

# MUSRENBANG: COLLABORATION BETWEEN VILLAGE GOVERNMENT AND STAKEHOLDERS TO OPTIMIZE VILLAGE DEVELOPMENT

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## Keywords

*Village Musrenbang, Collaboration,  
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## ABSTRACT

Regional Development is a National Priority (PN) in 2024 which aims to reduce inequality and ensure equity. One of the important stages in regional development is the Village Development Planning Conference (Musrenbang) which aims to prepare a development plan in a but-up and participatory manner by involving various stakeholders in the village. The purpose of this study is to analyze the collaboration between the Village Government and stakeholders in the Village Musrenbang by referring to the collaboration framework from Thomson and Perry. This study uses a qualitative method with data collection techniques from observation, interviews and documentation. The results of the study show that collaboration between the Village Government and stakeholders in the Village in Kuningan Regency is optimal in all dimensions of collaboration presented by Thompson and Perry. Other findings from the study show that collaboration in planning can increase public trust in the Government and can encourage innovation in Village Development. The things that are lacking in the implementation of the Village Musrenbang in Kuningan Regency are the absence of special regulations from the Regional Government related to collaboration between the Village Government and stakeholders, there is still egocentric between the Executive and the Legislature regarding the proposed activities to be realized and the problem of budget limitations to accommodate all proposals in the Regional Revenue and Expenditure Budget (APBD).

## INTRODUCTION

Villages have different characteristics compared to urban areas that are generally more developed and developed. Villages face greater challenges, namely in the face of higher poverty rates, poor public health conditions, low public consumption, limited human resources, and inadequate facilities and infrastructure. In addition, the level of education in villages also tends to be lower (Prayitno & Subagiyo, 2018). In Indonesia, there are currently 5,559 Independent Villages (7.55%), 54,879 Developing Villages (74.49%), and 13,232 Disadvantaged Villages (17.96%). These challenges can be overcome through proper development in villages. Village development should not only focus on improving the welfare and prosperity of the community, but also include various other aspects that support the progress of the village holistically (Widyastuty et al., 2022).

Village development is not only building physical infrastructure, but also building community capacity, encouraging social inclusion, and strengthening local economic sovereignty, so close collaboration between the Village Government and stakeholders is needed to optimize village development (Jamal & Dredge, 2014; Kusmayad et al., 2024; McCarthy & Robinson, 2016; Qin & Leung,

2021; Tolkach & King, 2015). This collaboration is important to combine diverse resources, knowledge, and interests to design and implement sustainable development programs. Village governments play a central role in coordinating development activities, while stakeholders such as local communities, the private sector, and non-profit organizations contribute in supporting, facilitating, and expanding the impact of such development initiatives (Annan-Aggrey et al., 2022; Asaduzzaman et al., 2016; Kusio et al., 2022; Manaf et al., 2018; Wijaya et al., 2022). This collaboration not only improves efficiency and effectiveness in the use of limited resources, but also ensures that every step taken is in line with the needs and aspirations of local communities, and promotes inclusive and sustainable development for the entire village community.

One of the important stages in village development is the Village Development Planning Conference (Musrenbang) which aims to prepare a development plan in a bottom-up and participatory manner by involving various stakeholders in the village. With a collaborative approach between the Village Government and stakeholders in the Village Musrenbang, the Government can take advantage of ideas and creativity from the community when preparing development plans, so that the results of development will be felt by the community.

Research by Firmansyah et al. (2024) proves that the process of implementing Musrenbang in Sape District has been carried out in accordance with laws and regulations, reflecting the real commitment of the District Government in carrying out their main tasks and functions. This is reflected in the significant level of realization of the program proposals in the District Musrenbang. The active participation of the community in Musrenbang indicates inclusivity in the regional development planning process. In this phenomenon, there is collaboration between the government and the community in the development planning program in Sape Regency.

The process of implementing the Village Musrenbang in Kuningan Regency has gone well, all stages from the lowest level, namely RT/RW, have been implemented quite well, as well as the Village Government and other stakeholders have carried out their roles well in carrying out Village Musrenbang activities. However, the results of the Village Musrenbang activities are still far from expectations, especially from the side of the community as recipients of basic government services. The problem of the results of this Musrenbang activity is a classic problem that continues to exist today. This is marked by every implementation of the Village Musrenbang from year to year there are always complaints and disappointments from the community about the results of the Musrenbang activities. The classic thing that is always complained about by the community in the implementation of Musrenbang is the proposal of community activities that are difficult to realize, even among the representatives of residents we interviewed in Padarek Village, have proposed an activity for up to 4 (four) consecutive years but have not been realized until 2024. Another classic thing that we found was related to the limited budget from the Regional Government to realize community proposals into the APBD, so that it made the level of community participation in Musrenbang activities continue to decrease, even though this Village Musrenbang should be a place for the community to channel their aspirations related to development needs in their area. One thing that makes us sad regarding the lack of proposals for community activities that have been realized is the fact that it turns out that the contributors to the State Revenue and Expenditure Budget (APBN) and the Regional Revenue and Expenditure Budget (APBD) are from the tax sector.

Based on the background that has been described, the researcher is interested in exploring matters related to collaboration between the Village Government and stakeholders in the implementation of the Village Musrenbang in Kuningan Regency. The purpose of this study is to analyze the extent to which collaboration between the Village Government and stakeholders in the Village Musrenbang can be the key to the success of village development in Kuningan Regency. The research contribution in this study is focused on analyzing and providing insights into the role of collaboration between the Village Government and stakeholders in the Village Musrenbang (Village Development Planning Meeting) in Kuningan Regency. The specific contribution lies in identifying how this collaboration serves as a key factor for the success of village development. This research fills a gap in understanding the practical effectiveness of multi-stakeholder collaboration in rural development planning and offers valuable implications for improving governance and policy implementation at the village level.

## **METHODS**

This study used a qualitative method with a descriptive approach. Data collection was carried out using interviews, observations, and documentation to informants who were village government officials, community leaders and representatives of various community groups involved in the Village Musrenbang. The presentation of data was carried out using the form of narrative text and drawing conclusions, then the data obtained was presented and interpreted.

## **RESULTS**

The results of the research are based on interviews with village government officials, community leaders and representatives of various community groups involved in the Village Musrenbang. This research is equipped with observations and documentation related to several aspects regarding the implementation of collaboration between the Village Government and stakeholders in the implementation of musrenbang. The implementation of the Village Musrenbang has become a routine agenda every year, usually held in August or September. However, the evaluation of the results still shows that many people's aspirations do not reach the upper level, especially related to infrastructure. The Village Musrenbang discussed the List of Village Government Work Plan Proposals (DURKP) and all community aspirations that will later be submitted to the sub-district and district levels. It includes different types of needs and proposals, including infrastructure. In general, not all people's aspirations are met, especially those related to infrastructure. Less than 50% of the proposals can be realized, which indicates dissatisfaction in the achievement of results.

The main obstacle in the Village Musrenbang is budget limitations, which is further exacerbated by the Covid-19 pandemic. Many plans have been delayed, even many programs that have been included in the Regional Revenue and Expenditure Budget have been canceled due to the lack of budget so that the needs of the community cannot be met optimally. Political influence is very felt in the Village Musrenbang, especially in political years. Areas that are the voter base of certain candidates tend to be easier to get the realization of program proposals than other regions. The determination of the priority scale is carried out based on the aspirations of the people accommodated. However, not all proposals can be realized due to budget limitations. Although the implementation has been routinely carried out and well organized, the results are still not optimal. It is necessary to increase budget allocation and pay more attention to the priorities of community proposals so that development can be carried out evenly in all regions.

Thus, the conclusion that the implementation of the Village Musrenbang shows success in the process as part of the routine agenda, but still requires collaboration between the Village Government and stakeholders in order to realize optimal village development.

### **Collaboration of Village Government and stakeholders in Kuningan Regency**

Our research is based on the theory of Thompson & Perry (1992) which provides a useful framework to understand the collaboration between the Village Government and stakeholders in the Development Plan Deliberation process (Musrenbang).

#### ***Governance***

In the context of the Village Musrenbang, the parties involved (the Village Government and stakeholders) need to understand how they jointly make decisions about the rules that govern their behavior and relationships. This includes how decisions about budget allocation and development priorities are decided, as well as an inclusive and transparent decision-making process. Development Planning Deliberation (Musrenbang) is the main medium for public consultation used by the government in the preparation of the National Development Plan in Indonesia (Afrianti & Mulyadi, 2021). The Village Musrenbang is a deliberative forum between stakeholders in the Village in order to absorb the aspirations of the Community in the form of proposed programs and activities that will be included in the List of Proposed Village/Village Development Activity Plans (DURKP).

The parties involved in the Village Musrenbang are representatives from the Regional Government of Kuningan Regency, District, Village, RT/RW, PKK, Karang Taruna, LPM. The Kuningan Regency Government in this case is represented by the Regional Development Planning Agency (Bappeda) and the District is tasked with supervising and directing the implementation of the Village Musrenbang to run in accordance with the technical specifications that have been determined. Meanwhile, the Village Government, RT/RW, PKK, Karang Taruna, LPM and carry out the technicalities

that have been determined by the Regional Government related to the implementation of the Village Musrenbang.

The Village Musrenbang always runs as it should and is carried out according to the time and technical instructions that have been set by the Regional Government. The results of our interview with one of the Padarek Village Officials stated that this Village Musrenbang activity has been carried out for many years so that the stakeholders already understand their respective duties when there will be the implementation of the Musrenbang, besides that the village also always provides directions related to the implementation of the Village Musrenbang either face-to-face at the Village Office or through the Village Whatsapp Group. So for the Governance dimension as the basis for collaboration, we consider it to have met the standards.

### ***Administration***

In Musrenbang includes the organizational structure and management processes needed to carry out planned development activities. The main tasks of the village government include the preparation of village development planning, village financial management, public services, supervision of the implementation of activities in the village, and establishing cooperation with stakeholders and the community to advance local development in a sustainable manner (Fadhil et al., 2021; Sahdan, 2022).

Some of the tasks that have been set by the Village Government as a result of discussions with residents related to the technicalities that must be carried out by the parties in the Village Musrenbang are; (1) The Village Government represented by the Village Head serves as a leader in the Village Musrenbang event. Village Government is also a bridge between the Regional Government and stakeholders in the village. In addition, the Village will also accommodate all community proposals to be brought to the next stage of Musrenbang. (2) RT/RW is an extension of the Village Government which is in charge of collecting proposals from the Community according to their respective areas to be brought in the Village Musrenbang. (3) Family Welfare Empowerment or PKK for short is a government partner who is usually given the task by the Village Head to absorb the aspirations and proposals of the community from women related to the empowerment of women. (4) Karang Taruna and LPM are community organizations that usually involve young people so that they will usually focus on accommodating proposals from young people in their area. By understanding the importance of good administration in supporting the musrenbang process, village or sub-district governments can be more successful in achieving inclusive and sustainable development goals.

The Village Government and stakeholders have carried out their duties according to their respective roles in the Village Musrenbang in order to advance their Village, so we conclude that in the Administration dimension, the collaboration between the Village Government and stakeholders has gone well.

### ***Organizational Autonomy***

It describes the dynamics in the field to accommodate the interests of each participant. Villages can optimize the use of resources for more effective and sustainable development (Tarlani & Sirajuddin, 2020). During the implementation of the Village Musrenbang, all participants still maintain their independence, so a joint commitment is needed to prioritize greater goals. This is where the role of the Village Government, especially the leadership of the Village Head, is needed in order to maintain the relationship of all stakeholders.

The efforts made by the Village Head in maintaining the relationship between all stakeholders in the Village are by regularly holding meetings with residents to discuss development priorities in the village, both formal by inviting the District and non-formal such as residents. At that moment, the Village Government also provided an overview and explanation to residents regarding the Regent's Vision and Mission in the RPJMD and Regional Strategic Issues so that this Community proposal could be in line with the Regional Development Plan and Priorities so that all stakeholders understood the common goals to be achieved.

### ***Mutualism (Togetherness)***

In the context of Musrenbang is based on interdependence between the Village Government and stakeholders. This dependence encourages a mutually beneficial relationship, where each party makes a meaningful contribution to the desired development goals. This can include the exchange of resources, expertise, or support in reaching an agreement that benefits all parties. Collaboration between the



government and the community is an important element that cannot be separated, especially in decision-making related to development policies (Siskasari, 2021). This dimension of mutualism can be seen during the planning process, implementation and evaluation of development results. At the time of planning, all residents were invited to discuss with residents to determine the proposals that would be brought to the Village Musrenbang, although in the discussion of residents there were often dynamics, but in the end with the principle of togetherness, it could be decided which proposal was the priority. During the implementation of activities, the Village Head also always involves and uses local resources so that the village economy can grow. Furthermore, to supervise and evaluate the results of Development, the Village Government always involves stakeholders to conduct supervision and evaluation, this is done so that development is carried out transparently and work can be carried out as planned. Besides all that, with the togetherness of all stakeholders from planning to evaluation, it can increase public trust in the Government and can encourage innovation in Village Development. By applying the principles of mutualism in village musrenbang activities, it is hoped that collaboration between the community and stakeholders can become more harmonious and productive, produce more sustainable development results and have a positive impact on the village or sub-district and the entire community involved.

### ***The Norms***

In the Musrenbang collaboration include unwritten rules and expectations related to behavior and interaction between the village government and stakeholders. It includes aspects of trust, mutual obligations, and commitment to achieving common goals. These norms form the basis for a "will-if-you-will" in which each party must fulfill its obligations to ensure that collaboration runs well.

The results of our research show that the residents are quite together, good relationships are established between residents so that it is not difficult to unite everything. The norms that develop in the community are used as glue in collaboration not only in Musrenbang but in all Village Government activities involving the community. The results of our interview stated that the Village Community is always enthusiastic every time there is an invitation from the Village Government to discuss matters related to Village Development. In addition, the community is also quite active in providing input and suggestions to the Village Government through the village whatsapp group. The results of development planning are not only efficient but also in accordance with the values and norms that are respected by the entire community involved.

### **Factors that are Obstacles in the Collaboration of the Village Government and Stakeholders in the Village Musrenbang**

Some of the obstacles that cause suboptimal collaboration between the Village Government and stakeholders are: (1) There is no special regulation from the Regional Government that regulates collaboration between the Village Government and Stakeholders, (2) There is still egocentric between the Executive and the Legislature regarding the proposed activities to be realized. (3) Budget limitations.

Transparency in all stages of the Musrenbang is very important to build public trust in the government which will have an impact on increasing the active participation of the community in every Government activity and can foster effective collaboration between the Government and the community. People who feel appreciated and involved tend to support development programs and contribute positively which ultimately improves the quality and sustainability of Village Development.

### **CONCLUSION**

The Village Government and stakeholders in Village Musrenbang, Padarek Village, Kuningan Regency, have been successful in achieving sustainable village development. The collaboration is based on time and technology, understanding common goals, and building on togetherness. The success of this collaboration is attributed to the community's unity, maintaining norms, and prioritizing public value. However, there are factors that hinder collaboration, such as the Regional Government's immediate regulations, the need for collaboration between the Executive and Legislature, and the limited regional budget. Future research should focus on comparing collaboration models across different villages, exploring regulatory frameworks, examining community engagement strategies, and investigating alternative funding mechanisms to improve resource allocation for village development. This will help identify factors that enhance or hinder successful village development and provide insights into improving resource allocation for village development.

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