



The Effectiveness of the Implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Supporting Community Welfare in Jirak Jaya District, Musi Banyuasin Regency

Saswita^{1*}, Indah Pusnita², Siti Lady Havivi³, Patricia Baliana Da Costa⁴, Egi Noperta⁵

^{1,2,3}Stisipol Candradimuka

⁴Universidade Oriental Timor lorosa'e

⁵Magister Ilmu Administrasi Publik Stisipol Candradimuka

Corresponding Author: Saswita saswita@stisipolcandradimuka.ac.id

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ABSTRACT

The Village Fund Direct Cash Assistance Program (BLT-DD) is one of the government's policies that aims to improve social protection for the poor through the provision of cash assistance to meet basic needs and maintain household economic stability at the village level. This study aims to analyze the effectiveness of the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in supporting the welfare of the community in Jirak Jaya District, Musi Banyuasin Regency. This study uses a qualitative approach based on Richard M. Steers' theory of effectiveness which includes indicators of goal achievement, integration, and adaptation. Data was obtained through in-depth interviews, observations, and documentation of sub-district government officials, village governments, Village Consultative Bodies, and beneficiary communities. Data analysis is carried out interactively through the stages of data reduction, data presentation, conclusion drawn. The results of the study show that the implementation of the BLT-DD Program in general has been effective and has made a positive contribution in helping the community meet basic needs and maintain the economic stability of the beneficiary families. In terms of achieving goals, the program is able to support the fulfillment of basic needs of the community even though there are still limitations in the number of beneficiaries. From the integration aspect, coordination between program implementers has gone well, but there are still obstacles in the validity of beneficiary data, information transparency, aid distribution administration. From the aspect of adaptation, the village government has tried to adjust the implementation of the program to changes in regulations and social conditions of the community, although there is still a need to increase the capacity of village officials and strengthen the data collection system. Therefore, improving data quality, coordination between stakeholders, transparency, and the capacity of village officials are important factors in increasing the effectiveness of the implementation of the BLT-DD Program in a sustainable manner.

INTRODUCTION

Poverty is still one of the fundamental problems in Indonesia's national development because it has a direct impact on people's quality of life, social inequality, and the sustainability of economic development. Although various poverty alleviation programs have been implemented by the government, the number of people living in vulnerable conditions is still relatively high due to economic dynamics, increasing living needs, and uncertainty in socio-economic conditions. Therefore, the government continues to strengthen social protection policies as an instrument to reduce the burden on the poor while improving welfare through various direct assistance programs and community empowerment (Dunn, 2018). From the perspective of public administration, public policy is a series of actions designed by the government to solve public problems through the process of formulation, implementation, and evaluation. The success of a policy is not only determined by the quality of its formulation, but also by the effectiveness of the implementation carried out by the implementing organization. Effective implementation will ensure that policy objectives can be realized through public services that are on target, accountable, and able to provide real benefits to the community (Dye, 2017). Therefore, the effectiveness of implementation is one of the important aspects in assessing the success of the implementation of a public policy.

One of the government's policies oriented towards community social protection is the Village Fund Direct Cash Assistance Program (BLT-DD). This program is part of the policy of utilizing Village Funds which is allocated to help poor and vulnerable poor families in meeting basic needs. Through the provision of cash assistance, the government seeks to maintain people's purchasing power, reduce the burden of household expenditure, and strengthen the economic resilience of village communities. The BLT-DD program also reflects the government's commitment to realizing inclusive village development and oriented towards improving community welfare.

The BLT Village Fund program has received increasing attention since the government made adjustments to the policy on the use of Village Funds in response to the impact of the COVID-19 pandemic. During that period, part of the Village Fund was allocated to provide direct assistance to people who lost their livelihoods or experienced a decrease in income. Although the pandemic conditions have gradually recovered, the Village Fund BLT policy is still maintained as one of the social protection instruments for the poor in rural areas. This shows that the government views the Village Fund BLT as a strategic program in maintaining the socio-economic stability of the community.

The implementation of the Village Fund BLT Program is not only aimed at distributing assistance to the community, but is also expected to be able to improve welfare through the fulfillment of basic household needs. The cash assistance received by the community can be used to meet the needs of food, health, education, and other basic needs. Thus, the success of program implementation is not only measured by the amount of assistance distributed, but also by the benefits felt by the recipient community and its contribution to improving welfare. However, the implementation of the Village Fund BLT

Program in various regions still faces various challenges. Several studies show that the implementation of the program is still influenced by the problem of validity of beneficiary data, inaccuracy of targets, limited capacity of village apparatus, lack of optimal information transparency, and weak coordination between stakeholders. These various obstacles have the potential to reduce the effectiveness of program implementation so that policy objectives cannot be fully achieved (Mahmudi, 2019; Ningsih, 2022; Maryam & Cahyani, 2022).

Musi Banyuasin Regency is one of the districts that continues to strive to improve the welfare of the community through various social protection programs, including the Village Fund Direct Cash Assistance Program. Although various policies have been implemented, some people still face limitations in meeting basic needs due to economic conditions that are not yet fully stable. Therefore, the effectiveness of the implementation of the Village Fund BLT Program is an important aspect to be studied to find out the extent to which the program is able to answer the needs of the community while supporting the achievement of village development goals.

Jirak Jaya District is one of the areas in Musi Banyuasin Regency that actively implements the Village Fund Direct Cash Assistance Program. The implementation of the program involves various stakeholders, ranging from the sub-district government, village government, Village Consultative Body, village assistants, to the community as beneficiaries. The involvement of these various actors shows that the success of program implementation is not only determined by the availability of the budget, but also by the ability of the implementing organization to achieve goals, build coordination, and adjust the implementation of the program to the needs of the community. Therefore, research on the effectiveness of the implementation of the Village Fund BLT Program in Jirak Jaya District is important to provide an empirical picture of the success of program implementation as well as formulate recommendations to improve the quality of policy implementation at the village level.

The success of the implementation of a government program is basically determined not only by the availability of a budget or the preparation of good regulations, but also by the ability of the implementing organization to realize the policy objectives that have been set. In public administration, implementation is a stage that connects policies with results felt by the community. If the implementation runs effectively, the policy objectives will be easier to achieve and the benefits of the program can be optimally felt by the target group. On the other hand, less effective implementation will result in policy objectives being difficult to realize even though the available resources are relatively adequate (Dunn, 2018).

Implementation effectiveness is a very important concept in measuring the success of the implementation of a public policy. Effectiveness is not only related to the achievement of administrative targets, but also concerns the organization's ability to generate real benefits for society. In the context of the Village Fund BLT Program, the effectiveness of implementation is reflected in the ability of the village government to distribute assistance to eligible communities, build

coordination with various parties, and ensure that the assistance provided is truly able to improve the welfare of beneficiary families.

According to Richard M. Steers (1985), organizational effectiveness is influenced by three main indicators, namely goal attainment, integration, and adaptation. The achievement of goals indicates the level of success of the organization in realizing the goals that have been set. Integration describes the organization's ability to build coordination and communication between stakeholders in implementing the program. Meanwhile, adaptation shows the organization's ability to adapt to changes in the environment, community dynamics, and policy changes that occur during the implementation process. Indicators of goal achievement are a very important aspect in the implementation of the Village Fund BLT Program because the main goal of the program is to help the poor meet basic needs and maintain household economic stability. The success of the program is not only measured by the distribution of assistance to the community, but also by the extent to which the assistance is able to increase people's purchasing power, reduce the economic burden on the family, and have a positive impact on the welfare of beneficiaries. Therefore, the achievement of goals is the main measure in assessing the effectiveness of the implementation of the Village Fund BLT Program.

In addition to achieving goals, the effectiveness of implementation is also influenced by the level of integration between stakeholders. The BLT Dana Desa program involves various actors, ranging from the central government as a policy maker, local governments, sub-district governments, village governments, Village Consultative Bodies (BPD), village assistants, to the community as beneficiaries. The implementation of the program will run more effectively if there is coordination, communication, and a clear division of tasks among all parties involved. On the other hand, weak coordination can cause various obstacles, such as delays in the distribution of aid, administrative errors, and the emergence of conflicts in the community.

Adaptability is also an important factor in the implementation of the Village Fund BLT Program. Policies regarding Village Funds continue to be refined in accordance with the socio-economic conditions of the community and the direction of government policies. Changes in the criteria for beneficiaries, aid distribution mechanisms, and administrative provisions require the village government to be able to adjust the implementation of the program quickly and precisely. Organizations that have good adaptability will be more likely to face these changes so that the implementation of the program continues to run effectively.

In practice, the effectiveness of the implementation of the Village Fund BLT Program is influenced by various internal and external factors. Internal factors include the quality of human resources of village officials, administrative abilities, village head leadership, and beneficiary data management system. Meanwhile, external factors include the socio-economic conditions of the community, changes in government regulations, community participation, and support from local governments and sub-district governments. The interaction

of these various factors determines the success of program implementation in achieving the goals that have been set.

Various previous studies have shown that the Village Fund BLT Program makes a positive contribution to improving community welfare, especially in helping to meet basic household needs. However, previous research also revealed various obstacles, such as inaccuracy of beneficiary targets, suboptimal quality of poverty data, limited capacity of village apparatus, low transparency of information, and weak coordination between program implementers. The findings show that the effectiveness of the implementation of the Village Fund BLT is still an important issue that needs to be studied more deeply, especially at the village government level as the main policy implementer.

Research on the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) has been widely conducted in various regions in Indonesia. Most studies show that these programs have a positive impact in helping people meet basic needs and maintain household economic stability. However, various studies have also revealed that the effectiveness of program implementation still faces a number of obstacles, including inaccuracy of beneficiary targets, limited validity of poverty data, low transparency of program implementation, and suboptimal coordination between stakeholders. This condition shows that the success of the implementation of BLT-DD is still greatly influenced by the capacity of the implementing organization and the characteristics of the region where the policy is implemented. Although there has been a lot of research on BLT-DD, most of the research focuses on the aspects of program evaluation, accountability in the management of Village Funds, or the impact of assistance on the economic condition of the community. Research that specifically analyzes the effectiveness of BLT-DD implementation using indicators of goal achievement, integration, and adaptation as stated by Richard M. Steers is still relatively limited, especially in the context of village government in Musi Banyuasin Regency. Therefore, research is needed that is able to explain how the effectiveness of program implementation is influenced by the ability of the implementing organization to achieve goals, build coordination, and adjust to the dynamics of the policy environment.

Jirak Jaya District was chosen as the research location because it is one of the sub-districts in Musi Banyuasin Regency that consistently implements the Village Fund BLT Program in all villages in its area. The implementation of the program involves various actors, ranging from the sub-district government, village government, Village Consultative Body (BPD), village assistants, to the community as beneficiaries. The complexity of the relationship between actors makes Jirak Jaya District a relevant location to study the effectiveness of the implementation of the BLT-DD Program in supporting the welfare of the community.

This research is expected to contribute to the development of public administration science, especially in the study of policy implementation and the effectiveness of public sector organizations. The results of this study are expected to enrich empirical studies on the implementation of village-based social protection policies and become a reference for future researchers who examine

the effectiveness of the implementation of social assistance programs in the context of local government. From a practical aspect, this research is expected to be an input material for local governments, sub-district governments, and village governments in improving the quality of the implementation of the Village Fund BLT Program. The research findings are expected to be used as a basis for improving the beneficiary data collection system, increasing the capacity of village apparatus, strengthening coordination between stakeholders, and increasing transparency and accountability in program implementation so that the benefits of assistance can be received in a more targeted and sustainable manner. In addition, the results of this research are expected to be considered by the government in formulating further policies related to the management of Village Funds, especially those related to social protection programs. Information on factors that support and hinder the effectiveness of BLT-DD implementation can be used as a basis for improving the aid distribution mechanism, improving the quality of village governance, and strengthening synergy between the central government and local governments in the implementation of programs. This research also has high relevance to the bureaucratic reform agenda and the application of good governance principles. The effectiveness of the implementation of the BLT-DD Program not only reflects the government's success in distributing social assistance, but also shows the ability of village government officials to provide public services that are effective, transparent, accountable, participatory, and responsive to the needs of the community. Thus, the results of this study are expected to contribute to efforts to improve the quality of village governance in supporting development oriented to community welfare.

Based on this description, this study aims to analyze the effectiveness of the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in supporting the welfare of the community in Jirak Jaya District, Musi Banyuasin Regency by using Richard M. Steers' theory of effectiveness which includes indicators of goal attainment, integration, and adaptation). The results of the research are expected to be able to provide an empirical picture of the level of effectiveness of program implementation as well as produce recommendations that can support the improvement of the quality of the implementation of the Village Fund BLT in a sustainable manner.

LITERATURE REVIEW

Effectiveness is an important concept in public administration that is used to measure the success rate of an organization or program in achieving a set goal. According to Richard M. Steers (1985), effectiveness is the extent to which an organization is able to achieve goals through optimal use of available resources. Organizational effectiveness is influenced by three main indicators, namely goal attainment, integration, and adaptation. The achievement of goals indicates the level of success of the organization in realizing the planned goals. Integration is related to the organization's ability to build coordination, communication, and cooperation among implementers and stakeholders. Meanwhile, adaptation is the ability of an organization to adapt to changes in the environment, community

needs, and various obstacles that arise during the implementation of the program. These three indicators are interrelated and are important measures in assessing the success of the implementation of a public policy.

In this study, the theory of effectiveness was used to analyze the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in supporting the welfare of the community in Jirak Jaya District, Musi Banyuasin Regency. The effectiveness of program implementation is measured based on the ability of the village government to achieve the goal of distributing assistance to beneficiary families, building good coordination between the village government, the sub-district government, the Village Consultative Body, and the community, and adjusting the implementation of the program to the dynamics of community needs and changes in regulations. The success of the implementation of BLT-DD is not only determined by the distribution of assistance according to the provisions, but also by the benefits felt by the community in meeting basic needs and improving welfare. Thus, Richard M. Steers' theory of effectiveness becomes a relevant conceptual foundation for assessing the extent to which the implementation of the BLT-DD Program has effectively achieved policy objectives.

METHODOLOGY

This study uses a qualitative approach with a descriptive research type to analyze the effectiveness of the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in supporting the welfare of the community in Jirak Jaya District, Musi Banyuasin Regency. The qualitative approach was chosen because it was able to provide a deep understanding of the implementation of the program based on experience, perception, and information from informants. The research was carried out in Jirak Jaya District, Musi Banyuasin Regency by involving informants selected by purposive sampling, including Jirak Jaya District apparatus, village heads, village officials, Village Consultative Body (BPD), and BLT-DD beneficiary communities who are considered to know directly about the implementation of the program. The research data consists of primary data obtained through in-depth interviews and field observations, as well as secondary data obtained from official documents, laws and regulations, program implementation reports, and relevant literature. Data collection techniques are carried out through observation, interviews, and documentation. Data analysis uses interactive models of Matthew B. Miles, A.

Michael Huberman, and Johnny Saldaña which include data condensation, data presentation, and conclusion drawing or verification. To ensure the validity of the data, the research applied source triangulation, triangulation technique, and time triangulation techniques. The analysis of the effectiveness of the implementation of the BLT-DD Program refers to the theory of effectiveness of Richard M. Steers with three main indicators, namely goal attainment, integration, and adaptation, so as to provide a comprehensive picture of the level of effectiveness of program implementation in supporting community welfare in Jirak Jaya District, Musi Banyuasin Regency.

RESULT AND DISCUSSION

The Village Fund Direct Cash Assistance Program (BLT-DD) in Jirak Jaya District, Musi Banyuasin Regency is a form of implementation of social protection policies that aims to help the poor in meeting basic needs. The implementation of the program is carried out by the village government based on the provisions set by the central government through the mechanism of data collection, verification, village deliberation, determination of beneficiaries, and distribution of assistance. The results of the study show that in general, the implementation of the BLT-DD Program has been carried out in accordance with applicable regulations, although there are still several obstacles that affect the effectiveness of its implementation. Based on the indicators of achieving goals, the results of the study show that the BLT-DD Program has provided real benefits for beneficiary families in meeting their daily basic needs. The assistance received by the community is used to buy food, meet children's education needs, health costs, and other household needs. This condition shows that the program is able to help increase people's purchasing power, especially community groups with low income levels.

The results of interviews with the beneficiary community show that the cash assistance provided is one of the additional sources of income that helps maintain household economic conditions. Although the amount of assistance is relatively limited, the community considers the assistance to be quite helpful in reducing the burden of expenses, especially when there is an increase in the price of basic necessities. These findings indicate that the program's goals as an instrument of social protection have been achieved, although they are not yet fully able to improve people's welfare in a sustainable manner. The study also found that the achievement of program goals has not been fully optimal because there are still people who meet the poverty criteria but have not received assistance. This condition is influenced by the limited beneficiary quota and the difference in data between the real conditions in the field and the administrative data used as the basis for determining recipients. As a result, there is still a perception of injustice in some communities towards the implementation of the program. In addition, the effectiveness of achieving goals is also influenced by the quality of data collection of beneficiary families. The village government has carried out a verification process through village deliberations, but changes in the socio-economic conditions of the community that take place dynamically cause the data of beneficiaries to need regular updates. Therefore, data validity is an important factor in supporting the successful implementation of the program.

In the integration indicators, the results of the study show that coordination between program implementers in general has gone well. The sub-district government, village government, Village Consultative Body (BPD), village assistants, and community elements have carried out their respective roles in accordance with their duties and authorities. The coordination can be seen in the process of data collection, verification of potential beneficiaries, the implementation of village deliberations, and the distribution of assistance to the community. The implementation of village deliberations is one of the important

mechanisms in building understanding between stakeholders. Through the forum, the village government together with BPD and community elements discussed the list of potential beneficiaries based on the socio-economic conditions of the community. This mechanism shows the efforts of the village government in applying participatory principles in the implementation of the program. Although coordination has gone quite well, research has found that the delivery of information to the community is not fully optimal. Some people admitted that they did not fully understand the criteria for BLT-DD recipients and the mechanism for determining beneficiaries. The lack of intensity of socialization leads to misunderstandings and negative perceptions of the village government in the implementation of the program.

The results of the study also show that information transparency still needs to be improved. Information regarding changes in beneficiary data, assistance distribution schedules, and the basis for determining recipients has not been fully conveyed evenly to the public. This condition has the potential to cause social conflicts if it is not balanced with effective communication between the village government and the community. In addition to the communication aspect, integration is also influenced by the capacity of village officials in carrying out program administration. The research found that village officials have carried out their duties according to procedures, but there are still limitations in the ability to manage administration, use information technology, and update beneficiary data. This condition is one of the factors that affect the effectiveness of program implementation.

Based on adaptation indicators, the results of the study show that the village government has a good enough ability to adjust the implementation of the BLT-DD Program to changes in regulations issued by the government. Any policy changes regarding the criteria for beneficiaries and the mechanism for distributing assistance are immediately followed up through coordination with the sub-district government and village assistants so that the implementation of the program continues to run according to the provisions. Adaptability can also be seen from the village government's efforts in adapting the implementation of the program to the socio-economic conditions of the community. When there is a change in the economic condition of the beneficiary family, the village government conducts discussions through village deliberations as a basis for updating the data of aid recipients. This step shows that there is flexibility in the implementation of the program. However, the adaptation process still faces obstacles in the form of limited socio-economic data that is always changing. Changes in people's jobs, population displacement, and changes in welfare levels often cannot be followed quickly by the available data collection system. This condition causes the village government to need time to adjust the beneficiary data.

The research also found that the village government has made efforts to improve the quality of services to the community through more intensive coordination with village assistants and the sub-district government. These efforts are made to minimize administrative errors, speed up the process of distributing aid, and increase accountability for program implementation.

However, increasing the capacity of village apparatus is still needed so that the adaptation process to policy changes can be carried out more quickly and effectively.

The implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Jirak Jaya District, Musi Banyuasin Regency in general shows that the program has been running quite effectively in supporting the welfare of the community. This effectiveness can be seen from the program's ability to help the community meet basic needs, maintain household purchasing power, and reduce the economic burden on beneficiary families. These findings show that the main objectives of village-based social protection policies have begun to be achieved although there are still some aspects that need improvement. From the perspective of public administration, the effectiveness of policy implementation is not only determined by the implementation of a program, but also by the program's ability to produce tangible benefits for the target group.

Based on goal attainment indicators, research shows that BLT-DD has made a positive contribution to meeting the basic needs of the community. The cash assistance received is used to buy food needs, finance children's education, meet health needs, and other household needs. These findings show that the program's goals as an instrument of social protection have been achieved in accordance with the government's policy goals in maintaining the economic resilience of low-income communities. According to Richard M. Steers (1985), the achievement of goals is the main indicator of organizational effectiveness which shows the level of success in realizing the goals that have been set. In this study, the achievement of goals can be seen from the increase in the community's ability to meet basic needs after receiving assistance. Although the assistance provided has not been able to lift all recipient families out of poverty, the existence of BLT-DD has functioned as an instrument to support the community's economy so that the risk of declining welfare can be minimized. However, the results of the study also show that the achievement of goals is not fully optimal because there are still people who meet the poverty criteria but have not received assistance. This condition is influenced by the limited quota of beneficiaries and the validity of the community's socio-economic data. As a result, there is a perception of injustice that has the potential to affect the level of public trust in the village government. These findings indicate that the effectiveness of policy implementation is highly dependent on the quality of the data collection system that is the basis for determining beneficiaries. The findings are in line with the results of previous research which stated that the main problem in the implementation of BLT-DD is still related to the accuracy of beneficiary data and the accuracy of program targets. Therefore, regular data updates through the field verification mechanism are a necessity that cannot be ignored so that assistance is truly received by the people who need it most.

In the integration indicator, the research shows that coordination between the village government, the sub-district government, the Village Consultative Body (BPD), village assistants, and the community has been going quite well. The implementation of village deliberations is the main means in building communication and understanding regarding the determination of beneficiaries

and the implementation of aid distribution. This condition shows that the implementation of the program has prioritized participatory principles as mandated in village governance. According to Richard M. Steers, integration reflects the organization's ability to build coordination and communication between the parties involved in program implementation. The better the level of coordination that is built, the higher the effectiveness of the organization in achieving goals. In this study, the coordination established between implementers has supported the smooth implementation of the program, starting from the data collection process to the distribution of assistance to the community. Although coordination has gone quite well, the research found that information transparency to the public still needs to be improved. Not all people understand the mechanism for determining beneficiaries or changes in aid recipient data. The lack of socialization causes some people to think that the process of determining recipients has not been carried out openly. These conditions show that the effectiveness of implementation is not only influenced by internal coordination, but also by the quality of public communication built by the village government. Information disclosure is an important part of realizing good governance. Transparency will increase public trust in the government while reducing the potential for social conflict in the implementation of social assistance programs. Therefore, the village government needs to expand socialization media and provide information that is easily accessible to the public regarding beneficiary criteria, distribution mechanisms, and changes in aid recipient data. In addition to transparency, integration is also influenced by the capacity of village officials in carrying out program administration. Research shows that village officials have worked in accordance with applicable procedures, but still face limitations in data management and the use of information technology. This condition shows that improving the competence of human resources is an important factor in supporting the effectiveness of BLT-DD implementation.

Based on adaptation indicators, research shows that village governments have a good enough ability to adjust program implementation to changes in government regulations. Any policy changes regarding the priority use of Village Funds and the criteria for beneficiaries will be immediately followed up through coordination with the sub-district government and village assistants. This ability shows that the implementing organization is able to adapt to the dynamics of the policy environment. According to Richard M. Steers, adaptability is one of the important indicators of organizational effectiveness because the organization must be able to respond to changes in the environment so that goals can still be achieved. In the implementation of BLT-DD, adaptability can be seen from the process of updating beneficiary data, adjusting the aid distribution mechanism, and resolving various administrative obstacles that arise during the implementation of the program. However, the adaptability of the village government still faces obstacles in the form of changes in the socio-economic conditions of the community which are taking place very quickly. Changes in employment, income levels, and population movements cause the beneficiary data to be continuously updated to keep up with actual conditions. Delays in

data updates have the potential to reduce the effectiveness of program implementation because assistance can be received by parties who no longer meet the criteria or otherwise not received by communities who are more in need. The findings of this study show that the effectiveness of the implementation of the BLT-DD Program is not only influenced by the organization's ability to achieve goals, but also by the quality of coordination and adaptability to environmental changes. The three indicators of effectiveness, according to Richard M. Steers, are interrelated and form a system that determines the success of public policy implementation. If one of the indicators has not run optimally, then the effectiveness of the program as a whole will also decrease.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, it can be concluded that the implementation of the Village Fund Direct Cash Assistance Program (BLT-DD) in Jirak Jaya District, Musi Banyuasin Regency has been quite effective in supporting the welfare of the community. The effectiveness was analyzed using Richard M. Steers' theory of effectiveness which includes indicators of goal achievement, integration, and adaptation. In the indicators of achieving goals, the program is able to help the community in meeting basic needs, maintaining purchasing power, and reducing the economic burden on beneficiary households. In the integration indicators, coordination between the village government, the sub-district government, the Village Consultative Body (BPD), village assistants, and the community has gone quite well so as to support the smooth implementation of the program. Meanwhile, in the adaptation indicators, the village government is able to adjust the implementation of the program to changes in regulations and the dynamics of the socio-economic conditions of the community. However, the research still found several obstacles, including the validity of beneficiary data that was not optimal, the limited quota of aid recipients, the lack of optimal transparency of information to the community, and the need to increase the capacity of village officials in the management of administration and program data collection.

Based on these findings, the study recommends that the village government and local governments update beneficiary data regularly through field verification and the use of an integrated welfare database so that the accuracy of assistance targets can be more guaranteed. In addition, it is necessary to increase the capacity of village officials through education and training on data management, program administration, and the use of information technology. The village government also needs to increase transparency and socialization to the community regarding the mechanism for determining beneficiaries, the schedule for distributing assistance, and the procedure for community complaints. In addition, coordination between the village government, the sub-district government, village assistants, and the Village Consultative Body needs to be strengthened so that the implementation of the BLT-DD Program is more effective, accountable, participatory, and able to provide sustainable benefits for improving community welfare.

FURTHER STUDY

This research still has limitations because it is only carried out in the Jirak Jaya District, Musi Banyuasin Regency with a qualitative approach so that the results of the research cannot be generalized to other areas that have different social, economic, and village governance characteristics.

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