

Musdus and Musdes as Innovative Models for Participatory Village Planning

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Abstract

The problem with village development generally lies in the low level of community participation in planning, resulting in decisions that tend to be elitist and do not reflect the community's real needs. This study aims to examine participatory planning practices through Hamlet Consultative Meetings (Musdus) and Village Consultative Meetings (Musdes) in Pejengkolan Village, Kebumen Regency, as well as the village government's strategies to increase participation and strengthen development governance. The research used a descriptive qualitative approach with observation, in-depth interviews, and documentation analysis techniques. The results show that Musdus and Musdes function as deliberative spaces allowing community aspirations to be gathered, discussed openly, and formalized into official documents, strengthening transparency and social legitimacy. The village government also implemented strategies to increase the capacity of officials, strengthen communication forums, and utilize data-based information systems to support objective and accountable decision-making. The integration of deliberation and information technology was able to strengthen local democracy, expand the space for participation, and realize inclusive, adaptive, and responsive village development governance to the socio-cultural needs of the community

Keywords: Participatory Planning, Village Deliberation, Development Governance, Community Participation

Introduction

In the development planning practice in Pejengkolan Village, the Hamlet Deliberation Forum (Musdus) and Village Deliberation Forum (Musdes) should ideally be places where the community's aspirations are brought together. However, experience in various villages shows that participation is often not substantial due to the dominance of local elites, a lack of transparency, and the limited ability of residents to convey their ideas effectively. For example, in Cikembar Village (Sukabumi Regency), even though residents actively participated in the Musrenbangdes, the realization of their proposals

was still hampered by the dominance of the elite and information inequality (Dewi 2024). Such conditions risk turning Musdus and Musdes into symbolic forums that do not produce decisions that genuinely represent the needs of the grassroots community.

The Pejengkolan Village Government should learn from a study in Subun Village (North Central Timor Regency), where participation in Musrenbangdus was low because the community did not understand the planning process and had limited time due to their economic activities (Naisoko dan Bait 2024). Strategies that need to be implemented include: simplifying the participation process, scheduling deliberations at more representative times, and conducting training or socialization on the importance of involvement in Musdus/Musdes. Furthermore, in an international context, the concept of Participatory Budgeting shows that citizen involvement through transparent and fair mechanisms directly increases satisfaction and the effectiveness of development allocation (Aziz dan Shah 2020).

Although participatory regulations such as the Village Law have facilitated formal planning forums, the transformation towards inclusive and sustainable participation is still hampered by the capacity of villages. A study in Mekarsari Village (Garut Regency) found that the community was formally involved in planning deliberations. However, there was still a lack of understanding of the importance of participation and cross-stakeholder coordination (Wudianto dan Setiawan 2024). This shows the need to strengthen the capacity of the Pejengkolan village government through facilitation training, technical assistance, and a monitoring and evaluation system that includes diverse participants, including women, youth, and marginalized groups, so that the Musdus and Musdes processes are truly democratic and oriented towards social justice.

Studies on community participation in village development have so far emphasized normative and administrative aspects (Mubyarto 2019), However, this study presents something new by focusing on the dynamics of the Hamlet Deliberation Forum (Musdus) and Village Deliberation Forum (Musdes) in Pejengkolan Village, Padureso District, Kebumen. This novelty is evident

because this study highlights the village government's strategy in optimizing citizen involvement through deliberative mechanisms based on local wisdom. This dimension has not been widely explored in previous studies. With this approach, this study not only broadens the discourse on village development at the national level (Adi 2008), It also contributes to the international literature on participatory governance, emphasizing the importance of inclusivity, deliberation, and socio-cultural adaptation in development practices (Agrawal dan Gibson 1999; Cornwall 2008).

Community participation is key to realizing inclusive, accountable, and sustainable planning in the context of village development. Hamlet Consultative Meetings (Musdus) and Village Consultative Meetings (Musdes) are important forums for channeling community aspirations. However, their effectiveness is highly dependent on the active role of residents and the village government's strategy in encouraging involvement. Therefore, this study focuses on the participatory planning process in Pejengkolan Village, Padureso Subdistrict, Kebumen Regency. The objectives of this study are as follows: First, to analyze community participatory planning practices at the Musdus and Musdes levels in village development planning. Second, village government strategies to increase community participation should be identified, and relevant efforts should be synthesized to strengthen participatory village development governance.

This study is expected to produce a comprehensive understanding of participatory planning practices at the Musyawarah Dusun (Musdus) and Musyawarah Desa (Musdes) levels in Pejengkolan Village, Padureso Subdistrict, Kebumen Regency. The main findings are expected to be the identification of mechanisms, interaction patterns, and the effectiveness of deliberative forums in accommodating residents' aspirations in village planning documents. In addition, this study is also expected to formulate village government strategies to increase community involvement, including through communication innovations, capacity building of village officials, and strengthening village institutions. Thus, the results of this study are expected to

contribute theoretically and practically to developing a participatory, responsive, and sustainable village development planning model.

Methods

This type of research is qualitative with a case study approach. This approach was chosen because it can explore the dynamics of village development planning in the Hamlet Deliberation Forum (Musdus) and Village Deliberation Forum (Musdes). Case studies are used to contextually understand how community participation in Pejengkolan Village, Padureso District, Kebumen, is organized and implemented, from gathering aspirations and formulating development priorities to the village government's strategies for increasing citizen involvement. This method allows researchers to explore participatory planning practices based on local wisdom, decision-making mechanisms, and their impact on the quality of village development (Rahayu dan Suroso 2020). Thus, this approach provides a holistic and contextual picture of strategies to strengthen community participation in village development.

This research was conducted over three months, from September 2018 to June 2019, in Pejengkolan Village, Padureso Subdistrict, Kebumen Regency, Central Java. This location was chosen based on the characteristics of the village, which actively holds Hamlet Consultative Meetings (Musdus) and Village Consultative Meetings (Musdes), as well as the village government's commitment to encouraging community participation in the development planning process. During the research period, the researcher collected data directly by observing deliberation practices, conducting in-depth interviews with village officials, community leaders, and residents, and documenting village planning archives. This technique was chosen to obtain comprehensive data on the village government's strategies to increase community participation and the dynamics in deliberation forums.

The data in this study consists of two main categories. First, data on the role of Hamlet Deliberation Meetings (Musdus) and Village Deliberation Meetings (Musdes) in supporting the village development planning process, including the level of community participation, communication patterns

between the village government and the community, information transparency, and the quality of decisions made. Second, data related to village government strategies to increase community participation through various approaches, such as strengthening the capacity of village officials, involving community leaders, optimizing communication media, and integrating local wisdom into deliberative forums. Data sources were obtained from key informants, including village heads, village officials, community leaders, and community representatives in each hamlet, who were selected purposively.

Table 1.
Data and Data Sources

No.	Type of Data	Key Indicators	Data Sources
1	The role of Musdus and Musdes in village development planning	Level of community participation, communication patterns, information transparency, quality of decisions	Village head, village officials, community leaders, residents
2	Village government strategies to increase community participation	Strengthening the capacity of officials, involvement of community leaders, communication media, and integration of local wisdom	Village head, village officials, community leaders, residents

The data collection technique in this study used in-depth interviews as the primary method to explore the experiences, views, and strategies of the village government and community regarding the practices of Hamlet Consultative Meetings (Musdus) and Village Consultative Meetings (Musdes). The interviews were semi-structured so that the questions remained focused on the research indicators, but allowed informants to explain their experiences more broadly. In addition, participatory observation was applied to record the dynamics of interaction and patterns of community involvement in the deliberation forums. Documentation in minutes, village planning archives, and photos of activities were used to reinforce the field findings. The researcher acted as the main instrument, supported by tools such as voice recorders,

cameras, and field notes to ensure the data was collected systematically and validly.

The validity of the data in this study was maintained by applying triangulation of sources, techniques, and time to ensure the validity and consistency of the findings. Triangulation was carried out by comparing the results of interviews with village officials, community leaders, and residents with the results of direct observations at the Hamlet Deliberation Forum (Musdus) and Village Deliberation Forum (Musdes), as well as documentation in the form of meeting minutes, planning documents, and village archives. The credibility of the data was strengthened by the researcher's intensive involvement in the field for three months, which allowed for a more in-depth contextual understanding. In addition, member checks were carried out by confirming the interview results with the informants to reduce the potential for interpretive bias. This procedure ensured the data obtained was valid, reliable, and academically accountable (Reda, Benabdellah, dan Zellou 2023).

Data analysis in this study used Miles and Huberman's interactive model, which consists of three main stages: data reduction, data presentation, and conclusion drawing/verification (Miles dan Huberman 2014). In the data reduction stage, researchers selected and organized data from interviews, observations, and documentation into thematic categories relevant to the research focus, such as the dynamics of Hamlet Consultative Meetings (Musdus), Village Consultative Meetings (Musdes), and village government strategies in encouraging community participation. Next, data presentation is carried out through descriptive narratives and tables to reveal patterns of relationships between actors and the dynamics of participatory planning. Conclusions are drawn gradually through cross-verification with field data, so that the resulting interpretations are guaranteed to be valid and reliable. The analysis process is cyclical, allowing researchers to gain a complete and in-depth understanding of the phenomenon being studied.

Result

Community Participatory Planning Practices at the Musdus and Musdes Levels in Village Development Planning

Based on observations at the research site, researchers found that participatory planning practices in Pejengkolan Village were structured through the Hamlet Deliberation Forum (Musdus) and Village Deliberation Forum (Musdes). At the Musdus level, residents submitted proposals on priority needs, ranging from neighborhood road infrastructure to economic empowerment programs. The results of these deliberations were then brought to the Musdes forum to be discussed with village officials, the Village Consultative Body (BPD), community leaders, and representatives of community groups. This process demonstrated a deliberative pattern, in which each proposal was considered through open discussion. A village official emphasized :

"The Village Deliberation Forum is an important platform for the community to voice their needs. From there, we bring them to the Village Deliberation Forum so that everything can be considered collectively and according to development priorities." (Setiawan 2019)

Interviews with residents show that the Village Deliberation Forum allows them to feel involved in the planning process. Residents believe that this participation makes village development decisions more transparent and accountable. These findings confirm that the Hamlet Deliberation Forum and Village Deliberation Forum are not merely administrative forums, but deliberative spaces that enable the community and village government to develop a development agenda that is participatory and oriented towards the real needs of the community.

"Through the Village Deliberation Meeting, we feel truly involved in decision-making. We can directly convey proposals for the construction of neighborhood roads and repairs to water channels that residents need" (Setiono 2019)

Other residents added that the Musdes forum makes development decisions more transparent because all proposals are recorded and discussed openly. Village officials also emphasized that the Musdus serves as an initial space for gathering residents' aspirations, so that the agenda that goes to the Musdes already represents the needs of each hamlet. These findings show that the Musdus and Musdes are not merely administrative forums, but deliberative spaces that bring together the interests of the community and the village

government in developing development priorities that are more participatory, transparent, and accountable.

"Attending the Musdes makes us feel that our opinions are truly valued. We can convey our needs for farm roads and irrigation channel repairs, and these proposals are immediately recorded and discussed together" (Wijaya 2019)

Based on the results of observations, the researchers found that every Musdus and Musdes meeting was conducted openly with a mechanism for recording aspirations on a whiteboard and in official documents. The discussion process was interactive, with village officials responding to each resident's input and classifying proposals according to development areas. Documentation shows that the final results of the deliberations were recorded in jointly signed minutes, so that the decisions made had social and administrative legitimacy while strengthening the transparency and accountability of the village development process.

"I feel that Musdes makes our voices more meaningful. Proposals for road and irrigation construction are truly discussed together, not just unilateral decisions by village officials" (Setiono 2019)

Through observation, researchers noted that residents' proposals were written openly on the discussion board and then documented in official minutes. This process shows that residents' aspirations are not merely accommodated, but systematically processed to become material for preparing the Village Medium-Term Development Plan (RPJMDes). The meeting documentation shows that priorities are arranged based on the urgency of needs, and are ratified through the signatures of community representatives and village officials as proof of the legitimacy of joint decisions.

"Musdes makes us more confident that village development is transparent. All proposals are read aloud, recorded, and then discussed openly. So the decisions made are not merely the opinions of officials but the result of mutual agreement" (Wijaya 2019)

Observations show that the village government routinely holds monthly coordination meetings after the Musdes to review the agreed proposals. Meeting documentation shows development priorities, budget allocations, and strategic decisions such as infrastructure development, scheduling, and empowerment programs. These findings reinforce that the village planning

process is based on aspirations gathered through Musdus and Musdes, and forms an objective basis for the preparation of village development documents, as emphasized by village officials in the forum.

"We feel involved in the Musdes because every proposal is thoroughly discussed. This forum makes decisions on matters such as village road construction, irrigation channel repairs, and economic empowerment programs. Everything is discussed openly, so the community has more confidence in the results" (Setiawan 2019)

The Hamlet Deliberative Forum (Musdus) and Village Deliberative Forum (Musdes) have played a significant role in supporting the effectiveness of development planning in Pejengkolan Village. These forums are not only administrative media, but also deliberative spaces that enable residents and the village government to develop a development agenda that is transparent, accountable, and based on real needs. These findings show that integrating community aspirations through Musdus and Musdes can strengthen village governance towards a participatory development planning system responsive and adaptive to the local socio-cultural context.

Village Government Strategies to Increase Community Participation and Strengthen Village Development Governance

The village government's strategy to increase community participation is carried out through a comprehensive and sustainable approach. The primary focus of this strategy includes increasing the capacity of village officials through training and provision of equipment, strengthening community communication forums such as the Hamlet Consultative Meeting (Musdus) and Village Consultative Meeting (Musdes), and providing transparent information facilities and media. In addition, the village government encourages collaboration with community organizations, non-governmental organizations, and other external parties to expand opportunities for citizen participation in village development planning and monitoring. Periodic evaluations of the participatory planning process are a control mechanism to ensure community aspirations are optimally and sustainably absorbed.

"The strategies we implement include increasing the capacity of village officials, strengthening community communication forums, and providing transparent information. We also encourage collaboration with community organizations and external institutions to expand citizen

participation. Periodic evaluations help to absorb community aspirations and ensure the development process runs more effectively and sustainably." (Suyanto 2019)

The researchers' observations show that the village government has organized the Musdus and Musdes processes more actively, including providing written deliberation guidelines and an online resident registration system. At the village office, researchers found SOP documents related to participatory planning mechanisms that were compiled based on previous community aspiration reports, reflecting data-based standardization efforts. In addition, there was evidence of routine evaluations in coordination meeting minutes and community response forms that were used to improve the effectiveness of community participation.

"One of the most effective strategies is to make the deliberation process more accessible and transparent to all residents. We also developed SOPs based on residents' aspiration reports to make the planning process more standardized. Regular evaluations help refine every aspect of community participation and village development governance." (Setiawan 2019)

Based on observations and documentation, researchers found that village governments actively utilize aspiration data and Musdus/Musdes records to develop annual work programs, including community training activities, development socialization, and public consultation forums. The planning documents contain graphs of community participation and trends in proposal submissions, which form the basis for determining development priorities and budget allocations. This shows that decision-making in the village government is now based on measurable data, rather than assumptions, and is in line with the following statement from an informant.

"Data-based management means that we no longer make decisions based on estimates, but on clear records of residents' aspirations. We use Musdes and Musdus data to design training programs, development socialization, and public consultation forums. All of this increases residents' trust in village governance and the effectiveness of participation." (Suparman 2019)

The information system used by the village government is equipped with an interactive dashboard feature that displays data on resident participation, development proposals, and records of Musdus/Musdes results in an easy-to-understand visual form. The village head, secretary, and technical staff can access the system to support quick, evidence-based decision-making.

Researchers also noted periodic system updates aimed at improving data accuracy, information transparency, and ease of interpretation, as stated by one village official in the following interview.

"We continue to refine the system to provide insights that village management can quickly access. With dashboard technology and data visualization, all records of citizen participation can be interpreted and followed up on. This system benefits village heads and technical staff in planning participatory development." (Setiawan 2019)

The observation results show that villagers can access various participatory services online through the village information system, including Musdus/Musdes registration, aspirations submission, and development progress monitoring. Researchers also found from documentation data in the form of system screenshots and user guides that support the findings that the services are real-time, easy to use, and make it easier for residents to participate without being physically present at the village office.

"For us, an optimal participatory system is easy to use and always up to date. If the information is accurate and access is smooth, it certainly makes it easier for residents to convey their aspirations and follow the development process. The effectiveness is felt when all participatory services can be accessed without coming directly to the village office." (Setiawan 2019)

Observations show that the village government information system has been equipped with automatic reporting and visual analytics features that all village officials can access through their respective accounts. Researchers also noted that the data presented serves as an administrative archive and is actively used in Musdus/Musdes evaluation meetings and development program planning by the village head and technical staff.

"We designed the system to generate automatic reports that all village officials can read. We made the analytics feature interactive so that the village head and staff can immediately use it for evaluation and development planning. Data becomes a guiding tool, not just an administrative archive." (Suyanto 2019)

The researchers' observations show that the village government actively monitors data on citizen participation and proposal submissions through the village information system to determine development program priorities. There is documentary evidence in the form of statistical reports on citizen

participation used as the basis for annual program planning, reflecting that community aspirations are honestly responded to based on data.

"As a citizen, I feel our aspirations are given more attention. For example, when many citizens propose certain activities or development programs, they are immediately included in the annual planning. I believe such decisions are based on data, not just verbal requests." (Setiono 2019)

Table 2.

Research Findings

No.	Research Focus	Findings
1	Community participatory planning practices at the Musdus and Musdes levels	<ul style="list-style-type: none"> a. The Hamlet Deliberation Forum (Musdus) is an initial forum for gathering residents' aspirations regarding infrastructure, irrigation, and economic empowerment needs b. The results of the Musdus are brought to the Village Deliberation Forum (Musdes) to be decided jointly by village officials, the Village Consultative Council (BPD), community leaders, and community group representatives c. The process is deliberative, interactive, and transparent, with open recording on a whiteboard/official document d. The results of the deliberations are recorded in the minutes and signed jointly, strengthening social and administrative legitimacy e. Residents' aspirations are systematically processed to form the basis for preparing the RPJMDes and priority development programs f. The Musdes forum increases residents' sense of ownership of development decisions, as they feel directly involved and their opinions are valued
2	Village government strategies to increase community participation and strengthen village development governance	<ul style="list-style-type: none"> a. The village government implements strategies to increase the capacity of officials through training and the development of SOPs based on resident aspirations b. Musdus and Musdes forums are strengthened with written guidelines and an offline and online resident registration system c. Collaboration with community organizations, NGOs, and external parties expands the space for participation d. Participation is evaluated regularly through coordination meetings and resident feedback forms e. The village information system is an online participation medium (registration, submission of aspirations, development monitoring) with

		<p>interactive dashboard features, automatic reporting, and visual analytics</p> <p>f. Musdus/Musdes data is actively used as the basis for preparing annual work programs, budget allocations, and development evaluations</p> <p>g. Optimization of the village information system makes decision-making faster, more objective, transparent, and data-driven</p>
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Discussion

The Musdus and Musdes forums carry out participatory planning with a deliberative structure that systematically involves residents. This process reflects actual participatory planning practices, where community aspirations are central to development considerations. This kind of active participation strengthens the legitimacy of decisions, reduces the dominance of local elites, and creates more contextual and impactful results (Rahmania dkk. 2024). Thus, the Musdus and Musdes forums are not merely ceremonial, but become a real arena for residents to influence development decisions. This deliberative structure also facilitates open discussion so that every proposal can be reviewed together. Residents' voices are heard, processed, and followed up on transparently (Rahayu dan Suroso 2020).

Participatory planning through Hamlet Consultative Meetings (Musdus) and Village Consultative Meetings (Musdes) shows that residents are genuinely involved in decision-making. The community is given the opportunity, training, and means to express their opinions, making the deliberations more open, fair, and trustworthy (Mansur dkk. 2024; Yoniawati, Ketut Rachmi, dan Karjoko 2023). This is also evident in the research results, where residents feel directly involved in Musdes, every proposal is recorded, and discussions are conducted transparently. In this way, the community's trust in the development results is strengthened because they can see how their aspirations are considered in official forums.

However, its implementation is often hampered because local elites still dominate the planning forum, while vulnerable groups such as women and people with low incomes are not yet significantly involved (Firmansyah dkk. 2023). In the case of Pejengkolan Village, observations show that Musdus has

succeeded in accommodating the aspirations of various hamlet groups more evenly. These aspirations are then brought to the Musdes, which involves village officials, the BPD, and community leaders, making the practice appear more inclusive than the general findings at the national level (Fridiyanti dan Kurniawan 2023).

Several studies have noted that although Musrenbangdes (Village Development Planning Meetings) are official forums, community participation is often low, with only around 19% attending and expressing relatively limited aspirations (Anisa Octaningrum dkk. 2024; Rafinzar dan Mardianto 2023). In contrast, in Pejengkolan Village, the mechanism is more open, with each proposal recorded on an information board and accompanied by official documentation. This method not only strengthens accountability but also encourages active community involvement. This practice proves that with a transparent communication pattern, participatory planning can go beyond mere formalities and honestly respond to the real needs of residents.

In general, the experience in Pejengkolan Village shows that formal mechanisms such as Musdus and Musdes can be combined with a deliberative spirit to produce village development planning that is more participatory, transparent, and in line with community needs. This pattern aligns with the principles of good governance and deliberative democracy, which emphasize openness, social legitimacy, and development oriented towards local needs. Other findings also confirm that active community involvement improves the quality of decisions and strengthens democratic capacity at the village level (Anam dan Riyanta 2022; Sepyah dkk. 2022). Thus, the practices in Pejengkolan Village can serve as an inspiring example for developing participatory and accountable village governance.

The village government implements a comprehensive participatory strategy by increasing the capacity of officials through training and utilizing data on community aspirations. These efforts have made officials more prepared and confident in facilitating Musdus and Musdes. Other studies have identified five stages of community involvement, ranging from the formation of the RPJM team to the involvement of the BPD in the preparation of planning

documents, which strengthen legitimacy and the absorption of public aspirations (Antlöv, Wetterberg, dan Dharmawan 2023). This approach creates a responsive village administration that supports a structured and sustainable participatory planning process, as reflected in the practices in Pejengkolan Village.

The village government strengthens the role of Musdus and Musdes as communication forums by providing written guidelines and an online registration system. This step makes it easier for the community to access the planning process (Rifai dkk. 2022; Siar, Lambongan, dan Mamengko 2025). These findings align with the view that inclusive village planning is highly dependent on open forums, accessibility of information, and levels of public trust (Mamengko, Sondakh, dan Tampi 2024; Rizki Nanda Saputri dan Simbolon 2023). The presence of online media also allows for broader and more equitable participation, including for residents who previously found it challenging to get involved due to limitations, such as being unable to attend village office meetings in person.

The village government continuously uses the aspirations that emerge from the Hamlet Deliberation (Musdus) and Village Deliberation (Musdes) as a reference in compiling annual work programs, including training activities, development socialization, and public consultation forums (Mukhammad Soleh dkk. 2023). This approach aligns with the principle of participatory governance, which emphasizes transparency and objectivity in the decision-making process. Community aspirations are systematically documented in a structured database so that decisions are not based solely on estimates but on the real needs of residents. This data-driven management practice is transformative and demonstrates the maturity of adaptive and responsive village governance.

Using village information systems with features such as interactive dashboards, automated reporting, and visual analytics makes it easier for village heads and officials to make quick, data-driven decisions. This technology also strengthens routine evaluation mechanisms, making them more flexible and able to adapt to the dynamics of community aspirations.

Various studies related to strategies for increasing citizen participation emphasize the need for planning, implementation, and supervision that are continuously updated through a transparent and real-time system (Aw 2018). The practice in Pejengkolan Village shows that applying technology strengthens administrative accountability and opens up wider opportunities for the community to feel involved in the development process (Fitri, Asyikin, dan Nugroho 2017; Syamsudyan dan Agustina 2025).

Overall, the village government's measures to combine capacity building for officials, strengthening consultative forums, utilizing participatory information systems, and continuous evaluation have shaped inclusive and adaptive development governance. This pattern shows a combination of formal planning procedures and a spirit of community empowerment, with community participation reaching 77%. This approach makes the village development process more responsive to local needs while strengthening residents' trust in the performance of the village government.

Conclusion

The Hamlet Deliberative Meeting (Musdus) and Village Deliberative Meeting (Musdes) in Pejengkolan Village serve as administrative mechanisms and have also developed into effective deliberative forums. Every resident's aspiration is recorded, discussed, and formalized in a jointly signed meeting minutes through an open mechanism. This process shows that citizen participation has contributed significantly to formulating the village development agenda, increasing a sense of ownership, transparency, and public accountability. Thus, the practice of Musdus and Musdes can bridge the community's real needs with the direction of village policy and strengthen development governance based on participation and social legitimacy.

The village government's strategy has focused on a systematic and sustainable approach through capacity building of officials, strengthening communication forums, and utilizing data-based village information systems. Integrating Musdus/Musdes data into annual planning, budget allocation, and development evaluation shows village governance has moved towards

evidence-based governance. Interactive dashboard technology, periodic evaluations, and partnerships with external organizations expand citizen participation and strengthen institutional accountability. Thus, this strategy results in inclusive, responsive, and adaptive development governance that addresses local socio-cultural needs and can become a participatory planning model for other villages in Indonesia.

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