



PARTICIPATORY DECISION MAKING IN PLANNING AND IMPLEMENTATION OF TELAGA MURNI VILLAGE DEVELOPMENT PROGRAM

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Abstract

This study analyzes the dynamics of decision-making in developing the development agenda in Telaga Murni Village. Using descriptive qualitative methods, data were collected through in-depth interviews and a review of village strategic documents to present a factual picture of the situation on the ground. Research findings indicate that the planning mechanism is carried out in stages, starting with gathering aspirations at the neighborhood level and ending with consensus in village deliberation forums. However, program implementation remains limited by village fiscal capacity, making priority setting a crucial step. Although public involvement has been institutionalized, this participation is not fully equitable and is still dominated by certain representative groups. Regarding governance, the village government has strived for information transparency, although the consistency of its publication still requires further optimization.

Keywords : *Decision making, Village development, Public participation, Transparency.*

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Introduction

Efforts to advance rural areas are a strategic pillar in promoting community welfare and supporting the national development agenda. In line with this vision, villages are given independent authority to manage their development, as mandated by Law Number 6 of 2014 concerning Villages. This law emphasizes the principles of participation, accountability, and transparency. Furthermore, Law Number 25 of 2004 concerning the National Development Planning System states that development planning must be carried out in an integrated, sustainable manner, and involve various related parties. Partnerships between village governments and regional governments are also a crucial aspect, as stipulated in Law Number 23 of 2014 concerning Regional Government.

In its implementation, the success of village development depends heavily on the quality of the decision-making process. Decision-making is not only related to the technical aspects of planning but also encompasses social aspects that require cooperation, transparency of information, and accountability to the community. According to (Maulidha et al., 2024), policy formulation is a series of orderly procedures that begin with problem mapping and continue to assess the impact of implemented decisions. This process is crucial to ensure that the resulting development policies provide tangible benefits to village communities.

Village-level development is defined as a social transformation effort implemented in a measured and systematic manner to elevate the lives of residents across economic, social, and institutional dimensions (Sutopo, 2023). Alfiaturrahman (2016) further emphasizes that this agenda serves as a strategic instrument for village officials in mapping program priorities relevant to local needs and characteristics. Therefore, the success of village development depends heavily on decision-making mechanisms that position the community not merely as an object but as a key actor in every stage. Therefore, village development requires decision-making that involves the community as a key part of the process.

The existence of public participation is a crucial indicator of the effectiveness of policy-making at the village level. Actualized citizen involvement from the planning phase to the evaluation stage reflects the development of synergy and collective responsibility. In line with this view, Heri and Supardal (2024) emphasize that participation is not merely a formality, but rather active involvement that ensures every development program is oriented towards meeting the real needs of the community. In addition to participation, the principles of accountability and transparency are also essential requirements in village development management, ensuring that every decision can be openly accounted for (Rustandi et al., 2025).

The mechanism for determining development policies for the 2024 period in the Telaga Murni area prioritizes the principle of togetherness, which is realized through a series of discussions at the hamlet level and through official village forums. This agenda also includes the Village Development Planning Deliberation (Musrenbangdes), where all agreed outcomes are then formalized into the Village Development Work Plan (RKPDs). Throughout this process, various community groups are involved, such as neighborhood associations (RT), community associations (RW), village officials, community leaders, youth leaders, and community organizations. This mechanism aims to listen to residents' aspirations and determine development priorities that align with their needs.

Despite the presence of community participation, the application of the principles of accountability and transparency in decision-making still requires further investigation to assess their effectiveness in practice. Therefore, this study aims to analyze the participatory decision-making process in the planning



and implementation of development in Telaga Murni Village, as well as to evaluate the application of the principles of participation, accountability, and transparency in village development.

Research Methodology

To examine the dynamics of development planning in depth, this study employs a qualitative design through a description of facts found in the field, including a review of program implementation in Telaga Murni Village. This approach was chosen because it is able to explain social phenomena based on empirical data obtained directly from the field, so that the results are more authentic and appropriate to the context in the field, in accordance with the research objectives. This approach is commonly used when researchers seek to understand a phenomenon through the perspective of experience and factual conditions in the field, especially in non-experimental studies that are not oriented towards statistical data processing (Colorafi & Evans, 2016) .

Informants in this study were selected using purposive sampling, a planned selection of informants based on specific criteria aligned with the research objectives. As part of a non-probability sampling approach, this technique allows researchers the flexibility to identify key informants deemed most relevant for providing in-depth data on the phenomenon under study (Renjith et al., 2021) .

Data collection procedures were conducted through a combination of in-depth interviews and documentation studies. Interviews were used to gather comprehensive information regarding the planning process and implementation of development on the ground. Documentation studies were conducted by reviewing relevant archives, such as village deliberation minutes and Village Work Plan (RKPDes) documents, to strengthen the findings and triangulate the validity of the primary data.

The next stage is data analysis using a qualitative descriptive approach, where the collected information is categorized, reduced, and interpreted in depth. This process aims to provide a comprehensive overview of the planning and implementation mechanisms for development in Telaga Murni Village, based on factual findings in the field.

Results and Findings

This study aims to analyze the dynamics of decision-making within the planning framework and development implementation in Telaga Murni Village through a participatory approach. In an effort to collect credible data, researchers conducted in-depth interviews with village officials who hold authority over development policies, and conducted a systematic review of various village strategic planning documents. Field findings indicate that the development policy-making mechanism in Telaga Murni Village relies on a structured and hierarchical deliberation system. This process begins with gathering aspirations at the RT (Neighborhood Unit) and RW (Community Unit) levels, which are then escalated to the Hamlet Deliberation (Musdus) level and ultimately culminate in the Village Deliberation (Musdes). The consensus reached in this forum is formalized into the Village Development Work Plan (RKPDes) as an operational basis for the upcoming fiscal year. Furthermore, the dynamics of public participation are quite extensive,



with Musrenbangdes serving as an inclusive space that brings together various strategic elements—from traditional and religious leaders, PKK (Family Welfare Movement) and Posyandu (Integrated Service Post) activists, to youth representatives through Karang Taruna (Taruna Youth Organization) and local security elements (Linmas/Trantib). This cross-sector involvement ensures that every development proposal represents real needs expressed directly by residents.

In the 2024 fiscal year, development in Telaga Murni Village focused on strengthening infrastructure and public facilities. Physical manifestations of this priority include the construction of a multi-purpose building equipped with supporting facilities, the provision of green open spaces for children, and increased accessibility through improvements to neighborhood roads and drainage. Furthermore, human resource development is also addressed through innovative non-physical programs such as content creator training for residents. Financially, these programs are supported by a funding structure sourced from Village Original Income (PADes), Village Fund Allocation (ADD), Provincial Assistance (Banprov), and Village Fund disbursements from the State Budget (APBN). In terms of oversight, operational control is carried out internally by the Village Head and relevant sections. However, this development acceleration is still hampered by fiscal constraints and land availability, requiring the village government to prioritize community proposals that have not been accommodated.

Discussion

Decision-Making Process in Village Development Planning

Overall, the research findings demonstrate that the development decision-making process in Telaga Murni Village adopts a deliberative model that synergizes public aspirations with village authority policies. This mechanism has transformed from simply gathering community proposals to a strategic program selection process summarized in the Village Development Work Plan (RKPDes). The applied pattern reflects a systematic decision-making process, where community participation is not merely a formality but a key pillar in determining the direction of village development.

This finding aligns with a study by Susanto et al. (2024) , which views decision-making as a systematic process, from mapping the urgency of the problem and collecting data to determining solution options and evaluating policy outcomes. The reality in Telaga Murni Village reflects this concept, where the deliberation phase serves as a tool for sorting aspirations and establishing the most crucial priorities for village progress.

Furthermore, the results of this study reinforce the argument (Tupen et al., 2025) regarding the strategic position of the Village Development Planning Forum (Musrenbangdes) as an instrument for achieving consensus between village authorities and residents. Through this deliberative forum, every development policy gains strong social legitimacy by accommodating the involvement of various local elements. However, the effectiveness of this decision-making still faces challenges in the form of fiscal limitations. These budgetary limitations force village governments to implement strict curation in setting priorities, considering that not all community aspirations can be realized simultaneously in a single budget period.



Community Participation in Decision Making

The dynamics of public participation in the development planning process in Telaga Murni Village show a positive trend, particularly during the aspirations-sharing phase. The involvement of diverse community elements indicates that the dominance of village officials in the technocratic process is beginning to diminish. This aligns with Heri and Supardal's (2024) premise, which defines participation as the continuous, active involvement of the community—from initiation through execution to utilization of development outcomes. The essence of this involvement is to ensure synchronization between work programs and real needs on the ground.

In line with this view, Mustanir & Yasin (2018) emphasized that synergy between village authorities and residents is a key determinant of planning quality. Field findings demonstrate that active community participation significantly assists village governments in mapping urgent development priorities. However, this inclusive participation is not yet fully distributed. Some groups still rely on representation through specific representatives, thus the essence of direct collective participation has not yet been fully realized.

Accountability and Transparency in Decision Making

Accountability in community engagement in Telaga Murni Village is reflected in the minutes of deliberations, the process of determining priority programs, and the dissemination of information on development progress through village media. However, this information dissemination practice has not been implemented consistently and comprehensively, resulting in limited community understanding of the rationale for setting development priorities.

This reality indicates that the principle of openness is not fully aligned with the theory of transparency and accountability as proposed by (Rustandi et al., 2025) , which emphasizes that transparency of village authorities is a fundamental pillar of public accountability in the management of state resources and budgets. In Telaga Murni Village, although the substance of the program has been aligned with local aspirations, the transparency deficit in the policy-making process has left some residents still in ambiguity regarding the basis for consideration and procedures for determining village development decisions.

Conclusion

Based on the analysis, it can be concluded that the development planning mechanism in Telaga Murni Village has adopted a systematic and inclusive procedure. This process begins with the articulation of needs at the constituent level, which is then consolidated through a deliberation forum as the basis for developing the Village Work Plan (RKPDes), which is oriented towards local consensus.

Development program implementation is carried out by considering the fiscal capacity ratio sourced from Village Funds and support from the Regency Regional Budget (APBD). These resource limitations require village governments to selectively prioritize , ensuring that development is focused on urgent needs.



Furthermore, although public participation has been institutionalized through the expression of aspirations in deliberations, the quality of engagement remains unequal due to the strong pattern of representation through representatives. Meanwhile, village authorities have attempted to promote accountability and transparency, but their effectiveness is hampered by the lack of regular and comprehensive information dissemination.

RECOMMENDATION

The Telaga Murni Village Government is recommended to institutionalize a public participation mechanism in developing development policies. This step is crucial to ensure that every element of society has equal access and opportunities to voice their aspirations directly without intermediaries.

Furthermore, consistency in the dissemination of development information is an urgent area of improvement. Optimizing information media, both through physical noticeboards and digital village platforms, is expected to provide transparent clarification regarding procedures and rationale for determining development priorities.

Finally, future studies should explore more deeply the sociological determinants that influence fluctuations in participation and transparency in village governance. This is crucial for providing a more comprehensive perspective on the dynamics of sustainable development management at the village level.

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