

# The Role of the Subdistrict Head in Guidance and Supervision of Village Asset Management in Telaga Antang, Kotawaringin Timur Regency, Central Kalimantan

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Village asset management is an important aspect in supporting effective, transparent, and accountable village governance. However, in practice, various problems are still found, particularly related to weak guidance and supervision by the subdistrict government. This study aims to analyze the role of the Subdistrict Head (Camat) in guiding and supervising village asset management in Telaga Antang, Kotawaringin Timur Regency. The research method used was a qualitative descriptive approach through observation, interviews, and document analysis. The results of the study indicate that the role of the Camat has not been optimal, as reflected in the limited guidance and supervision activities, weak cross-sector coordination, and ineffective implementation of monitoring and evaluation. The main problems encountered include limited human resources, inadequate facilities and infrastructure, budget constraints, difficult geographical conditions, and the low understanding of village officials regarding village asset management regulations. In addition, the implementation of digital systems such as SIPADES has not been fully effective due to infrastructure limitations and insufficient technical competence. Efforts made to address these problems include improving the capacity of village officials, strengthening inter-institutional coordination, developing standard operating procedures, and reinforcing regulations and budget support. This study also offers an innovation in the form of the Village Asset Order Movement (GERDAS-TAS) as a strategy to improve administrative orderliness, transparency, and accountability in village asset management. Therefore, optimizing the role of the Camat is key to realizing effective, accountable, and sustainable village asset governance in order to support the improvement of rural community welfare.

**Keywords:** role of the subdistrict head, village asset management, guidance, supervision, good governance.

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## 1. Introduction

In the current era of globalization and regional autonomy, local governments face serious challenges in advancing their regions. The central government has granted authority and flexibility to provincial and regency/city governments to manage their own governance systems, develop, and build their regions in the interests of society through regional autonomy. This is in line with Law Number 23 of 2014 concerning Regional Government, as amended by Law Number 9 of 2015, which aims to accelerate the realization of public welfare through the improvement of public services. According to James Svava and Ryan Lesmono (2024), public service is the government's effort to provide effective, efficient, and equitable services to the community. In the broader context of public services, village asset management becomes highly relevant because assets, including facilities and infrastructure, are key supporting elements for quality public service delivery.

The subdistrict government, as an administrative territorial unit and a regional apparatus of the regency/city government, also functions as an extension of the local government and is responsible for various aspects of public services to the community under the leadership of the Subdistrict Head (Camat). In addition, the subdistrict government serves as a technical implementing unit that bridges policies from the central and regional governments to village administrations, in accordance with the authority delegated by the Regent/Mayor in the form of delegative authority. Through this authority, the Camat can carry out various roles adjusted to the characteristics of the village or region.

Based on Law Number 6 of 2014 concerning Villages, village governments have flexibility in managing their own assets. Village asset management is one of the important components in the administration of village governance. Village assets include all village-owned properties originating from original village assets, assets acquired through the Village Revenue and Expenditure Budget (APBDes), and other legitimate acquisitions. According to Firmansyah (2018), as cited in Novriansa Agil et al. (2023), village assets must be managed in an accountable and transparent manner. Azbihardiyanti and Ma'ruf (2020) also stated that proper village asset management can contribute to improving village development, providing adequate village facilities and infrastructure, and enhancing community welfare.

Village assets include village treasury land, buildings, equipment, and other facilities and infrastructure used for community interests and to support village governance in carrying out its duties and functions. With proper management, village assets can become strategic instruments for increasing village original revenue, supporting sustainable development, and strengthening public services at the village level. However, in practice, village asset management faces many obstacles and problems, particularly in inventory, security, administration, and reporting. These issues are caused by the limited capacity and quality of human resources, especially village staff, the lack of understanding among village officials regarding asset management regulations, and weak administrative recording and asset inventory systems. As a result, village assets are often not utilized optimally. According to Soleh (2017), poor village asset management can create potential conflicts and asset misuse.

These problems indicate the importance of guidance and supervision functions from the government, especially the Camat as the head of the subdistrict, through activities such as socialization programs, technical guidance, and direct field assistance. Law Number 23 of 2014 concerning Regional Government emphasizes that the Camat carries out part of the governmental affairs delegated by the Regent/Mayor. Furthermore, Minister of Home Affairs Regulation Number 83 of 2015 in conjunction with Minister of Home Affairs Regulation Number 67 of 2017 emphasizes the role of the Camat in providing recommendations, guidance, and supervision of village governance.

In the context of village asset management, the Camat acts as a facilitator, supervisor, and advisor. As a mentor, the Camat helps improve the capacity of village officials in understanding asset management procedures in accordance with regulatory provisions, including recording, utilization, disposal, and accountability. The supervisory function of the Camat ensures that village assets are used according to their intended purposes, free from misuse, and capable of providing maximum benefits to village communities (Sumpeno, 2011). Through effective guidance and supervision, village asset management is expected to become transparent, accountable, and efficient.

Kotawaringin Timur Regency, Central Kalimantan, has an area of 16,796 km<sup>2</sup>, consisting of 17 subdistricts, 17 urban villages, and 168 villages, with an estimated population of approximately 454,515 people in 2024. One of these subdistricts is Telaga Antang, which has an area of 1,456.21 km<sup>2</sup>, consisting of 18 villages, with a population of approximately 11,167 people, a population density of around 50 people per km<sup>2</sup>, and an annual population growth rate of about 1.5% (BPS Kotawaringin Timur Regency, 2024).

In general, village asset management in the 18 villages within Telaga Antang has been facilitated by the Community and Village Empowerment Office together with the Camat and village governments through activities such as asset inventory, utilization, security, maintenance, administration, reporting, guidance, and supervision during the period 2023–2025. However, the implementation has not run properly and still faces many obstacles and problems, particularly due to the remote locations of villages, severely damaged roads, limited quality and quantity of human resources at both the subdistrict and village levels, lack of understanding among village asset administrators regarding procedures and mechanisms for asset recording, weak administration after procurement activities, and the frequent replacement of village asset managers by village heads. Consequently, many village assets, especially land assets, still do not have legal ownership status, and the recording of asset acquisition values is constrained due to poorly documented procurement records. Therefore, the involvement of stakeholders is expected to support village asset management optimally, particularly in budgeting, guidance, and sustainable supervision carried out by the Camat.

To address these obstacles and problems, the active role of the Camat is required in providing guidance, supervision, financial management, and the utilization of village assets in the 18 villages within Telaga Antang. In carrying out this role, the Camat must actively contribute to ensuring that village asset management operates effectively by guiding subdistrict officials and village government apparatuses and conducting socialization programs for village heads regarding the importance of village asset management. This is intended so that village assets can be utilized optimally to support the implementation of village governance duties and functions, increase Village Original Revenue (PADes), and improve community welfare. Guidance for village officials must be provided by the Camat as part of administrative order so that village governance can run effectively (Menengkey, 2017), while also performing managerial functions to motivate and improve the productivity of village government officials. Furthermore, guidance related to village financial management should be conducted regularly according to village needs (Astri, 2017). According to Dewi et al. (2017), the optimization of village asset utilization and professionalism in asset management has proven to positively influence the increase of village original revenue in villages in Bali.

The implementation of village asset management in Telaga Antang was specifically chosen by the author as a final field practice report because the author considers the issue to be highly important and urgent, particularly regarding guidance, supervision, and overall village asset management in terms of asset administration, utilization, security, and reporting. Proper management is expected to ensure that village assets are well organized, inventoried, recorded, maintained, and optimally utilized, thereby becoming a source of Village Original Revenue (PADes) and improving the welfare of communities within the village area. Ultimately, transparent, accountable, and efficient village asset management is expected to be realized in Telaga Antang.

## **2. Literature Review**

### **Theoretical Framework**

#### **The Role of the Subdistrict Head (Camat) in Guidance and Supervision Related to Village Asset Management**

The Camat has a very important role in realizing effective and efficient village governance, especially in terms of guidance and supervision related to village asset management. The guidance and supervision carried out by the Camat aim to ensure that village governments are able to perform their functions in accordance with the principles of good governance. The theoretical foundations are as follows:

##### **a. Guidance Theory**

The Role of the Subdistrict Head in Guidance and Supervision of Village Asset Management in Telaga Antang, Kotawaringin Timur Regency, Central Kalimantan. Joko Ariyadi Setiawan et.al

- b. Guidance is an effort carried out by parties with higher authority to provide direction, assistance, training, and capacity development to those being guided. According to Hasibuan (2019), guidance is a conscious, planned, directed, and organized effort to improve understanding, skills, and attitudes in achieving organizational goals. In the context of village governance, guidance is conducted by the Camat toward village governments so that they become more orderly in managing village assets in accordance with the principles of transparency, accountability, and effectiveness. The Camat also functions as a facilitator between the regency/city government and village administrations.
- c. Supervision Theory  
Supervision is the task of ensuring that village government activities are carried out in accordance with existing regulations, including village asset management. The Camat plays an important role in ensuring that the management and utilization of village assets comply with applicable regulations, prevent asset misuse, and remain accountable. This supervision includes both fixed assets (land, buildings, official vehicles) and current assets (cash and goods). According to Siagian (2016), supervision is the process of observing all organizational activities to ensure that activities are carried out according to established plans, instructions, and policies. Handoko (2018) further explains that supervision aims to prevent deviations, correct errors, and ensure the achievement of organizational goals. The Camat's supervision of village administration is therefore essential to ensure that asset management complies with regulations and does not result in misuse or state losses.
- d. Asset Management Theory  
Village asset management still faces serious challenges, ranging from limited human resources and poor record-keeping to weak supervision. Village asset management is an important aspect of effective and transparent village governance, encompassing activities such as planning, utilization, maintenance, and supervision of assets. According to Mardiasmo (2018), public asset management is a series of activities starting from needs planning, procurement, use, utilization, security, maintenance, valuation, disposal, and transfer, all conducted efficiently, effectively, transparently, and accountably. In the village context, village assets must be administratively managed in an orderly manner in order to provide optimal benefits for village development and community welfare.
- e. Coordination Theory  
Coordination is a management function that plays an important role in integrating various organizational activities so that objectives can be achieved effectively and efficiently. According to George R. Terry (2010), coordination is "the effort to integrate activities of individuals or work units so that all parts of the organization move harmoniously toward predetermined goals." Meanwhile, according to Handoko (2018), coordination means the process of integrating activities, resources, and timing from various organizational units in order to achieve harmonious and efficient results. In the context of government administration, coordination also refers to the alignment of policies, programs, and implementation activities among regional apparatuses and across levels of government (central, provincial, regency/city, subdistrict, and village) in order to avoid overlap and waste of resources. The principles of coordination include unity of direction, common goals, effective communication, cooperation, and balance between authority and responsibility.
- f. Public Service Theory Based on Good Governance  
This theory emphasizes that public services must reflect the principles of good governance, namely public participation, transparency, accountability, effectiveness and efficiency, as well as equity. According to United Nations Development Programme (1997), the success of public services greatly depends on the quality of governance. The concept of good governance emphasizes principles such as participation, rule of law, transparency, responsiveness, effectiveness, efficiency, accountability,

and justice. Proper village asset governance can only be achieved if guidance, supervision, and management are implemented in accordance with the principles of good governance.

## **Juridical Foundation**

The juridical foundation refers to the legal basis used to explain the legality and legitimacy of a policy, action, or program, including guidance and supervision related to village asset management, which must be conducted in an orderly, accountable, and transparent manner. The following laws and regulations constitute the juridical basis for the implementation of guidance, supervision, and management of village assets at the subdistrict level:

### **1. Law Number 25 of 2009 concerning Public Services**

This law serves as a legal basis that indirectly influences the role of the Camat in guidance and supervision related to village asset management because it establishes standards of service, transparency, and accountability for all public service providers, including subdistrict and village governments. Although Law Number 25 of 2009 primarily focuses on public services, village asset management becomes relevant because assets, including facilities and infrastructure, are essential supporting components of quality public services. Specifically, this law guarantees the rights of citizens to obtain quality, fast, accessible, and transparent services.

Article 3 states that the implementation of public services aims to provide quality services in accordance with the needs and expectations of society, encourage public participation in the public service process, and realize good governance. This law provides legitimacy and obligations for the Camat to ensure quality, transparent, and accountable services.

According to Sulistiyo Ardi Nugroho, Kismartini, and Hartuti Purnaweni (2009:110), the implementation of improved public services as described in Article 4 of Law Number 25 of 2009 must be based on principles of public interest, legal certainty, equality of rights, balance of rights and obligations, professionalism, participation, equal treatment/non-discrimination, openness, accountability, facilitation and special treatment for vulnerable groups, timeliness, speed, convenience, and affordability.

### **2. Law Number 23 of 2014 concerning Regional Government**

This law regulates the division of authority between the central government, provincial governments, and regency/city governments, including the delegation of authority to subdistricts. As a regional apparatus of the regency/city government, the subdistrict has a strategic role in guiding and supervising villages. Article 221 paragraph (1) states that: "The Camat carries out part of the governmental authority delegated by the Regent/Mayor to handle certain regional autonomy affairs, including public service affairs." This delegation of authority forms the basis for the Camat to actively participate in the implementation of governmental administrative services.

### **3. Law Number 6 of 2014 concerning Villages**

The Village Law is the primary legal basis for village governance, including village asset management. Article 72 paragraph (1) states that village income may originate from village wealth, namely village assets, and that village-owned assets must be managed in an orderly and accountable manner as part of village revenue. Article 76 states that village assets include village wealth purchased or acquired through the Village Revenue and Expenditure Budget (APBDes), as well as original village assets, grants, and other legitimate acquisitions. Article 77 emphasizes that village assets must be managed in an orderly, transparent, accountable manner and utilized to the greatest extent possible for the benefit of the village community.

Articles 117 and 118 regulate that supervision of village governance is carried out by the regency/city government, including supervision of village asset management. Government Regulation Number 43

of 2014 concerning the Implementation Regulation of the Village Law (in conjunction with Government Regulation Number 11 of 2019) further regulates village authority, including village asset management.

#### **4. Government Regulation Number 17 of 2018 concerning Subdistricts**

This government regulation reinforces and provides a stronger legal basis for the role of the Camat, particularly in the aspects of guidance and supervision related to village asset management. It explicitly provides operational direction and legal foundations for the Camat to carry out guidance and supervision functions more optimally. The Camat plays an important role as a liaison between the regency/city government and village administrations, ensuring that governance, including asset management, is implemented in accordance with laws and regulations and based on accountability principles.

#### **5. Minister of Home Affairs Regulation Number 1 of 2016 concerning Village Asset Management**

This Ministerial Regulation serves as a technical guideline for villages in managing their assets according to state administrative standards. Village assets are managed based on the principles of functionality, legal certainty, transparency, efficiency, accountability, and value certainty. The role of the Camat in guidance and supervision is also strengthened in this regulation, especially in coordinating and facilitating procedures related to inventory, use, utilization, security, maintenance, disposal, and transfer of village assets.

Article 2 explains that village asset management aims to optimize the utilization and empowerment of village assets for the welfare of village communities. Village assets are an inseparable part of village finances based on Minister of Home Affairs Regulation Number 20 of 2018 concerning Village Financial Management. Article 4 states that all village financial management must support orderly and accountable village asset management.

Village asset management must be carried out in an orderly, transparent, accountable manner and in accordance with applicable legal provisions. Village asset management is based on the following principles:

1. Functional Principle, Village assets must be managed and utilized according to their functions, intended purposes, and community empowerment objectives.
2. Legal Certainty Principle, Every village asset must have a clear legal status in terms of ownership, territorial boundaries, and valid administrative documents or ownership evidence, such as land certificates under the name of the village government.
3. Transparency Principle, Village asset management must be conducted openly and accessible to village communities. Information regarding the status, use, and utilization of village assets must be conveyed honestly and transparently.
4. Efficiency Principle, The utilization of village assets must prioritize efficiency by generating the greatest possible benefits at minimal cost. Village assets must not be neglected or used unproductively.
5. Accountability Principle, All stages of asset management, from planning, use, utilization, to disposal, must be administratively and legally accountable to the community and government through periodic and annual reporting on the use and condition of village assets in detail.
6. Value Certainty Principle, Every village asset must have a measurable objective value for administrative, supervisory, and accountability reporting purposes.

#### **6. Minister of Home Affairs Regulation Number 73 of 2020 concerning Supervision of Village Financial Management**

This regulation emphasizes the importance of supervision systems for village finances, including supervision of village asset management by Regional Inspectorates. Such supervision is intended to

prevent deviations, corruption, and to improve transparency. Supervision of the use of village finances and assets is also carried out by the Camat as the head of the subdistrict, ensuring that village finances and assets are utilized according to their intended purposes.

#### **7. Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for Integrated Administrative Services at the Subdistrict Level (PATEN)**

This regulation provides guidelines for subdistricts in implementing effective, efficient, and transparent public services. In line with Article 2, the purpose of Integrated Administrative Services at the Subdistrict Level (PATEN) is to improve the quality of public services at the subdistrict level, accelerate service processes, and enhance community access to public services so that services at the subdistrict level become optimal.

#### **8. Regional Regulation of Kotawaringin Timur Regency Number 10 of 2013 concerning Public Services**

This Regional Regulation serves as the juridical basis for public services at the regency level, regulating public service standards in Kotawaringin Timur Regency. The regulation emphasizes public service principles such as simplicity, clarity, certainty of time, accuracy, security, responsibility, adequacy of facilities and infrastructure, ease of access, discipline, politeness, and friendliness. This further strengthens the obligation of the subdistrict government to provide quality public services to the community.

### **3. Method**

This study employed a descriptive qualitative approach aimed at analyzing in depth the role of the Subdistrict Head (Camat) in guiding and supervising village asset management in Telaga Antang, Kotawaringin Timur Regency. The research was conducted in Telaga Antang. The focus of the study was the role of the Camat in the guidance and supervision of village asset management within the subdistrict.

The data sources consisted of primary and secondary data. Primary data were obtained through interviews with the Camat and subdistrict officials, as well as through field observations. Secondary data were collected from official documents, reports, laws and regulations, and regional statistical data. Data collection techniques included direct observation of activities, in-depth interviews with key informants, and documentation of relevant records and archives. Data analysis was conducted qualitatively through the stages of data reduction, data presentation, and conclusion drawing, in order to obtain a systematic understanding of field conditions. To ensure the validity of the data, source triangulation and method triangulation techniques were employed, along with member checking with informants, so that the research findings could be scientifically justified.

### **4. Results and Discussion**

#### **The Role of the Camat in Guidance and Supervision for Effective and Sustainable Village Asset Management**

##### **Guidance (Capacity Building)**

To optimize the role of the Camat in providing guidance, particularly to village asset administrators within the 18 villages in Telaga Antang, efforts are needed to improve both the quantity and quality of human resources in village governance. These efforts include proposing additional staff to the regional government specifically assigned to manage village assets, conducting regular technical guidance, providing socialization regarding the importance of village asset administration, organizing training for village asset officers, encouraging cooperation with the Community and Village Empowerment Office (DPMD) and the Regional Financial and Asset Agency (BKAD) for technical assistance, facilitating the preparation of

manuals or derivative Standard Operating Procedures (SOPs) for Village Asset Management, and encouraging villages to optimize village assets through Village-Owned Enterprises (BUMDes), inter-village cooperation, or productive leasing arrangements in accordance with applicable laws and regulations.

So far, guidance activities specifically carried out by the Camat for village asset managers had not been conducted from 2021 to 2024. However, the Camat once facilitated the Community and Village Empowerment Office in conducting technical guidance regarding procedures for inputting assets into the Village Asset Management System Application (SIPADES). This activity was conducted once in 2022 at the hall of the Telaga Antang Subdistrict Office.

In 2025, one guidance activity was conducted jointly by the Camat, the Community and Village Empowerment Office, and the Regional Financial and Asset Agency for the 18 village asset managers through socialization, guidance, supervision, and village asset management activities.

### **Supervision (Monitoring and Evaluation)**

To improve supervision through monitoring and evaluation related to village asset management, the Camat may conduct administrative and field audits by verifying land/building ownership documents, conducting physical inventories, and assessing whether assets are being utilized according to their intended purposes. In addition, digital-based applications, either spreadsheet-based or web-based, may be utilized to periodically monitor asset status. The Camat may also prepare supervision reports submitted to the Regent/Mayor as recommendations for further village guidance.

Based on field observations, the Camat has not yet specifically conducted monitoring and evaluation of village assets. Supervision activities carried out by the Camat have mainly focused on village financial management, while village assets have not received specific attention or concern from the Camat for supervision purposes. In fact, village asset supervision is very important to ensure that assets such as land, buildings, equipment, and other village-owned property are managed in an orderly and accountable manner and provide economic benefits to the village community. This is in line with Minister of Home Affairs Regulation Number 1 of 2016 concerning Village Asset Management, which emphasizes the importance of continuous guidance and supervision.

### **Village Asset Management**

Village asset management by the Camat has not yet been implemented optimally, particularly in terms of coordination and collaboration with technical agencies such as the Community and Village Empowerment Office (DPMD), the Regional Financial and Asset Agency (BKAD), and village heads across the 18 villages in Telaga Antang. The Camat has not yet provided specific assistance to villages in the processes of asset planning, inventory, utilization, security, maintenance, and disposal of village assets.

One activity that has been carried out by the Camat was a Socialization, Guidance, Supervision, and Village Asset Management program attended by representatives from the Community and Village Empowerment Office, the Camat, all village heads in the subdistrict, and village officials. This activity was held on July 22, 2025, at the hall of the Telaga Antang Subdistrict Office.

### **Efforts to Improve Coordination Patterns Between the Camat, Inspectorate, Community and Village Empowerment Office, and Village Governments in Monitoring and Evaluation of Village Assets**

In strengthening cross-sector coordination, the Camat conducts routine coordination meetings, establishes a WhatsApp group at the subdistrict level, and carries out joint and continuous monitoring and evaluation activities scheduled every semester. These activities are also accompanied by administrative guidance and supervision to ensure village assets are properly organized. According to Widodo (2021), strengthening

the technical role of subdistricts can accelerate administrative processes and reduce technical errors in village asset governance. The Community and Village Empowerment Office has established village asset management teams facilitated by the Camat since 2023, and these teams are renewed annually through Village Head Decrees acknowledged by the Regent.

The Camat is expected to establish clear Standard Operating Procedures (SOPs) for every stage of village asset management, from planning to asset disposal. Furthermore, it is expected that a Technical Assistance Team for Village Assets at the subdistrict level will be established in Telaga Antang. This team would be responsible for providing direct assistance to village governments through consultation and technical assistance activities related to village asset management, assisting in the preparation of Inventory Cards (KIB), examining the completeness of village asset documents, and evaluating administrative asset reporting. This step is in line with Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Regional Development Planning, Control, and Evaluation.

The Inspectorate is responsible for carrying out independent supervision, inspections, investigations, and objective assessments regarding the use and utilization of village assets. The Inspectorate also conducts periodic audits and evaluations of village assets in accordance with the principles of transparency and accountability to ensure the effectiveness of the use of funds and assets.

Village governments play a role in the administration, recording, reporting, and maintenance of assets in an orderly and accurate manner, while also providing explanations to the community and conducting direct supervision of village assets in the field. Village governments are also expected to prepare derivative Standard Operating Procedures (SOPs) after technical guidelines are issued by relevant agencies, covering all stages of village asset management from planning to disposal.

The Camat, Inspectorate, Community and Village Empowerment Office, village governments, and other technical regional apparatus organizations jointly conducted monitoring and evaluation field visits to two villages. According to the Village Asset Inventory Report of Kotawaringin Timur Regency submitted to the Minister of Home Affairs of the Republic of Indonesia, Directorate General of Village Government Development in Jakarta Number 400.10.2.4/664/DPMD KAB.KOTIM-UM/VIII/2023 dated August 30, 2023, there were two villages, namely Tumbang Puan and Luwuk Kowan, that had not yet submitted village asset reports.

Based on interviews and field verification, some village assets had already been inventoried; however, obstacles remained in recording older village assets. In addition, internet access in the villages was unavailable due to blank spot conditions, and access roads to Tumbang Puan were extremely remote and difficult, requiring both land and river transportation.

The Camat, as the head of the subdistrict, has only conducted monitoring and evaluation of village assets once from 2021 to 2025, and this was implemented collaboratively across sectors due to the 2025 internship activities of Praja professional students at the Telaga Antang Subdistrict Office. Previously, such activities had never been implemented due to weak cross-sector coordination, limited budget allocations, severely damaged roads to villages, and the fact that five villages are located very far from the capital of Telaga Antang, making such activities very difficult to conduct regularly.

### **Inhibiting Factors Faced by the Camat in the Implementation of the Village Asset Management System Application (SIPADES), Resulting in Suboptimal Implementation**

Based on field observations, the Camat has not optimally supervised and evaluated the implementation of the online Village Asset Management System Application (SIPADES). The obstacles faced by the Camat include the fact that several villages still do not have electricity and have weak internet signals, roads from

Telaga Antang to several villages are severely damaged and located far away, and many village government officials responsible for village assets still do not fully understand the SIPADES application.

In addition, the Camat acts as a facilitator for training on the use of the application and ensures that village officers understand procedures for inputting data and operating the system. According to Ramadhan and Nur (2022), the digitalization of village asset governance significantly improves efficiency, accuracy, and accountability in asset reporting. The purpose of implementing digital asset management is to improve administrative order and facilitate supervision, so that asset data can be updated in real time, integrated with subdistrict and regency data systems, and minimize the risk of asset loss or recording errors.

The Camat of Telaga Antang, in carrying out duties and authority as the leader of the subdistrict government, coordinates with villages in implementing village development activities, particularly in guiding and supervising village development within the working area. Based on interviews conducted by the author with the Camat, it was found that in the process of guidance related to village asset management, many aspects require serious assistance from the subdistrict government, including village development, village asset management, and capacity building for village government officials, especially village asset administrators.

The Camat's guidance activities are carried out by conducting training and guidance for village officials regarding village administration and village asset administration. This guidance is intended to assist and direct village officials regarding administrative procedures, accountability reports for village governance, and reporting on village asset management, so that villages do not experience difficulties in completing administrative requirements. In addition, the Camat also provides guidance regarding the performance of village heads. Although, *de jure*, village heads are not subordinates of the Camat because they are directly elected by the community, their working areas remain within the subdistrict jurisdiction, enabling the Camat to provide coordinative guidance to village heads.

Interview results also revealed that guidance from the subdistrict government is highly necessary because most village officials only possess senior high school educational backgrounds. This condition demonstrates that one of the major inhibiting factors in village asset management and village development overall is the limited quality of human resources in the 18 villages within Telaga Antang. Therefore, guidance, supervision, and village asset management activities from the subdistrict government are essential. These conditions significantly affect the implementation of the Camat's duties, considering that Telaga Antang covers a very large area with inadequate internet connectivity and poor road access to villages. These factors also hinder the Camat in carrying out guidance, supervision, and overall village asset management responsibilities.

Based on direct field observations, in-depth interviews with the Camat, village heads, and village officials, as well as analysis of village asset reports and administrative procedures, it was found that there are still many obstacles, shortcomings, and weaknesses experienced by the Camat in carrying out the role as head of the subdistrict. Among the main obstacles are severely damaged roads leading to village locations, lack of internet signals in rural areas causing the SIPADES application to be unusable, limited budgets for conducting guidance and supervision activities, and weak understanding and implementation of regulations. Consequently, the role of the Camat has not yet been implemented optimally.

## **Obstacles in the Implementation of the Camat's Duties in Guidance and Supervision Related to Village Asset Management in Telaga Antang**

### **1. Structural and Institutional Obstacles**

One of the main obstacles hindering the implementation of guidance, supervision, and village asset management activities carried out by the Camat in the 18 villages within Telaga Antang is the suboptimal

organizational structure of the subdistrict government in supporting village asset guidance and supervision functions. The Camat mainly serves a coordinative rather than a direct executive role, resulting in limited authority and operational space in conducting supervision activities.

In addition, the absence of a specific official or unit responsible for village asset affairs at the subdistrict level has caused the implementation of guidance and supervision related to village asset management in the 18 villages to become less focused and relatively ineffective. As a consequence, village assets have not been optimally managed, properly recorded, or validated in accordance with applicable regulations.

## **2. Human Resource (HR) Obstacles**

Limited competence among government officials at both the subdistrict and village levels has become a serious challenge in village asset management. Among the 18 villages in Telaga Antang, many village officials still do not fully understand regulations concerning village asset management, particularly Minister of Home Affairs Regulation Number 1 of 2016 concerning Village Asset Management, which regulates procedures for inventory, recording, and reporting. Furthermore, no regular training programs regarding guidance, supervision, and village asset management have been conducted by technical regional apparatus organizations.

Human resources refer to productive individuals who function as organizational drivers, both within and outside institutions, and therefore must be trained and developed. In general, human resources can be categorized into macro human resources, namely the productive-age population within a region, and micro human resources, referring to individuals working within institutions or organizations. Human resources are an essential element in achieving regional development because they constitute the primary factor in implementing development compared to other resources such as budgets, technology, or natural resources, all of which are ultimately managed by humans.

In villages within Telaga Antang, the majority of residents work as farmers, while only a small number are employed as private-sector employees or civil servants. This condition is influenced by the unequal distribution and limited number of educational institutions in the subdistrict. The lack of schools also affects the improvement of human resource quality. The educational level of the community in the subdistrict remains relatively low. For example, in Tumbang Puan, the majority of residents have only completed elementary or junior high school education.

Human resource limitations also affect organizational structures at both the subdistrict and village government levels. Many village officials do not possess adequate educational qualifications. For example, in Tumbang Puan, among village officials, three individuals have senior high school educational backgrounds, while only one holds a bachelor's degree. Based on interviews with the Camat, it was found that the quality of human resources within the government has not yet been adequately realized due to the lack of individuals possessing the required expertise, resulting in positions being filled by personnel without relevant competencies.

One of the factors contributing to the limited quality of human resources in Telaga Antang is the low level of public awareness regarding education. Another obstacle is the limited availability of educational facilities, as there are only two senior high schools and one vocational high school in the subdistrict, combined with long distances and difficult transportation access between villages and schools.

## **3. Infrastructure, Facilities, and Administrative Obstacles**

Inadequate facilities and infrastructure are also major factors preventing the Camat from carrying out duties effectively. These obstacles include the following:

### **a. Lack of Office Facilities**

The subdistrict office is not equipped with adequate facilities, particularly stable internet access. Administrative processes related to village assets, such as recording, reporting, and determining the status of asset utilization, have not yet been conducted digitally or through an integrated

system.

Currently, the 18 villages within Telaga Antang still record village assets manually because village officials do not yet understand the latest version of the Village Asset Management System Application (SIPADES Version 3), and no technical training has been provided by the relevant technical agencies. As a result, asset data are vulnerable to loss, delays in reporting, and administrative errors. Furthermore, the considerable geographical distance between villages and inadequate infrastructure also hinder the Camat from conducting direct field supervision.

b. Poor Infrastructure

Limited infrastructure, such as damaged roads and bridges connecting villages, as well as inadequate public transportation, hinders the Camat's ability to conduct working visits to villages within the subdistrict. Land transportation infrastructure connecting villages in Telaga Antang, including roads and bridges, is severely damaged.

For example, bridges in Tumbang Puan, Rantau Sawang, and Rantau Suang are heavily damaged and nearly impassable, forcing residents to travel by river transportation. These access conditions become even more difficult during the rainy season, when flooding in rivers makes transportation and mobility increasingly challenging.

Public transportation in the subdistrict mainly relies on motorcycles for travel between some of the 18 villages. These conditions make it difficult not only for the Camat to carry out duties but also for communities to conduct daily activities. In addition, roads leading to Rantau Suang, Rantau Sawang, and Tumbang Puan cannot yet be repaired by the government because these roads are located within protected production forest areas. Consequently, the process requires considerable time and funding to propose forest area release approval to the Ministry of Forestry at the central government level.

c. Technological Limitations

Villages in Telaga Antang generally lack adequate information technology infrastructure, such as internet access, management information systems, or efficient administrative software. This condition makes it difficult for the Camat to educate village heads and village officials in managing data, particularly village asset data and other information required to perform administrative duties. In addition, internet signals in the subdistrict often experience disruptions or errors. Computer facilities at the subdistrict office are also insufficient, and several administrative staff members are forced to use personal laptops due to the limited availability of office computers.

d. Budget Limitations

The budget allocated by the government of Kotawaringin Timur Regency to the subdistrict government for guidance, supervision, and village asset management activities remains limited. Budget priorities are largely allocated toward basic public services and operational expenditures. As a result, field monitoring activities and training programs related to village asset management cannot be implemented continuously and sustainably.

#### 4. Inter-Institutional Coordination Barriers

Several inhibiting factors in the implementation of the Camat's duties in coordinating related institutions, both with technical regional work units and village heads in Telaga Antang District, include:

a. Unclear roles and responsibilities

There is no clear understanding of the roles and responsibilities of each related party. The Camat faces difficulties in coordinating activities and addressing overlapping authorities in village guidance, supervision, and asset management. Technical OPDs sometimes operate independently without involving or coordinating with the Camat, so the Camat is not aware of ongoing activities. There is also a lack of routine and scheduled supervision between the Department of Community

and Village Empowerment and the sub-district, as well as between village governments and the sub-district, especially in reporting and village asset utilization.

b. Poor communication

The lack of effective communication between the Camat, local government, village governments, and the community hinders the exchange of information needed to properly coordinate development activities.

c. Misalignment of priorities

When development priorities differ between the Camat, local government, and the community, it becomes difficult to coordinate and determine development directions that align with the needs and aspirations of villages within the Camat's jurisdiction.

d. Conflicts of interest

Conflicts of interest among various stakeholders, such as the local government, village governments, and the community, also disrupt coordination efforts and make it difficult for the Camat to reach consensus in decision-making for village development in Telaga Antang District.

### 5. Regulatory and Policy Implementation Barriers

Normatively, the Camat has the function of guiding and supervising village governance. However, in practice, there are no clear technical guidelines (standard operating procedures) regarding the mechanisms and detailed descriptions of guidance activities, supervision, and village asset management. This condition causes the Camat to frequently face obstacles and difficulties in following up on findings or violations by village governments, particularly in the management of village assets.

### 6. Social and Local Cultural Barriers

There is still a traditional mindset among the community and village officials who consider village assets unimportant and regard them as communal property without understanding the administrative and legal aspects attached to such assets. This leads to village asset management often being carried out without proper planning and orderly record-keeping.

### Efforts Undertaken by the Camat in Telaga Antang District to Overcome Obstacles in the Guidance and Supervision of Village Asset Management

To address the obstacles in guidance and supervision related to village asset management, it is important for the Camat to strengthen communication, facilitate open dialogue and consultation among relevant stakeholders, and ensure that the roles and responsibilities of each party are clearly understood. In addition, building good working relationships and trust among all stakeholders is also crucial to improving the effectiveness of coordination in carrying out the Camat's duties. The efforts that can be undertaken by the Camat as the head of the sub-district area are as follows:

1. Strengthening Institutional Capacity and Sub-district Organizational Structure

The Camat plays an important role in encouraging institutional strengthening and optimizing organizational functions by establishing a Special Team for the guidance, supervision, and management of village assets at the sub-district level. This team involves elements of the Sub-district Secretary, Government Affairs Section (Kasi Pemerintahan), Community Empowerment Section (Kasi PMD), and technical staff from the Department of Community and Village Empowerment. The team is responsible for preparing periodic guidance schedules, monitoring village assets, and reporting evaluation results to the Regent through the relevant technical agency. In addition, the preparation of Standard Operating Procedures (SOPs) for the guidance, supervision, and management of village assets is also required.

2. Improving Human Resource Capacity and Competence

Human resources are a key factor in the success of village asset management. Therefore, capacity

building for sub-district and village officials is needed through technical guidance (Bimtek), training, and field assistance related to inventory management and village asset reporting. Village asset management indicators should also be included as part of the performance assessment of village officials.

### 3. Optimizing Inter-Institutional Coordination

Synergistic coordination between the sub-district, village governments, and regional apparatus organizations must be strengthened. The Camat can act as a facilitator for cross-sector coordination by bringing together stakeholders involved in village asset management, including the Department of Community and Village Empowerment, Inspectorate, Regional Financial and Asset Management Agency, and village governments. This can be done by holding regular coordination forums on village assets and establishing WhatsApp groups for real-time asset reporting.

### 4. Strengthening Regulations and Developing Technical Guidelines

To avoid overlap and multiple interpretations in guidance and supervision of village asset management, technical guidelines (juknis) and operational manuals at the district level need to be developed. These should clearly explain the supervision mechanisms of village assets by the Camat and encourage technical agencies to issue regulations in the form of Regent Regulations concerning procedures for guidance and supervision of village asset management.

### 5. Optimizing Budget and Funding Sources

The Camat can propose budget support for guidance, supervision, and village asset management activities through the Sub-district Allocation Fund (ADK) or support from the Village Fund (DD) with a mentoring mechanism. In addition, collaboration with the central government can also be established for village asset assistance programs.

### 6. Strengthening Accountability Values and Administrative Discipline Culture

Beyond technical aspects, a mindset change among village officials is needed to understand that village assets are state and communal assets that must be managed in an orderly, efficient, and accountable manner. The Camat plays a key role in instilling administrative discipline values across villages by promoting transparency and moral responsibility. This can be done through socialization of ethical village asset management, providing rewards for villages that demonstrate good administrative compliance, and imposing sanctions on villages that fail to properly manage their assets.

## Innovation Idea

The innovation idea that can be implemented in the guidance, supervision, and management of village assets in Telaga Antang Sub-district, Kotawaringin Timur Regency, is based on the fact that there are still several existing problems, such as weak inter-institutional coordination, limited human resources, manual asset administration, lack of budget support, weak regulations and policy implementation, and insufficient transparency in reporting.

This condition shows that the village asset supervision mechanism is still conventional, and not yet effective and efficient. Therefore, the proposed innovation is the "Village Movement for Orderly Asset Management (GERDAS-TAS)". This innovation is a collective movement across villages in Telaga Antang Sub-district, Kotawaringin Timur Regency, aimed at fostering a culture of orderly administration and transparency in village asset management. This innovation emphasizes community-based capacity building among villages (peer learning) under the facilitation of the Sub-district Head (Camat).

The components of this innovation include conducting an annual "Village Asset Inspection Ceremony," where village assets such as official vehicles (four-wheeled, three-wheeled, and two-wheeled vehicles)

are brought from each village and gathered in the village office yard for inspection by the Sub-district Head, the Department of Community and Village Empowerment, witnessed by the Inspectorate and the community. It also includes the establishment of a Village Asset Orderly Management Forum at the sub-district level, quarterly regular meetings among village heads to share learning and best practices in asset management, and an annual "Orderly Asset Village" assessment with awards from the Sub-district Head and the Regent. In addition, the results of the assessment are publicly published to encourage positive competition among villages. The benefits of this innovation include increasing participation and awareness of village officials, promoting social accountability through public transparency, and strengthening the position of the Sub-district Head as a supervisor and facilitator of village development.

## 5. Conclusion

Based on the research findings, it can be stated that the role of the Sub-district Head (Camat) during the 2021–2025 period in the guidance and supervision of village asset management in Telaga Antang Sub-district has not been effective and has not yet been optimal in performing its strategic functions. This is indicated by the limited guidance and supervision activities, as well as the absence of a structured and sustainable monitoring and evaluation system. These weaknesses are systemic in nature and are influenced by limited human resources, inadequate infrastructure, insufficient budget allocation, weak coordination, and the absence of adequate operational regulations. As a result, village asset management has not been able to fulfill the principles of good governance, particularly in terms of transparency, accountability, and effectiveness.

Therefore, optimizing the role of the Sub-district Head is an urgent necessity through institutional strengthening, capacity building of apparatus, the formulation of clear technical regulations, and the development of innovations such as GERDAS-TAS. Thus, the success of village asset governance is highly dependent on the transformation of the Sub-district Head's role as a key governance driver in village guidance and supervision.

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