

IMPLEMENTATION OF VILLAGE FINANCIAL SYSTEM (SISKEUDES) IN VILLAGE FINANCIAL MANAGEMENT IN PAMATANG ASILOM VILLAGE, GUNUNG MALELA DISTRICT, SIMALUNGUN REGENCY

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ABSTRACT

This study examines how the Village Financial System (Siskeudes) is implemented in village financial management at Nagori Pamatang Asilom, Gunung Malela Sub-district, Simalungun Regency, and identifies the supporting and inhibiting factors during its application. A qualitative descriptive method was used. Data were collected through in-depth interviews, field observation, and documentation. The informants consisted of the Pangulu, the Village Secretary who acts as the Siskeudes operator, the Head of Financial Affairs, the Chair of the Village Consultative Body (BPD), the Village Facilitator, and the Sub-district Section Head for Village Community Empowerment. Data were analysed using the interactive model of Miles and Huberman, while the implementation analysis adopted George C. Edwards III's framework. The findings show that Siskeudes has been applied across all stages of village financial management, namely planning, execution and administration, as well as reporting and accountability. Its application has improved transparency, accountability, and administrative orderliness. Several obstacles still occur. These include limited internet connectivity and VPN access, electricity outages, and the limited capacity of human resources in operating the application. The village government has responded through coordination with village facilitators, technical training, infrastructure improvement, and periodic data backup. The study concludes that the success of Siskeudes implementation rests on the integration of policy commitment, human-resource capacity, supporting infrastructure, and continuous mentoring and supervision.

Keywords: Siskeudes; Village Financial Management; Policy Implementation; Transparency; Accountability

I. INTRODUCTION

Village governments play a strategic role as the spearhead of development and public service delivery at the local level. Since the enactment of Law Number 6 of 2014 concerning Villages, village autonomy has expanded the authority of village governments to regulate the interests of their communities, including in financial management (Republic of Indonesia, 2014). In the 2025 fiscal year, the central government allocated Rp 71 trillion in Village Funds for all villages in Indonesia (Ministry of Finance of the Republic of Indonesia, 2024). This scale of allocation demands a transparent and accountable financial management system in accordance with the principles of good governance, especially as the village sector is a priority for the 2025 national development goals.

To respond to these governance demands, the Financial and Development Supervisory Agency (BPKP) and the Ministry of Home Affairs developed the Village Financial System (Siskeudes). This application is designed to assist village governments in the planning, implementation, administration, reporting, and accountability stages of village finances.

(BPKP, 2018; BPKP, 2023). The Village Financial Management System (Siskeudes) is expected to be a governance instrument that can bridge the gap in village administrative capacity while simultaneously addressing demands for public accountability for the use of village funds.

Various previous studies have demonstrated the tangible contribution of Siskeudes in improving the quality of village financial reports (Rivan & Maksum, 2019; Susano & Rachmawati, 2024), supporting transparency in village fund management (Widiani & Musmini, 2025; Siregar, Marta, & Nalien, 2025), and realizing reporting accountability (Ningrum, Handayani, & Ningsih, 2025; Dewila, 2025). Conceptually, DeLone and McLean's framework on information system quality has also proven relevant in explaining user satisfaction and the governance benefits of Siskeudes in the village context (Arifin & Nallappan, 2023). However, the effectiveness of Siskeudes implementation is contextual. The capacity of the apparatus (Firmawati, Putri, & Ramlafatma, 2025; Mahin, 2025), infrastructure support, and consistent technical assistance (Pratama, 2022; Subhi, Kurniawan, & Tanjung, 2024) significantly influence this effectiveness.

Most of the existing literature tends to highlight aspects of effectiveness and administrative outcomes. Studies that comprehensively examine the implementation of the Village Financial Management System (Siskeudes) using Edwards III's four classic policy implementation factors: communication, resources, disposition, and bureaucratic structure, are still relatively limited. Case studies in villages outside Java, particularly in villages in North Sumatra, are also scarce. This situation leaves little scope for academics to deepen the analysis of Village Financial Management System (Siskeudes) implementation in local contexts with varying geographic characteristics, institutions, and human resource capacities.

Pamatang Asilom Village, Gunung Malela District, Simalungun Regency, was chosen as the research location. This village has adopted the Village Financial System (Siskeudes) since its simulation version in 2016, then fully transitioned to Siskeudes version 2.0 in 2019. From 2024 to 2025, the village will use Siskeudes Online versions 2.0.6 and 2.0.7. The total allocation of Village Funds, Village Fund Allocations, and Regional Tax and Levy Revenue Sharing (BHPRD) for Pamatang Asilom Village reached over IDR 1.2 billion in 2025. This scale of management positions Siskeudes as a prerequisite for good village financial governance. At the same time, obstacles still exist in the field, such as limited internet connection, VPN disruptions, power outages, and variations in the technical capacity of the apparatus.

Based on this background, this research has two objectives. First, to analyze the implementation of the Village Financial System in village financial management in Pamatang Asilom Village. Second, it identifies supporting and inhibiting factors for its implementation. The novelty of this study lies in the structured application of

Edwards III's theoretical framework to the implementation of the Village Financial Management System (Siskeudes) in the context of the expansion-based villages in Simalungun. The results are expected to complement the local literature on information technology-based village financial governance in North Sumatra.

II. RESEARCH METHODS

This study uses a qualitative approach with descriptive methods. This approach was chosen because the focus of the study was to deeply understand the implementation process of the Village Financial Management System (Siskeudes) and its influencing factors, something that is difficult to capture through a quantitative approach (Nurhayati, Apriyanto, Ahsan, & Hidayah, 2024). The research location was selected purposively in Nagori Pamatang Asilom, Gunung Malela District, Simalungun Regency, North Sumatra Province, with the consideration that the village had implemented Siskeudes Online in managing the Village Budget (APBDes) for 2024 to 2025. The study was conducted from December 2024 to February 2025.

Six informants were selected through purposive sampling based on their direct involvement in village financial management. The list of informants is presented in Table 1. Primary data were obtained through in-depth interviews and field observations, while secondary data were sourced from the 2019 to 2025 Village Budget (APBDes) documents, budget realization reports, Village Financial Management System (Siskeudes) administration documents, and relevant laws and regulations.

Table 1. List of Research Informants

No	Informant	Position	Role in Financial Management
1	Sujono	Pangulu Nagori	Financial management power holders and policy makers
2	Sri Wardani	Secretary Nagori	Financial management coordinator and Siskeudes operator
3	Neny Fitri Andryani	Head of Finance	Financial administration and record keeping executor
4	Iman Sinaga, S.Kom	Village Companion	Technical supervisor and assistant for the operation of Siskeudes
5	Ruswanto, S.Pd	Chairman of BPD	Financial management supervisor and community representation

No	Informant	Position	Role in Financial Management
6	Candra Harianto Purba, S.H	Head of National Development Planning Agency (PMN) Gunung Malela District	Village government supervisor and supervisor

Source: Primary data, processed by researchers (2025).

Data analysis was conducted using the Miles and Huberman interactive model, which includes data reduction, data presentation, and conclusion drawing. Data validity was tested through source triangulation by comparing information between informants and documents (Sari, Aprisilia, & Fitriani, 2025). The implementation analysis framework refers to the theory of George C. Edwards III, who places communication, resources, disposition, and bureaucratic structure as the four main variables determining the success of public policy implementation.

III. RESULTS AND DISCUSSION

Pamatang Asilom Village Profile and Financial Management Scale

Pamatang Asilom Village was created as a result of the division of Bangun Village in 2000 and is administratively divided into three villages. According to the 2024 Village Condition Report, its population was recorded at 3,053, with a total of 723 families. The village government is led by a Village Head (Pangulu), assisted by a Village Secretary, Head of Affairs, Head of Section, and Gamot (Village Head). In financial governance, the Pangulu holds the authority to manage village finances. The Village Secretary serves as the financial management coordinator and primary operator of the Village Financial System (Siskeudes), while the Finance Head is responsible for technical administration.

The trend in village financial management scales shows an increase year after year. The total Village Fund, Village Fund Allocation, and Regional Development Planning Agency (BHPRD) in 2019 was Rp 1.07 billion, increasing to Rp 1.26 billion in 2025 (Table 2). The adoption of Siskeudes (Village Finance System) also follows the development of versions, from a simulation version in 2016 to Siskeudes Online version 2.0.7 in 2025. This budget scale and management complexity place Siskeudes implementation as a prerequisite for transparent and accountable governance.

Nagori Pamatang Table 2. Amount of Village Funds, Village Fund Allocation, and BHPRD Asilom 2019 to 2025

Year	Village Fund (Rp)	Village Fund Allocation (Rp)	BHPRD (Rp)
2019	722.440.000	308.763.600	38.951.000
2020	721.881.000	293.633.100	20.393.000
2021	711.057.000	261.692.106	22.157.894
2022	792.158.000	260.129.025	29.606.750
2023	832.311.000	278.335.372	30.113.470
2024	983.456.000	345.178.446	21.868.545
2025	876.626.000	350.183.543	33.150.022

Source: Village APBDes Data for Pamatang Asilom Village from 2019 to 2025, processed by researchers (2025).

Implementation of Siskeudes in Village Financial Management Stages

During the planning stage, Siskeudes is used to input the results of village deliberations into the Village Government Work Plan (RKP Nagori) and the Village Revenue and Expenditure Budget (APB Nagori). The Village Secretary explained that the planning data agreed upon in the village deliberations is then entered into the application as the basis for the Village Budget:

"Planning data input is carried out after the village deliberation and preparation of the RKPDes are completed, then entered into the Siskeudes application as the basis for the APBDes." (Sri Wardani, Village Secretary, December 7, 2024)

During the implementation and administration phase, all financial transactions are recorded through the Village Financial Management System (Siskeudes). The Accountability Letter (SPJ) format is automatically available in the application. The Head of Finance confirmed this practice, saying, "All transactions must be recorded through Siskeudes. The SPJ format is automatically available; simply input it according to the physical evidence." The Siskeudes application interface upon login

is shown in Figure 1.



Figure 1. Login interface of the Siskeudes V2.0.7 application for Nagori Pamatang Asilom for the 2025 Fiscal Year

Using the online version has presented repeated technical difficulties. Secretary Nagori described the situation as follows:

"We often have trouble logging in because the VPN network is difficult to connect to, especially during power outages. This makes the data syncing process take a long time." (Sri Wardani, December 7, 2024)

The Siskeudes (Village Finance System) administration module provides structured recordkeeping, including the General Cash Ledger, Cash Subsidiary Ledger, Bank Subsidiary Ledger, and Tax Subsidiary Ledger. This module operates within the system's predefined regional parameters (Figure 2).

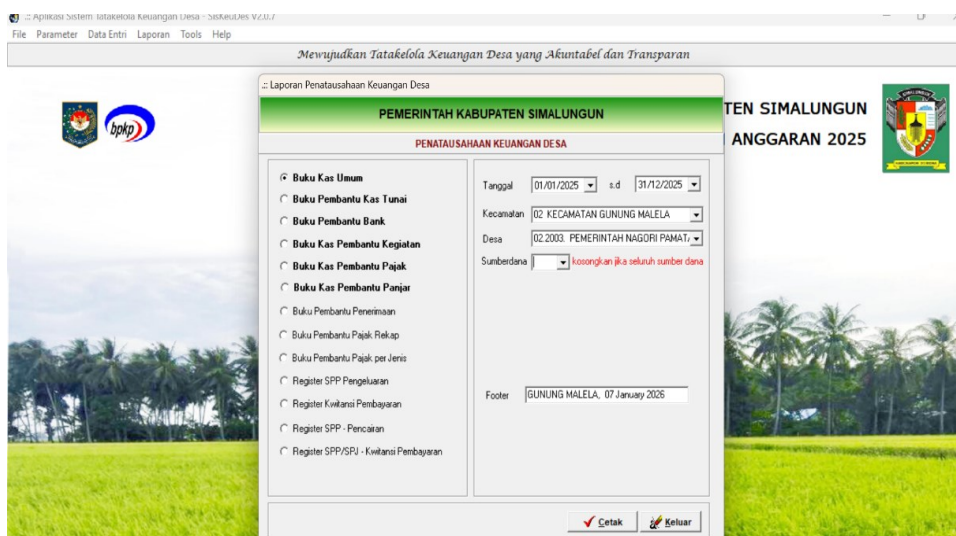


Figure 2. Village Financial Administration Module in the Village Financial Management System (Siskeudes) of Pamatang Asilom Village

At the reporting and accountability stage, the Village Head assessed that Siskeudes (Village Finance System) was very helpful because the report format was

automatically available. Accountability Reports (LPJ) and Village Budget (APBDes) realization reports can be printed directly from the application. As a form of transparency, village governments publish the Village Budget (APBDes) and budget realization through village information boards. This practice aligns with the findings of Widiani and Musmini (2025) that Siskeudes encourages transparency of financial information to the public. The entire primary data collection process was conducted through in-depth interviews with key informants at the research locations (Figure 3).



Figure 3. In-depth interviews with key informants at the research site

Implementation Analysis Based on the Edwards III Framework Communication.

Communication of Siskeudes policies from the central and regional governments to villages is carried out through formal regulations such as Law No. 6/2014, Minister of Home Affairs Regulation No. 20/2018, and Siskeudes technical provisions. Additional communication channels are established through village facilitators and the Head of the Sub-district State Revenue and Expenditure Section (Kasi PMN). The Village Head (Pangulu) demonstrates commitment to the internal policy that requires all financial transactions to be recorded through Siskeudes. However, technical communication from the central application manager to village users remains suboptimal, resulting in updates often only being communicated during technical training.

Resource.

In terms of human resources, the formal structure positions the Head of Finance as the Siskeudes (Village Financial System) operator. Field findings indicate that their technical capacity is still limited, so the Village Secretary also operates the application to ensure reporting is smooth. In terms of physical resources, the availability of internet access, electricity, and VPN access are the main obstacles to using the online version. These findings align with studies by Mahin (2025) and Firmawati et al. (2025) that suggest that human resource quality and infrastructure support are crucial for the effectiveness of Siskeudes.

Disposition.

The disposition of implementers in Nagori Pamatang Asilom is relatively positive. The Pangulu (village head) issued a clear mandate, and the village officials demonstrated commitment to implementing policies. This positive disposition is reflected in their openness to mentoring and willingness to participate in training, despite recurring technical challenges. Leadership commitment is a key buffer when technical resources are limited.

Bureaucratic Structure.

The division of roles between the Village Head (Pangulu) as the management authority holder, the Village Secretary as the coordinator and de facto operator, the Finance Officer (Kaur Keuangan) as the administrative implementer, and the Village Consultative Body (BPD) as the supervisor is quite clear. Village facilitators and the District Head of State Asset Management (Kasi PMN) serve as a cross-level support structure. This structure provides an adequate coordination framework. However, the overlapping operational duties between the Secretary and the Finance Officer indicate the need for a restructuring of the division of technical roles.

A synthesis of these four factors indicates that the implementation of the Village Financial Management System (Siskeudes) in Pamatang Asilom Village is supported by strong policies and dispositions. The obstacles stem from limited technical resources, both human and infrastructure. The existing bureaucratic structure quite adaptive, but does not fully reflect the ideal division of roles at the technical level of application operation.

Impact on Village Financial Governance

The implementation of Siskeudes (Village Financial System) has three main impacts. First, transparency. The Village Budget (APBDes) and budget realization are published on the village information board, allowing residents to openly compare plans and realization. A standardized reporting format makes it easier for the community and the Village Consultative Body (BPD) to understand the budget composition and its realization. This practice aligns with the principles of good governance, which prioritize transparency as a key pillar of public governance (Susano & Rachmawati, 2024).

Second, accountability. Every financial transaction is digitally recorded and documented. Consequently, accountability to the government and the community is simplified. Accountability is also evident in the consistency between financial records and the physical outputs of the 2024 development activities in Huta III, which include trench masonry, concrete slabs, concrete rebates, and other supporting structures with a total budget of approximately IDR 360 million (Table 3). Each activity has a physical output that can be directly verified in the field and clearly benefits residents.

Table 3. Details of Physical Development Activities in Nagori Pamatang Asilom in 2024

No	Type of activity	Location	Volume / Budget (Rp)	Benefit
1	Couple Trench	Huta III Simpang Asilom	238 m / 199.824.800	Reduce flooding
2	Concrete Plate	Huta III Simpang Asilom	8 m / 16.475.000	Connector access
3	Concrete Rebate	Huta III Gg Bengkel	112 m / 83.644.000	Environmental road access
4	Concrete Rebate	Huta III Gg Hj. Salmah	46 m / 35.710.200	Citizen mobility
5	Couple Trench	Huta III Gg Bengkel	112 m / 25.161.800	Reduce puddles

Source: Village Budget of Pamatang Asilom Village 2024, processed by researchers (2025).

Third, orderly administration. The SPJ and LPJ formats automatically available in the Village Finance System (Siskeudes) help village governments compile financial documents systematically and standardized. Further benefits include streamlined auditing, monitoring, and supervision by sub-districts and external auditors. These results corroborate the findings of Ningrum et al. (2025) and Dewila (2025) that Siskeudes plays a role in improving accountability and accuracy of village financial reports, while simultaneously preventing fraud.

Obstacles and Resolution Efforts

The main implementation obstacle is limited internet and VPN connectivity, particularly during power outages. This situation delays the login and data synchronization process for Siskeudes Online. The second obstacle stems from limited technical competence of village officials, which leads to dependence on one or two individuals who master the application. This technical obstacle aligns with the findings of Subhi et al. (2024) that the capacity of village officials is a critical variable in achieving good governance in village financial management.

To overcome these obstacles, the village government took four steps. First, regular coordination with village facilitators and the Head of the Sub-district State Revenue and Expenditure Section (Kasi PMN). Second, participating in Siskeudes technical training and guidance. Third, improving supporting facilities in the form of computer equipment and network quality. Fourth, regular data backups to anticipate data loss due to system disruptions. This adaptation pattern represents a form of

implementation adjustment through resource strengthening, as recommended in the Edwards III framework.

IV. CONCLUSION

The implementation of the Village Financial System in Nagori Pamatang Asilom has been carried out at all stages of financial management, including planning, implementation and administration, as well as reporting and accountability. This implementation has had a positive impact in the form of increased transparency, accountability, and administrative order. Based on the Edwards III framework, successful implementation is supported by strong policy commitment and disposition of implementers. The main obstacles stem from limited technical resources, namely human resource capacity and network infrastructure. The nagori bureaucratic structure is sufficient to support coordination, although it still needs to be restructured to ensure the division of technical roles aligns with the capacity of the apparatus.

V. SUGGESTION

Village governments need to improve human resource capacity through ongoing Siskeudes training and reorganize the division of operator roles between the Finance Officer and the Village Secretary. Sub-district governments and village facilitators need to expand the intensity of technical assistance, especially when the application is updated. Improving network infrastructure and electricity availability at the village level are also prerequisites for optimal Siskeudes Online operation. Further research is recommended comparing Siskeudes implementation across several villages in Simalungun Regency to strengthen analytical generalizations. Furthermore, further studies could examine the relationship between Siskeudes implementation and community participation in village deliberations.

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