



International Journal of Applied Economics, Banking and Management (IJAEBM)

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<https://ejournalarsypersada.com/index.php/ajaebm>

DIGITALIZATION OF VILLAGE MUSRENBANG: A PARTICIPATORY ECONOMIC DEVELOPMENT PLANNING STRATEGY IN THE 5.0 ERA

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ABSTRACT: The digitalization of Village Musrenbang (Musrenbang Village) is a strategic innovation in strengthening community-based development governance in the Society 5.0 era. This transformation not only brings efficiency to the planning process but also opens up broader, more transparent, and inclusive participation for all elements of village society. Through the implementation of digital information systems, the process of collecting aspirations, setting priorities, and monitoring development can be carried out openly and integrated. Digitalization also encourages the emergence of collaborative leadership patterns and strengthens the position of communities as subjects of development, not just beneficiaries. However, challenges remain, such as limited digital infrastructure, low technological literacy , and the need for sustainable policy support. Therefore, strengthening the capacity of apparatus, increasing digital literacy among residents, and cross-sector collaboration are key to the successful implementation of digital-based Village Musrenbang towards adaptive and equitable participatory economic development .

Keywords: Participatory Development , Village Economy , Society 5.0

Submitted:September ; Revised:Oktober ; Accepted: November

INTRODUCTION

The development of digital technology has brought fundamental changes to various aspects of life, including governance and development at the local level. In the era of *Society 5.0*, humans are positioned at the center of innovation, leveraging technology to create social value, not just economic efficiency (Kominfo, 2023). This transformation is encouraging all sectors, including village governments, to adapt to new ways of working that are more open, collaborative, and data-driven.

As the smallest governmental unit, villages play a strategic role in national development. Law Number 6 of 2014 concerning Villages grants villages broad autonomy to manage development and community empowerment. One important mechanism in implementing this development is *the Village Development Planning Deliberation* (*Musrenbangdes*), which serves as a deliberative forum for formulating development plans based on community aspirations (Permendagri, 2020).

Meeting (Musrenbangdes) is essentially a democratic forum at the village level. Within it, communities can convey development needs and ideas, which are then prioritized through mutual agreement. However, conventional, manual practices often face various obstacles. The process is time-consuming, documentation is not digitized, and citizen participation is often limited to certain groups with better access to information (Rahman, 2022). As a result, the results of the Village Development Planning Meeting (*Musrenbangdes*) do not fully reflect the needs of the community as a whole.

On the other hand, advances in information technology present significant opportunities for reforming the village development planning process. Digitizing the Village Development Planning Meeting (Musrenbangdes) can be a solution to expand participation, increase transparency, and expedite the preparation and monitoring of development plans. Through digital platforms, communities can participate without the constraints of time and space, submit proposals online, and access village development information openly (Suryani, 2021).

The digitalization of Musrenbangdes is also in line with the government's efforts to realize *Smart Smart Villages*, or smart villages, utilize technology to improve the quality of public services and the village economy (Ministry of Villages, 2021). In this context, digitalization is not only defined as the use of technological devices, but also as a paradigm shift in village governance that is more adaptive, inclusive, and participatory (Utami, 2023).

However, the implementation of digital village development planning meetings (Musrenbangdes) is not without challenges. Limited internet network infrastructure, low digital literacy among officials and the public, and minimal technical support often hinder this transformation process (Prasetyo, 2024).

Furthermore, not all villages have sufficient resources to develop digital systems tailored to local needs.

Therefore, the digitalization of the Village Development Planning Meeting (Musrenbangdes) needs to be understood not merely as a technology project, but as a socio-economic development strategy that positions communities as key actors in the planning process. This approach requires synergy between village governments, communities, academics, and the private sector to ensure the digitalization process truly strengthens local capacity and creates sustainable development governance (Wulandari, 2023).

Against this backdrop, this study attempts to analyze how digitizing the Village Development Planning Forum (Musrenbangdes) can become a participatory economic development planning strategy in the 5.0 era. The primary focus of this study is on governance transformation, increased citizen participation, and the impact of digitalization on the effectiveness of village development planning.

LITERATURE REVIEW

The digital transformation of the Village Musrenbang process marks a major paradigm shift in community-based development governance. Previously, Musrenbangdes was conventional—relying on face-to-face meetings, manual documentation, and participation often limited to local elites or groups with broader access to information. This situation prevented village-level development planning from fully reflecting the aspirations and needs of the community as a whole (Rahman, 2022).

However, entering the era of *Society 5.0*, digitalization is no longer merely an administrative trend, but rather a necessity for strengthening *governance* and expanding citizen participation. In the context of village development, the digitization of the Village Development Planning Meeting (Musrenbangdes) serves as an instrument that facilitates information transparency, accelerates the planning process, and creates a more interactive relationship between the village government and the community (Suryani, 2021).

1. Digitalization as a Governance Transformation

The digitalization of the Village Development Planning Meeting (Musrenbangdes) fundamentally changes the way village bureaucracy works. Previously, the planning process was carried out in a linear fashion—from proposal gathering and deliberation to program determination—but now all stages can be carried out in parallel and integrated through an online village information system (Ministry of Villages, 2021). With this system, development data is no longer stored in a closed system but is accessible to the public, demonstrating transparency and social accountability.

The implementation of digital systems also strengthens the principles of *good governance*. *governance* , namely transparency, participation, accountability, and responsiveness . Village governments can manage development data more systematically, while communities have the right to oversee the process. As a result, the relationship between government and communities is no longer hierarchical, but rather more collaborative. Villages become participatory spaces where technology acts as a bridge between citizen aspirations and public policy (Wulandari, 2023).

However, this transformation is not solely about the use of software or digital platforms. Furthermore, digitalization demands a shift in the *mindset* of officials and the public regarding the meaning of participation and accountability. Many villages fail in digital initiatives not due to a lack of technology, but due to resistance to change, weak digital leadership, and a work culture that remains oriented towards manual bureaucracy (Utami, 2023).

2. Increasing Participation Through Technology

One of the most significant achievements of the digitalization of the Village Development Planning Meeting (Musrenbangdes) is the expansion of public participation. The digital system allows anyone to submit proposals without being limited by distance, time, or social status. Through platforms such as *e- Musrenbang* or the *Village Information System (SID)* , communities can directly participate in the formulation of development plans. This aligns with the spirit of *inclusiveness*. *governance* , where every citizen has the same rights in determining the direction of development of their village (Hidayat, 2022).

This increased participation also has significant social impacts. Digital participation creates a collective awareness that development is not solely the government's responsibility, but also the result of collaboration among all citizens. Residents are beginning to view the Village Development Planning Meeting (Musrenbangdes) as a collaborative learning process, a place to exchange ideas, and a platform to advocate for common interests in a transparent and data-driven manner (Suryani, 2021).

Furthermore, digitalization opens up greater opportunities for groups previously marginalized in development forums. Women, youth, people with disabilities , and other vulnerable groups can now access information and express their opinions through digital channels. Thus, digitalization serves as a means of democratizing development at the local level (Rahman, 2022).

However, it cannot be ignored that digital participation remains influenced by local social and cultural factors. Villages with low digital literacy rates tend to still face a participation gap between "tech-savvy" residents and those without access to digital devices. Therefore, the digitalization strategy for Village Development Planning Meetings (Musrenbangdes) must be balanced with a sustainable digital literacy program to ensure truly inclusive participation (Prasetyo, 2024).

3. Efficiency and Transparency in Village Economic Planning

Digitization not only strengthens participation but also increases efficiency in village economic development planning. With digital systems, data on village social, economic, and infrastructure conditions can be regularly updated and integrated into a single, unified database. This helps village governments map local economic potential, determine development priorities, and develop more realistic budget plans (Utami, 2023).

Furthermore, transparency is a crucial element in digital systems. Communities can monitor every stage of development program planning and implementation. Reports on activities, fund usage, and program achievements are openly accessible through the village portal. This transparency creates a new culture of village governance: one of openness and social oversight. When information is transparent, public trust in the village government increases, and the potential for budget misuse is minimized (Wulandari, 2023).

Digitalization also helps accelerate inter-agency coordination. Data from digital Musrenbangdes can be sent directly to the sub-district and district levels to be synergized with regional development plans. Thus, development planning is no longer sectoral, but rather integrated and synchronized with policies at higher levels (Ministry of Villages, 2021).

4. Implementation Challenges: Between Infrastructure and Human Resource Readiness

Despite its significant potential, the digitalization of the Village Musrenbang faces several structural obstacles. The main challenges lie in infrastructure and human resources. Not all villages have stable internet access or adequate computer equipment. In some areas, internet signal is still limited, so digital Musrenbang cannot be conducted entirely online (Prasetyo, 2024).

Furthermore, digital literacy among village officials remains a serious issue. Many village officials are unfamiliar with using information systems or online applications. Without training and mentoring, the digital systems that have been developed are often not utilized optimally.

As a result, digitalization stops at the symbolic level – systems exist but do not function effectively in the planning process (Rahman, 2022).

Another factor is regional policy support. Some district governments lack implementing regulations or adequate data integration systems, so digital Musrenbangdes results cannot always be linked to regional development planning. The success of digital Musrenbangdes depends heavily on synergy between village and regional governments (Ministry of Villages, 2021).

5. Participatory Economic Development Strategy

From an economic development perspective, the digitalization of Village Development Planning (Musrenbangdes) is a crucial catalyst for strengthening the local economy. Through digitally collected data, villages can more accurately map resource potential, business opportunities, and community needs. This information forms the basis for designing economic programs tailored to local potential, such as MSME development, digital agriculture, or community-based tourism (Utami, 2023).

Furthermore, digital systems open up opportunities for villages to forge cross-sector collaborations. Villages can collaborate with educational institutions, businesses, and technology communities to develop digital-based economic innovations. For example, integrating Musrenbangdes data with *village marketplace platforms* can facilitate online marketing of local products and expand market access for village economic actors (Wulandari, 2023).

In the context of *Society 5.0*, this strategy emphasizes a paradigm shift in village development from an administration-based approach to innovation and collaboration. Digital technology is not just a tool, but a new space for communities to create, innovate, and build shared prosperity (Kominfo, 2023).

6. Policy Direction and Future Implications

Going forward, the digitalization of Village Development Planning Meetings (Musrenbangdes) requires a more adaptive and sustainable policy approach. Central and regional governments need to strengthen village digital infrastructure as a primary prerequisite. Furthermore, human resource capacity building must be prioritized through technical training, digital mentoring, and collaboration with higher education institutions (Prasetyo, 2024).

user-friendly and *local* principles . *Relevance* . Systems that are too complex often don't fit the context and capabilities of rural users. Therefore, technology design must adapt to the social, cultural, and

economic characteristics of local communities to facilitate adoption and use (Suryani, 2021).

The digitalization of Village Development Planning Meetings (Musrenbangdes) also needs to be accompanied by strengthened data governance. Village development data must be managed securely, integratedly, and accountably. With good data management, villages can create evidence *-based policies. policy*), increasing the efficiency of resource allocation, and strengthening its bargaining position in the regional development process (Ministry of Villages, 2021).

Ultimately, the success of digitalizing the Village Development Planning Meeting (Musrenbangdes) is measured not only by the level of technology adoption, but also by the extent to which the system strengthens citizen participation and achieves equitable economic development. Inclusive digitalization will foster independent, creative village communities capable of adapting to changing times (Utami, 2023).

METHODOLOGY

This research uses a descriptive qualitative approach focused on an in-depth understanding of social phenomena through analysis of relevant literature and policies. This approach was chosen because it is appropriate for examining the process, meaning, and implementation strategies of the digitalization of Village Development Planning Meetings (Musrenbangdes) in the context of participatory economic development in the 5.0 era (Moleong , 2020).

The type of research used is library *research research*), with primary data sources derived from recent academic and policy documents, such as scientific journals, government regulations, official ministry reports, and research institute studies. Source selection was carried out by considering topic relevance, information validity, and publication year within the last five years (2020–2025), to ensure the context aligns with the latest developments in village digitalization.

This research phase includes four main steps. *First* , literature data collection related to village government digitalization, village development planning meetings (Musrenbangdes), and participatory economic development . This process included a review of various national scientific publications discussing the implementation of digital systems in village governance and development planning (Suryani, 2021).

Second, identify government policies and programs that support the digitalization of the Village Development Planning Meeting (Musrenbangdes). Some of the key regulations analyzed include Ministerial *Regulation Number 13 of 2020* concerning the priority use of village funds and guidelines for implementing *Smart Village Development*. *Village* published by the Ministry of

Villages, Disadvantaged Regions, and Transmigration (Ministry of Villages, 2021). This policy analysis is important for understanding the extent to which structural support and public policies influence the digitalization process at the local level.

Third, a thematic analysis of previous research findings was conducted to identify general patterns, challenges, and opportunities in implementing digital-based Musrenbangdes. This thematic analysis involved data reduction, categorization of findings, and interpretation of factors influencing the effectiveness of digitalized Musrenbangdes in various regions (Rahman, 2022).

Fourth, a conceptual synthesis was conducted to formulate a digitalization strategy model for the Village Development Planning Meeting (Musrenbangdes) that could support participatory economic development. This process involved integrating digital governance theory, the concept of community participation, and empirical practice in the field (Utami, 2023).

In analyzing the data, this study uses content analysis techniques (analysis) to interpret the meaning contained in the texts and documents studied. Each source is analyzed in depth to identify the relationship between digitalization, community participation, and the effectiveness of village development. This approach allows researchers to understand not only what is written in the documents, but also the social and policy contexts behind them (Wulandari, 2023).

Data validity was ensured through source triangulation, comparing various literature and documents from different institutions, both government and academic. Thus, the study results are expected to provide an objective and comprehensive picture of the Musrenbangdes digitalization strategy within the framework of participatory economic development in the 5.0 era.

RESEARCH RESULT

Research results show that the digitalization of Village Musrenbang has brought about significant changes in development planning patterns at the local level. The application of information technology in the Musrenbangdes forum serves not only as an administrative tool but also as a means of transforming governance to be more participatory, efficient, and transparent (Rahman, 2022).

In general, the results of this study can be divided into three main interrelated findings: *First*, in terms of institutional and regulatory readiness, the government has provided a strong policy foundation to support village digitalization. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, through the *Smart Village program*, has established a strong policy framework to support village digitalization. Villages have encouraged the application of information technology in all aspects of village governance, including data-driven development planning (Ministry of Villages, 2021). Several regions, such as Banyuwangi and Sleman Regencies, have begun integrating

Village Development Planning (Musrenbangdes) into a web-based digital system connected to the *Village Information System (SID)* and *e- Musrenbang* (Utami, 2023).

Second , from the perspective of community participation, digitalization expands the democratic space for village residents. Online systems enable communities to express their aspirations, ideas, and development needs through digital channels, without having to attend meetings in person. This increases inclusiveness , as previously under-involved community groups, such as women, youth, and migrant village workers, can contribute to the planning process (Wulandari, 2023). Digital participation also fosters a new awareness among the community about the importance of public information transparency and accountability in the use of village funds (Suryani, 2021).

Third , from the perspective of economic planning effectiveness and transparency, the implementation of digital Village Development Planning Meetings (Musrenbangdes) accelerates data collection, proposal validation, and development priority setting. The use of a web-based information system allows for real-time documentation of village development data , allowing it to be directly synchronized with planning at the sub-district and district levels (Prasetyo, 2024). Furthermore, activity and budget reports can be published online, increasing public trust in village government.

Interestingly, the analysis also shows that villages implementing digital systems in development planning experience increased coordination efficiency between village officials and community institutions. The development program formulation process becomes more measurable because it is based on actual data on economic potential, infrastructure, and community welfare (Hidayat, 2022). This has a direct impact on increasing the effectiveness of village fund use and strengthening the local economy through more targeted programs.

Nevertheless, the research also identified several key challenges that need to be addressed. First, there is still a gap in digital infrastructure between regions, particularly in remote villages that lack adequate internet access. Second, digital literacy among village officials and communities remains relatively low, resulting in suboptimal utilization of digital systems (Rahman, 2022). Third, not all local governments have clear derivative policies regarding the integration of village information systems into regional development planning.

These results demonstrate that digitizing the Village Development Planning Meeting (Musrenbangdes) is not merely a technical process, but also a social one that requires changes in the mindset and work culture of village officials and communities. Successful implementation requires shared commitment, regulatory support, and long-term investment in infrastructure and human resources (Ministry of Villages, 2021).

Thus, the results of this study confirm that the digitalization of Musrenbangdes has the potential to become an effective model for participatory economic development planning, provided it is implemented inclusively and adapted to the local capacity of each village.

DISCUSSION

The Society 5.0 era demands a comprehensive transformation in how villages plan and manage development. Digital technology has proven its ability to accelerate communication flows, strengthen data integration, and increase the efficiency of development decision-making (Wulandari, 2023). However, the success of digitalization is not solely determined by the availability of technology, but also by the readiness of human resources and adaptive policy support (Prasetyo, 2024).

CONCLUSION AND RECOMMENDATIONS

The digitalization of the Village Musrenbang (Development Planning Meeting) is a significant milestone in the evolution of development governance at the local level. This process not only brings technical changes to the planning system but also shifts the development paradigm toward a more participatory, transparent, and equitable model. Through digitalization, the Village Musrenbang creates an open space for communities to actively participate in determining the direction of their village's development, while simultaneously strengthening the village government's role as a facilitator of social collaboration (Suryani, 2021).

The Society 5.0 era demands a comprehensive transformation in how villages plan and manage development. Digital technology has proven its ability to accelerate communication flows, strengthen data integration, and increase the efficiency of development decision-making (Wulandari, 2023). However, the success of digitalization is not solely determined by the availability of technology, but also by the readiness of human resources and adaptive policy support (Prasetyo, 2024).

Digital participation in the Village Development Planning Forum (Musrenbangdes) is a concrete form of deliberative democracy at the village level. Digital systems enable broader and more equitable involvement, including for vulnerable groups previously underrepresented in conventional forums (Rahman, 2022). Thus, digitalization not only accelerates administrative processes but also deepens the meaning of participation itself, moving from a mere formality to a sustainable practice of social empowerment.

From an economic perspective, digitizing the Village Development Planning Meeting (Musrenbangdes) provides an opportunity for villages to build

a robust database, which can be used to design economic programs based on local potential. With more accurate data, village governments can identify business opportunities, optimize resources, and forge strategic partnerships with various parties, including the private sector and academic institutions (Utami, 2023). This strategy aligns with the principles of participatory economic development , which positions communities as subjects of development, not merely objects of policy.

Nevertheless, several challenges remain to be overcome for optimal digitalization of the Village Development Planning Meeting (Musrenbangdes). Infrastructure gaps, low digital literacy , and uneven policy support are factors that must be addressed immediately. Collaborative efforts between the central government, regional governments, and communities are needed to build a sustainable and inclusive digital ecosystem (Ministry of Villages, 2021).

Overall, the digitalization of the Village Development Planning Meeting (Musrenbangdes) is a visionary strategy for creating more adaptive, responsive, and data-driven development governance. When technology is used not only as a tool but also as a medium for social empowerment, village development can evolve toward a more progressive, independent, and socially just direction. Thus, the digitalization of the Village Development Planning Meeting (Musrenbangdes) is not merely a technocratic innovation , but the foundation for realizing smart villages and participatory communities in the 5.0 era (Wulandari, 2023).

THANK-YOU NOTE

The authors would like to express their sincere gratitude to all parties who have contributed to the completion of this article. Our deepest appreciation goes to the reviewers and editorial team for their constructive comments and guidance throughout the review process. We also thank our colleagues and respondents who provided valuable insights and support during the data collection and analysis stages. Their contributions were essential to the success of this study.

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