

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

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Abstract

This research is motivated by the heterogeneous demographic conditions of Sungai Rambutan Village and is an Independent Integrated City area and as a development and research center village in Ogan Ilir. In particular, this study aims to analyze the implementation of the Musrenbangdes in the perspective of good governance and to describe the collaborative action model that can be applied in the implementation of the Musrenbangdes. The method used in this research is a qualitative research method with a descriptive approach. Data collection was carried out by in-depth interviews with key informants, observations, and literature reviews. Furthermore, the data obtained from the interviews were processed using the NVIVO 12 Plus Software. The results of this study indicate that the implementation of Musrenbangdes in Sungai Rambutan Village has not been maximized. The lack of socialization and knowledge related to the musrenbangdes has an impact on the low participation of the community and the absence of absorption of aspirations in the form of multilevel deliberation from the hamlet level. In addition, the implementation of the musrenbangdes in Sungai Rambutan Village is also constrained by budget availability in accommodating the majority of physical development proposals that require a large budget. Through this research, the researcher provides recommendations for collaborative action models in the implementation of musrenbangdes involving academics and the private sector as a form of problem solving.

Keywords: Good governance; developing village; village forum discussion.

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1. Introduction

Development has become a hot topic of discussion because it is closely related to efforts to achieve progress and the welfare of society. Development, according to Siagian (Engkus, 2018), is an effort or a series of growth and changes by a nation towards modernization as a nation-building effort. Therefore, the even distribution of development is needed to ensure that development can be felt by the entire population, from cities to villages (Mahadiansar et al., 2020). Development in the current era of autonomy has brought about the concept of “bottom-up” by implementing development through the lowest level of government, which is the village.

Development is a long-term process of community capacity building and, therefore, requires accurate and precise planning (Torau, 2019). Development planning, as described by Albert Waterson, involves looking ahead and making choices from various alternatives in order to achieve future goals. Village development planning, as per the Regulation of the Ministry of Home Affairs No. 114 of 2014, is a phased process organized by the Village government involving the Village Consultative Body (BPD) and community representatives in a participatory manner to utilize and allocate village resources for the purpose of village development.

The system of village development planning is carried out through an annual meeting forum known as the Village Development Planning Deliberation (Musrenbangdes). As stipulated in Government Regulation No. 43 of 2014, Article 114, Paragraph (1), village development planning is prepared based on the consensus reached during the village deliberation. This forum determines the direction of development outlined in the Medium-Term Village Development Plan (RPJMDes) and the Annual Work Plan (RKPDDes). In order to fulfill the government’s role in guaranteeing the rights of the community in development, the implementation of Musrenbangdes requires good governance.

Good governance, according to IAN and BPKP (in Dewi et al., 2022), refers to how the

government interacts with the community and manages development resources. Government Regulation No. 101 of 2000 defines good governance as governance that develops and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, the rule of law, and is acceptable to the entire community. The concept of good governance essentially focuses on the decision-making and its implementation that can be collectively accountable.

The aspect of governance in the implementation of development remains a significant challenge for regions in Indonesia, especially at the village level. A study by Marintan et al. (2016) on the application of good governance principles and their impact on spatial planning (RTRW) in the Serdang Bedagai Regency found that the application of good governance principles was not fully implemented. Transparency was not optimal due to announcements of preparation stages that did not comply with regulations, and the public awareness campaign was limited to when gathering aspirations at the district level. The government’s understanding of RTRW preparation was also lacking, affecting the quality of government performance and responsiveness.

Another study conducted by Gedeona (2015) on the governance of health development planning and implementation in the city of Cimahi, focusing on a participatory study, found that community participation faced several internal and external constraints, making it less conducive and successful. Internal constraints included community knowledge, information limitations, and attitudes towards the government. External constraints included inadequate bureaucratic support, policymakers’ reluctance to involve the community, the absence of specific legal frameworks, irregular deliberations at each sub-district, insufficient invitation media, and the lack of a mechanism for setting policy priorities.

Good governance exists to respond to the public’s demand for fairness in bureaucratic service. Good governance serves as a means to fulfill community rights by involving the commu-

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

nity in the government's implementation. The numerous issues in implementing good governance have resulted in suboptimal services and the fulfillment of community rights. Therefore, improvements in implementing good governance should be ongoing. This motivated the author to research the application of government governance principles in the implementation of Musrenbangdes. The study took place in the Integrated Self-Reliant Town of Sungai Rambutan (KTM), North Indralaya Subdistrict, Ogan Ilir Regency.

Based on the field findings, several issues were identified. Community involvement in the development planning process is still suboptimal. The representation of participants is not inclusive, meaning not all participants represent every group. In addition, there is a significant disparity between the head of the household and participant attendance. This can be seen from the following data:

Table 1. Comparison of the number of family heads with the number of Musrenbangdes participants

Participants	Amount (Person)
Head of family	755
Musrenbang Participants	38
Percentage	5%

The data obtained from the report on the implementation of Musrenbangdes in KTM Sungai Rambutan above shows that the number of participants in Musrenbangdes, as a percentage, is still significantly lower than the number of household heads. This situation indicates that the level of community participation in Musrenbangdes in KTM Sungai Rambutan is still low, which is a significant finding concerning governance, particularly the aspect of participation.

The second phenomenon observed in the organization of Musrenbangdes in KTM Sungai Rambutan is the accommodation of community proposals, which is also very limited. There is an imbalance between the community's desire for development and the fulfillment of those desires.

This situation also poses a significant problem related to how the governance of Musrenbangdes is conducted, as it pertains to the government's responsiveness in ensuring the fulfillment of rights and fair service to the community. Here is the presentation of data on community proposals:

Table 2. Comparison of the number of community proposals with the proposals approved at the Musrenbangdes

Proposed Data	Total Proposed
Proposed by Locals	35
Proposal approved	3
Percentage	8,6%

The presentation of the data above indicates that the approval of community proposals still falls into the low category, meaning that the number of approved proposals is not yet optimal. As a forum for communities to convey their aspirations and hopes, Musrenbangdes is expected to be a platform capable of accommodating more of these community proposals. This is because community proposals serve as support for social activities within the community. The low percentage of community participation in the Musrenbangdes process and the limited accommodation of community proposals suggest a lack of community involvement in Musrenbangdes. Therefore, it is necessary to reconsider the implementation of Musrenbangdes in terms of its governance. The implementation of the Musrenbangdes policy system should provide opportunities for everyone to participate fairly, offer an open dialogue space for the public, and ensure transparency in access to information.

The low percentage of community participation in the Musrenbangdes process and the limited involvement of village communities in submitting proposals indicate a lack of community engagement in the implementation of Musrenbangdes. Therefore, it is essential to review the implementation of the Musrenbangdes policy system, especially in terms of its governance. The implementation of the Musrenbangdes

policy system should provide opportunities for everyone to participate fairly, offer an open dialogue space for the public, and ensure transparency in access to information. In such conditions, the implementation of Musrenbangdes seems to need development by linking it to existing technology so that the governance of Musrenbangdes can move toward digitization.

Based on the data presented above, it reveals several challenges in the implementation of the Musrenbangdes policy from the perspective of good governance. The conditions mentioned above provide an overview of the Musrenbangdes implementation, prompting a need to evaluate it in terms of governance linked to technological advancements in the public sector. Specifically, aspects examined in Musrenbangdes include participation, transparency, consensus-oriented, and accountability.

This research will focus on the village of Sungai Rambutan, North Indralaya Subdistrict, Ogan Ilir Regency. The study is conducted to answer the research questions about whether the governance of Musrenbangdes complies with the principles of good governance and whether Musrenbangdes can be developed by leveraging technological advancements in its application in the public sector.

2. Literature Review

Public Management

Public management is defined as government management, which implies that public management aims to carry out the planning, organizing, and controlling processes related to public services (Majid, 2020). According to Shafritz and Russell (in Keban, 2019), public management is defined as an individual's accountability effort in running an organization. Overman, as mentioned by Keban (2019), stated that although public management is fundamentally influenced by scientific management, it is not scientific management. This research focuses on examining the research results from the perspective of public management.

In the discussion or scope of public management, this research will focus on the discussion of government governance or good governance.

Good Governance

The definition of good governance, according to the National Administrative Agency and the Financial and Development Supervisory Board (Ridha, n.d.), is described as a state government conducted in a cohesive, responsible, efficient, and effective manner through the preservation of constructive interactions among the domains of the state, private sector, and society. The World Bank's definition of good governance is the practice of sound development management that adheres to the principles of democratic accountability, efficient market, proper allocation of investment funds, political and administrative corruption prevention, budget discipline, and the creation of a legal and political framework to support business activities (Situmorang et al., 2020).

UNDP outlines the principles that should be embraced and applied in the practice of good governance, which include participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision (Handayani & Nur, 2019). Febriyanto (in Ali & Saputra, 2020) states that through the implementation of regional autonomy policies, which provide opportunities for regional governments, the private sector, and the community to become more empowered, the realization of good governance has been supported by the political will of the government in Indonesia.

To achieve the development goals of each village that align with the targets and needs, the participation of each village's community is a crucial key that must be pursued. Law Number 6 of 2014 mandates various roles for village communities in the implementation of the village, both in terms of governance, development, and other areas. In the formation of the village, for example, the ideas of the community are essential to consider in the process. Village communities have

guaranteed rights to access information and oversee the governance and other aspects within it.

Research on government governance in the implementation of Musrenbangdes in KTM Sungai Rambutan is conducted by analyzing the concept of good governance from the United Nations Development Programme (UNDP), which includes participation, legal certainty, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision (Pasolong, 2019).

3. Research Methods

In the research on the Governance of Village Development Planning Deliberation (Musrenbangdes) in the Self-Reliant Integrated City of Sungai Rambutan, Ogan Ilir Regency, the author employed a qualitative descriptive research method. Bogdan and Taylor (as cited in Moleong, 2017) define qualitative descriptive methods as the process of describing an existing problem by recording, determining, classifying, and analyzing data, with the goal of drawing conclusions relevant to the main issues.

In this study, data collection was carried out through observation, documentary analysis, and in-depth interviews with several key informants. The informants included the village head, village secretary, and representatives of the Village Consultative Body (BPD) who are responsible for both village governance and the organization of Musrenbangdes. Additionally, the study also interviewed the head of hamlet 4, which has the highest population in Sungai Rambutan Village. Furthermore, interviews were conducted with a community leader from hamlet 4 and another community leader from hamlet 3 to cross-check information. The interview results were transcribed for further analysis using data analysis software.

This study analyzed data in three stages: data reduction, data presentation, and inference/verification. This model is known as the interactive model, meaning that the analysis is carried

out interactively across these three components (Miles and Huberman, Sugiyono, 2016). The collected data were then processed using data analysis software, specifically NVivo 12 Plus. The data analysis consisted of three stages: Open Codes, Axial Codes, and Selective Codes. Subsequently, data visualization was performed using Concept Maps and Word Frequency analysis to understand the research findings' trends.

4. Results And Discussion

The results of the analysis from this discussion were obtained through fact findings in the field and then collected by means of observation, interviews and also documentation. This research uses theory from the United Nation Development Program which states that there are 9 principles in Good Governance, namely: (1) participation, (2) rule of law, (3) transparency, (4) responsiveness, (5) consensus orientation, (6) equity, (7) effectiveness and efficiency, (8) accountability, and (9) strategic vision.

Participation

Participation is defined as the contribution and/or active involvement in the development process, where all citizens have the right to voice their opinions in decision-making. This participation is based on the freedom to communicate and express oneself and to participate attentively. Involvement and engagement reflect democracy, where every individual can be involved in the planning and implementation of various aspects for different interests (Nasrulloh, 2016).

In the implementation of Musrenbangdes, the community is free to voice their opinions to formulate common interests in development and village needs. The principle of participation can be viewed through two indicators: the community having a say in decision-making and the freedom to associate and express their opinions. Based on the data results, the principle of participation can be visualized as follows.

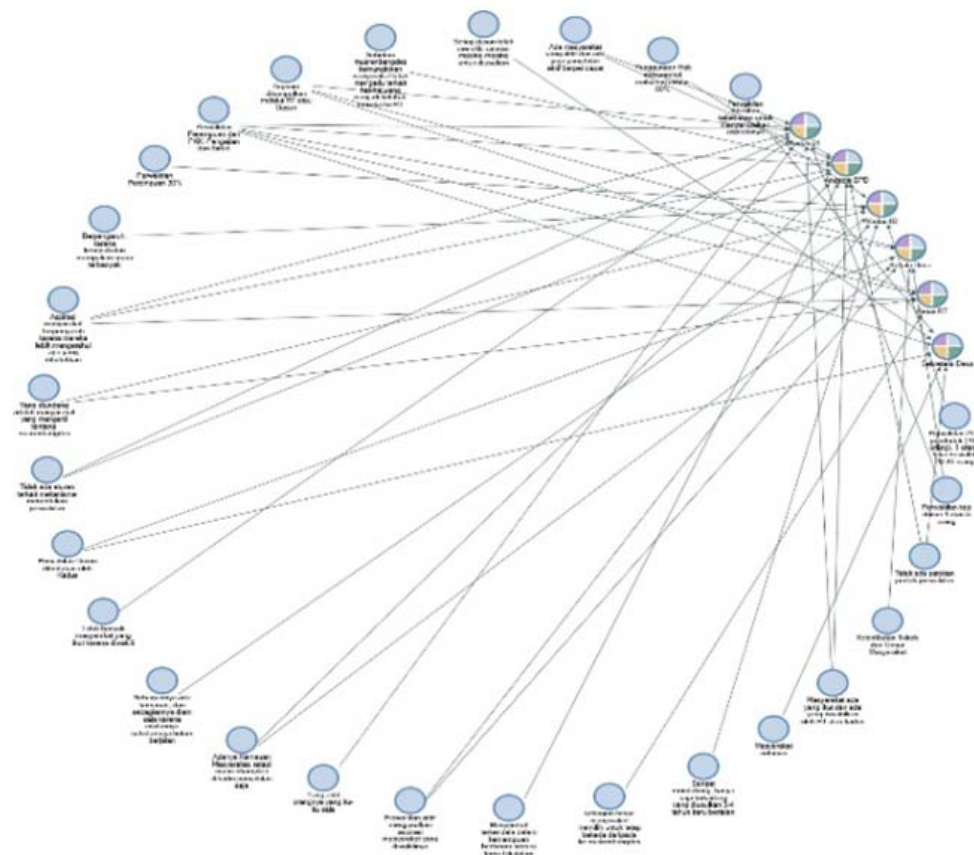


Figure 3.Visualization of the results of the transparency principle analysis
 Source: Data processing results using Nvivo 12 Plus

The data visualization above explains the two sides of participation indicators which are described in the explanation below:

a. The community has a voice in decision making

Musrenbangdes serves as a platform for the rural community to channel their aspirations and evaluate the performance of the village government, particularly concerning village development. Decision-making involves considering various voices and interests from all participants in the deliberation, including the community. The ideal implementation of Musrenbangdes involves all elements within the village participating and playing a role in every decision made. Decision-making takes to account the aspirations and needs of the community.

The village government should act as a facilitator in gathering and listening to all community aspirations without discrimination between different groups. Based on the visualization of participation data, it is evident that in the implementation of Musrenbangdes, aspirations are collected at each hamlet through Hamlet Heads (Kadus) and neighborhood heads (RT).

The collection of community proposals is carried out collectively, with aspirations gathered at the neighborhood (RT) and hamlet (dusun) levels, and later discussed during Musrenbangdes. The Village Secretary explained that each hamlet maintains records of proposals, which are then presented during the Musrenbangdes. Representatives from each hamlet propose what the community in their area desires. The collection of community proposals has been effectively conducted collectively in each hamlet.

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

Community participation is also crucial in Musrenbangdes participation as it can influence decision-making and policy formulation. According to information obtained from the Head of Hamlet 4 in Sungai Rambutan Village, community members attend Musrenbangdes, either personally or are sometimes represented by the neighborhood head (Ketua RT) or Hamlet Head (Kadus) of their respective areas.

Table 3. Number of Participants in the Sungai Rambutan KTM Musrenbangdes Participants

No	List of Participants	Total (Person)
1	PMD	1
2	BPD	7
3	RT	6
4	Kadus	2
5	Pemerintah Desa	4
6	Masyarakat	5
7	Adat	1
8	Daniyah	2
9	PLD	1
10	PDD	1
11	PDTI	1
12	KPM	1

From the data in the table above, it is evident that the participation of the Sungai Rambutan village community in the Musrenbangdes implementation is relatively low. This is because most of the community members are busy with their jobs and do not prioritize participation in Musrenbangdes. Therefore, they prefer to work rather than participate in Musrenbangdes.

Table 4. Population of KTM Sungai Rambutan (2021)

Male	Female	Number of KK
1460	1427	755 KK

Referring to the list of Musrenbangdes participants and the population table, it is evident that, so far, the community's participation and direct involvement are still low. However, when comparing the population size to the attendance of the community during Musrenbangdes, this discrepancy is quite significant. Therefore, it is

essential for the village government to boost enthusiasm and provide an understanding to the community so that they become interested in participating and realize the importance of Musrenbangdes, which is conducted for the common good and the future progress of the village.

b. Freedom to associate and speak

Another element in assessing community participation in the implementation of Musrenbangdes in Sungai Rambutan Village is to look at how effectively the freedom to associate and the right to voice their opinions are exercised by the community. This aspect is influential because when the community can exercise their right to speak, it means they have the opportunity to comment on what is being deliberated, and this significantly impacts decision-making and policy formulation.

The community, as a crucial stakeholder directly affected by policies related to village development, should represent their interests through direct contributions during Musrenbangdes. The community has the right to speak, which is expected to be maximized.

Apart from the community, other village elements are also important to participate and be present during Musrenbangdes to directly present proposals from their respective groups. However, so far, the involvement of the community or representatives from various elements in the village is still relatively low when compared to the total population in the village. This aligns with the results of the visualized data regarding the principle of participation presented earlier.

The emergence of this issue is because community representation is often delegated to the Hamlet Head (Kadus) or neighborhood head (RT) of each area, leading many community members to refrain from attending as they feel represented. However, from a researcher's perspective, community members should also participate directly to understand how the activities are conducted and ensure the best results in decision-making.

The use of the right to voice their opinions, held by the community during Musrenbangdes, is not yet maximized. As a result, many community members remain silent and simply accept the outcomes of the deliberations. Those who actively participate in the deliberation are often the same individuals, while others are mostly hesitant and find it challenging to speak in a formal forum.

Legal certainty

Good governance should have a legal framework that clearly and fairly regulates the rights and obligations binding anyone, creating a safe space for everyone to participate. The legal framework for the implementation of Musrenbangdes in Sungai Rambutan Village is based on Law No. 06 of 2014 concerning villages, Article 80 paragraphs 1 and 2. According to this law, village development planning must involve the community and must conduct deliberations for development planning.

The legal basis for the implementation of Musrenbangdes in Sungai Rambutan Village is also outlined in the Regional Regulation (Perda) of Ogan Ilir District No. 15 of 2008 regarding community-based development planning, which governs that development must adhere to rules of participation, transparency, responsiveness, aspirations, and consistency. Article 1 paragraph 8 of this Perda discusses efforts for joint development planning with the community, starting from the village/neighborhood level, through districts, and up to the district level. Furthermore, Article 6 paragraph 1 guarantees the rights and obligations of the community in participating in the decision-making process for development planning.

These regulations regarding Musrenbangdes ensure the community's right to participate in its implementation. The government must treat the community fairly by listening to every opinion without discrimination. The legal framework must also be supported by the enforcement and adherence to the law itself in a just manner. Therefore, in realizing equity for the entire com-

munity, the government must have a good understanding of the regulations regarding Musrenbangdes. Achieving equity through the enforcement of the law is also seen in the government's protection of the community to fulfill their rights and obligations during the implementation of Musrenbangdes. Based on the data analysis conducted with several informants, the principle of legal certainty can be visualized as follows:

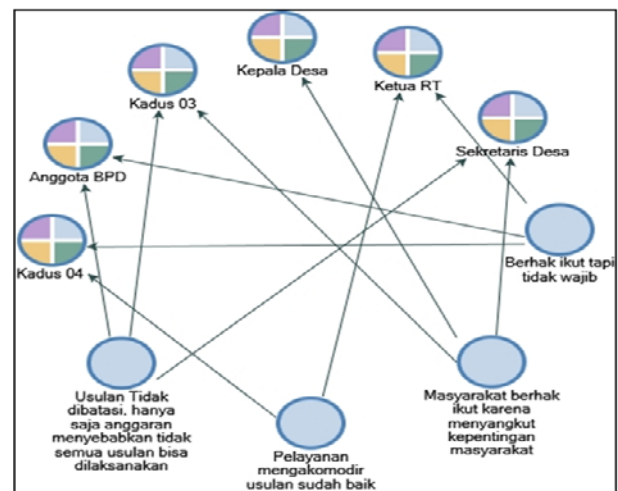


Figure 2. Visualization of the results of the analysis of the principle of legal certainty

Based on the data visualization above, it can be concluded that the village government in Sungai Rambutan agrees that the community has the right to participate in Musrenbangdes, regardless of their social status. However, their understanding of the importance of the community's obligation to participate is not yet fully maximized. Efforts to encourage community participation in Musrenbangdes are still lacking. The government understands the community's busy schedules due to their jobs, but a more mature understanding of development itself has not been adequately communicated by the village government. In other words, the village government has not maximized its efforts to convey to the community the importance of their presence in Musrenbangdes. This was confirmed by a member of the BPD (Village Consultative Bureau) who stated that the community is free and has the right

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

to attend Musrenbangdes but is not obliged to do so due to their work commitments.

The implementation of Musrenbangdes in Sungai Rambutan involves only representatives of the community, not everyone. However, suggestions and feedback from the entire community are still heard by the village government. The mechanism for submitting proposals is not only during Musrenbangdes but also in village-level deliberations (Musdus) conducted in each neighborhood (RT). The community submits proposals through their respective RT and neighborhood (Kadus). Different realizations are found in each RT, with some conducting Musdus and others not. Therefore, oversight from the village head and his staff regarding these neighborhood deliberations is needed to ensure that what is proposed by each neighborhood is not merely the suggestions of community leaders or their respective RT/RW (neighborhood unit) representatives.

Transparency

Transparency is one of the fundamental criteria in achieving good governance. To establish a good governance system for the community, openness, easy access, and community involvement in every stage of government operation are required to influence the realization of various other indicators (Dewi & Adi, 2019).

Transparency is not something foreign in today's world, and in fact, every activity requires transparency as a tool to analyze whether the activity is progressing as it should. Similarly, in the implementation of Musrenbangdes, transparency is needed so that the entire community can understand the ongoing process, starting from openness regarding the budget for upcoming or ongoing development projects.

Information about Musrenbangdes is essential to encourage community participation in the implementation of Musrenbangdes. Typically, information related to the implementation of Musrenbangdes should be conveyed carefully to the entire village community. However, in the case of Musrenbangdes implementation in Sungai Rambutan village, there is a lack of information dissemination or accessible platforms for the community to access information related to Musrenbangdes. The information is mainly conveyed in a non-formal way, where not everyone can easily access it.

Ease of access to information is crucial in the concept of transparency. The community should have an easier time finding out about Musrenbangdes and its implementation to prepare for participation. However, in this regard, the village government in Sungai Rambutan has not provided information or an access point (platform), making it a critical point for the village government to improve information services in the village.

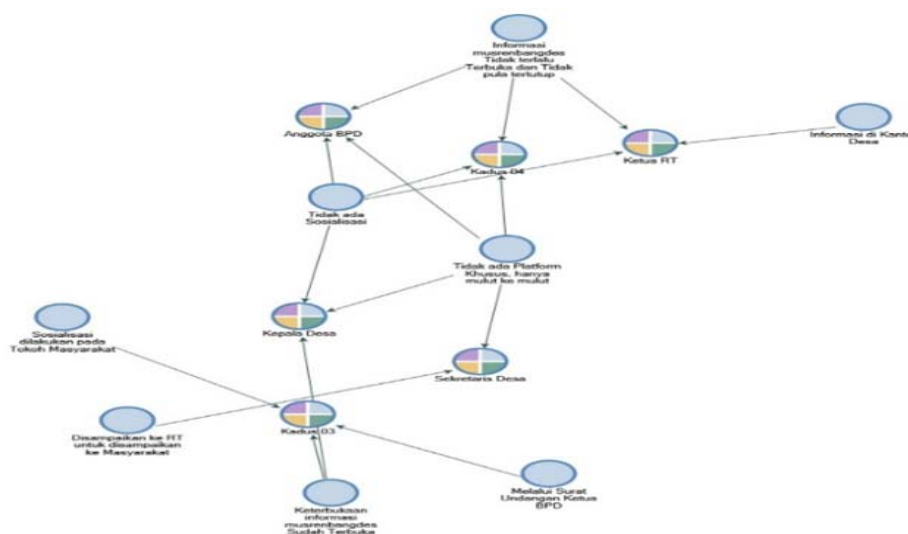


Figure 3. Visualization of Transparency Principles

From the visualization of the transparency data above, it is evident that in the village of Sungai Rambutan, there is no specific platform for information dissemination, and the quality of information dissemination needs improvement. Besides the suboptimal dissemination of Musrenbangdes results, the village government of Sungai Rambutan and the BPD have not conducted any socialization regarding Musrenbangdes for the community so far. This was conveyed by the Secretary of Sungai Rambutan village during an interview, stating, "For Musrenbangdes, we convey it to the local level, which is to the neighborhood (RT). Well, it's the responsibility of the RT to convey it to the community" (Interview, August 23, 2022).

The mentioned socialization refers to providing an understanding to the community about Musrenbangdes, which inevitably influences community participation because they understand the importance of Musrenbangdes as an activity that impacts village development. For Sungai Rambutan village, there has been no socialization activity conducted, and many community members are still unaware of what Musrenbangdes is and how the process works.

tan is considered open because they have created official records, making it easier for Musrenbangdes participants and the general public to learn about the results of Musrenbangdes. You can see this in the document of the official report below.

Responsiveness

Responsiveness means that every institution in its process has an orientation and strives to serve various stakeholders, especially the community (Rohman & Hanafi Santrian, 2019). The government should have two elements that align with this principle, namely individual ethics and social ethics (National Leadership Institute or LAN) as mentioned in Rossae (2019). Individual ethics require the government to have professional capabilities and loyalty, while social ethics demand sensitivity to the public's needs. Ideally, the government should be a place that can meet the needs of the community and assist the public in every situation. A responsive government possesses the intelligence to act and a high level of loyalty to the public.

A responsive governance structure is typically sensitive to changing situations and accommodates the aspirations of the community, taking the initiative to address various issues faced by the public (Neneng). To create a high level of responsiveness, the government must not discriminate against any community group when implementing development policies. Treating every group and stratum humanely is a crucial consideration (Rinto Harahap). Regarding the analysis of the responsiveness principle in the implementation of Musrenbangdes KTM Sungai Rambutan, it is visualized in the results of data analysis based on interviews and observations as follows:

A responsive government has the ability and a proactive stance in analyzing the needs to form development policies while consistently prioritizing the interests of the public. The first step in identifying the needs of the community, especially in the implementation of Musrenbangdes,

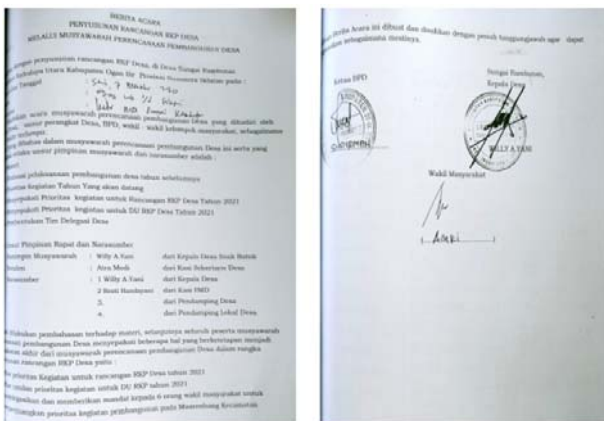


Figure 4. Minutes of preparation of Village RKP through Musrenbangdes

Furthermore, information openness is a crucial element to have in every activity, including the implementation of Musrenbangdes in Sungai Rambutan village. In terms of information openness, the village government of Sungai Rambutan

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

is to listen to the complaints and proposals submitted by the public themselves.

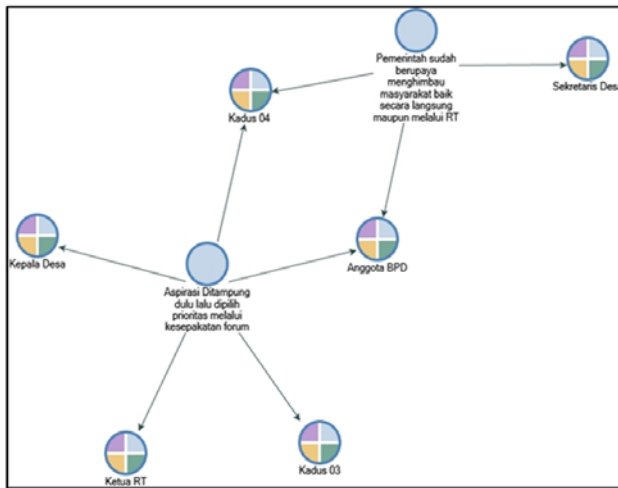


Figure 5. Visualization of the results of responsiveness principle data analysis

Based on the data visualization above, it can be seen that the village government has made efforts to encourage the community to submit proposals, whether through the RT chairperson or directly through the Musrenbangdes forum. In this regard, the village government has opened up aspirations as widely as possible, regardless of their source. Furthermore, the KTM Sungai Rambutan village government has provided a specific timeframe for the community to submit proposals, which means there is a designated time for proposal submission. A BPD member stated that the government gives time to the community to express their aspirations.

All proposals and community aspirations are then collected for discussion during the Musrenbangdes implementation. These proposals are mapped out and discussed to determine development priorities. Here, the accommodation of community proposals and those from community leaders is equal, without discrimination based on groups but with a focus on what the community needs the most. This was confirmed by the Head of KTM Sungai Village that in accommodating community interests, proposals from community leaders are treated equally to those from other community members.

The village government has opened the door to community aspirations, but not all proposals can be fully realized in development projects. This was mentioned by a BPD member, who stated that the proposal service has been well-implemented, but realizing all proposals is not easy due to budget constraints. Nevertheless, the village government still accommodates community proposals by submitting priority proposals up to the district level. Selected proposals to be submitted at the district level have gone through a selection process and joint discussion. If this submission is approved, then the community's proposals can be implemented.

Table 5. List of proposals that will be submitted to the sub-district level

No	Area	Proposals
1	Hamlet (Dusun) I	Street light from the front gate Construction of cast concrete roads (1000 m x 4 m)
2	Hamlet II	Construction of cast concrete road (500m x 4m)
3	UPT I	Construction of cast concrete road (6000m x 2.5m) Making Beds (400m x 4m)
4	UPT II	Construction of cast concrete road (1050m x 3m)
5	UPT III	Culvert 6 points and 3m wide Construction of a 75m mosque cast road

Efforts to submit proposals to the district level are part of the village government's responsiveness in fulfilling the community's development rights. The responsiveness of the village government, starting with the identification of community needs, can be considered effective, where the village government listens to the community's proposals submitted through RT and Kadus, as well as during Musrenbangdes meetings. Opening up aspirations widely allows various opinions about new needs that may not be realized by the government but are felt by the community. When facing challenges where needs clash with funding constraints, while not all proposals can be implemented, the village government still accommodates by prioritizing development projects. The determination of priorities is also based on

the joint agreement within the forum, creating development priorities that are entirely based on community needs.

Consensus orientation

LAN and BPKP (2000) as cited in Mandar et al. (2004) argue that consensus orientation serves as an intermediary mechanism for different interests to obtain the best options for broader interests in both policy and procedure. In this principle, the government plays the role of a bridge between stakeholders, bringing various interests together to create a common agreement. A good government is one that can address and mediate differences and is capable of resolving issues that arise (Rohman & Hanafi Santrian, n.d., 2019).

In bridging the interests of the community, the village government must prioritize consensus through deliberation to achieve mutual agreement in decision-making. Regarding the analysis of the consensus orientation principle in the implementation of Musrenbangdes in Sungai Rambutan, it can be visualized in the following data analysis results:

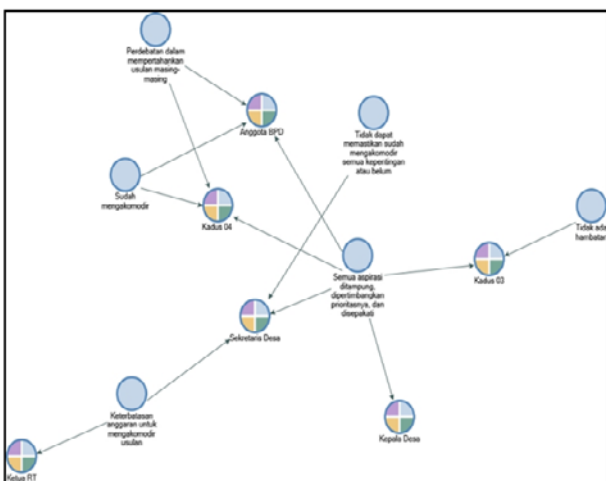


Figure 6. Visualization of the results of consensus-oriented principle analysis

Based on the visualization of the data above, it can be seen that in selecting priority development proposals submitted by each hamlet to the

Kadus and RT, they will be discussed together and agreed upon. The mechanism for selecting priority development proposals is based on urgency and importance. Considerations for choosing priority proposals are discussed until a consensus is reached. This is in line with what was mentioned by the Secretary of Sungai Rambutan Village, who stated that proposals would be filtered from the most important and urgent ones based on the agreement of the Musrenbangdes forum. This means that the village government here has played a good role as a mediator in determining proposal priorities.

The data shown in the visualization above also indicates that in Musrenbangdes KTM Sungai Rambutan, there are often debates in advocating for individual proposals. This occurs due to the disparity between the high development needs of the community and the low budget for development. This situation is exacerbated by the impact of COVID-19, which affected budget allocations. Village funds that should be focused on development were redirected to direct cash assistance (BLT) for those affected by COVID-19. This was confirmed by the head of RT 06, who expressed that there were no obstacles in proposing ideas, as all proposals would be recorded and accommodated. However, the budget may be constrained due to COVID-19, with most of it being redirected to COVID-19 relief efforts.

Equity

Equity is defined as providing service without discrimination or equally (Rohman & Hanafi Santrian, 2019). Equity ensures equal treatment for all citizens to access bureaucracy services. People have equal rights to fight for and improve their well-being. The principle of equity is needed to provide the best access to services for the people and all groups without distinction of race, ethnicity, religion, gender, or social status (Sandling et al., 2018). Regarding the analysis of the equity principle, it can be seen through the visualization of the following data:

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

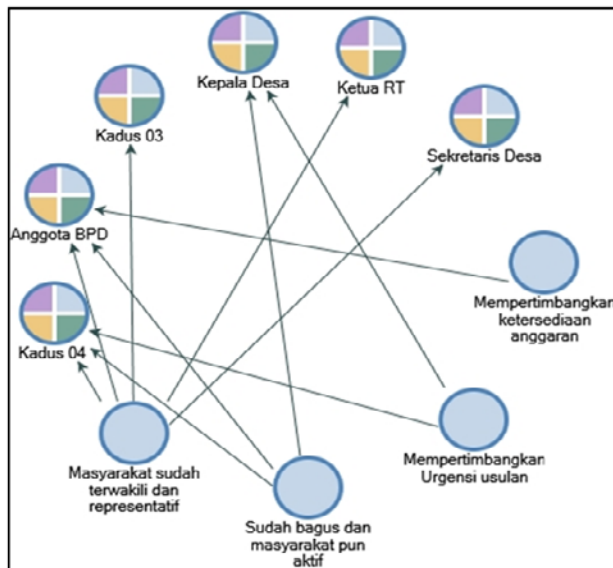


Figure 7. Visualization of the results of the analysis of principles of equity

The data obtained from the interviews and depicted in the data visualization above reveals that the total population is already represented by the number of attendees in Musrenbangdes. Most of the participants were formally invited from the community leaders. Musrenbangdes KTM Sungai Rambutan limits participation by inviting representatives from each neighborhood. In this context, it's considered that the community leaders attending the Musrenbangdes represent the entire population of KTM Sungai Rambutan. The Head of RT 06 confirmed this by stating that community leaders adequately represent the entire village, making it impractical to invite everyone.

Equity in the implementation of Musrenbangdes in KTM Sungai Rambutan can be assessed by examining the representation of the community among the participants. According to the village government, they believe that the representation is sufficient, as conveyed during interviews. However, the data reveals a significant gap between the attendance percentage and the total population in KTM Sungai Rambutan. Here is a comparison between the number of households and community attendance at Musrenbangdes.

Table 6. Comparison of the number of people, number of families, and number of attendees

Female	1427
Male	1260
Total	2687
Number of families	755
Number of attendees	38
Percentage	5%

In the 2021 KTM Sungai Rambutan Musrenbangdes participant attendance document, the number of participants was 38 people, including village officials and BPD. It is important to look at the number of people and people who know the area directly, namely RT and Kadus. The following is data on community, RT and Kadus attendance:

Table 7. Comparison of the number of locals, RT and Kadus attendance numbers

Position	Total number	Total attendance
Kadus	5	2
RT	14	6
Locals	2887	5

The comparison between the total number of village heads (Kadus), neighborhood leaders (RT), and the community against the actual attendance reveals a significant gap. This indicates that not all regions in the village are represented by their respective local leaders. However, Kadus and RT members are the ones who are well-acquainted with the local conditions and serve as the primary points of contact for the community's proposals before Musrenbangdes. From the total of 5 hamlets in KTM Sungai Rambutan Village, only 5 community members attended Musrenbangdes. When considering the minimum attendance requirement as suggested by Kadus 4, with each hamlet ideally having at least 4 representatives, there should have been a minimum of 20 community members in attendance.

The implementation of Musrenbangdes in KTM Sungai Rambutan is based on data analysis showing that community proposals are selected based on their urgency. Due to budget constraints, development must be carried out gradually, and proposals are selected based on their urgency. To ensure fairness, the village government provides an opportunity for the community to submit proposals and explain why their proposals are important. This aligns with what the Village Head mentioned, emphasizing that the priority for development is determined by the importance of the proposals.

In this principle, the village government has attempted to conduct Musrenbangdes fairly by always paying attention to, discussing, and considering community proposals. They do not discriminate against any community proposals and strive to make it as inclusive as possible. However, the representation of the community remains significantly lacking. Unfortunately, this is contrary to the understanding of the village government. This highlights the need for more efforts to encourage community participation.

Effective and efficiency

The government and its institutions must ensure that their processes deliver results that are truly relevant to the desires of their respective communities. This is achieved through optimal resource management, taking in to account existing problems, the urgency of issues, and the availability of resources. A process is considered effective and efficient if resource utilization and all supporting elements are in good order. The implementation of Musrenbangdes is expected to accommodate the interests of the community and run smoothly to achieve the expected good governance. To achieve this, the village government needs to prepare everything, including competent human resources, the location of the event, and adequate facilities to support the effective and efficient implementation of Musrenbangdes.

In the current implementation of Musrenbangdes in Sungai Rambutan Village, the village

government has made efforts to develop resources by promoting and enhancing the understanding of organizers through training provided to the BPD chairman. This was conveyed by one of the research informants during the interview, an elected member of BPD, who mentioned, "There is training for BPD members, but it's not well publicized, and only one person occasionally attends, so it's not very effective. There's no training for the community" (Interview, August 23, 2022).

Apart from resource development, it is essential to consider the location of the event and the suitability of infrastructure. These factors significantly support the successful implementation of Musrenbangdes. As the head of Sungai Rambutan Village mentioned, "The location of Musrenbangdes is at the village office, and there are facilities such as chairs, tables, which are adequate and suitable" (Interview, August 23, 2022).

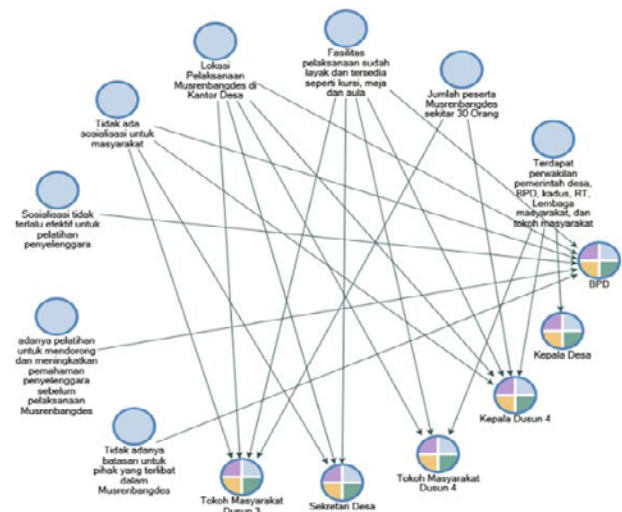


Figure 8. Effective data visualization and efficiency of Musrenbangdes

Referring to the data visualization above, it is evident that Musrenbangdes in Sungai Rambutan Village currently has adequate facilities and infrastructure, as well as available venues for implementation. However, there is no socialization process provided by the village government to the community regarding the implementation of Musrenbangdes and an understanding of what

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

Musrenbangdes entails. This lack of communication has an impact on community participation.

For attendance during the Musrenbangdes event, representatives from the village government, RT (neighborhood community unit) heads, Kadus (village section heads), community organizations, community leaders, and the general public are required to be present. As for resource development, it is perceived to be lacking, particularly in terms of quantity. **Accountability**

Accountability is an obligation to be answerable for what the government has provided to the public. According to UNDP, accountability means that government implementers can be accountable to the public. Accountability encourages the government to perform its duties according to procedures, where the decisions and conduct of bureaucrats must be legally accountable to the public. Below is a data visualization based on interviews regarding the principle of accountability:

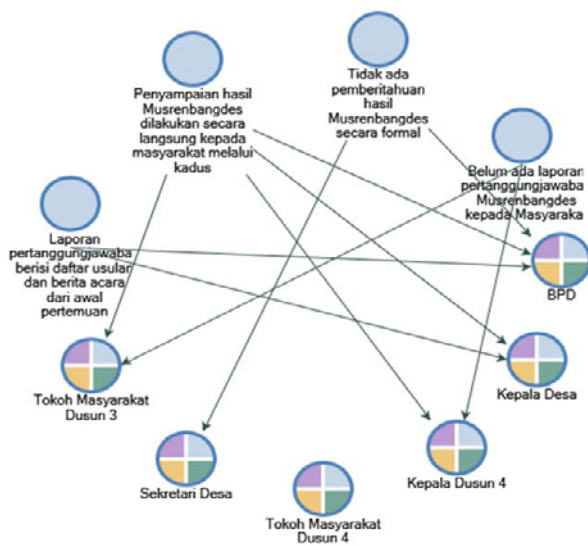


Figure 9. Visualization of the results of data analysis on the principle of accountability

In the implementation of Musrenbangdes, one form of public accountability can be observed through the report on the implementation of Musrenbangdes. Based on the data above, the report on the accountability of Musrenbangdes in KTM Sungai Rambutan is always prepared and includes the minutes of the implementation, a list

of community proposals, a list of attendees, a list of the names of the representatives from the sub-district's Musrenbang, documentation of the implementation, and invitations. This was confirmed by the Village Head, who stated that the Musrenbangdes agenda has its own accountability report, which includes the results of the Musrenbangdes implementation.

Good accountability involves providing information on what has been carried out, especially to the community. Based on the previous data visualization, it is evident that there is no formal accountability report for Musrenbangdes to the village community. Information is conveyed directly through the village head. The information remains non-formal, without any formal report created for accountability to the community, such as announcements in brochures or banners. In line with this, the Village Head stated that the information regarding the results of Musrenbang is conveyed through the sub-district head, which was then confirmed by the sub-district head of sub-district 4, stating that it is done through word of mouth. However, sub-district head 03's approach shows better progress, with information being shared via WhatsApp. While the government's accountability in the form of documents has been properly implemented, the dissemination of information about the results of Musrenbangdes has not been effectively communicated to the community.

Strategic vision

Strategic vision is an effort to outline the desired future, through governance based on clear and structured goals. It serves as a strengthening of a collective commitment to achieve a future goal.

Vision is a series of words or sentences that express the dreams, hopes, plans, and desires of an organization, company, or association for the future. A vision can also be understood as something essential in an organization to ensure its long-term success and sustainability. In other words, a vision is the "want to be" of an associa-

tion, company, or organization (Permatasari, 2017).

In the context of Musrenbangdes implementation in Sungai Rambutan village, it is important to have a plan and an evaluation of activities to achieve future goals. Regarding the evaluation from Musrenbangdes participants, the researcher inquired with an informant who is a member of BPD. The informant explained, "Many people remain silent, some don't understand, and there are also those who are indifferent to this activity, and the evaluation from the community is lacking."

Furthermore, the researcher also asked the village head about future evaluations. The village head replied, "What's clear is that the budget needs to be increased in the future." Based on the interviews above, it can be observed that feedback and evaluations from the community regarding the implementation of Musrenbangdes have not been specific, and the community tends to be passive. This is due to a lack of enthusiasm and attention from the community. Evaluations and feedback from the community have a significant impact on how future implementations should be conducted, providing the village government with reference points and insights into Musrenbangdes. Additionally, budget constraints can be a hindrance, leading to delays in many plans as the government has to prioritize and address issues that are of immediate collective interest.

Achieving goals and selecting appropriate strategies in the implementation of Musrenbangdes is crucial to realize the planned objectives effectively. The data analysis provided indicates that the village government's evaluation is vital, especially concerning improving the quality of the organizers, which is considered inadequate at the moment, and optimizing the available budget by aligning it with the policies or decisions resulting from the deliberations.

Additionally, much of the criticism from the community revolves around the unmet development goals. This is often due to the limited budget, as stated by the village head during the interview, which impacts the planned development processes. Evaluations play a pivotal role in the future, with the hope that the village government will genuinely prioritize these aspects for the common good.

5. Conclusion

The implementation of Musrenbangdes in Sungai Rambutan Village is a general practice aimed at determining policies and accommodating the interests of the community. In terms of participation, the village government has made efforts to provide sufficient services to the community regarding participation and involvement in Musrenbangdes. However, in reality, there is still a lack of contribution from the community during Musrenbangdes, which means the opportunity to voice their opinions in the decision-making process is not used to its maximum potential.

Furthermore, the transparency of the village government of Sungai Rambutan is considered not fully 100%, which makes it an essential area for improvement in achieving the principles of good governance during the implementation of Musrenbangdes.

The decisions made during Musrenbangdes are based on agreements between the government and the community. The decisions are reached through consensus in the forum, ensuring they are not authoritarian decisions made solely by the village government. This approach also takes in

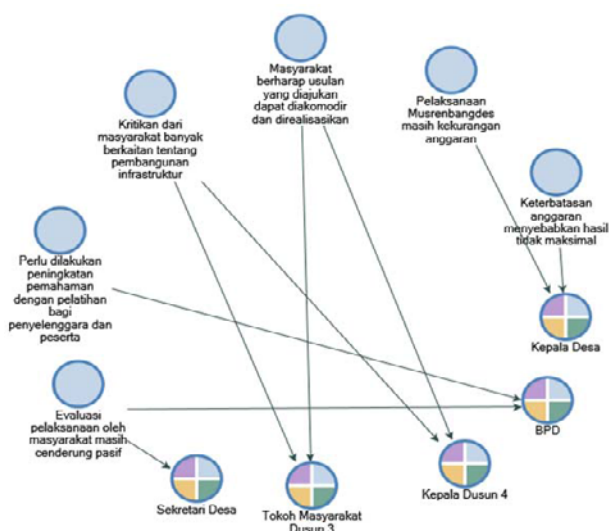


Figure 10. Data visualization of the Musrenbangdes Strategic Vision data

Governance of village development planning deliberations (Musrenbangdes) in Sungai Rambutan City

Khairunnas, Rahmat Rafinzar, Retno Susilowati

to account various considerations from each segment of the community and considers the most critical needs within the community.

The village government accommodates suggestions and criticism from the community without discrimination. Aspirations are open to anyone without bias. However, the elements present in Musrenbangdes cannot fully represent the entire population of the village, as there is a significant gap between the number of participants and the total population. Therefore, the village gov-

ernment of Sungai Rambutan needs to consider how to involve the community more comprehensively and ensure the quality of available resources.

So far, the evaluation from the community regarding the implementation of Musrenbangdes in Sungai Rambutan Village cannot be categorized as maximum. During Musrenbangdes, there is still a lack of criticism, feedback, and evaluation from the community. Additionally, there is a need to improve the capacity of those responsible for the implementation of Musrenbangdes.

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