



OPTIMIZING BPD POST-AMENDMENT: STRENGTHENING VILLAGE GOVERNANCE AND COMMUNITY WELFARE IN INDONESIA

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Info Artikel

Received: 07/06/2024

Approved: 01/11/2024

Keywords:

Capacity Building, Community Participation, Optimization Strategy, Village Consultative Body, Village Governance

Abstract

This study aims to identify strategies for optimizing the role of the Village Consultative Body (BPD) in village governance following the amendment of Law No. 6 of 2014 by Law No. 3 of 2024. The BPD plays a critical role in representing village democracy by channeling community aspirations, formulating policies, and overseeing village governance. However, the BPD often faces challenges such as limited public understanding, ineffective communication, inadequate human resources, and internal conflicts. This research employs a qualitative approach through a literature study to explore strategies for enhancing BPD's role, including capacity building for members, strengthening communication and collaboration, and increasing community participation. The findings suggest that these strategies, combined with effective conflict management, inclusive leadership, and regular monitoring and evaluation, are essential for empowering the BPD as a critical pillar in creating transparent, accountable, and sustainable village governance. By implementing these strategies, the BPD is expected to significantly contribute to improving the welfare of village communities.

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I. INTRODUCTION

The Village Consultative Body (BPD) is an essential element in the village government structure in Indonesia. As a body that represents the aspirations of the community, BPD has the primary function of discussing and agreeing on village regulations with the village head, collecting and distributing the aspirations of the village community, and supervising the performance of the village head. The role of BPD is vital to ensure that village governance runs transparently, accountably, and in line with the community's needs (Ardiansyah & Rodiyah, 2024). The Village Consultative Body plays a crucial role in the development processes within rural communities, particularly in Indonesia. This body serves as a platform for participatory communication, essential for ensuring that development initiatives are inclusive and reflect the community's needs. Development communication

is defined as a strategic integration of communication processes that focuses on the needs and concerns of people at various levels, fostering cooperation and support for initiatives aimed at improving their lives (Dwinarko et al., 2024).

In practice, many BPDs function primarily as rubber stamps for village heads, lacking the authority and initiative to influence decisions affecting their communities. This phenomenon can be attributed to several factors, including the limited understanding of BPD members regarding their roles and responsibilities and the prevailing power dynamics within village governance structures. For instance, a study highlighted that BPD members often feel overshadowed by village heads, leading to a passive approach to their functions, which diminishes their effectiveness in advocating for community needs (Duc, 2024). It can be seen that BPD, in its legislative function, is still less active in its role related to its aspirations, even though it is almost invisible in channeling its aspirations, which are brought to discussion in the Village Medium-Term Development Plan (RPJMDes) (Sarkanto et al., 2023). This results in BPD often only functioning as a formal institution that does not contribute to village development.

To increase the effectiveness of BPD, it is necessary to increase BPD members' capacity so they can carry out their duties more effectively. This can be achieved through training and capacity building of BPD members so that they can play an optimal role in the decision-making process that impacts the welfare of the village community (Hardinata, 2024). In the context of village development, strengthening the role of BPD is essential to achieve good governance and improve the welfare of village communities. Strengthening the role of BPD will be achieved when BPD is actively involved by its function in every village governance event and the implementation of village programs and activities.

Efforts to increase the capacity of BPD members, strengthen the role of BPD, and conduct more effective supervision of the performance of the village government are steps that need to be taken to ensure that the BPD can function optimally according to its mandate (Wulandari et al., 2023). Therefore, the role of BPD in the village government system in Indonesia is vital to ensure community participation, transparency, and accountability in decision-making that impacts the welfare of rural communities.

The amendments presented by Law Number 3 of 2024 concerning the Second Amendment to Law Number 6 of 2014 concerning Villages provide new opportunities and challenges for BPD. Significant changes, such as extending the term of office of BPD members from 5 years to 8 years, are expected to provide stability and allow BPD to focus more on long-term tasks in village development. In addition, this law also provides a more transparent and firmer legal framework regarding the duties and authorities of BPD, so it is expected to strengthen the role and function of BPD in village government. The role of local governance, mainly through regional regulations, is crucial in facilitating this development. As outlined in the Indonesian context, regional governments

are responsible for creating policies that directly impact village welfare, ensuring that local needs and aspirations are met effectively (Rulandari et al., 2023).

Extending the term of office of the Village Consultative Body is a significant step in improving village governance. However, it is essential to go beyond simply extending the term of office. Strategic steps are needed to optimize the role of BPD. Among them are increasing the capacity of BPD members, increasing community participation, and strengthening collaboration with village heads and other stakeholders. The importance of empowering and strengthening BPD to increase the synergy of village governance. This involves increasing the capacity of BPD members, improving their performance, and enabling them to make meaningful contributions to the well-being of village communities (Ardiansyah & Rodiyah, 2024). Optimizing the role of BPD by Law Number 3 of 2024 is very important to encourage sustainable village development and improve the welfare of village communities. Strategies such as increasing the capacity of BPD members, increasing community participation, and encouraging collaboration with various stakeholders are essential to ensure that BPD can contribute significantly to the well-being of rural communities. In the village governance framework, the BPD is essential for establishing village regulations and accommodating the aspirations of local villagers. It operates alongside the village government, which implements higher-level policies, thereby creating a dual structure of governance that is representative and administrative (Umanailo, 2019).

This research explores strategies to optimize the role of the Village Consultative Body (BPD) in Indonesian village governance post the amendment of Law No. 6 of 2014 in the era of Law Number 3 of 2024. The study identifies critical challenges such as inadequate public understanding and internal conflicts within BPD, emphasizing capacity building, improved communication, and active community participation to enhance village development and governance. With a better understanding of regulatory changes and the challenges faced, it is hoped that BPD can be more empowered to carry out its functions and contribute significantly to village development.

II. METHOD

This study analyzes Law Number 3 of 2024, Second Amendment to Law Number 6 of 2014 concerning Villages, with a focus on optimizing the role of the Village Consultative Body (BPD) in village governance. The research method used is qualitative literature study, which involves collecting and analyzing relevant written sources, such as laws, scientific journals, books, and official documents related to village government. This research aims to explore the changes presented by Law Number 3 of 2024 and its impact on the role and function of BPD. Through analytical descriptive analysis, this study identifies critical themes such as regulatory changes, impacts on village governance, and challenges and opportunities for BPD after implementing the law. The study results are expected to provide in-depth insight into the implications of this law on the role of BPD and offer

recommendations to strengthen the function of BPD to create more democratic, participatory, and accountable village governance.

III. RESULTS AND DISCUSSION

3.1 Position of the Village Consultative Body (BPD)

The dynamics of the BPD's relationship with the village government can be understood through the regulatory framework established by Indonesian law. According to Law No. 6 of 2014, villages are recognized as autonomous entities capable of self-governance, empowering them to engage in legal acts and manage their resources independently. This legal recognition underscores the importance of the BPD in fostering a balanced governance structure that respects local customs and promotes community participation in development planning and execution (Umanailo, 2019).

As a representative institution, BPD members are elected from the village community through deliberation and consensus, emphasizing the principle of regional representation. This selection process ensures that each region within the village has a voice in governance and encourages active community involvement in determining the direction of village development. BPD members are representatives of various community groups in the village, including community leaders, youth, women, and other groups that reflect the diversity of the population. This composition aims to ensure that the voices of all elements of society are represented in the decision-making process at the village level. BPD serves as an essential bridge between the government and the community, thus playing an essential role in facilitating effective communication and collaboration in local government and development initiatives (Ismail & Soleiman, 2020).

As in Regulation of the Minister of Home Affairs, Number 110 of 2016 concerning the Village Consultative Body for Village Government organizers, BPD and the Village Government have a vital role. The Village Government functions to implement higher government policies and specific village policies, while the BPD functions to set village regulations with the village head and accommodate and channel the aspirations of the village community. BPD acts as a supervisor and a strategic partner in formulating village policies and regulations that favor the community's interests. BPD is a critical institution in village governance, functioning as a representative body that articulates the community's interests (Harpisyah et al., 2024).

This significant role of BPD requires good synergy between BPD and the Village Government. BPD must always listen to the aspirations and complaints of the community and then convey them in village deliberative forums. The synergy between BPD and the Village Government is essential to ensure that decisions align with the community's needs and desires (Harpisyah et al., 2024). The role of the Village Consultative Body (BPD) is crucial in ensuring that decisions made reflect the needs and expectations of the village community. BPD serves as a bridge between the local government and the community, facilitating communication and ensuring the villagers' voices are heard in decision-

making. This participatory approach is essential for fostering a sense of ownership among community members regarding local governance and development initiatives (Umanailo, 2020).

Strengthening the role of BPD is also the key to ensuring the success of village development. Capacity building of BPD members is essential to enhance their role and facilitate the success of village development (Harpisyah et al., 2024). They are increasing the capacity of BPD members, both through training, technical guidance, and comparative studies to villages that have succeeded in optimizing the role of BPD. Through workshops and training sessions, BPD members can gain a high level of knowledge and understanding, enabling them to make a meaningful contribution to the village government (Kuswandi et al., 2023). Thus, BPD members have adequate knowledge and skills to carry out their duties and responsibilities. Overall, BPD, as a representation of village democracy, has a very strategic role in supporting the creation of good village governance. The synergy between BPD and the Village Government, supported by the active participation of the community, will be the primary key to realizing an advanced, independent, and prosperous village. The critical role of BPD as a democratic institution in the village underlines the importance of its collaboration with the Village Government, active community involvement, and sustainable capacity-building initiatives to grow well-managed, prosperous, and autonomous villages.

In the context of tourism development, as illustrated by the study conducted in Pakraman Belega, the BPD is integral to the planning and executing of projects that enhance local economic growth. The research highlighted that the involvement of the BPD, the village chief, and other local government apparatus is vital for successfully promoting bamboo crafts as a tourist attraction. This initiative aims to increase regional income, create employment opportunities, and improve local infrastructure, thereby enhancing the overall quality of life in the village (Utama, 2020). The BPD's role in this context includes advocating for the community's interests, ensuring that tourism development aligns with local cultural values, and promoting the unique aspects of the village to attract tourists (Utama, 2020).

The principles of transparency, accountability, participation, effectiveness, and efficiency in village governance are applied to the Village Consultative Body (BPD) to ensure excellent and participatory village governance (Deddy, 2022). In its capacity, BPD has a strategic role in setting village regulations with village heads and accommodating and channeling community aspirations. This role is in line with the principle of participation, where BPD functions as the main channel for the community to contribute to the decision-making process at the village level. Various regulations govern the BPD, especially Law Number 6 of 2014 concerning Villages, which establishes a framework for democratic representation and encourages community involvement in village development initiatives.

The position of BPD plays an essential role in supervising the performance of village heads, thereby strengthening the principles of accountability and transparency in village governance. By

ensuring that government policies and programs are aligned with agreed regulations, BPD helps create an environment where government actions can be accounted for and monitored by the community. This increases public trust in the village government and ensures the efficient and effective use of village resources (Hadi et al., 2024).

The role of the Badan Permusyawaratan Desa (BPD) is crucial in facilitating dialogue and consensus between village governments and their communities. As a mediating body, the BPD ensures that discussions and decision-making processes align with the interests of all stakeholders, thereby enhancing the quality of governance and promoting inclusivity. This mediation is essential for ensuring that policies reflect the genuine needs and expectations of the village community, fostering a sense of ownership and participation among residents (Mukaddar et al., 2021a).

The importance of the duties, functions, and authorities of the Village Consultative Body (BPD) in the current village government makes it a source of hope for villagers. The BPD's authority concerns Villages, which delineates its functions in the legislative process, particularly in the formulation of village regulations. This law mandates that village regulations be developed through a collaborative process involving the village head and the BPD, ensuring community voices are integrated into governance frameworks (Nain et al., 2024).

This participatory approach strengthens community ties and enhances the legitimacy of village governance, as decisions are made with the input and consent of the community (Said, 2022).

Overall, BPD, as a representation of village democracy, has a very strategic role in supporting the creation of good village governance. The synergy between BPD and the Village Government, supported by the active participation of the community, will be the primary key to realizing an advanced, independent, and prosperous village. The critical role of BPD as a democratic institution in the village underscores the importance of its collaboration with the Village Government, active community involvement, and sustainable capacity-building initiatives to grow well-managed, prosperous, and autonomous villages.

The position of the BPD, which is regulated in Law Number 6 of 2014 concerning Villages and the Regulation of the Minister of Home Affairs Number 110 of 2016 concerning the Village Consultative Body, provides a strong foundation for the BPD to implement the principles of Participation. By carrying out its functions optimally, BPD can ensure that village governance is carried out correctly, transparently, accountably, and participatory, which will ultimately encourage the creation of an advanced, independent, and prosperous village.

3.2 Optimizing the Role of BPD after the amendment of Law No. 6 of 2014

After the enactment of Village Law No. 6 of 2014, the position of the Village Consultative Body (BPD) has undergone significant changes. If previously, BPD was considered an element of village government organizers, its status has changed to that of a village institution with a more political function than law. This change gives greater responsibility to BPD, especially in channeling

community aspirations, planning Village Revenue and Expenditure Budgets (APBDes), and supervising the running of the village government. BPD is also tasked with organizing Village Deliberations (Musdes), a critical forum involving village heads, village officials, community groups, and other community leaders. This Musdes serves as a place to discuss and formulate policies that will be implemented in the village, to create a more participatory and inclusive government. This is in line with the principle of organizing the Village Government, namely thinking or expressing opinions or ideals or basic laws in organizing the Village Government (Raharjo, 2021).

For instance, research indicates that the relationship between the village head and the BPD is crucial for effective governance, yet it often results in a lack of initiative from the BPD members. Discuss how the synergy between the village head and the BPD is essential for village development. However, they also note that this relationship can lead to a passive role for the BPD, which fails to assert its independence and initiative in governance matters (Sam et al., 2021). Similarly, it emphasizes that the BPD's role in utilizing village funds is often overshadowed by the authority of the village head, leading to a lack of proactive engagement from BPD members in village deliberations (Mukaddar et al., 2021b).

The BPD's infertility in carrying out its role, including in discussing and agreeing on the Draft Village Regulation (Perdes) and supervising the performance of the Village Head, is caused by various factors, such as BPD members' lack of understanding of their strategic role, limited facilities and infrastructure, and inadequate allowances. To overcome this, more intensive debriefing and guidance are needed from academics, sub-district heads, and other competent parties in the field of village government.

In many cases, the lack of clear communication channels for sharing ideas, expressing opinions, or discussing policies that need to be taken has created a culture that does not support active participation. As a result, BPD members prefer to remain silent rather than confront the Chairman's decision. To overcome this problem, efforts are needed to build better communication between BPD members. One way is by holding regular meetings that focus on conveying information from the Chairman and providing a space for all members to discuss and express their opinions. Thus, BPD can transform into a more dynamic and inclusive institution, which can better facilitate the aspirations of village communities and make more representative decisions.

The critical role of the Village Consultative Body (BPD) in village government has been further emphasized after the enactment of Law No. 6 of 2014 concerning Villages. The involvement of BPD in the management of village funds and the democratic process is very crucial because it contributes significantly to holistic and transparent village development (Prabowo & Handayani, 2024). However, when BPD does not function optimally, this has an impact on the lack of involvement of BPD in carrying out its duties and obligations properly. Although BPD has a strategic role in running the

village government system, this role is often only formal and does not have a tangible impact on village management.

After the amendment of Law No. 6 of 2014 and the presence of Law No. 3 of 2024, BPD faces increasingly complex challenges in carrying out its role. Based on the Village Law, BPD is tasked with supervising and participating in the planning and implementation of village development. With the changes in the Village Law, the role of BPD as a representative institution of the village community has been strengthened. This change gives BPD broader authority in decision-making and village development planning. This includes the right to provide input, suggestions, and opinions related to village policies and programs. In addition, BPD also functions as a communication bridge between the village government and the community, ensuring that the aspirations and needs of the village community can be adequately conveyed.

Thus, BPD faces challenges not only in becoming a formal institution but also in becoming active and representative in decision-making and village management. Infertility in the past was often caused by a lack of initiative and understanding of BPD members regarding their strategic role. With the term of office now extended to 8 years, which is not a short period, BPD is required to develop a better strategy for carrying out its duties and functions.

In the era of Law No. 3 of 2024, BPD must dare to actualize itself in the form of a legislative institution at the village level so that there is a check and balance process between the executive institution (Village Head) and the BPD legislative institution. This is very necessary, meaning that a balance of power between the two institutions is needed in carrying out village government. The two institutions must not be too strong and too weak. If the BPD does not function optimally, the implementation process of the village government can become ineffective. This results in a lack of transparency, low community participation, and ineffectiveness of village programs, making it difficult to achieve the state's goals of improving village welfare and strengthening local democracy.

3.3 Challenges of the Role of BPD in the Era of Law No. 3 of 2024

a) Public Understanding of the Role of BPD

The lack of understanding of the village community about the role and function of BPD is a separate obstacle in carrying out the duties and responsibilities of this institution. Many villagers do not realize that BPD is the link between them and the village government, so they do not feel the need to convey their aspirations to this institution; besides that, the community is also not aware of the importance of being actively involved in the decision-making process. This ignorance can lead to a lack of support for the activities and programs proposed by the BPD, which can ultimately weaken the legitimacy and effectiveness of the institution. BPD is at risk of losing its direction and purpose and cannot function optimally in responding to the needs and aspirations of villagers. In this context, it is essential to increase socialization and education about the role of BPD so that the community better

understands the institution's contribution to village development and decision-making that directly impacts their daily lives (Malik, 2020).

The lack of public understanding of the role and function of BPD will cause the resulting policies to be irrelevant or even contrary to their interests. Therefore, BPD needs to educate the public about its role and function through various socialization and information campaigns to create a more conducive environment for dialogue and collaboration. Thus, the community becomes aware of the importance of their participation so that BPD can carry out its duties and responsibilities better and ensure that the policies taken indeed reflect the voices and needs of the village community

b) BPD Communication

Ineffective communication between the Village Consultative Body (BPD) and village communities significantly hampers the achievement of good village governance. This communication gap often leads to the dissemination of inaccurate information, which can undermine the community's trust in local governance. The BPD's inability to establish clear communication channels with citizens is a critical issue, as it limits the body's effectiveness in representing community interests and facilitating participatory governance. Effective communication is essential for fostering trust and encouraging community involvement in decision-making, vital for sustainable village development (Sofyani et al., 2022).

The lack of socialization regarding village government policies can significantly contribute to misunderstanding and mistrust within the community. When community members are not adequately informed about the background, objectives, and benefits of the policies implemented, they are more likely to question the validity of decisions made by the village government and the Village Consultative Body (BPD). This skepticism can lead to dissatisfaction, protests, an outright rejection of policies, or even social conflicts within the community. Effective communication is crucial for fostering trust and cooperation between local governments and communities, particularly in times of crisis or policy implementation (Fitriani et al., 2022).

c) BPD Human Resources

The Village Consultative Body (BPD) in Indonesia faces significant challenges in human resource management, primarily due to the limited educational backgrounds of its members. This inadequacy has profound implications for their ability to comprehend and implement regulations, such as Law No. 6 of 2014 concerning Villages, which mandates effective governance and financial management at the village level. The educational limitations of BPD members hinder their capacity to manage village administration and finances, which are critical for ensuring the optimal use of village budgets and resources (Dauri et al., 2020).

Educational limitations also affect their decision-making and negotiation skills, so decisions are not always based on careful consideration, which can lead to conflicts or less effective policies. This challenge is exacerbated by the lack of access to information technology, essential to improve

transparency and efficiency in village governance. Therefore, capacity-building strategies, such as periodic training and strengthening collaboration with academics and supporting institutions, are needed to help BPD members overcome these limitations and improve their performance in serving the community. In addition, it is crucial to create training programs that specifically target the enhancement of critical skills such as financial management, regulatory comprehension, and effective communication. These programs will empower members of the BPD in their respective roles, enabling them to address the community's needs better and cultivate more vital trust and active engagement from citizens (Nasution et al., 2023).

d) BPD Internal Conflict

Internal conflicts and differences of opinion among BPD members are often severe challenges that can hamper the performance of these institutions. Constructive debates can become unproductive when BPD members have different views on policies or strategies. Conflicts that are not appropriately resolved can create tension within the organization, which in turn disrupts the decision-making process. This misalignment can result in slow or even inadequate decisions, ultimately negatively impacting village development programs.

Internal conflicts within a team, such as a Board of Directors (BPD), can significantly diminish trust among members, leading to a detrimental work environment. Trust is a crucial element for effective communication and collaboration, which are essential for formulating sound policies. Research indicates that unresolved conflicts can negatively impact team performance, as they hinder open communication and cooperation among team members (Turesky et al., 2020). To address these challenges, BPDS needs to develop effective conflict resolution mechanisms, such as mediation or the facilitation of open discussions. By creating a space for all members to express their opinions constructively, BPD can build better understanding and increase effectiveness in decision-making. In addition, training related to communication skills and conflict management can also help BPD members deal with differences of opinion better so that BPD performance can improve and be more responsive to the needs of the village community.

e) BPD's Indifferent Attitude

The indifference shown by the Village Consultative Body towards its duties and functions is a serious problem that can hinder the overall performance of this institution. When BPD members do not care or are not active in carrying out their roles, the supervisory function over the implementation of policies and the use of the village budget becomes weak, thus opening up opportunities for abuse of power and inefficient use. In addition, this indifference also hurts the legislative function of BPD, where the resulting village regulations may not be relevant to the needs of the community due to the lack of active participation in the policy formulation process. This also failed the BPD in channeling the community's aspirations, which should be a bridge between the community and the village government. This indifference can ultimately make the public lose trust in the BPD because they feel

that the institution is not carrying out its duties properly. To overcome this problem, strategic measures are needed, such as increasing awareness and education for BPD members, providing incentives and awards for those who are active, and strengthening community participation in the village government process. With these efforts, it is hoped that BPD can carry out its duties and functions more optimally for the common good and progress of the village (Lilik Handajani et al., 2021).

3.4 BPD Role Optimization Strategy

Strategies to optimize the role of BPD after change can be formulated in several strategic steps involving capacity building, communication, collaboration, and community participation. Here are some strategies that can be implemented.

a) Capacity Building and Competency of BPD Members

To increase the capacity and competence of the Village Consultative Body (BPD) in village governance, it is essential to provide regular training and education sessions for its members. These programs should focus on improving BPD members' understanding of relevant laws and regulations, including Village Laws. They should include technical skills such as financial management, administration, and policy analysis to equip BPD members for their duties comprehensively (Purnomo et al., 2023).

In addition, technical assistance and guidance are essential for BPD capacity building. Engaging academics, NGOs, or government consultants to provide in-depth guidance is essential. This guide should primarily focus on legislation, supervision, and formulation of village policies, which are the primary responsibilities of the BPD. With the proper technical guidance, BPD members will be better prepared to face challenges and carry out their duties more effectively (Purnomo et al., 2023).

In addition, exposure to benchmarking practices through study visits to villages that have succeeded in optimizing the role of BPD can be an effective learning tool for BPD members. By facilitating these study visits, BPD members can learn from best practices applied elsewhere. Through hands-on experience and knowledge exchange, BPD members can adopt successful strategies and implement them in their villages. Therefore, increasing the capacity and competence of BPD members can be realized comprehensively through training, technical guidance, and benchmarking visits (Ralasari S & Atika, 2019).

b) Strengthening Communication and Collaboration

Effective communication and collaboration between the Village Consultative Body (BPD), the community, and the village government are critical to fostering transparent, accountable, and participatory governance at the village level. The integration of these entities is essential for promoting good governance practices, which can be achieved through several key steps.

Enhancing transparency in village governance is paramount. Transparency can be operationalized by ensuring that village funds are managed openly and the community is actively

involved in all stages of the governance process, from planning to implementation. For instance, Walenreng Village has successfully implemented transparency by involving the community in deliberations and displaying detailed information about fund usage on public billboards, significantly improving public trust in the village government (Siraj et al., 2022). Furthermore, when village governments are receptive to community feedback, this openness enhances transparency and improves community welfare (Herianti & Litdia, 2021). The establishment of clear communication channels between the village government and the community can facilitate this transparency, allowing for better monitoring and accountability of village funds (Basri et al., 2021).

c) Building Effective Communication Channels:

One important step in strengthening communication is to establish open and transparent channels to ensure that the community receives up-to-date information on village policies and programs. These channels can be realized through various means, such as regular meetings, the use of social media, and the installation of village bulletin boards. By maintaining these channels, the community will feel more engaged and empowered to provide constructive feedback to BPD (Ralasari S & Atika, 2019).

Facilitating Open Dialogue and Village Deliberations In addition to communication channels, holding regular open dialogues and village deliberations is essential in strengthening the relationship between BPD, village governments, and communities. Musdes must be a platform where the community can directly convey aspirations, criticisms, and feedback to the BPD and the village government. BPD must play an active role in facilitating these discussions and ensure that decisions are made that truly reflect the needs and aspirations of the community. Thus, Musdes can effectively ensure community participation in the village decision-making process (Hardinata, 2024).

Fostering Strong Collaboration between BPD and Village Government is an essential foundation for strengthening village governance. The synergy between the two parties must be directed to ensure that every policy is the result of good consultation and cooperation. BPD and village governments need to work together by focusing on the interests of the village community, not just fulfilling formal duties. By increasing this collaboration, BPD and the village government can jointly create more effective and sustainable policies and programs, benefiting the entire community (Ralasari S & Atika, 2019).

Through improved communication and collaboration, BPD is expected to become more empowered to fulfill its functions. BPD will not only be a channel for community aspirations but also a strategic partner of the village government in making policies that support the welfare of the community. With effective communication channels, open dialogue, and strong collaboration, BPD can optimize its role in realizing good village governance oriented towards the wider community's interests.

d) Increased Community Participation

Increasing community participation in village governance is crucial for fostering an inclusive and responsive local government system. One effective strategy to enhance this participation is socialization and public education initiatives. Village institutions, such as the Badan Permusyawaratan Desa (BPD), are pivotal in this context. By actively engaging in public education campaigns, these institutions can clarify their roles and functions, enhancing community understanding of the governance process. This understanding is essential as it empowers citizens to take an active role in decision-making, a fundamental aspect of democratic governance (Kamberi & Baliqi, 2018).

The involvement of the community in supervising and making decisions regarding village funds is crucial for enhancing their participation and ensuring effective governance. Community engagement fosters a sense of belonging and instills a sense of responsibility among residents regarding the outcomes of policies implemented in their villages. Research indicates that transparency in the management of village funds is a critical factor in preventing fraud and ensuring that funds are utilized effectively. For instance, transparency significantly impacts fraud prevention in village fund management, emphasizing the necessity for village administrators to maintain openness in their financial dealings (Purnamasari, 2021).

Community involvement in supervision and decision-making is crucial for enhancing the accountability of village governments and improving the quality of policies produced. Research indicates that effective leadership styles within village governance significantly influence accountability, suggesting that the engagement of community members can lead to more responsible governance practices (Hidayati et al., 2023). Furthermore, the active participation of community members fosters a sense of ownership and encourages innovative solutions tailored to local needs, as communities often possess unique insights into their circumstances (Doni et al., 2023).

Community participation plays a vital role in village governance, affecting the accountability of village fund management. The competence of village officials, organizational commitment, and community participation are key factors that affect the accountability of village fund management. In addition, community involvement is significant in the decision-making process, policy formulation, and village business development (Milanti et al., 2023). Strengthening democracy at the village level and ensuring transparency and accountability in village development planning and budgeting is the result of active community participation (Milanti et al., 2023).

e) Transparent and Effective Budget Management

Transparent and effective budget management is a cornerstone of good village governance, and participatory budget planning is crucial in achieving this goal. The involvement of the community in the preparation of the Village Revenue and Expenditure Budget (APBDes) is essential, as it ensures that the allocation of funds aligns with the actual needs and priorities of the village. Research indicates that participatory budgeting not only enhances the democratic process but also leads to more effective use of resources by incorporating citizen input into budget proposals, as seen in various

successful implementations worldwide, including in Indonesia and Brazil(Asukile & John Mbogo, 2022). This participatory approach fosters a sense of ownership among community members, thereby increasing trust in the village government and encouraging shared responsibility for the implementation of village programs(Herianti & Litdia, 2021).

The role of the Village Consultative Body (BPD) as a facilitator is pivotal in this context. The BPD must effectively bridge the gap between community aspirations and government actions, ensuring that budget decisions genuinely reflect community needs. Studies have shown that engaging communities from the planning stage leads to greater accountability and transparency in budget management, which is critical for building trust(Bustaman et al., 2018). Furthermore, the BPD should prioritize optimizing the use of village funds by ensuring that every funded program is executed efficiently and transparently, with community involvement in the evaluation process(Sriatmi et al., 2022). This not only enhances the effectiveness of the programs but also empowers the community to hold the government accountable for the use of public resources.

In addition to participatory planning, diversifying funding sources is essential for enhancing village financial flexibility. Collaborations with local governments, NGOs, and the private sector can open new funding opportunities, which can be crucial for sustaining village development initiatives(Colenbrander et al., 2018). This diversification reduces dependence on a single funding source and allows for a broader range of community welfare programs to be implemented, thereby improving overall community well-being(Sumarni, 2020).

Effective human resource management within the BPD is another critical factor that influences the success of participatory budgeting and governance. Competency-based recruitment ensures that BPD members understand village governance and the principles of good governance(Elmiana et al., 2022). By focusing on the integrity and competence of its members, the BPD can enhance its effectiveness in legislative functions, supervision, and community engagement(Bustaman et al., 2018). Moreover, providing adequate incentives for BPD members can motivate them to actively participate in their roles actively, fostering a productive and professional work culture that ultimately benefits the village community(Sarifuddin et al., 2022).

f) Conflict Management and Leadership Enhancement

Effective conflict management and leadership improvement within the Village Consultative Body (BPD) are crucial for fostering a harmonious and productive environment. A structured conflict resolution mechanism is essential for addressing internal conflicts among BPD members. Mediation, facilitated by a neutral third party, serves as a viable approach to resolving disputes and differences of opinion, thereby promoting collaboration and understanding among members(Stepanova et al., 2020). Furthermore, creating an atmosphere conducive to open and honest discussions can significantly defuse tensions and prevent divisions within the group(Harefa, 2023). Such mechanisms help manage

conflicts and enhance cooperation and solidarity, which are vital for achieving common goals and ensuring the smooth operation of village governance(Safaruddin, 2023).

Regarding leadership enhancement, the Chairman of BPD must cultivate inclusive and participatory leadership skills. Inclusive leadership fosters an environment where every member feels valued and empowered to contribute to decision-making processes(Riza et al., 2024). This approach ensures that diverse perspectives are considered and enhances the sense of ownership and responsibility among members, leading to increased commitment to their roles(Edi & Wardhani, 2019). Participatory leadership, characterized by joint deliberation and consensus-building, is particularly effective in engaging members and fostering a collaborative spirit(Rakhman et al., 2021). By implementing these leadership styles, the Chairman can create a more cohesive and motivated BPD, which is essential for the effective execution of its responsibilities(Ahyat et al., 2023).

The integration of effective conflict resolution mechanisms with inclusive and participatory leadership can significantly enhance BPD's operational efficiency. Members who feel engaged and valued are more likely to contribute positively, while potential conflicts can be managed proactively, minimizing their negative impact on overall performance(Yang & Ren, 2020). Strengthening these aspects is vital for optimizing the BPD's role in promoting the welfare and progress of the village community, ultimately leading to improved governance and community satisfaction(Rahmannuddin & Sumardjo, 2018).

g) Periodic Monitoring and Evaluation

Periodic monitoring and evaluation are crucial for the effective functioning of the Village Consultative Body (BPD) in meeting community expectations and adhering to applicable regulations. Regular performance evaluations, both internal and external, that involve community participation can yield an objective perspective on the BPD's effectiveness. Such evaluations ensure that the BPD's performance is assessed based on tangible impacts rather than subjective judgments. Research indicates that transparency in public decision-making fosters trust in local government, which is essential for the BPD to maintain credibility and competence in its operations(Grimmelikhuijsen, 2010). Furthermore, the results of these evaluations should be utilized for continuous improvement in governance, allowing the BPD to address weaknesses promptly and enhance overall performance (Agustin & Arza, 2020).

Transparency and accountability in the monitoring process are paramount. Publicly disclosing evaluation results serves as a critical mechanism for BPD accountability and is an effective strategy for building public trust. The literature emphasizes that transparency is a tool for accountability and a fundamental aspect of good governance that can lead to improved public management outcomes(Gaspar et al., 2022). By implementing transparent monitoring and evaluation practices, the BPD can evolve into a more effective and responsive institution, capable of adapting to community needs and making necessary improvements(Krah & Mertens, 2020). This aligns with findings that

highlight the importance of transparency in enhancing local government performance and responsiveness to citizen needs(Kessy, 2020).

To optimize its role as a representative institution of democracy at the village level, the BPD should focus on several strategic areas, including capacity building for its members, strengthening communication and collaboration, and ensuring transparent budget management. Research suggests that community involvement in decision-making processes significantly enhances the effectiveness of local governance by identifying potential challenges early and ensuring that decisions are well-targeted(Rijal, 2023). Moreover, transparent financial management and strong leadership position the BPD as a catalyst for positive change within the village(Paynter et al., 2019). Continuous monitoring and evaluation mechanisms will enable the BPD to adjust its performance and ensure that policies align with the community's needs (ESCAMILLA-CASTILLO, 2010).

IV. CONCLUSION

This study underscores the critical importance of optimizing the role of the Village Consultative Body (BPD) in village governance following the amendments to Law No. 6 of 2014. BPD plays a strategic role as a representative of village democracy, tasked with channeling community aspirations, formulating policies, and overseeing the implementation of village governance. However, this study finds that BPD still faces several challenges, including limited human resources, ineffective communication, and a lack of public understanding of its functions. To address these challenges, the proposed strategies include enhancing the capacity of BPD members through training, strengthening communication with both the community and village government, and increasing community participation in decision-making processes. Effective internal conflict management and inclusive leadership are critical factors in improving BPD performance. By implementing these strategies, BPD is expected to function more effectively as a central pillar in creating transparent, accountable, and sustainable village governance and significantly contribute to improving the welfare of village communities. The study also recommends periodic monitoring and evaluation to ensure these strategies' sustainable and community-responsive implementation.

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