

## Village Development Planning in The Digital Era: The Role and Interest of Stakeholders in Kotaagung, Tanggamus Regency

### Author:

Yulianto<sup>1</sup>, Selvi Diana Meilinda<sup>2</sup>, Ani Agus Puspawati<sup>3</sup>, Anisa Utami<sup>4</sup>

### Affiliation:

Department of State Administration, Faculty of Social and Political Sciences, Lampung University, Jl. Sumantri Brojonegoro No.1 Bandarlampung 35141, Indonesia<sup>1234</sup>

### e-Mail:

yulianto@fisip.unila.ac.id<sup>1</sup>, selvi.meilinda@fisip.unila.ac.id<sup>2</sup>,  
ani.wardianto@gmail.com<sup>3</sup>, anisa.utami2008@fisip.unila.ac.id<sup>4</sup>

### \*Corresponding author

Selvi Diana Meilinda  
Department of State Administration, Faculty of Social and  
Political Sciences, Lampung University  
Email: [Selvi.meilinda@fisip.unila.ac.id](mailto:Selvi.meilinda@fisip.unila.ac.id)

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### Abstract

*This study aims to describe the planning process of village development in the digital era, focusing on the dynamics of stakeholder roles and interests. From descriptive qualitative research methods, village development planning in the digital era flows under the Ministry of Home Affairs Regulation No. 114/2014 and Law No. 6 of 2014. Furthermore, the dynamics of the planning process are more flexible with the role of media and technology sophistication. In the digital era, the village development planning process, especially in Kotaagung Sub-district villages, Tanggamus Regency, Lampung, is swift, which cuts bureaucracy and stagnated planning stages. Moreover, invitations to the village deliberations are conveyed in writing, a process that only fulfills administrative matters for archiving. Massive invitations are delivered through the devices of stakeholders deemed essential to be presented to determine development priorities. The dynamics of stakeholder and media are seen from the movement and correlation of roles, interests, and influences. That shows stakeholders are the main subject in village development planning in today's digital era. Therefore, the Village needs to respond to the changing times by planning and implementing the system with digitization in a systematic and applicable manner.*

**Keywords:** Development Planning; Village Development; Development Digitization

### Abstrak

*Tulisan ini mengurai tentang proses perencanaan pembangunan desa di era digital, dengan focus pada dinamika peran dan kepentingan stakeholder di dalamnya. Melalui metode penelitian kualitatif deskriptif, penelitian ini menemukan hasil bahwa perencanaan pembangunan desa di era digital memiliki alur yang sesuai dengan Permendagri no 114 tahun 2014 dan UU No. 6 tahun 2014. Dinamika proses perencanaan lebih fleksibel dengan peranan media dan kecanggihan teknologi. Di era digital, informasi dalam proses perencanaan pembangunan desa khususnya di desa desa di Kecamatan Kotaagung Kab. Tanggamus Lampung sangat cepat. Hal ini memangkas birokrasi dan stagnansi tahapan perencanaan. Dalam musyawarah desa, undangan musyawarah disampaikan secara tertulis, akan tetapi proses ini hanya memenuhi urusan administrasi pengarsipan saja, undangan secara massif disampaikan melalui gawai para stakeholder yang dirasa penting untuk dihadirkan dalam rangka menentukan prioritas pembangunan. Dinamika stakeholder dan media dapat dilihat dari pergerakan kepentingan serta korelasi peran, kepentingan dan pengaruhnya. Hal ini menunjukkan bahwa stakeholder adalah subjek utama dalam perencanaan pembangunan desa di era digital saat ini. Sebagai rekomendasi, desa harus merespon perubahan zaman dengan membuat perencanaan dan implementasi sistem perencanaan dengan konsep digitalisasi secara sistematis dan aplikatif.*

**Kata Kunci:** Perencanaan Pembangunan; Pembangunan Desa; Digitalisasi Pembangunan

### INTRODUCTION

Scientific and technological development signals a new era of digital industrial revolution 4.0. Changes in the dynamic rates of movement, which were initially centralized with humans as subjects in the economy's growth and development, have gradually been replaced by mechanical automation and technological digitization in moving the economy (Suwardana, 2018).

To avoid isolation from free trade competition, a country must be more open to information or modernization from foreign countries. This enhances the rapid development of information and communication technology that makes human life easier and more efficient. Furthermore, the combination of computer and telecommunication technology in this era has revolutionized information systems such as e-

commerce, EDI, etc. Therefore, digital development crossed the physical boundaries between countries.

The revolutionized information system has become mandatory for all countries in the world. Hence, every country needs to abandon conventional information systems to become internet-based. According to Setiawan, 2017, the digital revolution began in the 1980s with a continued mechanical and analog technology changes to digital technology. Furthermore, this technological development became massive with governance implications, which resulted in Electronic Government (E-Government). E-Government is defined narrowly as government activities done via electronic communication among all levels of government, citizens, and

business communities. Additionally, (Syarifuddin, 2014) shows that computer and internet use can increase knowledge and skills. The internet has become a basic need of humans lately because it is the main development requirement. Therefore, digital village development planning aims to reduce dependence on the role of the village government since rural communities are more competitive, creative, and innovative. Dependence on the role of the village government has hindered the planning programs' success in managing and implementing rural communities' creativity and innovation (Sadat, 2019).

Rural development has experienced significant changes since the digitization of Information and Communication Technology (ICT). Hybrid media technology has simplified innovative villages to build networks and empower their communities to narrow the ICT gap (Badri, 2016). For instance, Kota Agung Pusat, the capital city of Tanggamus Regency, Lampung Province, has a community with a more critical ability to handle development issues supported by a higher education level than other regions. Community and rural area development in Kota Agung Pusat involves various social, economic, cultural, and technological factors that interact with each other in the development process. Furthermore, every development impacts different changes from one region to another due to varying characteristics. This aims to involve many parties from various generations in accelerating development. Additionally, the

development process cannot ignore the involvement of various community elements that play a role and have an interest (stakeholders). According to the Ministry of Home Affairs Regulation No. 114 of 2014 on Village Development Guidelines, village development planning is a process of activities done by the Village government involving the Village Consultative Agency and community elements in a participatory manner in utilizing and allocating resources to achieve development goals (Kessa, 2015). Several studies also show that village development planning is closely related to environmental conditions, which is the digital era's challenge. In the digital era, rural development is transformed and has fewer gaps with urban development. Therefore, it is necessary to change the rural development paradigm to avoid urban-rural development imbalances by combining advances in ICT with local wisdom (Nasution, 2016). This background also underlies studies of the dynamics of stakeholder roles and interests in village development planning.

## METHODS

This study aims to describe the conditions, problems, and potentials of Kota Agung Sub-district community, Tanggamus Regency. The research uses a qualitative approach to get an in-depth description of the subject. This is because qualitative research demonstrates and emphasizes the processes and is not rigorously researched based on quality, quantity,

intensity, or frequency. Data were collected through observation techniques on stakeholders involved in the village development program in Tanggamus Regency. Furthermore, data collection was done through in-depth interviews with all stakeholders. Primary data were obtained from interviews and FGDs with relevant stakeholders, such as the Regional Development Planning Agency, the Tanggamus Regional Government, Pekon officials, and the community. It was also obtained from key informants, including the village heads and traditional leaders of Negeri Ratu and Tersana. According to (Miles & Huberman, 2012), the data analysis technique is conducted through data reduction, display, and conclusion drawing. Therefore, the meaning of the data is tested differently for validation and accuracy.

## RESULTS AND DISCUSSION

The directional planning process and the annual village development and budgeting policy are essential in creating public policy instruments to improve services to the community. The initial stage in planning is deliberation, whose techniques vary in Tanggamus Regency. However, the deliberation system is only for the village elite and not the local village community. Therefore, based on interview data, the deliberation by the pekon (village) head is a non-formal brainstorming, where the pekon head provides ideas and input to other village elites.

The next stage after deliberations is for the Village Secretary to submit the draft of Village Regulation on Village Budget to the Pekon Head. During Village Budget preparation, villages not under the Ministry of Home Affairs Regulation are technically compiled by the village secretary and submitted to the Pekon head. Furthermore, some villages compose their designs with their teams which are corrected by the pekon head before handing them to the sub-district.

The implementation of the Village Budget in the Ministry of Home Affairs Regulations is determined by the village head through a policy or legal stipulations. However, the village budget implementation policy does not explain the features of the products as described in the Ministry of Home Affairs format attachment. Furthermore, once the village budget implementation policy is set, the Village forwards the government work plan and village budget to the approvals' regency level.

The government uses the plan from the regional development planning deliberation (Musrenbang) mechanism at the Village, sub-district, regency/city, and provincial levels (Abady, 2013). According to the Ministry of Home Affairs Regulation No. 114 of 2014 on Village Development Guidelines, the Village development planning process are activities done by the Village government involving the Village Consultative Agency and community

elements in a participatory manner to utilize and allocate resources to achieve development goals.

The Village Government prepares development plans under their respective authorities and with reference to Regency/City development planning. It also carries out village Planning and Development by involving the entire community through cooperation. This gives the community the right to monitor the implementation of Village Development. Furthermore, in planning and implementing Village development, the Village government is assisted by the regency/city government, which is implemented by the regency/city work unit. The village head can be accompanied by professional assistants, Village community empowerment cadres, and third parties to coordinate Village development. Lastly, the sub-district head coordinates assistance in their area (Kessa, 2015).

**Table 1.** Comparison of Village Development Planning

VILLAGE DEVELOPMENT PLANNING	
Before Law No. 6 of 2014	After Law No. 6 of 2014
1) Reference to Law 32/2004 on Regional Government	1) Law 6/2014 on Villages
2) Law 25/2004 on Village Government	2) Ministry of Home Affairs Regulation 114/2014
3) Ministry of Home Affairs Regulation 66/2007 on Village Planning	3) Authorizes village heads to manage their households and make
4) Development Plan	development

Deliberation (Musrenbang) prepare a 5-year RPJMDes and an Annual village RKP	plans according to authority (at least two authorities, namely origin rights-based authority and village-scale local authority)
5) Regional development planning policies rarely accommodate planning and Proposals for village government and programs.	4) The RPJMDes period is six years, and the Village RKP is the elaboration of RPJMDes for one year.
6) Regional Budget is mostly used to finance regional and Village programs/projects only as a locus, not accountability.	

Source: Processed by Researchers, 2019

The first stage in village development planning is the Village Medium Term Development Plan (RPJM) (Suryaden, 2014). There are three types of village development planning in the preparation period: (1) The Village Medium Term Development Plan (RP-JMDes) for six years. (2) Village Annual Development Plan or Village Government Work Plan (Village RKP) elaborates the Village RPJM for one year. (3) Village Budget, which is an annual financial plan. Therefore, the village RPJM preparation stages can be shown in the Table 2.

**Table 2.** Matrix for Village RPJM Preparation Stages

Activity Stages	Results/Outputs	Description
<b>Formation of a Village RPJM Drafting Team</b>	The formation of a Village RPJM Drafting Team with 7-11 members	Formed by the village head with a Village Head Decree
<b>Alignment of Regency/City Development Policy Directions</b>	Data and analysis: regency/city medium-term development plan, regional work unit strategic plan, general regency/city spatial plan, detailed regency/city spatial plan, and rural area development plan	Conducted by the Village RPJM Drafting Team
<b>Village Condition Assessment</b>	Alignment of Village data (secondary data), exploration of community ideas to see potential and problems, Report compilations on the results of village condition assessment	Village RPJM Drafting Team.
<b>Data Analysis and Reporting</b>	Aligned village data, data on plans for regency/city development programs that will enter the Village, data on plans for rural area development programs, and recapitulation of proposed Village development activity plan from hamlets and	Village RPJM Drafting Team

<b>Preparation of Village Development Plans through Village deliberations.</b>	A minute on the drafting of village RPJM, attached to the report on the results of Village condition assessment, the formulation of Village development policy direction, which is elaborated from the vision and mission of Village head, Village administration priority plans, Village development, Village community coaching and empowerment	BPD, Village RPJM Drafting Team, Village Communities
<b>Preparation of Village RPJM Draft</b>	The draft of Village RPJM, approved by the Village Head	Village RPJM Drafting Team.
<b>Preparation of Village Development Plans through Village Development Plan Deliberation.</b>	The draft of Village RPJM is discussed through village deliberations and agreed upon by the deliberation participants to be stipulated as Village RPM.	BPD, Village RPJM Drafting Team, and Village Communities
<b>Determination and amendment of</b>	Village regulation draft on Village RPJM is discussed and mutually agreed upon by the Village Head and	Village Head and BPD

**Village** the Village  
**RPJM** Consultative  
 Agency to be  
 stipulated as a  
 Village Regulation  
 on Village RPJM.

Source: processed by researchers, 2019

A Village Government Work Plan (RKP) is necessary when describing the village RPJM. This is because the Village RKP preparation flow almost resembles the Village RPJM preparation flow, which is done through Village Deliberations. The results guide the Village Government to compile a Village RKP draft (Suprastiyo & Musta'ana, 2019) and a list of proposed Village RKP (DU-RKPDs). Furthermore, the changes in the Village RKP document must be discussed and agreed upon in a Village Development Planning Deliberation before stipulations by Village Regulation. Therefore, the village government first compiled village RKP in July (Soegiharto, 2019), and the regulation stipulated before the end of September the same year. Additionally, the Village RKP is the basis for determining the Budget and is prepared by the Village head involving the community. The preparation is also done through activities such as preparation of village development planning via Village deliberations, the formation of Village RKP drafting team, observation of Village indicative ceilings and alignment of programs/activities entering the Village, re-observation of Village RPJM documents, drafting of Village RKP draft, preparation of Village RKPs through Village development

planning deliberations, determination and amendments of Village RKPs, and submission of a list of proposed Village RKPs.

The preparation of Village RKP produces a development planning document in alignment with regency-level development activities (Widiyarta, 2017). To align the direction of regency development planning policies and integrate the programs and activities with village development, the Village needs certain information, including the regency/city medium-term development plan, the regional work unit strategic plan, general regency/city spatial planning, detailed regency/city spatial planning, and rural area development plans.

The next step is assessing the village condition based on the information provided, which aligns village data in natural, human, development, and socio-cultural resources. Furthermore, data alignment is done simultaneously with the exploration of community ideas such as listing group/neighborhood/hamlet ideas using village sketches, seasonal calendars (Sidik, 2015), and institutional diagrams for village recapitulation development activity plans.

After data exploration, the village RPJM document is drafted, which includes the condition assessment results and the implementation report (Syofian & Tinov, 2014), the preparation of Village RPJM draft for 1-6 years, and the document draft.

a. Stakeholder Roles

The planning paradigm has opened public space for interested groups to channel their aspirations with a considerable political power level, and not just a compliment (Purnamasari & Ramdani, 2018). Interested groups also decide their involvement in businesses related to the public interest (Maiwan, 2016), including village deliberations in development planning. Stakeholder involvement is evident in the aspects of involved actors, their roles and interests, and the dynamics of the actors' involvement in development planning.

From the interview results, the actors involved in development planning in Kotaagung Sub-district villages, Tanggamus Regency, are as follows:

**Table 3.** Actors and Roles in Village Development Planning

No	Actor	Role
1	Village head	Organizing preparation of the Village RPJM
2	Village Secretary	Chairman of village RPJM drafting team
3	BHP	Secretary of village RPJM drafting team
4	Neighborhood Head	Member of village RPJM drafting team
5	Village assistant	Facilitators, motivators, helping village government officials, supervising the planning, discovering village potential, and village development
6	Traditional leaders	Influencing community participation

7	Religious leaders	Influencing community participation
8	Public figures	Coordinating and participating in supervising the village development planning process
9	Farmer group association	Supervising planning related to farmer groups
10	PKK (Women Group)	Participating in decision making regarding women in the Village
11	Youth organization	Supervising planning regarding village youth
12	Integrated service post cadres	Participating in contributing ideas regarding the health sector and empowerment of infants, toddlers, and the elderly.
13	Community representatives	Participating directly in the village development plan deliberation
14	Media	A channel for socialization in the development planning process
15	NGOs	Supervising the proportion of village development planning programs.
16	Sub-district Head	Supervising development planning

Source: processed by researchers, 2019

Table 3 shows different the roles of each actor involved, with Village officials playing essential roles in development planning. According to Mustanir et al., 2018, the role of village officials represents 76% of the development



planning process. Furthermore, the Village forms a village RPJM drafting team in the planning process, chaired by the village secretary. This team conveys communications about the document preparation process and organizes village deliberations. The main tasks of this team are; socializing the village RPJM preparation agenda, organizing and recording discussions and decisions of village RPJM drafting team meetings, taking minutes of village RPJM drafting team meetings, and facilitating Village Community Empowerment Cadres (KPMMD) to study village conditions. Moreover, the team facilitates the implementation of village RPJM preparation activities, ensures compilation of village RPJM draft, discusses and formulates Village RPJM initial draft, holds a Village Development Planning Deliberation on the village RPJM, improves and prepares the final Village RPJM draft, facilitates the submission of final Village RPJM draft to the Village Consultative Agency (BPD), facilitates the establishment of village RPJM with village regulations, socializes the village RPJM to the community, and does other tasks related to the village RPM.

Every actor's individual roles include providing ideas and suggestions in determining development programs during village deliberations and supervising implementation.

#### b. Stakeholder Interests

Stakeholders are the main development actors determining the process (Hardiansyah, 2012) of

implementing and evaluating the village development planning deliberations (Musrenbang), with everyone bringing their interests. Stakeholder characteristics related to communication intensity in Musrenbang village (Muldi, 2018) are organizational and participatory experiences in village Musrenbang and the motives of participating in Musrenbang for community organizations' interests (Sulaiman et al., 2015). Therefore, based on field data, stakeholder interests are presented by the following motivations:

**Table 4.** Stakeholder Interests

No	Actor	Role
1	Village head	Organizing preparation of Village RPJM
2	Village Secretary	Chairman of village RPJM drafting team
3	BHP	Secretary of the village RPJM drafting team
4	Neighborhood Head	Member of village RPJM drafting team
5	Village assistant	facilitators, motivators, helping village government officials, supervising the planning, discovering village potential, and village development
6	Traditional leaders	Influencing community participation
7	Religious leaders	Influencing community participation
8	Public figures	Coordinating and participating in supervising the village development planning process

9	Farmer group association	Supervising planning regarding farmer groups
10	PKK (Women Group)	Participating in decision making regarding women in the Village
11	Youth organization	Supervising planning related to youth in the Village
12	Integrated service post cadres	Participating in contributing ideas regarding planning in the health sector and empowering infants, toddlers, and the elderly.
13	Community representatives	Participating directly in the village development plan deliberation
14	Media	Channel for socialization and the village development planning process
15	NGOs	Supervising the proportion of village development planning programs.

Source: processed by researchers, 2019

Table 4 shows stakeholder's interests in the village deliberation process to formulate development plans. The following is a table mapping the interests and influence of stakeholders in development planning in Kotaagung Sub-district villages.

**Table 5.** Mapping of Stakeholder Interest and Influence

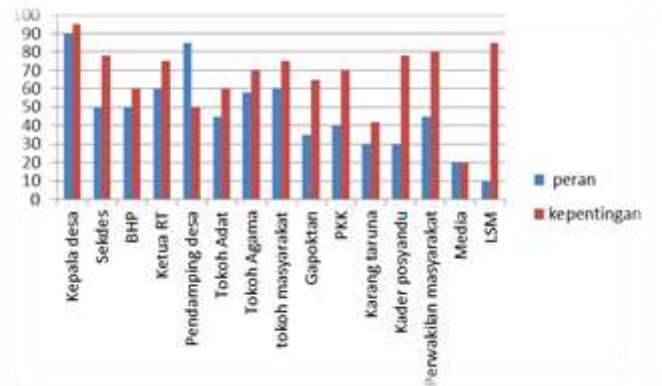
	Big Influence	Small Influence
<b>Big interest</b>	Village head Village secretary	Community Representatives NGOs Neighbourhood Head

<b>Small interest</b>	Village Assistant Media Traditional leaders BHP	Integrated service post cadres Youth organization PKK (Women Group) Farmer group association Public figures Religious leaders
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Source: processed by researchers, 2019.

Based on the data in table 5, village heads and village secretaries have a significant influence in the digital era. However, the media, as a catalyst in this digital era, has less interest but a massive influence, while village assistants and traditional leaders have a strong influence. Moreover, BHP has the balancing power to supervise development planning activities in Negeri Ratu Village. Therefore, the measurement of these stakeholder interests can also be seen from the following data:

**Figure 2.** Relationship between the Roles and Interests of Stakeholders



Source: processed by researchers, 2019

The figure illustrates the relationship between stakeholder roles and interests in the digital era. There is a

correlation shift in the data between roles and interests, as seen in village assistants who have a high role with interests that do not exceed their role. However, the media shows a balanced position with an equal relationship between roles and interests, which largely influences development planning in the digital era. From the findings, the high-low and the big-small of stakeholders' roles and interests from the digital era dimensions impact their participation during the village development planning stage. Stakeholder involvement is a form of community participation in development (Fadil, 2013). Moreover, representative stakeholders have made suggestions about their environmental problems to determine the priority scale established by the meeting participants with the document preparation team. Therefore, mapping stakeholder roles and interests imply participatory development planning in the digital era, although the government holds the decision about the realization of activities.

The digital era enables stakeholders to participate through their respective channels which influence the dynamics of roles and interests (Setiawan, 2017). For example, BPH (Hippun Pemekonan Agency) or rationally known as BPD (Village Consultative Agency), appears to have equal roles and interests, but lower than other stakeholders. BPD is the right channel to convey aspirations when village development planning is done. However, because parents form majority membership and inadequate

access to information, BHP/BPD finds it challenging to collect information quickly. Therefore, BPD institution needs to partake in the supervisory function to make this interest comfortable in the digital era; the ease of information access, and enjoy digital technology facilities freely and under control (Setiawan, 2017). However, many BPDs are still not optimal in performing their functions (Punu, 2016).

Apart from the dynamics of BPD as a strategic institution, the village head also plays a significant role in the village development planning process. Their success will be primarily determined as a figure of governance (Septiana, 2011). Additionally, the village head is responsible for organizing village RPJM, which mobilizes human resources to become facilitators, mediators, and motivators in physical development (Husni & Wildesen, 2017) – to achieve the development's success process starting from planning, especially in the digital era.

## CONCLUSION

Based on the description above, village development planning in the digital era is implemented following the Ministry of Home Affairs Regulation No.114 of 2014 and Law No. 6 of 2014. The dynamics of the planning process are more flexible with the role of media and technology sophistication. Furthermore, the village development planning process in the digital era, especially in Kotaagung Sub-district village, Tanggamus Regency, is fast. This is due to eliminated bureaucracy and

stagnated planning stages. In village deliberations, the invitation is conveyed in writing, although this process only fulfills archiving administrative matters. Therefore, massive invitations are conveyed through stakeholders' devices, which are necessary when determining development priorities.

Stakeholders and the media in village development planning are quite dynamic. That is evident in the movement of interests and the correlation between stakeholders' roles, interests, and influence in the village development planning process. Therefore, stakeholders are the main subject in village development planning in today's digital era.

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