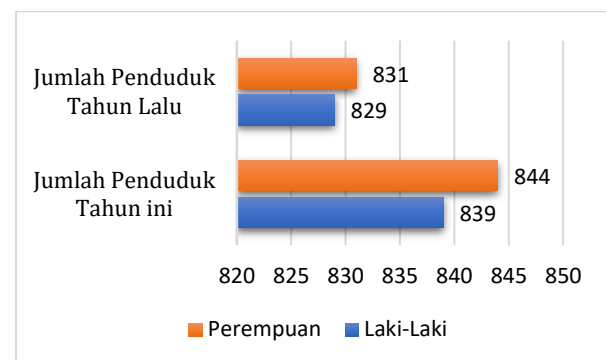


Image 1. Number of Inhabitants of West Poowo Village

Viewed from the educational aspect, the educational structure of the people of West Poowo Village shows a variety of formal education achievements that reflect the social conditions and capacity of human resources at the village level. The level of education of the population is an important indicator in understanding the quality of community participation, decision-making patterns, and the ability to adapt to development programs and public policies. Therefore, the description of the education level of the people of West Poowo Village is an important part of the social analysis

of the village, as shown through the distribution of the education level of the population in the following graph:

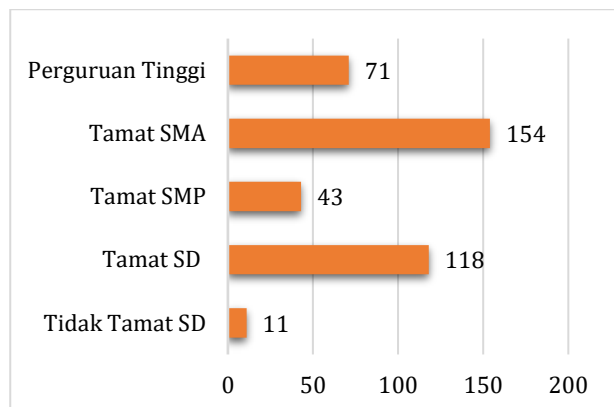


Figure 2. Community Education Level
Source: Head of West Poowo Village Government

From the socio-demographic conditions of West Poowo Village, the village government is in a strategic and challenging position. On the one hand, village governments are required to play the role of information facilitators who are able to bridge national policies with local social realities. On the other hand, the characteristics of education and the social structure of the community require an approach to PKH management that is not only administrative, but also communicative and participatory. Thus, transparency is not enough to be interpreted as data disclosure alone, but as an active process of delivering information that can be understood by all levels of society.

Therefore, the analysis of the social and demographic conditions of West Poowo Village is an important foothold in reading the accountability practices of the village government. Accountability in PKH management is not only measured from compliance with formal procedures, but also

from the ability of the village government to adjust the program management mechanism to the social characteristics of its community. This understanding then becomes the basis for further analyzing how the role of the village government is realized in real terms in the management of transparency and accountability of PKH.

The Role of the West Poowo Village Government in Realizing Transparency in the Implementation of the Family Hope Program

The results of the study show that the West Poowo Village Government plays a very strategic role in managing the transparency of the implementation of the Family Hope Program (PKH) through an active, planned, and participatory information disclosure mechanism. Transparency is not carried out symbolically, but is operationalized through various concrete instruments, such as the announcement of the list of beneficiaries on the village information board, the submission of the schedule and stages of aid disbursement, as well as the explanation of the criteria for PKH recipients in village deliberation forums. This pattern of openness allows the community to gain equal and accurate access to information about the program, thereby minimizing the *information gap (information asymmetry)* between the village government and the recipients and non-recipients of assistance.

The findings of this study confirm that transparency in West Poowo Village is not understood solely as an administrative

obligation, but is interpreted as a social and political instrument to build public trust (*Public Trust*) and strengthening the legitimacy of social policies at the village level. This perspective is in line with Mardiasmo's view that transparency is a fundamental prerequisite in financial management and public programs so that they can be accessed, understood, and supervised by the public at large (Rahim et al., 2023). In PKH, information disclosure is the initial foundation for the creation of a more equal relationship between the village government and the community, as well as encouraging social accountability.

Furthermore, the transparency applied in West Poowo Village is dialogical and interactive. The community is not only the object of receiving information, but also the subject who is given space to clarify, submit questions, and raise objections if there is a discrepancy in the data of the recipients. This practice shows that transparency is positioned as a continuous two-way communication process, not just one-way information delivery. This view is in line with and even strengthened by Loina Lalolo Krina P. in her work *Indicators & Measurement Tools of Principles of Accountability, Transparency & Participation*, which emphasizes that transparency cannot be reduced only as the disclosure of administrative information, but must be interpreted as a social process that opens up space for participation and mutual communication between the government and citizens. According to Krina, effective transparency requires public access to

information, opportunities for the public to understand and test the information, and a space for dialogue that allows for clarification, correction, and feedback on public policies implemented (Istianto, 2011).

When compared to the findings Saragih & Sobirin (2022) which revealed that low transparency in the distribution of social assistance at the local level often triggers horizontal conflicts, social jealousy, and delegitimization of village governments. The practice in West Poowo Village shows a relatively more progressive and adaptive condition. Consistent information disclosure actually functions as a mechanism to prevent social conflicts, because the community rationally understands the basis for determining aid recipients, including poverty criteria and applicable administrative provisions. Thus, transparency plays a role as an instrument for mitigating policy-based social conflicts.

The findings of the study also reveal the clarity of the division of roles between actors in the implementation of PKH transparency. The village government acts as a provider and conveyor of administrative information, while PKH companions function as mediators and facilitators who explain the technical, normative, and procedural aspects of the program to the community. This synergy between actors reflects a form of functional transparency. Information disclosure supported by clarity of authority structure, communication flows, and capacity of

implementing actors Without clarity of these roles, transparency has the potential to be partial and ineffective.

From the perspective of village governance, the transparency practice of PKH in West Poowo Village also shows the internalization of good governance values at the local level. Transparency is not only understood as compliance with regulations, but also as a strategy to strengthen community participation and encourage social control of social assistance programs (Tundunaung et al., 2018). People who have adequate access to information tend to be more critical, responsive, and involved in the surveillance process, so the risk of data distortion and manipulation can be suppressed. The success of the implementation of village development is substantially determined by the capacity, function, and performance of village apparatus and village institutions that support governance at the local level (Kamuli et al., 2021).

In this case, the role of the West Poowo Village Government in managing the transparency of the Family Hope Program (PKH) does not stop at the aspect of administrative information disclosure, but develops into a strategic mechanism in building public trust, preventing social conflicts, and strengthening fair, inclusive, and sustainable governance of social assistance.

The Role of the West Poowo Village Government in Realizing Accountability for the Implementation of the Family Hope Program

From the accountability dimension, the results of the study show that the West Poowo Village Government has carried out the accountability function of the Family Hope Program (PKH) relatively comprehensively, including administrative, procedural, and social accountability. Administrative accountability is realized through recording and archiving each stage of program implementation, starting from the initial data collection of prospective recipients, the data verification and validation process, to the disbursement of assistance to beneficiary families. All program implementation documents are compiled systematically and are part of the official report submitted to the sub-district government and related agencies, as well as informed to the community in the village deliberation forum.

These findings confirm that accountability in West Poowo Village is not only understood as fulfilling vertical reporting obligations to the government above it, but also as a form of public accountability to the village community.

The practice is by Martha & Fakhri (2024). That public accountability is the government's obligation as a trustee to account for its policies, decisions, and performance to the public in an open and rational manner. In PKH, accountability is an important instrument to ensure that social assistance programs are implemented according to policy goals and objectives.

Furthermore, procedural accountability is reflected in intensive and continuous

coordination between the village government, the People's Welfare Department, and PKH assistants in every stage of program management. The process of verifying and validating the data of aid recipients is carried out in stages and follows the procedures set by the central government. Every change in recipient data is reported through a nationally integrated e-PKH system, so that the entire process has a digital footprint (*Digital Trail*) that can be searched and audited. This condition shows the functioning of the internal accountability mechanism as stated (Rosidah et al., 2023) A documented and integrated reporting system is a key instrument in preventing irregularities and increasing the credibility of public program management.

When compared to the findings (Herlamban & Wicaksono, 2025), which revealed the weak accountability of social assistance programs due to lack of documentation, irregular reporting, and low supervision at the local level. practices in West Poowo Village show a relatively stronger level of accountability. This difference is mainly influenced by the active role of PKH companions who not only act as technical facilitators, but also as supervisors of program implementation. PKH companions consistently ensure that the assistance is received in its entirety by the beneficiary's family, without any deductions or deviations, and reminds the recipients' obligations in accordance with the provisions of the program.

In addition to administrative and procedural aspects, the research findings also reveal that there is a social accountability that is quite prominent. The beneficiary communities stated that they had direct access to submit complaints, questions, and clarifications related to the implementation of PKH to the village government and PKH facilitators. This informal but responsive complaint mechanism strengthens the dimension of honesty and compliance with the law in program management.

Furthermore, accountability that is carried out consistently in West Poowo Village has direct implications for increasing public trust in the village government. Accountability is no longer understood as a mere formal obligation, but as a social responsibility inherent in the village government as the main actor of policy implementation at the local level.

It can be concluded that the role of the West Poowo Village Government in managing the accountability of the Family Hope Program (PKH) shows that there are serious and continuous efforts to ensure that the program runs on target, according to procedures, and can be accounted for administratively and socially. This built accountability not only strengthens transparency, but also forms credible, fair, and interest-oriented governance of social assistance.

CONCLUSION

The West Poowo Village Government has carried out substantive PKH transparency

through active, planned, and dialogical information disclosure. Transparency does not stop at the announcement of aid recipient data, but develops into a two-way communication mechanism that provides space for clarification, participation, and public supervision. This practice has been proven to function to build public trust, prevent social jealousy, and mitigate potential conflicts in the distribution of social assistance.

In terms of accountability, PKH is carried out relatively intact, including administrative, procedural, and social accountability. Systematic recording and reporting, cross-actor coordination, the use of the e-PKH system, and the active involvement of PKH companions strengthen the accountability of the program both vertically to the government above it and horizontally to the village community. A responsive complaint mechanism helps strengthen social accountability and increase the legitimacy of village governments.

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92

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