

EFFECTIVENESS OF VILLAGE FUNDS USE IN STUNTING HANDLING IN GUNUNG LENGKUAS VILLAGE EAST BINTAN DISTRICT, BINTAN REGENCY 2024

¹Try kurnia erlianto, ²Ardi Putra, ³Khairi Rahmi.

¹ Universitas Maritim Raja Ali Haji, Tanjungpinang

E-mail:

2105010067@student.umrah.ac.id

Abstract

This study addresses stunting as a major public health issue impacting child development and the quality of human resources. The urgency lies in the role of subdistrict-level governments in managing village funds effectively to support accelerated stunting reduction. The purpose of this study is to analyze the effectiveness of village fund utilization in the stunting intervention program in Gunung Lengkuas Subdistrict, East Bintan District, Bintan Regency, in 2024. A qualitative descriptive approach was used, involving in-depth interviews, participatory observation, and documentation. The theoretical framework refers to the organizational effectiveness model by Gibson, Ivancevich, and Donnelly, which includes goal achievement, integration, and adaptation indicators. The results reveal that the Stunting Forum and 90-day Supplementary Feeding Program (PMT) were implemented on schedule with outcomes aligned to the objectives. Stakeholder coordination was harmonious, and the program demonstrated adaptive responses to field challenges. It is concluded that the effectiveness of village fund utilization in stunting prevention is determined by cross-sectoral synergy, community participation, and organizational responsiveness to real field conditions.

Keywords: adaptation, effectiveness, integration, stunting, village fund.

Abstrak

Penelitian ini mengangkat persoalan stunting sebagai tantangan kesehatan masyarakat yang berdampak pada pertumbuhan anak dan kualitas sumber daya manusia di masa depan. Urgensi penelitian ini terletak pada pentingnya peran pemerintah kelurahan dalam mengelola dana kelurahan secara efektif untuk mendukung percepatan penurunan angka stunting. Tujuan penelitian ini adalah untuk menganalisis efektivitas penggunaan dana kelurahan dalam program penanganan stunting di Kelurahan Gunung Lengkuas, Kecamatan Bintan Timur, Kabupaten Bintan tahun 2024. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik wawancara mendalam, observasi partisipatif, dan dokumentasi. Teori yang digunakan adalah teori efektivitas organisasi dari Gibson, Ivancevich, dan Donnelly, yang mencakup indikator goal achievement, integration, dan adaptation. Hasil penelitian menunjukkan bahwa program Rembuk Stunting dan Pemberian Makanan Tambahan (PMT) selama 90 hari telah terlaksana tepat waktu, dengan hasil yang sesuai tujuan. Koordinasi antar pemangku kepentingan berjalan harmonis dan respons terhadap tantangan lapangan cukup adaptif. Kesimpulannya, efektivitas penggunaan dana kelurahan dalam penanganan stunting ditentukan oleh sinergi lintas sektor, partisipasi masyarakat, dan ketangguhan organisasi lokal terhadap kebutuhan riil di lapangan.

Keywords: adaptasi, efektivitas, integrasi, stunting, dana desa.

INTRODUCTION

Stunting is a complex and multidimensional public health problem. This condition is characterized by the failure of children's physical growth and cognitive development due to chronic malnutrition during the first 1,000 days of life. In Indonesia, the prevalence of stunting remains high, although the downward trend is ongoing. According to data from the 2022 Indonesian Nutritional Status Survey (SSGI), the prevalence of stunting reached 21.6%, still far from the national target of 14% by 2024. This condition requires systemic and community-based interventions, particularly at the village level, which is the spearhead of basic public services.

One approach considered strategic for accelerating stunting management is optimizing village funds. These funds are allocated to support social development and community empowerment, including efforts to improve child nutrition and

health services. However, the effective use of these funds remains problematic due to weak planning, minimal cross-sectoral coordination, and low community participation in program implementation.

Several previous studies have highlighted the important role of village funds in supporting public health programs. Faradila and Lutfi (2020) emphasized the need for needs-based budget planning for effective stunting reduction programs. Mashuri et al. (2020) proposed a Community Driven Development (CDD) approach to ensure community participation in budget management. Meanwhile, Amalia (2023) and Salma (2022) highlighted the importance of nutrition education, field verification, and transparent oversight in the allocation of village funds for health programs.

Although a substantial body of literature has discussed stunting and

village funds separately, there remains a coordination process and adaptive lack of studies directly and in-depth responses of village organizations to examining the effectiveness of village challenges on the ground. The study's funds in stunting management practices contribution lies in presenting empirical at the village level, particularly within an evidence on how the effectiveness of organizational evaluation framework. village funds is determined by synergy Previous studies have not systematically between stakeholders, active community demonstrated the effectiveness of participation, and institutional readiness stunting program implementation from at the local level.

the perspective of local organizations, a This study starts from the argument crucial aspect in the context of fiscal that the effectiveness of stunting decentralization and participatory management is not solely determined by development. the size of the budget allocation, but

This research strategically positions rather by how the budget is used in an itself as an evaluative study, integrating appropriate, coordinated, and responsive the perspective of organizational manner to community needs. Therefore, effectiveness theory from Gibson, the implicit hypothesis raised in this Ivancevich, and Donnelly (1997) with study is:

village fund management practices in "The greater the cross-sectoral stunting management. Using three main and adaptive village organization, the indicators: goal achievement, integration, greater the effectiveness of village and adaptation, this study not only funds in managing stunting." assesses program performance through outputs but also explores the

METHOD

empowerment staff), (2) health workers

This research uses a naturalistic qualitative approach based on a constructivist paradigm. This approach was chosen to understand the social realities constructed by local actors in the context of implementing a village-funded stunting management program in Gunung Lengkuas Village, East Bintan District, Bintan Regency. The primary focus of this research is to explore the meanings, experiences, and dynamics of interactions among stakeholders in managing the stunting program in a participatory and adaptive manner.

(a nutritionist from the Sei Lekop Community Health Center), and (3) community-level implementers and beneficiaries (six Posyandu cadres and seven parents of children receiving the PMT program).

Data collection techniques included in-depth semi-structured interviews, participant observation, and documentation studies. Interviews were used to elicit informants' perspectives on the effectiveness and challenges of program implementation. Observations were conducted during field activities

such as the distribution of supplementary food and the implementation of stunting discussions. Documentation was obtained from activity reports, child nutritional status data, and administrative documents on village budget utilization.

Informants were selected using a purposive sampling technique, which is a deliberate selection based on the informants' active involvement and knowledge of the program under study. The informants consisted of 16 individuals representing three main groups: (1) village government officials (the village secretary and community

such as the distribution of supplementary food and the implementation of stunting discussions. Documentation was obtained from activity reports, child nutritional status data, and administrative documents on village budget utilization. Data validity was tested through triangulation of sources and methods, comparing information from various data

types and informants. Member checking

RESULTS AND DISCUSSION

techniques were also used to confirm the accuracy of the findings with key informants. Dependability was maintained through detailed and systematic recording of the process, while confirmability was achieved through an adequate audit trail throughout the research process.

Data analysis used the interactive model by Miles, Huberman, and Saldaña (2014), which includes three stages: data reduction, data presentation, and conclusion drawing. Data reduction began early in the process by filtering important information from the raw data. Data presentation was thematically based on indicators of organizational effectiveness theory: goal achievement, integration, and adaptation. Conclusions were drawn inductively, through interpretation of emerging patterns in the verified data.

This study aims to evaluate the effectiveness of village funds in stunting management efforts, based on three indicators of organizational effectiveness: goal achievement, integration, and adaptation. The findings are based on in-depth interviews, field observations, and documentation studies in Gunung Lengkuas Village in 2024.

The effectiveness of program implementation depends largely on the extent to which planned activities are executed effectively and produce appropriate results. In Gunung Lengkuas Village, two main programs were successfully implemented: Stunting Consultation and 90-day Supplementary Food (PMT) for 10 toddlers categorized as vulnerable to stunting. The implementation of these activities was supported by a significant allocation of village funds, as detailed below:

Table: Details of Village Fund Usage significant and aligned with program for Stunting Management in 2024, targets.

Gunung Lengkuas Village, East Bintan District, Bintan Regency.

The program's success is inseparable from solid institutional integration among implementing elements. In the Stunting Discussion Forum, the village involved cross-sectoral stakeholders, including the Sei Lekop Community Health Center (Puskesmas), neighborhood associations (RT/RW), Posyandu cadres, and community leaders. Each actor had a defined role: health workers were tasked with monitoring children's nutritional status and developing PMT menus; cadres conducted daily monitoring; and the village was responsible for administrative and coordinating aspects.

No	Nama Kegiatan	Jumlah anggaran	Keterangan
1.	Rembuk Stunting	Rp 5.000.000	Rapat I = Rp1.980.000; Rapat II = Rp1.980.000
2.	Pemberian Makanan Tambahan (90 hari)	Rp74.497.500	Tahap I = Rp7.140.000; Tahap II = Rp14.280.000; Tahap III = Rp4.280.000 Harga per porsi = Rp26.000 (termasuk pajak & jasa pihak ketiga)
Jumlah Total		Rp79.497.500	

Sumber: Kelurahan Gunung Lengkuas, 2025 (telah diolah kembali).

Source: Gunung Lengkuas Village Fund, 2024 (processed).

The PMT program demonstrated tangible results in the field. Observational data showed that of the 10 beneficiary children, eight experienced a 2–4 cm increase in height during the intervention, as well as improved appetite and attendance at the integrated health post (Posyandu). This demonstrates that the achievement of output objectives was

Coordination between stakeholders was facilitated regularly through monthly meetings and online communication via WhatsApp groups. Rapid responses to technical challenges (such as delays in food distribution or declining child health) reflected the existence of an

effective integrative mechanism. This institutional structure at the village level activity demonstrated that coordination has the flexibility to adapt its approach to is not only formal but also functional and the contextual needs of the community. adaptive.

Adaptability is a key indicator of an initial argument that the effectiveness of organization's ability to respond to field village funds is not solely determined by dynamics. One concrete example of the nominal budget, but is highly adaptation occurred when the initial PMT dependent on the organization's distribution schedule did not align with effectiveness in carrying out its parents' free time. In response, the coordinating, collaborative, and distribution schedule was changed to the responsive functions. The three afternoon and local catering services indicators in the theory of Gibson, were involved, allowing for adjustments Ivancevich, and Donnelly (1997)—goal in meal delivery. achievement, integration, and

Furthermore, when cases of children adaptation—were empirically met in the experiencing health problems, such as case of Gunung Lengkuas Village.

acute respiratory infections (ARI) or This situation also demonstrates that diarrhea were encountered, cadres if village funds are managed in a immediately coordinated treatment with participatory, data-driven, and adaptive community health center (Puskesmas) manner to local circumstances, the staff. Home visits and nutrition program to accelerate stunting reduction counseling strategies provided can be effective at the grassroots level. operational adaptations to field This research also fills the gap in previous constraints. This demonstrates that the literature, which still has little discussion

of theory-based evaluation of organizational effectiveness model
organizational effectiveness at the sub- proposed by Gibson, Ivancevich, and
district level. Donnelly, where the three indicators—

CONCLUSION

This study concludes that the effectiveness of village funds in addressing stunting in Gunung Lengkuas Village is determined by the successful achievement of program objectives, integration between stakeholders, and adaptability to field conditions. Interventions, such as the Stunting Consultation Program and 90-day Supplementary Food Program (PMT), have been shown to have a positive impact on improving children's nutritional status, as evidenced by physical changes (height) and eating behavior. This demonstrates that the allocation of village funds, when used appropriately, can address priority public health issues.

Theoretically, these findings reinforce the relevance of the

adaptation—are interrelated and mutually reinforcing in creating organizational success at the local level. These findings also emphasize that policy effectiveness is not solely determined by budget size, but by the quality of cross-sectoral coordination, community participation, and institutional response to social dynamics.

Practically, the results of this study serve as an important reference for local governments and other villages in designing community-based stunting interventions with a collaborative and adaptive approach. For further development, future research can be directed at comparative analysis between sub-districts or districts with a

quantitative approach to measure the relative effectiveness of stunting

programs based on broader social, economic, and institutional variables.

REFERENCE

Arikunto, S. (2010). *Prosedur penelitian: Suatu pendekatan praktik*. Jakarta: Rineka Cipta.

Azwar, S. (2015). *Reliabilitas dan validitas*. Yogyakarta: Pustaka Pelajar.

Bungin, B. (2011). *Metodologi penelitian kualitatif*. Jakarta: Kencana.

Biesalski, H. K. (2016). *The 1,000-Day Window and Cognitive Development*.
doi:<https://doi.org/10.1159/000442377>

Creswell, J. W. (2016). *Research design: Pendekatan kualitatif, kuantitatif, dan mixed methods (edisi keempat)*. Yogyakarta: Pustaka Pelajar.

Damsar, & Indrayani, H. (2016). *Pengantar sosiologi*. Jakarta: Kencana.

Effendy, O. U. (2015). *Ilmu, teori dan filsafat komunikasi*. Bandung: Citra Aditya Bakti.

Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1997). *Organizations: Behavior, structure, processes (9th ed.)*. Boston: Irwin McGraw-Hill.

Hadi, S. (2015). *Metodologi research*. Yogyakarta: Andi Offset.

Huraerah, A. (2011). *Metodologi penelitian sosial*. Bandung: CV Humaniora Utama Press.

Kartasasmita, G. (2013). *Pembangunan untuk rakyat: Memadukan pertumbuhan dan pemerataan*. Jakarta: CIDES Indonesia.

Koentjaraningrat. (2013). *Pengantar ilmu antropologi*. Jakarta: Rineka Cipta.

Korten, D. C. (2012). *Masyarakat madani: Prioritas baru untuk abad ke-21*. Jakarta: Obor.

Kriyantono, R. (2014). *Teknik praktis riset komunikasi*. Jakarta: Kencana.

Kusnadi, A. (2019). *Pembangunan dan pemberdayaan masyarakat pesisir*. Yogyakarta: LKiS.

Machali, I. (2014). *Kepemimpinan dan manajemen pendidikan*. Yogyakarta: Rineka Cipta.

Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook (3rd ed.)*. Thousand Oaks, CA: SAGE.

Moleong, L. J. (2019). *Metodologi penelitian kualitatif (edisi revisi)*. Bandung: Remaja Rosdakarya.

Mulyadi. (2017). *Akuntansi sektor publik*. Yogyakarta: Andi.

Nawawi, H. (2012). *Manajemen sumber daya manusia*. Yogyakarta: Gadjah Mada University Press.

Notoatmodjo, S. (2012). *Promosi kesehatan dan perilaku manusia*. Jakarta: Rineka Cipta.

Nurhadi, D. (2015). *Sosiologi pembangunan*. Malang: UMM Press.

- Patton, M. Q. (2015). Qualitative research & evaluation methods (4th ed.). Thousand Oaks, CA: Sage.
- Pranarka, A. M. W. (2013). Pemberdayaan: Konsep, kebijakan, dan implementasi. Jakarta: LIPI Press.
- Raco, J. R. (2010). Metode penelitian kualitatif: Jenis, karakteristik dan keunggulannya. Jakarta: Grasindo.