

Inclusive Governance in Semi-Urban Villages through the Harmony of Technology, Agriculture, and Culture

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Abstract, This study explores inclusive governance in Cibunar Village, Tarogong Kidul Subdistrict, Garut Regency, a semi-urban village undergoing modernization and digitalization. It examines aspects such as community participation, transparency, accountability, service effectiveness and efficiency, rule of law, responsiveness, consensus-building, equality, and inclusivity, alongside the unique challenges faced by agrarian communities. The research adopts a descriptive qualitative approach, drawing on in-depth interviews, observations, official village documents, and relevant scholarly literature.

The results reveal that community participation remains largely formal and directive, transparency is confined to regulatory compliance, and the accountability of village officials is limited by human resource capacity. Improvements in public service effectiveness and efficiency have emerged through the use of accessible tools such as WhatsApp, Google Drive, and Siskeudes, which facilitate coordination, record-keeping, and practical monitoring. While village legal regulations remain predominantly administrative, responsiveness and consensus are shaped by the heterogeneous population. Notably, equality and inclusivity have advanced through straightforward digital communication, reaching women, youth, and other vulnerable groups. Cibunar Village is navigating a transition from its agrarian roots toward semi-urban governance, with simple technologies serving as strategic enablers for sustainable development.

The study concludes that leveraging simple technology can reinforce inclusive, responsive, and adaptive governance in semi-urban contexts. It recommends strengthening deliberative consultation mechanisms, expanding technology-based outreach and monitoring, broadening legal instruments, enhancing human resource capacity, and implementing a hybrid governance model that blends traditional agricultural practices with digital innovation. These insights offer guidance for other agrarian villages seeking to utilize simple technological solutions for sustainable and inclusive development.

Keywords: Inclusive Governance, Semi-Urban Village, Digital Transformation, Community Participation, Accessible Technology, Sustainable Development

Chapter I Introduction

1.1 Background

The development of semi-urban villages presents unique challenges in governance, particularly when agrarian communities face modernization, urbanization, and digitalization. Cibunar Village, located in Tarogong Kidul Subdistrict, Garut Regency, exemplifies such a transition. While its economy remains largely agricultural, Cibunar must balance the preservation of agrarian traditions with the growing demand for more complex and dynamic public services.

Effective village governance requires principles of inclusivity, citizen participation, transparency, accountability, responsiveness, effectiveness, efficiency, and the rule of law. However, interviews with village officials, the village head, BPD (Village Consultative Body), BUMDes (Village-Owned Enterprises), farmer groups, village tourism awareness groups, and MSME actors revealed several challenges. Community participation is still largely formal, transparency is limited to regulatory compliance, accountability is constrained by limited human resources, and most village legal instruments pertain only to routine planning, budgeting, and reporting. Furthermore, consensus is often influenced by dominant groups, while equality and inclusivity are beginning to improve through simple communication channels.

In this context, the use of simple technology emerges as a key strategy to strengthen village governance, facilitate citizen participation, and support gradual modernization. Cibunar Village illustrates how optimizing lightweight technological tools can promote sustainable development without undermining local culture or community capacity.

1.2 Research Questions

Based on the background, this study seeks to address the following questions:

1. What is the level of community participation in decision-making processes in Cibunar Village?
2. How are transparency, accountability, effectiveness, efficiency, and the rule of law practiced in the governance of Cibunar Village?
3. To what extent are responsiveness, consensus, and the principles of equality and inclusivity implemented by the village government?
4. How do governance practices align with inclusive governance theory and previous research findings?

1.3 Research Objectives

This study aims to:

1. Identify the level of community participation in decision-making in Cibunar Village.
2. Analyze the practices of transparency, accountability, effectiveness, efficiency, and the rule of law in village governance.
3. Assess the responsiveness of village officials, consensus-building, and the principles of equality and inclusivity.
4. Align the governance practices observed with inclusive governance theory and prior research.

1.4 Research Location and Sample

The study was conducted in Cibunar Village, Tarogong Kidul Subdistrict, Garut Regency. The sample includes the village head, village officials, BPD, BUMDes, farmer groups, village tourism awareness groups, and representatives of MSME actors. This approach enables a comprehensive analysis of village governance from the perspectives of government, institutions, and the community.

1.5 Research Method

This research employs a descriptive qualitative approach, with data collected through:

1. **Primary Data:** Direct observation of village governance activities, in-depth interviews with village officials and residents, and informal discussions with youth and women.
2. **Secondary Data:** Official village documents (APBDes, Village Regulations, accountability reports), BPS Garut Regency data on demographic and economic profiles, and academic literature on village governance.

Chapter II - Literature Review

2.1 Good Governance in the Context of Semi-Urban Villages

At the village level, good governance requires mechanisms, processes, and institutions that enable citizens to express their interests, exercise rights, fulfill obligations, and mediate differences inclusively (UNDP, 2014). In semi-urban contexts like Cibunar Village, which faces an influx of newcomers, social diversity, and urbanization pressures, principles such as effectiveness, accountability, transparency, and inclusivity form the foundation for governance that is adaptive to economic and digital transformations.

The CEPA/UN DESA framework outlines “principles of effective governance for sustainable development” to build Effective, Accountable, Inclusive Institutions (EAI) as prerequisites for achieving the SDGs, emphasizing competence, integrity, and multi-stakeholder collaboration—principles highly relevant for villages transitioning from agrarian to semi-urban settings (UN DESA/CEPA, 2018). In practice, village officials must translate these principles into standard operating procedures (SOPs), proactive transparency channels (information boards, websites, applications), and deliberative forums that include both long-term residents and newcomers.

For Cibunar, this entails streamlining planning documents and APBDes to be participatory, opening access to service performance data, and coordinating institutional actors (village government, BPD, LPM, PKK, Karang Taruna) so that legal mandates align with operational capacity. UNDP studies underscore that strengthening post-crisis governance and accelerating sustainable development is effective only when these principles guide daily decision-making and public accountability (UNDP, 2011; 2023). These global principles provide a foundation to formulate evaluation indicators across eight governance dimensions relevant to Cibunar: participation, transparency, accountability, effectiveness/efficiency, rule of law, responsiveness, consensus, and equality-inclusivity.

2.2 Legal Framework: Village Law and the Transformation of Authority

The transformation of village authority in Indonesia is anchored in Law No. 6/2014 on Villages, which grants autonomy, financial management powers, and enhanced citizen participation (Republic of Indonesia, 2014). The official text (including English translations) mandates that village development planning involve community participation and serve as the basis for APBDes preparation, linking deliberation, planning documents (RPJMDes/RKPDDes), and budget allocation.

Longitudinal evaluations by the World Bank found that mainstreaming community-driven development through the Village Law improves accountability structures and deliberative practices, though implementation quality depends on local capacity, integrity, and social oversight (World Bank, 2020). For Cibunar, this implies two things: first, a legal obligation to engage a broad spectrum of residents (35% newcomers, youth, women, farmers, MSME actors) in thematic consultations; second, organizing accountability mechanisms (documents, information channels, social audits) in accordance with statutory mandates. Consequently, digitizing services and promoting budget transparency is not merely an innovation but a normative duty that strengthens legitimacy and social trust.

2.3 Village Digitalization & Smart Village for Sustainability

Digitalization bridges information gaps, accelerates service delivery, and opens opportunities for integrating agriculture, tourism, and MSMEs into the digital economy. T20 Indonesia emphasizes that Smart Village initiatives extend beyond automation to capacity building, digital literacy, and data platforms that support informed decision-making (T20 Indonesia, 2022).

Open-access studies, such as those published in E3S Web of Conferences, examining rural digital transformation initiatives in Indonesia, recommend investments in infrastructure, digital talent training, and support for innovative public service applications as an effective policy mix (Sari et al., 2023). For semi-urban villages like Cibunar, practical entry points include digital public services (administrative letters, online queues, complaint reporting), user-friendly APBDes dashboards, and local marketplaces for flagship commodities (rice, “bangkerok” snacks, tourism packages). This integration improves service efficiency, market access, and the village’s tourism image, aligning good governance principles (transparency/accountability) with SDGs (inclusive economy, decent work, sustainable production and consumption).

2.4 Meaningful Participation & Digital Public Spaces

Effective participation goes beyond attendance in routine meetings; it requires access to information, safe discursive spaces, and feedback mechanisms that influence decisions. Deliberative democracy frameworks emphasize that public decisions should aim for the common good through rational and inclusive dialogue (V-Dem, 2024).

In Indonesia, digital democracy experiments at the local level demonstrate the potential of online channels to broaden participation and reduce face-to-face barriers (Wahyuni et al., 2020; Yanto & Harahap, 2017). For Cibunar, where residents are heterogeneous and newcomers are numerous, hybrid forums – including face-to-face Musdes meetings, digital channels (proposal forms, polls, curated discussion forums) – can mitigate recurring biases and enrich the understanding of community needs. Participation tools adapted from UN-Habitat playbooks ensure inclusivity (youth, women, vulnerable groups) and accountability (decision trails, follow-up matrices). Thus, participation becomes a mechanism for policy improvement rather than a mere formality.

2.5 Budget Transparency & Accountability: From Law to Practice

Transparency and accountability form the core of citizen trust. The Village Law mandates participatory planning and budgeting, as well as open accountability (Republic of Indonesia, 2014). World Bank studies show that proactive publication of information (plans, minor contracts, realization) and complaint channels reduces elite capture risks and increases program relevance (World Bank, 2020).

Operationally, Indonesia’s experience links Siskeudes as the backbone of financial governance with citizen-friendly transparency portals; this practice aligns with UN DESA’s EAI principles (competence–integrity–inclusivity) (UN DESA/CEPA, 2018). In Cibunar, realistic steps include an APBDes dashboard (budget vs. realization), digital project boards (location, value, progress), and regular social audits by BPD/community. Understandable transparency – not mere compliance – enhances legitimacy and fosters meaningful participation.

2.6 Service Effectiveness and Efficiency & Data-Based SOPs

Effective village public services require clear SOPs, performance indicators, and simple process automation. UNDP governance guidelines stress the importance of institutional capacity to maintain service continuity, particularly in rapidly changing areas (UNDP, 2011).

In development, mapping village expenditures against SDGs focuses outputs on impacts (water access, sanitation, economic infrastructure, empowerment) and measures efficiency (Sari et al., 2021). In Cibunar, implementation can start with administrative SOPs (workflow, standard time, zero cost), online request tracking, and micro-project mapping connecting spending to outcomes (e.g., irrigation → rice productivity;

“bangkerok” promotion → MSME revenue; tourism route organization → visits). Such micro-level reforms improve service speed, predictability, and citizen satisfaction while minimizing discretionary practices.

2.7 Rule of Law, Responsiveness, and Local Conflict Management

Village rule of law relies on legitimate local regulations (Perdes, Village Head Decrees) consistent with the Village Law and overseen by BPD. Official documents mandate planning-budget structures linking citizen participation with APBDes, providing a legal basis for regulatory innovations beyond the APBDes cycle (e.g., service regulations, village data, BUMDes tourism/MSMEs) (Republic of Indonesia, 2014).

However, literature indicates local political dynamics can create tensions, especially when program allocation is uneven or non-transparent; policy responses must be rapid and deliberation-based (World Bank, 2020; V-Dem, 2024). In Cibunar, with 35% newcomers and social heterogeneity, conflict resolution mechanisms must be mainstreamed in complaint SOPs: complaint channels, response deadlines, tripartite mediation (village government–BPD–community), and publication of outcomes. Digital public spaces (forums, Q&A) accelerate responsiveness, reduce information asymmetry, and strengthen legal certainty in service practices.

2.8 Leadership & Institutional Capacity: Bridging Technology, Agriculture, and Culture

The village head’s leadership shapes priority-setting (vision), implementation discipline (SOPs, supervision), and collaborative culture (across officials, BPD, community, business actors). Indonesian open-access studies indicate that participatory leadership and institutional strengthening correlate positively with planning quality and effective Village Fund utilization (World Bank, 2020).

Economically, evidence shows that Village Funds can be mapped to 17 SDGs, providing a strategic and impactful decision-making compass (Sari et al., 2021). Additionally, BUMDes success depends heavily on partnership networks and professional governance; recent research recommends evaluating business portfolios and partnerships for sustainability (Wulansari et al., 2023).

For Cibunar, transformational and inclusive leadership must integrate:

1. Service technology (service portals, APBDes dashboards);
2. Agricultural value chains (planting-harvest data, micro-scale smart irrigation, digital market access);
3. Cultural-tourism narratives (branding “bangkerok”, event calendars, village tourism packages).

Institutions (BPD, LPM, PKK, Karang Taruna) act as social operators, ensuring processes: listening to aspirations, testing policies, supervising implementation, and resolving conflicts. In this way, inclusive governance not only meets normative standards but also drives sustainable socio-economic transformation.

Chapter III – Method

3.1 Type and Approach of the Study

This study employs a descriptive qualitative approach, chosen for its ability to provide a comprehensive portrayal of community participation, transparency, accountability, and governance dynamics in Cibunar Village, Tarogong Kidul Subdistrict, Garut Regency. Qualitative research allows the researcher to understand phenomena in depth based on empirical data obtained in the field rather than relying solely on statistical figures (Creswell, 2018).

A descriptive qualitative approach is also suitable for capturing the social realities of a village experiencing globalizing pressures. Through this method, the researcher interprets meanings, understands residents’ experiences, and critically examines village governance practices in alignment with actual conditions.

3.2 Research Location and Subjects

The study was conducted in Cibunar Village, Tarogong Kidul Subdistrict, Garut Regency. This village was selected due to its unique agrarian challenges and its need to adapt to global dynamics. Its heterogeneous demographic profile, consisting of both native residents and 35% newcomers, makes it a relevant locus for examining inclusive village governance.

The study subjects include:

1. Village government officials (Village Head, village apparatus, Village Consultative Body/BPD).
2. Representatives of village institutions (Karang Taruna, PKK, and customary institutions).
3. General community members, including both native residents and newcomers.

Participants were selected using purposive sampling, focusing on individuals directly involved in governance and village development practices.

3.3 Data Sources

The study utilizes two types of data sources:

1. Primary Data
 - a. Direct observation of village governance activities.
 - b. In-depth interviews with village officials, community leaders, and resident representatives.
 - c. Informal discussions with youth and women groups to capture diverse perspectives.
2. Secondary Data
 - a. Official village documents (APBDes, Village Regulations, accountability reports).
 - b. BPS Garut Regency data on community demographics, education, and economy.
 - c. Academic literature on village governance in Indonesia.

Secondary data supports primary data and provides a comparative framework with previous research findings.

3.4 Data Collection Techniques

Data were collected using several techniques:

1. Observation
The researcher recorded village meetings, public service activities, and interactions between officials and residents. Observation was crucial for identifying patterns of citizen engagement, information transparency, and bureaucratic challenges.
2. In-Depth Interviews
Semi-structured interviews allowed participants to freely express their perspectives while remaining within the research framework. Questions focused on experiences regarding participation, transparency, service effectiveness, and human resource challenges.
3. Documentation
Village documents, such as APBDes, annual reports, and legal products (Perdes), were analyzed as formal evidence.

Combining these techniques enriched the data and enabled cross-validation across sources.

3.5 Data Analysis Techniques

Data were analyzed manually through the following steps:

1. Data Reduction

Interview and observation data were transcribed, selected, and organized according to research themes.

2. Categorization

Information was grouped into categories: community participation, transparency, accountability, service effectiveness, rule of law, responsiveness, consensus, and inclusivity.

3. Interpretation

Each category was analyzed in relation to village governance theory and field realities.

4. Verification

Preliminary findings were cross-checked with observation notes and official village documents to ensure accuracy.

This process allowed the researcher to identify patterns and meanings behind village governance practices.

3.6 Data Validity

To ensure data validity, triangulation techniques were employed:

1. Source Triangulation – Comparing data from village officials, residents, and official documents.
2. Method Triangulation – Combining observation, interviews, and documentation.
3. Time Triangulation – Checking data at multiple points to avoid situational bias.

Through these methods, the study aims to achieve high validity and accurately reflect the real conditions of Cibunar Village.

Chapter IV – Results and Discussion

4.1 Community Participation in Village Governance

Community participation in Cibunar Village, Tarogong Kidul Subdistrict, exhibits interesting dynamics in relation to village governance. Interviews revealed that residents perceive participation not only as attendance in village meetings (*musyawarah desa*) but also as engagement in infrastructure projects, religious activities, and support for village programs such as waste management and agricultural development. This aligns with Tricahyo and Alfirdaus (2023), who emphasize that voluntary, collective participation is a key element in achieving sustainable governance.

In Cibunar, participation is strongly influenced by the leadership of the village head and officials. Residents reported that transparent and communicative officials significantly increase involvement, while perceived opacity reduces community enthusiasm. Thus, the quality of communication between village authorities and residents is a dominant factor in fostering active engagement.

Meliani and Sari (2023) similarly found that access to clear information and governmental transparency positively influence residents' willingness to participate. In Cibunar, *musdes* forums serve as important platforms for residents to express needs such as road improvements, clean water provision, and development of productive farmland.

Consequently, participation in Cibunar reflects both formal involvement and daily practices supporting village development, highlighting the importance of building a responsive and open communication culture to sustain civic engagement.

4.2 Efficiency in Village Fund Utilization

The use of Village Funds (Dana Desa) in Cibunar has drawn significant attention, particularly regarding efficiency. Interviews indicate that funds have been allocated to basic infrastructure such as neighborhood roads, drainage, and public facilities. However, some residents critiqued certain programs as less responsive to urgent community needs.

JISpendiora (2023) notes that efficient fund utilization requires balancing routine expenditures with development programs that directly benefit residents. In Cibunar, the community values fund allocation toward agriculture and clean water management more than ceremonial or administrative activities.

Efficiency is also affected by the capacity of village officials to prepare data-driven plans. Several officers admitted that RKPDes preparation often relies on spontaneous musdes proposals rather than systematic needs analysis. This may lead to misalignment between funded programs and residents' priority needs.

Community leaders stressed the importance of routine program evaluation. For example, last year's road construction was well-received due to its direct impact on agricultural access. Yet residents hope future programs focus more on economic empowerment, such as UMKM training and cooperative development.

Thus, while Village Fund usage in Cibunar shows positive outcomes in infrastructure, further strengthening of data-based planning and prioritization of programs that address actual community needs is necessary.

4.3 Financial Transparency in Village Management

Transparency is a recurring concern among Cibunar residents. Most appreciate the APBDes information board outside the village office, yet some argue that transparency requires more detailed explanations of fund utilization.

Meliani and Sari (2023) highlight that financial transparency is not only administrative but also a matter of moral accountability. In Cibunar, some residents perceive the information provided as one-sided, with limited opportunities for dialogue. Although musdes meetings discuss the budget, community involvement in monitoring remains limited.

Certain informants noted that detailed fund realization reports are primarily understood by village officials and the BPD, leaving ordinary residents with only a general overview. This information gap may foster suspicion. JISpendiora (2023) also stresses that unclear financial information can reduce public trust, even if development programs proceed.

On a positive note, Cibunar Village has begun using WhatsApp groups to disseminate activity reports and project documentation. This simple innovation proves effective as most residents already use mobile devices, allowing broader access to financial reports.

Overall, financial transparency in Cibunar is improving but requires strategic measures, including more intensive two-way communication channels.

4.4 Effectiveness and Efficiency of Services

Effectiveness and efficiency in Cibunar's governance still face challenges, particularly regarding public service delivery. Interviews indicate that administrative SOPs are incomplete, leading to inconsistent service standards. Residents often report delays in processing documents such as certificates or population services.

Low adoption of digital technology further impedes efficiency. Although national policy encourages digitalization, Cibunar has only partially implemented basic applications, with many archives remaining manual.

This limitation affects staff productivity, with paperwork accumulation and minimal coordination among officials. Yuliana & Siregar (2023) highlight that weak digitalization diminishes service effectiveness, a pattern seen in Cibunar.

Nevertheless, some village staff are aware of the need for digital adaptation. Younger officials have begun using online applications for internal communication, albeit partially. Properly managed, digital transformation could enhance service effectiveness and efficiency, addressing the challenges of a rapidly changing environment.

4.5 Rule of Law in Village Regulation

Findings show that the principle of rule of law remains limited in Cibunar. Most village regulations pertain to routine planning, budgeting, and annual accountability. There are no regulations addressing strategic issues such as agricultural potential, UMKM development, or environmental protection. Consequently, regulations function more as administrative compliance rather than instruments for holistic local development.

This phenomenon aligns with ELKA, Niron, & Pantola (2024), who argue that village regulations in Indonesia often remain formalities, with minimal community involvement in legislative processes. Damayanti & Saravistha (2023) emphasize that legal supremacy requires both regulatory products and adaptive, need-based innovations.

Limited technical capacity of officials further hampers progress. Interviews revealed that staff lack experience in thematic regulation drafting, resulting in standard administrative regulations. Setyawati (2024) underscores that participatory legal management and sustainability integration are essential for effective village governance.

Therefore, rule of law in Cibunar needs strengthening through training, need-based regulation drafting, and increased citizen participation, ensuring regulations not only fulfill administrative obligations but also promote sustainable community welfare.

4.6 Responsiveness

Responsiveness is a key indicator of effective village governance, reflecting the ability of officials to address residents' needs promptly. In Cibunar, responses to infrastructure repair, document processing, and social assistance are often delayed due to limited human resources and inadequate complaint mechanisms.

Rajamemang et al. (2024) indicate that successful villages combine responsive programs, budget transparency, and active community participation. These principles serve as benchmarks for improving Cibunar's responsiveness.

Challenges intensify as the village navigates modernization while maintaining agrarian structures. Yet, digital-savvy youth provide opportunities by using social media and WhatsApp to relay citizen aspirations in real time, bridging communication gaps.

Strengthening responsiveness requires formal and informal two-way systems, including public service training for officials and inclusive digital communication channels.

4.7 Consensus in Decision-Making

Consensus-building in Cibunar faces challenges due to a complex social structure. With 35% newcomers, musdes participation is often dominated by socially and economically established groups, creating unequal representation. Widianingsih & Rahayu (2023) note that elite dominance influences consensus in urbanizing villages.

Interviews indicate that musdes meetings remain formal, with passive participation. Native residents sometimes feel marginalized, while deliberative democracy theory emphasizes accommodating diverse views for collective agreement.

Opportunities for inclusive consensus exist through small-group deliberations or participation quotas for underrepresented groups. Nugraha (2024) finds that small-group deliberation is more effective in achieving equitable agreements and reducing elite dominance.

4.8 Equality and Inclusivity in Governance

Cibunar Village normatively promotes equal access to services and development programs. Yet in practice, information access and planning participation remain unequal. Educated newcomers more easily engage in forums, while native agrarian residents face barriers.

Prasetyo & Hidayat (2023) identify structural challenges to inclusivity, particularly in digital literacy and communication skills. Strengthening community forums at neighborhood levels and providing digital literacy training can mitigate disparities. Lestari (2025) highlights that successful inclusive villages provide spaces for vulnerable groups, including women and youth, to participate in decision-making.

Hence, while equality exists in principle, practical measures such as affirmative policies are needed to ensure balanced citizen involvement.

4.9 Agrarian Village Amidst Modernization

Cibunar, as an agrarian village, faces modernization pressures. Agriculture remains the main economic base, yet digitalization, urbanization, and population mobility shape governance and social interactions. Residents desire technological advancement, but capacity and access are limited, making simple, optimal technology a strategic choice.

The village employs WhatsApp, Google Drive, and local social media for communication, farmer coordination, and information dissemination. These tools allow residents to keep up with developments without complex digital systems.

Suryana (2025) emphasizes that semi-urban agrarian villages require hybrid governance models combining local values with simple technology. Cibunar demonstrates how light technology can support planning, monitoring, and coordination while maintaining inclusivity, participation, and efficiency.

Social challenges, such as integrating newcomers, digital literacy gaps, and preserving local culture, are addressed through accessible digital tools, enabling effective citizen education, broader information access, and cross-group collaboration. This strategy allows Cibunar to adaptively manage modernization, boost agricultural productivity, and retain agrarian cultural identity.

Chapter V - Conclusion and Recommendations

5.1 Conclusion

The study in Cibunar Village reveals that semi-urban village governance faces various challenges but holds significant potential for improvement through the use of simple technologies. Community participation in decision-making remains largely formal and procedural, with village meetings (*musyawarah*) often prioritizing regulatory compliance over addressing critical, substantive issues. Administrative transparency is limited to formal publication, and the accountability of village officials is constrained by limited human resource capacity.

The effectiveness and efficiency of public services have begun to improve through the integration of simple digital tools such as *Siskeudes*, Google Drive, and WhatsApp, facilitating faster documentation, coordination, and monitoring. Rule of law remains largely administrative, with village regulations (*Perdes*) confined to planning, budgeting, and accountability, thus lacking a holistic support for local potential development. The responsiveness of village officials also needs enhancement to ensure that residents' complaints and aspirations are addressed promptly.

Consensus-building is influenced by population heterogeneity, with certain groups dominating decision-making, while equality and inclusivity are gradually strengthened through simple digital communication tools that enable women, youth, and vulnerable groups to participate more actively. Modernization challenges for this agrarian village focus on maintaining a balance between agricultural traditions, local cultural identity, and accessible technological advancement.

Overall, Cibunar Village demonstrates potential for a transition toward more inclusive, participatory, and adaptive governance, provided that simple technologies are optimized, human resource capacities are strengthened, and participatory mechanisms are developed in a deliberative manner.

5.2 Recommendations

1. **Participation and Consensus:** Strengthen inclusive deliberative mechanisms by using simple digital tools to accommodate the aspirations of all residents, including newcomers and vulnerable groups. Simple digital polls and communication groups can support more representative decision-making.
2. **Transparency and Accountability:** Combine administrative information publication with education and outreach, leveraging simple digital media for participatory monitoring. Financial reports, activities, and important documents should be shared through WhatsApp or Google Drive to facilitate easy access and evaluation.
3. **Effectiveness and Efficiency:** Optimize simple applications, establish clear SOPs, and enhance internal digital coordination to accelerate public service delivery. Initiate light digitalization for administrative documents, permits, and reports from farmer groups and local MSMEs.
4. **Rule of Law:** Expand village regulations to strategic issues such as environmental protection, MSME development, and local tourism management. Utilize simple digital storage and distribution systems to improve legal accessibility for all residents.
5. **Responsiveness:** Implement a hybrid approach combining face-to-face communication with digital media, enabling faster follow-up of residents' aspirations. Digital documentation of complaints will aid in performance evaluation of village officials.
6. **Modernization and Agrarian Challenges:** Develop a hybrid governance model integrating light technology with local agricultural traditions, preserving cultural identity while improving productivity. Basic digital training programs for residents can enhance community adaptation to change.

By adopting these measures, Cibunar Village can build sustainable, inclusive, and adaptive governance, balancing local traditions with technological advancement and supporting more effective, participatory village development.

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