

IMPLEMENTATION OF VILLAGE MUSRENBANG IN IMPROVING DEVELOPMENT IN KELONG VILLAGE, BINTAN REGENCY IN 2024

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Abstract

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Village Musrenbang,
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The Village Development Planning Deliberation (Musrenbangdes) is an annual participatory forum aimed at gathering community aspirations for village development planning in a democratic manner. This study analyzes the implementation of Musrenbangdes in Kelong Village, Bintan Regency, and evaluates its contribution to village development. Using a descriptive qualitative method, data were collected through observation, in-depth interviews, and documentation. Informants included the Village Secretary, Head of Planning, BPD members, youth representatives, PKK members, Posyandu cadres, community and religious leaders, and RT/RW. The study applies Jacob's (2024) development planning theory, with indicators such as participation, empowerment, sustainability, accountability, and efficiency-effectiveness. Results show that while Musrenbangdes follows procedural steps, it lacks ideal participatory elements. Community participation remains low, dominated by certain figures, and empowerment is limited as residents struggle to advocate for their proposals. Physical development shows long-term value but not all key proposals are followed up. Accountability is weak due to limited public reporting. Although development is relatively on target, it lacks equitable distribution—only 10 out of 15 proposals (66.7%) were realized in 2023. Strengthening community capacity and planning transparency are crucial for making Musrenbangdes more participatory and impactful.

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INTRODUCTION

Development has become a key government agenda, addressing transformation through shifts in infrastructure and social order (Raharjo *et al.*, 2021). Economic growth



is measured by increases in Gross Domestic Product (GDP) and per capita income, encompassing both quantitative aspects and the quality of life of the community through improved access to education, health care, and infrastructure.

According to (Syaifullah, 2008) Development encompasses two categories: physical, such as infrastructure and public services, and non-physical, such as developing community skills and improving the community's quality of life. The benefits of development programs will be felt by the community if there is direct involvement from those who benefit from them (Kurniawati & Eprilianto, 2022) .

The Development Planning Deliberation (Musrenbang) is a discussion that emphasizes the exchange of opinions by involving every element of society in development planning (Amanulloh, 2015) . Musrenbang is an annual discussion forum for stakeholders at the village level to reach agreement on the village work plan for the upcoming fiscal year according to Mustanir and Rusdi in (Ratri, 2021) .

Village development planning is an activity of the village government with the active participation of the BPD (Village Consultative Body) and the community to utilize village resources efficiently to achieve village development goals (Anastasya Rosang *et al.*, 2023) . Musrenbang functions as a forum for the community to convey views and aspirations for relevant development in their area (Ichwanda *et al.*, 2024) .

Minister of Home Affairs Regulation Number 114 of 2014 states that village development planning is a process of village government activities involving the BPD and community elements in a participatory manner for the utilization and allocation of village resources. Participants in the village development planning meeting include: the Village Community Empowerment Institution (LPM), religious and community leaders, local residents, neighborhood associations, village heads, and other parties (Kessa, 2015).

Djohani (2008), the purpose of the village musrenbang is to determine the priority of village needs, problems, and activities, which will form the basis for the preparation of the Village Work Plan (RKP). The existence of the Village Musrenbang has significant benefits for village development (Hasan *et al.*, 2020). provide opportunities for direct community participation in decision-making and enable targeted budget allocation.

The impact of the Village Musrenbang on development can be seen in terms of economic growth, education, and social welfare (Fatmawati *et al.*, 2020) . From an economic perspective, the Musrenbang directs investment in sectors that improve the community's economy, such as MSMEs, agricultural infrastructure, and market access for local products. In the education sector, the Musrenbangdes plays a role in determining priorities for the development of educational facilities and infrastructure and improving the quality of teaching staff.

Kelong Village is located in Bintan Pesisir District, Bintan Regency, Riau Islands Province. The village encompasses 17 islands, three of which are inhabited, and has a total population of 2,429, predominantly ethnic Chinese and Malay. Access to Kelong Village is only by sea from Barek Motor Harbor, a journey that takes half an hour.

The Kelong Village community largely relies on the sea for its livelihood, primarily as fishermen. The tradition of fishing using kelong cacak (traditional fishing boats) and floating kelongs is still maintained. Community participation in the Musrenbang (Regional Development Planning) decreased from 100 people in 2020 to 56 in 2024, despite the 2023 Village Budget (APBDes) reaching Rp 3,874,280,871.

Meeting (Musrenbangdes) produced 15 development proposals, but only 10 were implemented. The five unrealized proposals include: the construction of a local feeder

port, the rehabilitation of the village health post (Polindes) infrastructure in Kampung Tenggel, the construction of a junior high school fence, the construction of a library at SDN 002 Bintan Pesisir, and the construction of a fence at the Bintan Pesisir sub-district office.

Based on the phenomena occurring in Kelong Village, there are complex problems related to the implementation of musrenbang and the implementation of development results. The decline in community participation in musrenbang from year to year, the low level of realization of development proposals which only reached 66.7% (10 out of 15 proposals), and the geographical characteristics of the archipelago which poses its own challenges in village development, encourage the need for an in-depth study on the effectiveness of musrenbang implementation on improving development in the village. This condition raises a fundamental question: "How will the implementation of musrenbang improve development in Kelong Village, Bintan Regency in 2024?"

This study aims to determine the implementation of musrenbang towards increasing development in Kelong Village, Bintan Regency in 2024. Through an in-depth analysis of the musrenbang implementation process, community participation, and the level of development realization, this study is expected to provide a comprehensive picture of the effectiveness of the musrenbang forum as an instrument for participatory development planning in island villages.

This research has dual benefits, both theoretically and practically. From a theoretical perspective, this research will broaden the knowledge and understanding of the implementation of village development planning meetings (Musrenbang) for future researchers, particularly in the context of island villages with unique geographic and socioeconomic characteristics. Practically, the results of this study are expected to provide constructive input to the Kelong Village government in implementing future Musrenbang, thereby improving the effectiveness of village development planning and implementation.

The practical benefits of this research are also expected to positively contribute to the Kelong Village community by increasing their insight and knowledge about the importance of active participation in the musrenbang. Furthermore, this research can provide strategic recommendations for the community in implementing musrenbang in the future, so that this forum can function optimally as a forum for aspirations and development planning that is responsive to the community's real needs.

REVIEW LIBRARY

Previous research that serves as a reference includes the study by Ismail, Rachman, and Thalib (2023) on the implementation of the Village Development Planning Meeting (Musrenbangdes) in Pulubala Village, Pulubala District, Gorontalo Regency, which showed a lack of community participation, a less than optimal selective process, and hampered development sustainability due to budget constraints. Vica Listina's research (2023) identified internal factors such as work as a barrier to community participation in the Musrenbang in Resun Pesisir Village, North Lingga District, Lingga Regency, as well as the lack of effective communication from the village government. Meanwhile, Hariyanto Hariyanto's (2022) research in Kelarik Village, North Bunguran District, Natuna Regency showed less than optimal community participation in the Musrenbangdes due to low levels of education, low economic conditions, and the suboptimal role of formal village institutions.

Development planning according to (Abe, 2005:27) defined as a reaction to the future that includes elements of goals, activities, and time. Tjokroamidjojo (1995) explains development planning as the arrangement of the efficient use of limited resources to obtain better socio-economic results. Jacob (2024) emphasizes that development planning is a series of structured steps to achieve sustainable and holistic development with five main principles: participation, empowerment, sustainability, accountability, and efficiency and effectiveness. Law Number 6 of 2014 concerning Villages regulates village development planning that involves the community in the Musrenbangdes to determine program priorities funded by the Village Budget, community self-help, and the Regency/City Budget.

Development according to (Rochajat Harun, (2011) is a beneficial transformation towards the social and economic structure desired by the nation. (Agung Afandi *et al.*, 2019) explains development as a multidimensional process that includes the transformation of social order, people's mindset, state institutions, and poverty reduction. (Jamaludin, 2016) emphasizes development as a continuous historical process that encompasses not only physical transformation but also changes in community attitudes. Wulandari (2020) stated that the success of village development is determined by strengthening village institutional capacity through budget transparency, improving the competence of village officials, and the active involvement of the Village Consultative Body (BPD). Mokoagow *et al.* (2020) distinguish between physical and non-physical development, both of which are necessary to improve the quality of life of the community.

Law Number 6 of 2014, village development is an effort to improve the quality of life for the welfare of the community through the provision of basic needs, infrastructure development, local economic development, and sustainable resource utilization. Ismail Nawawi (2009) defines development as a deliberate process of change to meet community needs, while Sondang P Siagian (2008) explains it as a series of planned efforts towards modernity. Marbun (2002:113) emphasizes that village development encompasses all aspects of community life by developing self-help and mutual cooperation.

This study uses Jacob's (2024) development planning theory with a focus on physical development that includes road infrastructure, platforms, drainage, education and health facilities. The five indicators analyzed are participation (active community involvement in infrastructure planning), empowerment (increasing community capacity in managing physical development), sustainability (quality and long-term function of infrastructure), accountability (transparency and reporting of physical development), and efficiency and effectiveness (optimal utilization of resources for targeted projects). The research framework aims to obtain an overview of the implementation of the village development planning meeting (Musrenbang) in improving development in Kelong Village, Bintan Regency in 2024 through a qualitative descriptive approach that can provide recommendations for creating a more inclusive, participatory village development planning meeting (Musrenbangdes) and having a real impact on village development.

METHOD STUDY

This study applies a qualitative approach with the aim of capturing phenomena related to the experiences of research subjects, including views, motivations, behaviors, and actions comprehensively through a descriptive approach that relies on words and

language in a scientific context by utilizing various scientific techniques Moleong (2017) The descriptive approach was chosen because the research on the Implementation of Musrenbangdes in Improving Village Development uses theory to provide explanations towards conclusions through descriptions, depictions and summaries in various situations in order to gain an understanding of the implementation of Musrenbangdes.

The research object is a condition that explains the situation of the object being studied to obtain clear information. In this study, the designated object is the Kelong Village Government, Bintan Pesisir District. The research location refers to the research implementation area, which is also the research subject: the Kelong Village Office in Bintan Pesisir District, Bintan Regency.

The research focus is a series of problems outlined as the core and theme of the study, with the hope that researchers can gather information and conduct analysis in accordance with the established research objectives. This research focuses on the implementation of village development planning meetings (Musrenbang) to improve development in Kelong Village, Bintan Regency.

Primary data is information directly conveyed to researchers in the form of observations, interviews, and documents consisting of sentences and actions. Primary data is obtained from information sources in the form of people or individuals reached by researchers through interviews and observations (Sugiyono, 2017) .

Secondary data is information that is not directly provided to researchers, but comes from other parties or previously published documents. These data sources vary, including the Central Bureau of Statistics, books, journals, reports, previous research, and various other sources (Sugiyono, 2017) .

Data analysis is the process of systematically searching for and organizing information obtained from interviews, field notes, and documentation. This process includes grouping data into categories, breaking it down into smaller pieces, integrating it, organizing it into patterns, determining significant elements for analysis, and drawing conclusions so that the information can be clearly understood by both oneself and others (Sugiyono, 2017) .

RESULTS AND DISCUSSION

Kelong Village is one of the villages in the Bintan Pesisir District, Bintan Regency, Riau Islands Province which is categorized as an island village with regional characteristics consisting of a cluster of small islands. Of the total 17 islands in the Kelong Village area, only 3 islands are inhabited with access only by sea with a travel time of about 30 minutes from Barek Motor Harbor using a traditional boat or pompong. Administratively, this village consists of 2 hamlets, 3 RW, and 10 RT with an area of approximately 62,700 hectares. Its boundaries include: to the north it borders Air Glubi Village, to the east with Numbing Village, to the south with Mantang District, and to the west with Kijang Kota Village. The geographical conditions surrounded by sea waters and mostly in coastal areas make the main transportation using sea routes through small ports that connect the village with the city center or other areas in Bintan Regency.

The socio-economic conditions of the Kelong Village community are dominated by livelihoods as fishermen with catches sold to local markets or shipped to areas outside the village. In addition to the fisheries sector, there are small-scale trade activities and sea transportation services. The community has not yet utilized modern technology in fishing, but uses fishing gear such as nets, traps, and fishing rods. The community's economy is

still highly dependent on natural conditions and fishing seasons. The natural potential of Kelong Village includes mangrove forests, marine biodiversity, and the potential for marine ecotourism. However, this village faces various challenges such as limited access to transportation, dependence on the sea as a primary source of income, and risks from abrasion and climate change. The geographical development of the region is seen through efforts to build basic infrastructure such as platforms, boat moorings, local feeder ports, and drainage systems that support increased inter-regional connectivity and access to public services. The village has also begun implementing conservation-based regional management and environmental adaptation, including coastal area zoning planning and mangrove rehabilitation.

Development Planning Deliberation (Musrenbang) in Kelong Village is an annual deliberation forum between the village government, BPD (Village Consultative Body), community leaders, representatives of community groups, and other stakeholders to formulate village development that refers to the Village RPJM. Its implementation is carried out in a participatory, gradual, and structured manner involving the Village Government, BPD, LPM, PKK, Posyandu Cadres, Karang Taruna, RT/RW, Community Leaders, Religious Leaders, and the Community. The process begins at the hamlet level before continuing to the village level, with the main forum in the village deliberation as a place for final decision-making by consensus. The implementation of the Kelong Village Musrenbang was held at the Kelong Village Multipurpose Office as the main location for the village deliberation forum.

Community proposals at the 2022 Musrenbang for the 2023 budget include the construction of a loading and unloading dock in Kelong Village, construction of a Community concrete platform, construction of a Polindes rehabilitation, procurement of a 1 GT pumpong and its fishing gear, procurement or rehabilitation of the SMPN 19 Bintan port, construction of a school fence and a stage roof for SMPN 19 Bintan, construction of drainage, construction of sloping stones in Kelong Village, construction of a volleyball court fence and a football field fence, and fishermen's insurance cards. Of all the proposals, only a small part was realized in the 2023 budget year, namely the procurement or rehabilitation of the SMPN 19 Bintan Port, construction of a stage roof for SMPN 19 Bintan (while the construction of the school fence has not been implemented), construction of sloping stones in Kelong Village, and only the construction of a volleyball court fence that was realized. Several other proposals such as the construction of a loading and unloading dock, community concrete platform, Polindes rehabilitation, procurement of pumpong and fishing gear, construction of drainage, and procurement of fishermen's insurance cards have not been realized.

Community proposals at the 2023 Musrenbang for the 2024 budget include 15 priority activities: construction of a local feeder port for loading and unloading goods and student transportation, construction of a boat platform/mooring, rehabilitation of the Polindes in Tenggel Village, procurement of 1 GT fiber fishing boats, construction of fences and roofs for SMPN 19 Bintan, construction of drainage channels and retention ponds in the reservoir area, construction of sloping stones for SDN 002 Bintan Pesisir, assistance with sports facilities (volleyball courts), fishermen's insurance cards, construction of the SDN 002 Bintan Pesisir library, construction of a boat platform or mooring in RT 008 RW 002, construction of infrastructure and utilities for the PAUD school, construction of a cemetery fence, rehabilitation of the UPTD Kelong Health Center building, and construction of a fence for the Sub-district Office. Of the proposals,

10 activities have been realized including the construction of boat platforms/moorings, procurement of 1 GT fiber fishing boats, construction of the roof of SMPN 19 Bintan (the fence has not been implemented), construction of sloping stones at SDN 002 Bintan Pesisir, assistance with sports facilities (volleyball courts), fishermen's insurance cards, construction of boat platforms or moorings in RT 008 RW 002, construction of PAUD school infrastructure and utilities, construction of cemetery fences, and rehabilitation of the UPTD Kelong Health Center building. However, 5 other proposals such as the construction of a local feeder port, rehabilitation of Polindes in Tenggel Village, construction of drainage channels and retention ponds in the reservoir area, construction of the SDN 002 Bintan Pesisir library, and construction of the District Office fence have not been realized.

The community's proposals for the 2024 Musrenbang for the 2024 budget consist of 5 priority activities, namely the construction of a local feeder port (a port for loading and unloading materials), rehabilitation of infrastructure for the Tenggel Village Polindes, construction of drainage channels and retention ponds in the reservoir area, construction of a junior high school fence, and construction of paving roads in the area. Of the five proposals, only two have been implemented: the rehabilitation of the facilities and infrastructure of the Kampung Tenggel Village Polindes to improve basic health services for the community, and the construction of drainage channels and retention ponds in the reservoir area to address inundation and potential flooding. The other three proposals include the construction of a local feeder port, the construction of a junior high school fence, and the construction of a paved neighborhood road. The block has not been realized until the middle of the current budget year.

The implementation of the Village Musrenbang in Kelong Village in 2023 was carried out as part of a series of stages in preparing the 2024 Village Government Work Plan (RKPDes) which refers to the RPJMDes of Kelong Village for the 2019–2027 period as a medium-term village development document for 8 (eight) years according to the term of office of the village head. All proposals that emerged in the musrenbang were directed to support the achievement of the medium-term development vision and mission that had been determined by the village government through the RPJMDes document. The people of Kelong Village have a strong desire to achieve a better life in the future, and the government provides an opportunity for the community to be directly involved in the village development process through the implementation of the village musrenbang as a forum for the community to express opinions, inspiration, and criticism of government development programs. The village musrenbang is a means that allows the community to provide input on the village development plan. However, the phenomenon that occurred in Kelong Village was the still low level of community participation in these deliberation activities which could be an obstacle in encouraging optimal village development. To find out what influences community participation in musrenbang, researchers use indicators from the development planning theory put forward by (Jacob, 2024) .

Participation in the implementation of Musrenbang in Kelong Village reflects the active involvement of the community in the village development planning process as a forum for residents to convey needs, suggestions, and input related to development in their environment. Based on an interview with the Secretary of Kelong Village, Mr. Agung Isman, the implementation of the Development Planning Deliberation (Musrenbang) was carried out in a participatory manner by involving various elements

from all levels of society and related institutions, not only the community but also institutions from the sub-district level, BPD, LPM, PKK, RT/RW, representatives of Karang Taruna as well as religious and community leaders. This multi-stakeholder involvement aims to ensure that each development plan is prepared based on the real needs of the community, is inclusive, and reflects the spirit of togetherness and mutual cooperation in regional development.

Based on interviews with the Village Consultative Body (BPD), the Development Planning Deliberation (Musrenbang) is an annual planning forum held through official invitations and preceded by a series of participatory stages. The process begins with the Village Consultative Body (BPD) gathering community aspirations, which is carried out in stages from the RT (Neighborhood Unit) to the RW (Community Unit) level. The collected aspirations are then discussed in the Hamlet Deliberation (Musdus) as the basis for preparing proposed development priorities. Based on applicable regulations, all elements of society, including vulnerable groups such as people with disabilities, must be involved in every stage to ensure the planning process is inclusive and reflects the needs of all levels of society.

Referring to the results of interviews with the community, information regarding the implementation of the musrenbang was obtained through invitations to the event, which were often delivered suddenly, usually just one day before the event. This delivery pattern presents a significant obstacle to increasing community participation, as the very short notice period makes it difficult for residents to adjust their personal and work schedules. As a result, many are unable to attend the event despite their intention to participate. This situation indicates that low levels of community participation are not always caused by a lack of interest, but are also influenced by technical factors such as the effectiveness of information dissemination.

Community participation in the Kelong Village Musrenbang (Development Planning Meeting) has experienced a significant downward trend from year to year. Data shows a decline from 100 people in 2020 to 61 people (a 39% decrease) in 2021, then 35 people (a 42.6% decrease) in 2022, increasing to 57 people (a 62.8% increase) in 2023, and dropping again to 56 people (a 1.7% decrease) in 2024. The increase in 2023 was due to higher female participation compared to the previous year, but still does not indicate a dominant substantive participation in planning. The participation graph shows a fairly sharp decline from 2020 to 2022, followed by a slight increase in 2023, then a slight decline again in 2024, which confirms that community participation is still unstable and tends to be low compared to the capacity of the village population.

Empowerment in the implementation of Musrenbang in Kelong Village is a process to increase the capacity of individuals, groups, or communities so that they are able to access, control, and utilize available resources to improve their quality of life. Based on an interview with the Head of Planning of Kelong Village, Mr. Hendra Juliardi, the village musrenbang provides space for community capacity by always inviting the community in rotation, not just certain individuals, and returning to their RT/RW. At each Musrenbang in the village, the RT/RW is required to inform the community regarding what is being discussed in the musrenbang. According to an interview with the BPD, increasing community capacity is highly dependent on the active participation of each individual, and musrenbang is an important means to develop community insight and skills. The involvement has been broad, ranging from students, teenagers, PKK, posyandu

cadres, to RT and RW, but the benefits can only be felt if the community is willing to get involved and utilize the opportunity optimally.

Meanwhile, interviews with the community revealed that the Musrenbang encourages greater community independence by providing a space for participation in the development planning process. Through this forum, communities are invited to identify needs in their communities, set priorities, and propose solutions directly to the village government. This active involvement fosters a sense of responsibility, critical awareness, and the ability to formulate and advocate for shared interests. Thus, Musrenbang serves not only as a planning tool but also as a means of community empowerment.

Community empowerment in Kelong Village is reflected in the implementation of the village musrenbang (village development planning meeting), which has provided ample space for various community elements, from students, youth, PKK (family welfare group), Posyandu (integrated health post) cadres, to the neighborhood associations (RT and RW) to be directly involved in the process of identifying needs, setting priorities, and proposing development solutions. Community involvement is carried out in turns to avoid the dominance of certain groups and ensure that all residents have an equal opportunity to express their aspirations. Following the forum, the results of the discussions are socialized back to residents by the RT and RW, strengthening transparency and shared understanding. This process demonstrates that the Musrenbang in Kelong Village is not only a planning instrument, but also an effective means of empowerment in encouraging a growing sense of responsibility, critical awareness, and increased capacity to formulate and advocate for shared interests.

Based on documentation and confirmation with village officials, at the 2023 Village Development Planning Meeting (Musrenbangdes), the Kelong Village community submitted 15 priority program proposals covering the transportation, health, education, fisheries, and basic infrastructure sectors. All of these proposals were incorporated into planning documents and submitted to the sub-district and district levels. However, by mid-2024, only 10 proposals (66.7%) had been implemented, while the remaining 5 (33.3%) had not been implemented due to various constraints such as budget constraints, local government priorities, and inter-agency coordination. This percentage indicates that most community proposals have received attention and are being followed up by the village government and relevant agencies. However, the 33.3% of unrealized proposals also reflect the persistence of obstacles in the implementation of development stemming from community aspirations.

Sustainability in the implementation of Musrenbang in Kelong Village refers to the continuity and consistency of the village development planning process from year to year which is carried out in a transparent, participatory, inclusive, and responsive manner to community needs with the main goal of ensuring that village development is not only reactive and short-term, but also visionary and has long-term impacts. Based on the results of interviews with the village secretary Mr. Agung Isman, the Musrenbang is a routine annual agenda that will continue. Although the village head's term of office, which was originally 6 years, has now been extended to 8 years according to the latest regulations, the continuity of the Musrenbang is maintained even if there is a change in village head. Based on interviews with the BPD, visually and structurally, the development results appear quite satisfactory, but there are concerns regarding their sustainability and long-term effectiveness due to the lack of community involvement in the planning and

implementation process. Without a participatory approach, the risk of mismatch between development results and community needs becomes greater.

Based on interviews with PKK cadres, this development does have the potential to be sustainable, but it is also likely to deteriorate quickly due to a lack of clarity of direction and objectives from the initial planning stage. Many aspects appear to have been poorly thought out, leading to concerns that the results will not be optimally utilized and will instead be wasted. Furthermore, without consistent maintenance and management efforts, the sustainability of this development will be very difficult to achieve. Musrenbang (Regional Development Planning Forum) is a routine annual agenda that continues to be implemented despite changes in village heads, demonstrating institutional continuity in the development planning process. However, while the development that has been implemented appears quite satisfactory visually and structurally, it still faces challenges in terms of long-term sustainability due to the lack of community participation in planning and implementation, which poses a risk of mismatching development outcomes with the community's actual needs.

Accountability in the implementation of the Musrenbang in Kelong Village refers to the obligation of all parties, especially the village government, to explain, be accountable for, and disclose the development planning process and results to the community in a transparent, honest, and accountable manner. Based on an interview with the planning head, Mr. Hendra Juliardi, accountability reports in the Musrenbang usually take the form of an accountability report for a period of one year, submitted through a village meeting inviting representatives of institutions and several existing stakeholders. According to statements from religious leaders, the mechanism is normatively regulated, but in practice it has not been fully implemented well. The community is often limited to information listed on the project notice board, such as the name of the implementer, the duration of the work, and the amount of the budget. In an ideal system, there should be a joint deliberation process before project implementation and an evaluation forum afterward, but such practices have never been seen in practice.

According to community members, there has been no clear and comprehensive explanation regarding the results and use of development funds. Even when information has been provided, it has been brief and not fully understood, leaving many residents confused and doubtful about whether the funds are being used for their intended development purposes. Village accountability reports are a form of accountability for program implementation and annual budget utilization, which are regulated through the Village Deliberation (Musdes) forum, the official platform for reporting performance to the community. However, in practice, this accountability has not been fully realized, as communities receive limited information through project boards without any pre-activity deliberations or post-activity evaluations.

Efficiency and effectiveness in the implementation of Musrenbang in Kelong Village show that efficiency refers to how the planning process is carried out with optimal use of resources (time, energy, costs) without waste, while effectiveness refers to the level of success of the Village Musrenbang in achieving its main objective, namely producing a village development plan that meets the needs of the community and can be implemented. Based on the results of interviews with the village secretary Mr. Agung Isman, the drafting process has gone through structured stages and generally begins from the initial planning stage with the systematic identification of various program needs and targets. After the plan is prepared, the next step is the determination through a deliberation

forum involving related parties to reach a mutual agreement, then the results of the deliberation become the basis for the implementation of activities, and after the activities are implemented according to plan, the process continues with the accountability stage which is realized in the form of an accountability report as a form of transparency and accountability.

According to religious leaders, although the development planning and development planning process complies with applicable regulations and all relevant parties are required to be involved in every stage of the development process, in practice, development often experiences delays and is rarely completed on time as planned due to various technical and non-technical factors. Meanwhile, according to community members, the benefits of the development planning and development planning process related to information transparency are still not fully felt by the community because information is often only known to certain parties first, while the wider public does not have equal access. The timing of information delivery is also inconsistent, sometimes late, sometimes too early, making it difficult for the community to adjust. In terms of involvement, although there are efforts to involve the community, participation is still limited to certain parties, so that the voice of the community in general is not fully represented.

Efficiency in development planning in Kelong Village shows relatively good achievements with the planning process being carried out in a tiered and structured manner starting from the needs identification stage to the preparation of accountability reports. This reflects that the planning process has been designed to utilize existing resources optimally, and this efficiency is also evident in the level of development program realization where most of the priority proposals submitted in the Musrenbang were successfully implemented. However, in contrast to effectiveness which includes achieving results in accordance with community goals and needs, field findings indicate that the effectiveness of program implementation still faces obstacles such as frequent delays in development completion and minimal community involvement in planning due to inconsistent information delivery. Thus, it can be concluded that the efficiency indicators in development planning in Kelong Village have shown quite good implementation, but its effectiveness still needs to be improved, especially in the aspects of community involvement and the accuracy of program implementation to be more in line with the goals of participatory and sustainable development.

CONCLUSION

The implementation of the Village Development Planning Meeting (Musrenbangdes) in Kelong Village has been running according to the established formal stages, but has not fully reflected the ideal principles of development planning. Various weaknesses have been found that have an impact on improving village development. In terms of participation, although the Musrenbang forum has involved community elements and village institutions, active participation of residents is still very low, as seen from the decreasing number of attendees and the lack of enthusiasm in conveying aspirations, due to the lack of socialization and sudden invitations. In terms of empowerment, space for submitting proposals is indeed available, but the community has not been truly empowered due to limited understanding and capacity in developing targeted priority programs.

In terms of sustainability, community proposals tend to be directed towards

strategic and long-term infrastructure and basic service development, but not all proposals can be realized due to budget constraints and lack of support from local governments. In terms of accountability, transparency has begun to be implemented through recording and reporting the results of the Musrenbang, but community involvement in monitoring and follow-up of program implementation has not been optimal, which has created a gap between community proposals and realization in the field, potentially reducing public trust in the Musrenbang process itself. When viewed from efficiency and effectiveness indicators, the Musrenbang implementation process is considered less than optimal because many proposals are not realized, while the programs implemented have not fully addressed the urgent needs of residents.

Although the Musrenbang in Kelong Village has fulfilled the procedural aspects, more substantial strengthening of the quality of implementation is needed, including increasing meaningful participation, real empowerment, strengthening cross-sector coordination, and implementing continuous monitoring and evaluation so that village development can truly run according to community aspirations and can improve welfare evenly. Based on the results of this study, several recommendations are recommended: The Kelong Village Government must improve the quality of Musrenbang implementation through earlier and more equitable socialization, coaching village officials, and the preparation of a clear priority scale for unrealized proposals. The Kelong Village community must be more proactive and brave in submitting proposals in Musrenbang, and understand that their involvement is an important part of village development. The Sub-district and Regency Governments need to follow up on Musrenbang proposals selectively and fairly, with timely budget allocation so that priority proposals do not just stop at the planning stage. Village institutions must be more active in bridging communication between residents and the government, and socializing the importance of Musrenbang as the main forum for development planning, while future researchers are advised to compare the implementation of Musrenbang in other villages to expand knowledge.

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