

IMPLEMENTATION OF ELECTRONIC DEVELOPMENT PLANNING DELIBERATION (E-MUSRENBANG) IN COT TRIENG VILLAGE, MUARA SATU DISTRICT, LHOKSEUMAWE CITY

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Abstract

Electronic Implementation of Development Planning Deliberation in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City is a digital innovation aimed at improving the quality of development planning in the village through community participation and transparency based on information technology. However, in practice, this system has not run optimally. This study aims to describe the implementation of E-Musrenbang in Gampong Cot Trieng, Muara Satu District, as seen through community participation, information transparency, and effectiveness. This study uses a qualitative approach using primary and secondary data sources with data collection techniques through observation, interviews and documentation. This study was analyzed using George C. Edwards III's policy implementation theory which includes four main variables: communication, resources, implementer disposition, and bureaucratic structure. The results of the study indicate that in terms of participation, the community has not been directly involved due to limited access to the system. In terms of transparency, there is no open information regarding Musrenbang proposals and results. Meanwhile, in terms of effectiveness, the shift from manual to digital systems shows positive progress, but the overall utilization of the system still needs to be improved. These obstacles are reinforced by weak communication, limited infrastructure and human resources, the commitment of village officials is good but still constrained by technical and team support, and the bureaucratic structure that supports the system in an integrated manner is not yet optimal. Improvement efforts are needed in various aspects so that the implementation of E-Musrenbang can truly encourage participatory, transparent and effective development planning.

Keywords: *Implementation, E-Musrenbang, community participation, transparency, effectiveness.*

INTRODUCTION

Implementation is the application of a plan that aims to convey policies to the public so that they can achieve the desired results. According to Edward III in Tahir A. (2020:53) Implementation is the actions taken to achieve the objectives of a predetermined policy. One of the objectives is to realize good governance. The realization of good governance will provide public services that encourage knowledge and community participation. According to Syafruddin in Widodo (2021:79) Regional Government is formed by the state for the welfare of the community. The community must be the main priority in development planning as a manifestation of the democratic process. Law Number 25 of 2004 Article 1 explains that Planning is a process to determine future actions by taking into account available resources, which prioritizes broad community involvement. However, the reality in the field often shows that the level of community participation in development planning is still not optimal. With the ever-evolving technology, various communication methods are now more effective. The government introduced the concept of E-Government referring to the use of information and communication technology to improve interaction between the government and the community. E-Musrenbang is part of the E-Government system. The electronic system of Development Planning Deliberation (E-Musrenbang) is an application developed by the Regional Development Planning Agency (BAPEDDA) as part of the implementation of musrenbang activities.

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E-Musrenbang was first implemented by the National Development Planning Agency (Bappenas) in 2014, which aims to facilitate communication and management of proposed data from the community, especially at the sub-district level, so that the voices and needs of the community can be more easily known and accommodated in development policies. (Winarni, 2018). Based on the researcher's initial observation from the mass media, it is known that Lhokseumawe City has implemented E-Musrenbang. The use of the e-musrenbang system itself is based on problems in development planning activities, such as the lack of transparency between the government and the community regarding the development planning process, and the lack of participation from the community. The implementation of E-Musrenbang is carried out to strengthen the joint commitment in realizing an effective, participatory and transparent regional development planning system. (www.aceh.antaraneews.com, November 21, 2024) Law number 23 of 2014 concerning Regional Government explains that the government can utilize information and communication technology in the provision of public services to accelerate and support good governance. Based on the development data of Lhokseumawe City in 2024, Cot Trieng occupies a developing status in the development of e-government, and E-Musrenbang has not shown effectiveness.

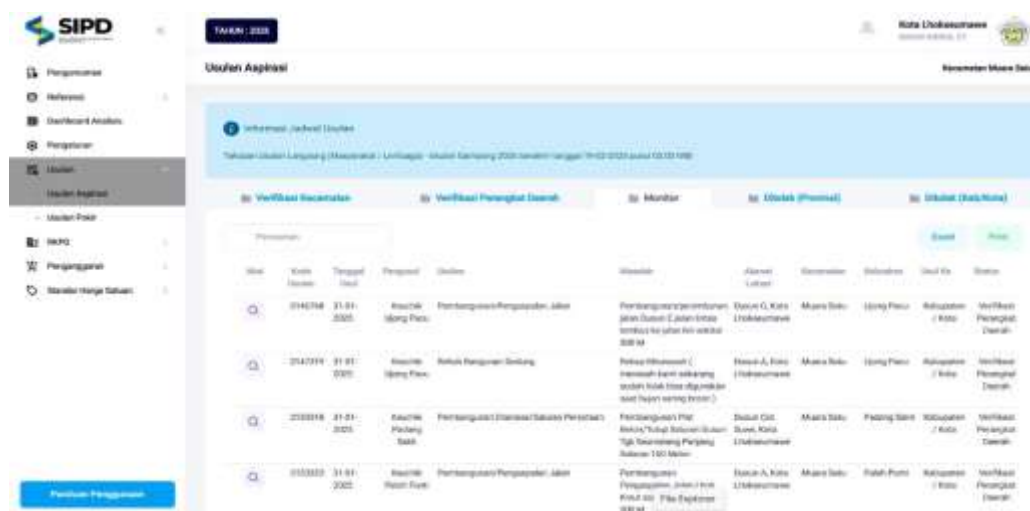
Table 1
Results of Village E-Musrenbang Proposal

NO	VILLAGE PROPOSAL	INFORMATION
1	Continued construction of the Darul Mosque	Approved
2	Increasing/widening the Krueng embankment in Hamlet B	Not Accommodated
3	Development of rice field distribution channels	Approved
4	Construction of shallow water wells in the agricultural sector	Not Accommodated
5	Construction of embankments	Approved
6	Road improvement in hamlet b	Not Accommodated
7	Social assistance for micro-enterprise groups	Not Accommodated
8	Procurement of health facilities and infrastructure	Not Accommodated
9	Procurement of plant seeds	Not Accommodated

Source: Results of the Cot Trieng 2025 E-Musrenbang Proposal

The data shows a proposal from Gampong Cot Trieng, but only approved based on a government decree. E-Musrenbang implemented by Gampong Cot Trieng is still fully implemented by the local government. Although Musrenbang seems like a participatory forum, in reality decision-making and dominance in the development planning process are entirely in the hands of the local government, not the community. Community participation is very important in development planning deliberations, because community participation in development planning will provide access to information to the community to find out about a development program that is being implemented. This can increase public trust in the government.

Figure 1
E-Musrenbang System



Source: Website of E-Musrenbang Lhokseumawe 2025

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Figure 1 shows that in the E-Musrenbang system, it can only be accessed by the local government, after the proposal has been successfully submitted to the center through the E-musrenbang system. Automatically, the results of the proposals that are approved or rejected will come out. However, the results of the proposals that have been approved cannot be seen directly by the public. This identifies that in the implementation of E-Musrenbang, only the government benefits and the community has not felt the benefits specifically. This is because the community cannot find out which development proposals have been approved by the local government. This means that the community can only ask the government directly to find out whether the proposal is rejected or approved. With increasingly developing technology, E-Musrenbang must be a program that makes it easier for the community to participate in development planning.

Based on an initial interview with Mrs. Rahmi, as the Head of Development Division of Muara Satu District, she said that socialization had been carried out to each village operator regarding E-Musrenbang. Furthermore, login failures are often encountered because the server used to support system access is overloaded. This occurs when many users access the system simultaneously, exceeding the server's capacity to process requests. As a result, system performance becomes slow or even fails to be accessed. (Initial interview, November 18, 2024) Based on the second interview with Mrs. Rika, as the Operator of Gampong Cot Trieng, she said that there has been no socialization regarding E-Musrenbang to the local community. This is because until now only the operator is allowed to access E-Musrenbang. The community must ask directly if they want to know the progress of the proposal directly. The e-musrenbang system often experiences disruptions, this problem can be caused by inadequate network infrastructure. (Additional Interview, April 11, 2025)

Based on the above phenomenon, it can be understood that the Statement highlights the limitations in the program socialization process, which only involves operators or village representatives without reaching the community directly. Socialization that is only aimed at operators or village representatives, then information about the program is not evenly distributed to all levels of society. This can lead to a lack of understanding or ignorance of the community about the program being run. E-Musrenbang is an information system designed to facilitate the regional development planning process online. This system is expected to increase community participation, transparency, and time efficiency in the regional development planning process. However, the implementation of E-Musrenbang in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City still faces challenges. Although this village has implemented E-Musrenbang, there are still several problems faced, such as limited ICT infrastructure and low community involvement in using the E-Musrenbang system.

The limited Information and Communication Technology (ICT) infrastructure in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City is one of the main challenges in the implementation of Electronic Development Planning Deliberation (E-Musrenbang). Adequate ICT infrastructure is very important to support the smooth implementation of E-Musrenbang, because this system requires stable internet access and adequate hardware to function properly. Unfortunately, the ICT infrastructure in Gampong Cot Trieng is still very limited. Internet access in this village is still uneven, especially in remote areas far from the city center. This causes difficulties in accessing the E-Musrenbang system and submitting development proposals. In addition, limited hardware such as computers and laptops is also a problem. Gampong Cot Trieng operators more often use personal facilities to input Development data. In addition to limited internet access, hardware, and ICT facilities, the implementation of E-Musrenbang in Gampong Cot Trieng is faced with several other infrastructure problems, one of which is the limited telecommunications network. The inadequate network in Gampong Cot Trieng, even the network from the Telkomsel operator is still very difficult to use, while other networks are still inadequate. An unstable or inadequate telecommunications network can hinder communication between the government and the community, as well as the E-Musrenbang system. This can cause information to not be conveyed effectively, thus hampering the development planning process.

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LITERATURE REVIEW

Previous research is a collection of published study results that serve as a reference for ongoing or future research. The goal is to compare the latest research results with previous findings to assess their suitability or differences. In this section, researchers include research results that are relevant to the study to be conducted.

No	Name, Year, Source, Research Title and Location	Research result	Similarities and Differences
1	(Azizah, 2020) Thesis entitled "Analysis of the Implementation of the Results of Electronic Development Planning Deliberations (E-Musrenbang) Infrastructure in Senapelan District"	The study shows that the implementation of the results of the Electronic Development Planning Deliberation (E-Musrenbang) for infrastructure in Senapelan District has been running well. However, there are several obstacles in its implementation, namely limited funds that affect development and lack of resources both at the sub-district level and other agencies.	The similarity between this study and the author is that both discuss how to implement the Development Planning Deliberation. The next similarity is that both use a qualitative research approach method. However, the difference is that Azizah in this study focuses her research on all aspects of the Development Planning Deliberation (Musrenbang) to see the infrastructure in Senapelan District. Meanwhile, the author's current research focuses on the implementation of E-Musrenbang seen from the perspective of transparency, participation and effectiveness in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City.
2	(Wilda H., 2023) Thesis entitled "Implementation of E-Musrenbang Program Based on Participatory Planning in Binjai District"	The results of this study indicate that the implementation of the E-Musrenbang program based on participatory planning has been running well. Participatory planning itself involves the community in the development planning process. Community participation through the E-Musrenbang application has been optimal and has received a positive response from the community.	The similarity between this study and the author is that the object of the study is the same regarding the Implementation of the E-Musrenbang Program. However, the difference is in this study where Wilda Hafidzah in her research focuses on the Participatory Development Planning Strategy in the Implementation of the E-Musrenbang Program in Binjai District, Binjai City. While the author focuses on how transparent, participatory and effective the Implementation of the E-Musrenbang Program in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City.
3	(Debby W., 2021) Thesis entitled "Utilization of E-Musrenbang Application Program in Improving the Quality of Development Planning in Sei Putih Tengah Village, Medan City"	Research shows that the quality of development planning through E-Musrenbang at the Kelurahan level has met the standards set by the government. Implementers have understood the process of setting priorities in E-Musrenbang planning, but transparency is not yet	The similarity between this study and the author is that both discuss the E-Musrenbang Program. However, the difference in this study is that Debby Winda Anelda in her research explains the Utilization of the E-Musrenbang Application Program in Improving the Quality of Development Planning in Sei Putih Village. While the author's research focuses on How to Implement E-Musrenbang in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City as a form of Transparency, Participation and Effectiveness.

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		optimal so that program proposals are still not fully on target.	
4	(Rizki I., 2022) Thesis with the title "Implementation of Development Planning Deliberation (Musreimbang) in Sei Mati Village, Medan Maimun District, Medan City"	The results of the study show that communication in the implementation of Musrenbang in Sei Mati Subdistrict, Medan Maimun District, City Medan is already good. This is shown in creating synergy and coordination from various elements.	The similarity between this study and the author is that both use qualitative research methods and both discuss development planning deliberations. However. The difference is that Rizki's research focuses on the implementation of development planning deliberations in Sei Mati sub-district manually. While the author focuses on the implementation of the development planning deliberation program carried out online (E-Musrenbang).
5	(Danny A., 2023) Thesis with the title "Community Participation in the Implementation of E-Musreimbang in Sungai Bambu Village, Tanjung Priok District, North Jakarta Administrative City"	This study shows that in general the people of Sungai Bambu Village have not participated well enough. This is evidenced by the results of the four aspects of the study which show that participation has not been implemented optimally. so, the implementation of e-Musrenbang in Sungai Bambu Village is still less than optimal.	The similarity between this study and the author is that both discuss the E-Musrenbang program. However, the difference is that Danny's research focuses on seeing how public participation in the implementation of E-Musrenbang in Sungai Bammubu Village, Tanjung Priok District, North Jakarta Administrative City. While the author's research focuses on how transparency, participation and effectiveness in the implementation of E-Musrenbang in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City.

METHOD

The research location is a specific place or area where researchers collect data and information in accordance with the objectives of the research being conducted. The location of this research was carried out in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City. Related to the Implementation of the E-Musrenbang Program in Gampong Cot Trieng, Muara Satu District in the form of openness to the community. The reason the researcher chose Gampong Cot Trieng, Muara Satu District, Lhokseumawe City as the research location is because Gampong Cot Trieng, Muara Satu District, Lhokseumawe City is one of the villages that has many development proposals in the E-Musrenbang system, but there are challenges in implementing E-Musrenbang starting from community participation, information transparency and system effectiveness. Based on pre-research and data obtained by the author, the implementation of the E-Musreimbang program still faces challenges. So that it attracts the interest of researchers to conduct research at this location. To find out how the Implementation of the E-Musrenbang Program is in Gampong Cot Trieng, Muara Satu District.

The research approach is a scientific method or way to obtain data with certain goals and uses. The approach used in this study is a qualitative approach. According to Bogdan and Taylor in Abdussamad (2021:30) Qualitative research is an effort to understand the phenomena experienced by research subjects, such as behavior, perception, motivation, and action, in a comprehensive manner. This understanding is obtained through descriptions in the form of words and language in a natural context, by utilizing various natural methods. Qualitative research is used to investigate, discover, describe and describe the phenomena being studied. This research is also known as descriptive research, where researchers aim to describe and analyze current problems in order to gain a comprehensive understanding of the research being conducted. Researchers also want to reveal facts scientifically based on science. Thus, the data collected is in the form of words, pictures, and not numbers. (Moleong, 2014:11). By using a qualitative approach, it will be easier for the author to obtain broad and detailed information from informants regarding the problems and obstacles related to the Implementation of E-Musrenbang in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City.

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According to Suyitno (2018:95) Research informants are individuals who are used to provide information about the situation and conditions in the context of the research and are someone who has a deep understanding of the problems being studied. Informants in this study are those who really know or are directly involved with the research issue. The informant must have extensive experience related to the research. The purposive sampling method is based on careful consideration and research objectives, by finding sources who know the internal and external conditions of the implementation of electronic development planning deliberations in Gampong Cot Trieng, while the accidental sampling method relies on availability and coincidence. The selection of informants in this study was carried out purposively, namely deliberately based on certain considerations. The goal is to obtain relevant and accurate data according to the needs of researchers related to the Implementation of E-Musrenbang Gampong Cot Trieng, Muara Satu District.

RESULT AND DISCUSSION

Implementation of Electronic Development Planning Deliberation (E-Musrenbang) in Cot Trieng Village, Muara Satu District, Lhokseumawe City

Implementation is a process of implementing or executing a policy, program or system in an organization or society. According to Edward III in Tahir A. (2020:53), implementation is not just an activity, but also involves planned activities and is carried out seriously based on certain regulatory references to achieve the desired goals. This is as is done in the implementation of electronic development planning deliberations (E-Musrenbang). *Village* Cot Trieng implemented electronic development planning deliberation (E-Musrenbang) which aims to increase public participation and transparency in development planning. So that it can be used to accelerate government services and improve the quality of public services. Based on Law Number 25 of 2004, the Development Planning Deliberation (Musrenbang) is a forum between stakeholders in order to prepare a regional development plan. Furthermore, the Electronic Development Planning Deliberation (E-Musrenbang) is a development program from a conventional system to an information technology-based system that aims to increase participation, transparency and effectiveness in the implementation of Musrenbang.

The implementation of the E-Musrenbang digitalization system is a derivative of the implementation of Musrenbang based on Law Number 23 of 2014 where the government can utilize information and communication technology in the provision of public services to accelerate good governance including in the implementation of development planning. The implementation of electronic development planning deliberations (E-Musrenbang) simplifies the development planning process in the input of community proposals and opinions and also improves a manual system to be online. This online system is carried out by the government to accelerate the process of inputting proposals from the community and ensure that community needs are met. Therefore, the next section will discuss further how the electronic implementation of development planning deliberations in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City.

Community Participation

According to Tahir (2020:100) every citizen has the right to participate in the decision-making process so that their interests can be represented and respected. In line with the mandate of Law Number 25 of 2004 concerning the National Development Planning System which states that the national development planning system aims to optimize community participation. In development planning, participatory means that the community has the opportunity to actively participate in the planning process, so that the needs and aspirations of the community can be represented in the development plan. Good implementation in development planning can occur if the community is involved in the development planning process, especially in the current program, namely the electronic development planning meeting (E-Musrenbang).

The explanation above is in line with previous research by Dany Akbar (2023) which highlights that the lack of community involvement in the E-Musrenbang system is caused by the lack of system readiness, especially in terms of public participation. Dany explained that although the digitalization of development planning has great potential to increase participation and transparency, its success is highly dependent on how far the community can access, understand, and participate directly in the process. In Gampong Cot Trieng, the condition where only the village apparatus manages the E-Musrenbang system and the community is not given a direct access menu, is one form of system limitation mentioned by Dany Akbar. This makes the community a passive party in the development process, even though the essence of E-Musrenbang is to provide a more open space for participation through a digital platform. Thus, the E-Musrenbang website still needs to be developed, especially to involve community participation through a digital platform.

This phenomenon indicates that the involvement of community participation in E-Musrenbang in Gampong Cot Trieng is not optimal, indicating that the use of technology has not been optimal in supporting the digital government ecosystem at the village level. In fact, mastery and understanding of information technology are important elements in realizing modern and efficient governance, as mandated in Law Number 23 of 2014 concerning Regional Government. Based on the results of the study above, this suboptimal participation is a challenge in the implementation of the E-Musrenbang system, because the success of this system is highly dependent on the understanding and active participation of the community as end users. This condition indicates the need to increase community involvement in the E-Musrenbang process.

Information Transparency

According to Hidayat in Tahir (2020:111) Transparency means that the public has open and easy access to obtain information about the decision-making process and its implementation. Transparency is the right of every citizen to freely access information about the government process, including the formulation, implementation, and results of policies made. Based on Law Number 23 of 2014, Transparency is giving the public the right to know information correctly and clearly about the programs being implemented. Transparency is an important aspect in good governance, including in the implementation of E-Musrenbang in *Village* Cot Trieng. However, the results of the study in Gampong Cot Trieng showed that there were still significant problems in the transparency aspect. Based on observations, it was found that the level of transparency in the implementation of E-Musrenbang was still far from expectations. Based on the results of the study, it showed that transparency in the management of E-Musrenbang was still weak. The resource person seemed to be aware of the importance of openness of information and indicated that in the future there needed to be improvements in the way the results of electronic proposals for development planning meetings were delivered to be broader, more accessible, and informative for the entire community. This means that there is a significant discrepancy between the objectives of the ideal system and the reality of its implementation in the field. This shows that even though the digital system has been implemented, the transparency value which is one of its objectives has not been achieved optimally.

System Effectiveness

Effectiveness is the success of an activity, program, or policy in achieving the goals that have been set. An activity is said to have good effectiveness if the results achieved are in accordance with or close to the desired target. Effectiveness is everything that is carried out with appropriate and efficient goals. Law Number 23 of 2014 also emphasizes that effective is the ability to achieve targets with available resources in the most optimal way and process. In the Implementation of E-Musrenbang, it is said to be effective if community participation is not only a formality but is truly related to the interests of improving community welfare. The main problems expressed were low community participation and lack of transparency in the process of proposing and planning development and information on the results of the proposals which were not optimal in their information. This condition is very contrary to the mandate of Law Number 25 of 2004 concerning the National Development Planning System, which emphasizes that development planning must be carried out in a participatory manner, namely by involving all elements of society widely so that development results truly reflect the needs and aspirations of the people. In addition, the lack of transparency and weak implementation of E-Musrenbang have also not fully met the objectives of utilizing technology as regulated in Law Number 23 of 2014 concerning Regional Government, which emphasizes the importance of using information technology to realize effectiveness in governance, including in development planning.

This condition has a direct impact on the final results of development planning, where a number of programs that are realized do not match actual needs, resulting in no significant benefits for residents. Informants emphasized that technology such as E-Musrenbang does have the potential to speed up the process and increase time effectiveness, but if it is not accompanied by a strategy to increase community participation and adequate assistance, then the system is at risk of becoming a mere formality tool without any real impact on community welfare. The lack of transparency in the implementation of E-Musrenbang also has an impact on its effectiveness. When the community does not receive adequate information about the process and results of E-Musrenbang, their trust in the system decreases, which ultimately affects their participation and support for development programs. Thus, it can be concluded that the effectiveness of the implementation of E-Musrenbang in Gampong Cot Trieng is still not optimal and requires improvement, especially in terms of community participation and transparency. Although this system has increased the speed of the administrative process, the shortcomings in the aspects of community participation and transparency are still the main obstacles that require fundamental improvements. This finding shows that the success of E-Musrenbang cannot be measured solely from the administrative side, but must also consider its impact on the quality

of community participation and the scope of development programs in responding to needs in the field. Without improvements in both aspects, E-Musrenbang will not be able to achieve its main goal, namely improving the quality of development planning.

Obstacles to E-Musrenbang Implementation in Cot Trieng Village

Implementation is not only determined by the policy design itself, but also by how the policy is implemented at the field level. In Gampong Cot Trieng, the implementation of E-Musrenbang as a digital innovation in development planning is a positive step in increasing participation and transparency. However, the implementation of this system is not free from various obstacles. Although E-Musrenbang offers many advantages, such as accelerating the input of proposals, simplifying administrative flows, and the potential to increase accountability, in reality the implementation of this policy does not run completely without obstacles. Various challenges arise in practice, ranging from the lack of public understanding of digital systems, limited technological infrastructure, lack of competent human resources, to low coordination between policy implementers at the village level and other related parties. To understand the obstacles that arise in its implementation, Edward III's policy implementation theory is a relevant approach. This theory emphasizes that the success of policy implementation is greatly influenced by four main variables: communication, resources, disposition or attitude of the implementer, and bureaucratic structure. By using this framework, the obstacles faced in the implementation of E-Musrenbang in Gampong Cot Trieng can be analyzed more systematically, starting from the extent to which information is conveyed well to the community, the availability and competence of resources, the commitment of the implementers, to how the organizational structure supports or hinders the implementation of the program.

Communication

From the research, it can be seen that Gampong Cot Trieng still faces communication barriers in distributing E-Musrenbang information. The main problem lies in the socialization and publication strategy that has not utilized various communication media optimally, especially digital media which has a wider reach. To increase the effectiveness of E-Musrenbang, a socialization and publication method is needed that does not only rely on face-to-face forums, but also utilizes digital media such as official websites and social media platforms. Thus, information about E-Musrenbang can reach all levels of society, including those in hamlets far from the village center, which is ultimately expected to increase community participation in development planning.

Resource

Based on a series of interviews conducted, it can be concluded that the main obstacles faced by the village government and the community are closely related to limited resources, both in the form of technological infrastructure and human resource capacity. It can be seen that there are still many hamlet areas that experience unstable internet access, even networks from large providers such as Telkomsel cannot be used optimally. This makes it difficult for the community and village officials to access and utilize the E-Musrenbang application optimally. Furthermore, there are problems with the competence of village officials in operating the system. Some village officials are not yet familiar with the latest features in the application, which results in errors in data input and verification of proposals. Although training has been carried out, capacity building is not evenly distributed and still requires time and a more intensive and sustainable training approach. This obstacle shows that the implementation of E-Musrenbang is not fully ready in terms of resources, which then has a direct impact on the low effectiveness of policy implementation at the local level. Referring to Edward III's policy implementation theory, this condition is closely related to one of the key variables in the theory, namely resources. Edward III emphasized that resources without adequate availability and quality of resources, policy implementation, no matter how good the planning and design of the policy is, will face serious obstacles in implementation in the field.

Disposition

Based on the interviews that have been conducted, it can be concluded that the disposition of the implementers towards the implementation of E-Musrenbang in Gampong Cot Trieng is basically positive in terms of attitude and support. The implementers showed a willingness to be involved and were even ready to learn independently in order to operate the system, even though they only received training once. However, this positive disposition has not been accelerated into effective implementation due to the lack of institutional support. Implementation is still very dependent on one operator, without a clear distribution of tasks or further training for other devices. The absence of routine coordination, supervision, and evaluation from the upper level also weakens the motivation of implementers to run the system consistently. Thus, even though the attitude of the implementers is

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supportive, the lack of supporting structures and disproportionate workloads make the implementation of E-Musrenbang less than optimal. This study shows a positive commitment from the implementer to implement the policy, but is still constrained by technical factors and lack of team support. In Edward III's theory, commitment is one of the important aspects of disposition. Although the implementer shows a positive attitude by continuing to carry out the task, weak support from other devices and minimal coordination cause the implementation process to not run optimally. This indicates that the existing disposition is not yet fully strong collectively, because it only depends on certain individuals.

Bureaucratic Structure

The interview statement is in line with the findings in previous research by Dany Akbar (2023), which stated that a weak bureaucratic structure is one of the main obstacles in the implementation of E-Musrenbang. Dany Akbar emphasized that without a clear organizational structure, systematic division of tasks, and the existence of supporting SOPs, the implementation of E-Musrenbang tends to be ineffective and unsustainable. Reliance on only one or two individuals without an adequate support team will hinder the continuity of services, especially if unexpected things happen such as the absence of the main operator. The study also explained that a strong bureaucratic structure is not only about job hierarchy, but also includes coordination between units, clarity of authority, and a monitoring and evaluation system that runs routinely. Based on the research results, the bureaucratic structure in the implementation of E-Musrenbang in Gampong Cot Trieng is still not running optimally. Dependence on two people, namely the planning division and the operator, is an indicator of the suboptimal bureaucratic system at the village level. This has a direct impact on the smooth implementation of E-Musrenbang, especially when there are technical obstacles or when the main officer is absent. Referring to Edward III's policy implementation theory, this condition shows that components of the bureaucratic structure that are not well organized can hinder the effectiveness of policy implementation.

CONCLUSION

The implementation of Electronic Development Planning Deliberation (E-Musrenbang) in Gampong Cot Trieng, Muara Satu District, Lhokseumawe City, conceptually was implemented in accordance with government policy directions to utilize technology in the development planning process. However, its implementation in the field has not been running optimally. Some of the obstacles and problems that cause this suboptimality include:

a. Community Participation

Based on the findings in the field, the minimal involvement of the community in the E-Musrenbang system is caused by the lack of system readiness, especially in the aspect of public participation. The condition where only village officials manage the E-Musrenbang system and the community is not given a direct access menu is one form of system limitation.

b. Information Transparency

Transparency of information in the management of development planning programs is still weak, as seen from the low level of information openness and indicates that in the future there needs to be improvements in the way the results of E-Musrenbang are delivered to make them broader, more accessible, and more informative for all village residents.

c. System Effectiveness

E-Musrenbang has increased the speed of administrative processes, but shortcomings in the aspects of community participation and transparency are still major obstacles that require fundamental improvements. This finding shows that the success of E-Musrenbang cannot be measured solely from administrative aspects, but must also consider its impact on the quality of community participation and the scope of development programs in responding to needs in the field.

2. What are the obstacles in implementing E-Musrenbang in *Village* Cot Trieng, Muara Satu District, Lhokseumawe City, namely:

a. Communication

The dissemination of information on the results of E-Musrenbang is still very limited, only through village information boards, without the use of digital media such as social media or official websites. The lack of a communication strategy is a serious challenge in the implementation of E-Musrenbang, because it hinders community participation and affects the level of transparency that should be increased through digitalization.

IMPLEMENTATION OF ELECTRONIC DEVELOPMENT PLANNING DELIBERATION (E-MUSRENBANG) IN COT TRIENG VILLAGE, MUARA SATU DISTRICT, LHOKESEUMAWE CITY

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b. Resource

Suboptimal resources, both in the form of technological infrastructure and human resource capacity. It is seen that there are still many hamlet areas that experience unstable internet access, even networks from large providers such as Telkomsel cannot be used optimally and there are limited human resources in managing the E-Musrenbang system. This causes obstacles in the implementation of E-Musrenbang.

c. Disposition

The disposition of the implementers towards the implementation of E-Musrenbang in Gampong Cot Trieng is basically positive in terms of attitude and support. The implementers show a willingness to be involved and are even ready to learn independently in order to operate the system. However, this positive disposition has not been effective because the implementation is still very dependent on two people, namely the operator and the development planning sector.

d. Bureaucratic Structure

Dependence on one or two individuals has made the implementation of this program less than optimal. This problem shows the weakness of the institutional foundation in supporting the digital transformation of the village. This limitation risks delays in data input, low accuracy, and lack of collective responsibility.

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