RESEARCH ARTICLE

Implementation of Good Village Governance Principles in Realizing an Anti-Corruption Village: A Study in Hanura Village, Teluk Pandan Subdistrict, Pesawaran Regency

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Abstract

This study aims to analyze and explore the implementation and supporting factors of good village governance principles in Hanura Village, Teluk Pandan District, Pesawaran Regency, in the effort to realize an Anti-Corruption Village. The research method used is descriptive with a qualitative approach. Data were collected through observation, documentation, and interviews. The results show that the principle of transparency is manifested through public information disclosure, both online and offline; the principle of accountability is implemented through vertical accountability reports and horizontal accountability mechanisms; while the principle of participation is realized through community involvement in planning, implementation, benefit reception, and evaluation of development programs. The supporting factors include the strong commitment of the village head's leadership, regulatory and digital system support, and the local community's culture of mutual cooperation (gotong royong). The implementation of good village governance principles in Hanura Village has been effective and has directly contributed to its designation as an Anti-Corruption Village. However, the application of good village governance in Hanura Village still faces obstacles, particularly the low level of digital literacy and limited socialization, causing the digitalization programs to be less inclusive and somewhat more advanced than the readiness of the village community as the main users..

Keyword: Good Village Governance, Anti-Corruption Village, Transparency, Accountability, Participation.

Introduction

The village is a governmental entity that plays a strategic role in realizing community welfare. However, this strategic position often makes villages vulnerable to bureaucratic pathologies, such as abuse of authority and corrupt practices. The increasing number of corruption cases at the village level has become a serious concern, particularly after the enactment of Law Number 6 of 2014 on Villages, which grants significant authority and budget allocations to village governments. According to data from Indonesia Corruption Watch (ICW, 2024), out of 791 recorded corruption cases, 187 occurred at the village government level, indicating the weakness of governance practices at the grassroots level. The issue of good governance implementation has become a major focus in efforts to establish clean, transparent, and accountable governance across all levels, including at the village level. Previous studies have shown that the implementation of good governance principles plays a crucial role in enhancing legitimacy, effectiveness, and public trust in government (Rahim, 2019; Keping, 2018).

However, challenges remain, particularly concerning the low quality of human resources and the persistence of corrupt practices in village administrations (Permana, Wulandari, & Komara, 2020). Several studies, such as those conducted by Septa Candra and Zico Junius Fernando (2024), emphasize that the Anti-Corruption Village Program serves as a strategic solution to promote accountability and community

participation in managing village funds. Meanwhile, Taryono et al. (2021) highlight the importance of leadership and transparency as key factors in improving public service quality and preventing corruption, collusion, and nepotism (KKN). Nevertheless, most previous research remains conceptual or literature-based, without providing empirical insights into the local implementation of good governance.

Based on these conditions, this study focuses on the implementation of Good Village Governance principles in the context of villages as an effort to build Anti-Corruption Villages. It adopts a qualitative, field-based approach conducted in Hanura Village, Teluk Pandan District, Pesawaran Regency, one of the villages designated as an Anti-Corruption Village by the Corruption Eradication Commission (KPK). Thus, this study not only presents a conceptual overview of good village governance, but also reveals the dynamics of implementation, supporting factors, and challenges in realizing a clean and integrity-based village administration. The findings of this research are expected to serve as a replicable model for the implementation of Good Village Governance in other villages across Indonesia.

Method

This study employed a qualitative approach with a descriptive method. This approach was chosen as it is suitable for gaining an in-depth understanding of social phenomena based on participants' experiences. The selection of informants was carried out using purposive sampling, considering their direct involvement in the governance of Hanura Village. The informants consisted of nine individuals: the Village Head of Hanura, the Village Secretary, the Head of the Planning Division, a Local Village Facilitator, the Chairperson of the Village Consultative Body (BPD), two community representatives, a representative from the Inspectorate of Pesawaran Regency, and the Head of the Community and Village Empowerment Agency (DPMD) of Pesawaran Regency.

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Data were collected through in-depth interviews, participatory observation, and documentation. The interviews were conducted to explore the implementation of the principles of transparency, accountability, and participation in Hanura Village. Observations were carried out during public service activities and village coordination meetings, while documentation was obtained from village financial reports, regulations, and the official website of Hanura Village (https://desahanura.id). Data validity was ensured using source and method triangulation, by comparing findings from interviews, observations, and official documents. This qualitative approach enabled the researcher to capture the social, cultural, and institutional contexts influencing the implementation of Good Village Governance principles. Thus, the findings of this study are not only descriptive but also analytical and reflective, providing insights into integrity-based village governance practices.

Results and Discussion

The implementation of *Good Village Governance* in Hanura Village demonstrates the village government's commitment to realizing transparent, accountable, and participatory governance. The village administration strives to establish an open public service system and to encourage active community involvement in every stage of development.

1) Transparency

The openness of budget and program data in Hanura Village is provided both online and offline. Through the provision of accessible information, via the village's official website as well as physical announcement boards, citizens are given equal opportunities to obtain information and monitor the administration of the village government. The Village Secretary of Hanura, Mr. Yudi Apriyanto, explained:

"We implement budget transparency through the Hanura Village website. Everything can be accessed by the public through the site. The website lists details of budget usage, including the honorarium of village officials. Budget details can be viewed in the 'Regulations' menu, including the current year's budget. All drafts of the Village Budget (APBDes), containing detailed plans for village development, are accessible on the Hanura Village website. All expenditure details can be downloaded directly from the website. The Village Information System (SID) of the Ministry of Villages can also be accessed to view Hanura Village's Budget Plan (RAB). This represents our administrative transparency to the community."

The website also includes a *community satisfaction survey* feature, allowing residents to provide assessments of administrative services, budget transparency, and the quality of development programs implemented. In addition, the village government provides a survey barcode displayed at the service office, enabling visitors to easily access a digital form by scanning the code with their mobile phones. The results of these satisfaction surveys, collected via both the website and barcode, serve as evaluation material for the village government to improve public services. The collected data are used as a basis for decision-making and for preparing subsequent work programs to ensure greater accuracy and effectiveness. Hanura Village officials also conduct regular internal meetings to evaluate performance; however, the barcode feature available at the service area has not yet been fully utilized by the community.

For residents who are technologically literate, this information is easily accessible and serves as an effective tool for transparency. Conversely, for those unfamiliar with digital devices or the internet, the website becomes a facility that is less relevant to their daily needs. Several villagers admitted that they had never used the barcode feature, either due to limited technological understanding or a preference for directly communicating their concerns to village officials.

This was expressed by Mr. Herwansyah, a resident of Hanura Village, Hamlet D, RT 01/RW 01, who stated:

"I have never accessed the Hanura Village website, whether to view general information or government-related data. It's not that I don't want to, but rather because I don't know how to access or use its features. I've never received any explanation or training on how to use the website, so I don't have a clear understanding of what information is available or how to find the data I need. Important information such as budgets, regulations, or village activities has not yet provided any direct benefits in my daily life."

A similar view was expressed by Mrs. Yullyana Chandra Dewi, a resident of Hamlet C, RT 03/RW 02, who said:

"I've actually heard about the Hanura Village website, but I've never used it. The reason is that I usually get the information I need faster directly from village officials, the RT, or through village meetings. Besides, I'm not yet used to using online services for administrative purposes. So even though the website exists, I prefer to come directly to the village office because the service process there is relatively fast and free."

Although not all residents choose to access services through the village website, the village government emphasizes that all administrative services, whether submitted online or in person are provided completely free of charge. This policy aims to prevent illegal levies and ensure that public services remain fair and accessible to all. The Head of Hanura Village, Mr. Rio Remota, S.P., affirmed:

"I reject the involvement of intermediaries in document processing, so all administrative letters are free of charge and cannot be represented by others. I apply a zero-administration-fee policy to all village administrative products."

This statement was reinforced by Mr. Herwansyah, a resident of Hamlet D, RT 01/RW 01, who explained:

"Before Hanura Village was designated as an Anti-Corruption Village, administrative services still required fees. However, since the anti-corruption program was implemented, all services have been provided free of charge. The letter-making process at the village office is quite fast and straightforward. As long as all requirements are complete, especially the recommendation letter from the RT confirming that we are local residents, the process can be completed quickly. But if we don't bring the RT letter, the village office usually cannot process the request, since it's considered a mandatory requirement."

To further improve services, Hanura Village has established a Command Center and an Automated Population Administration Machine (ADM) at the village office to enhance transparency and efficiency in public services. The Command Center functions as a digital coordination hub and public information display, showcasing village data and programs in real time. This facility strengthens government openness and allows residents to access administrative information quickly. According to Mr. Rio Remota, S.P.:

"The Hanura Command Center adds value to the village office, particularly in boosting the village's reputation and competitiveness. Although some residents only observe it without active participation, the Command Center becomes an effective medium when receiving visitors, such as benchmarking delegations. In those moments, it operates optimally as an innovation showcase, displaying data, information, and achievements that reflect Hanura Village's progress in implementing the Smart Village concept. The ADM machine is designed for residents to independently print administrative documents, such as letters, using their ID cards. It can also be used to check the status of social assistance, making administrative access easier without relying entirely on village officials."

Despite these digital innovations, the facilities have not yet been fully utilized by the community. Most residents are still reluctant to switch to digital services due to limited technological literacy, making manual services the more dominant option.To ensure that all information regarding programs and budget use is well communicated, the Hanura

Village Government conducts direct socialization at the hamlet and neighborhood (RT) levels. The village head regularly holds RT roadshows, which are meetings hosted at the homes of RT heads or residents. Regarding this, Mr. Rio Remota, S.P. stated:

"The first step I take is to provide socialization during RT meetings, Coordination Meetings (Rakor) with hamlet heads, and RT meetings held once a month in four RTs out of the total 34 in Hanura Village. Hamlet A has nine RTs, Hamlet B ten, Hamlet C ten, and Hamlet D five. Based on these numbers, I create a random schedule to visit one RT per week—such as week one in Hamlet A, week two in Hamlet B, and so on—so that within a month I can visit four RTs. This activity is called the RT Roadshow. Through this activity, I can gather community aspirations from each RT and gain a comprehensive understanding of their needs."

To strengthen transparency and ensure broader access to public information, the Hanura Village Government established an Assistant Information and Documentation Management Officer (PPID P) as the main instrument of public information disclosure at the village level. The establishment of the Hanura Village PPID was formalized through Village Head Decree Number 39 of 2022, which amended Decree Number 28 of 2020 concerning the Appointment of Assistant Information and Documentation Management Officers (PPID P) for Hanura Village, Teluk Pandan District, Pesawaran Regency, for the 2020–2026 period. Under this structure, the Village Head serves as the supervisor of PPID, the Village Secretary acts as the head of PPID, the Planning Section Head serves as the secretary, a representative from the Village Community Empowerment Institution (LPM) acts as the head of the information service and dispute resolution division, and the General Affairs Section Head serves as the head of the information, documentation, and archiving division.

The implementation of transparency and public information disclosure in Hanura Village demonstrates the strong commitment of the village government to realizing good governance principles. Through various means, such as the village website, information boards, satisfaction survey barcodes, the command center, and the ADM machine, the government seeks to provide accessible public information and efficient administrative services for all residents. Additionally, the zero administration fee policy serves as a concrete step to prevent illegal levies and strengthen anti-corruption values at the village level.

However, the effectiveness of these digital innovations still faces challenges due to the low digital literacy among residents, which causes many villagers to prefer manual services and direct interactions with village officials. To address this, the village government organizes RT Roadshow programs as consultation forums to ensure that information related to budgets, programs, and services is evenly distributed to all community levels. The existence of the Assistant PPID (PPID P) further reinforces the aspects of transparency and accountability in managing public information. Overall, these efforts reflect Hanura Village's genuine commitment to building an open, service-oriented, and community-empowering governance system, supporting its vision of becoming an anti-corruption village based on the principles of good village governance.

2) Accountability

The Hanura Village Government implements the principle of accountability through a dual-direction mechanism: vertical accountability to higher levels of government and horizontal accountability to the community. Vertical accountability is realized through the preparation and submission of the Village Governance Implementation Report (LPPD) as a form of responsibility for the implementation of the Village Budget (APBDes) at the end of each fiscal year. In Hanura Village, vertical accountability is exercised through reporting mechanisms to the sub-district, regency, and supervisory bodies such as the Pesawaran Regency Inspectorate. The village head is obliged to submit reports on the realization of the APBDes to the regent via the sub-district head and the Department of Community and Village Empowerment (Dinas PMD). This process ensures that all development activities and the use of village funds comply with applicable regulations. The Village Head of Hanura, Mr. Rio Remota, S.P., stated:

"We certainly have an obligation to report to higher authorities. Every use of village funds, realization of the APBDes, and development activities are regularly reported to the sub-district government, the Dinas PMD, and the Regency Inspectorate. This is important to ensure that all the programs we carry out comply with existing regulations and can be properly supervised."

In practice, the vertical accountability mechanism also involves village facilitators and technical experts who ensure that financial reports are accurate and accountable. The Local Village Facilitator (PLD) of Hanura, Mr. Ridwan Iskandar, explained:

"I provide assistance in completing administrative reports, such as accountability statements (SPT) and Siskeudes data. I also conduct field visits to verify the accuracy of the data and information included in those reports."

The Dinas PMD of Pesawaran Regency plays a crucial role in the process of fund disbursement—from document verification to issuing disbursement recommendations, which must be accompanied by reports on the previous phase's fund utilization. To support this process, the Dinas PMD regularly conducts training and technical guidance (bimtek) to improve the capacity of village officials. The Head of Dinas PMD emphasized:

"The first stage begins with a recommendation letter from the sub-district head. The village must prepare its APBDes and upload it into the Siskeudes application. Once the requirements are met, disbursement can proceed at Dinas PMD. This mechanism ensures that villages are fully responsible for their expenditures before the next disbursement phase is approved. We also conduct training and technical guidance to help villages understand new regulations regarding the use of village funds. In practice, we collaborate with the Inspectorate to provide assistance and guidance to ensure that financial management aligns with the rules."

In addition to Dinas PMD, the Pesawaran Regency Inspectorate also plays a supervisory and mentoring role for villages. Supervision is carried out through audits, monitoring, and coaching clinics during the preparation of the APBDes to ensure that each activity aligns with real community needs. As stated by the Investigative Audit Team of the Inspectorate, Mrs. Kurniati Permata Sari, S.TP., M.TA.:

"The Inspectorate is not only responsible for supervision but also for guidance. We provide coaching clinics during the APBDes preparation, involving Dinas PMD and the Village Community Empowerment Experts. We ensure that the budget is formulated according to community needs and actual conditions in the field."

Beyond internal supervision by regional government bodies, Hanura Village's vertical accountability is also monitored by external institutions such as the Corruption Eradication Commission (KPK). KPK's monitoring visit to Hanura Village in 2024 served as a form of ongoing oversight to ensure the village's sustained commitment to anti-corruption principles. The collaboration among the village government, local facilitators, Dinas PMD, and the Inspectorate demonstrates strong coordination in maintaining the integrity of village financial management. Document verification, technical assistance, and coaching clinics serve as preventive measures to avoid irregularities in planning and implementation. Furthermore, the involvement of external institutions like KPK emphasizes that Hanura Village operates under multi-layered supervision, ensuring that the implementation of good village governance principles remains consistent and accountable.

The Hanura Village Government is not only accountable to higher authorities but also to the community as the mandate holder through democratic processes. A concrete manifestation of this accountability is reflected in the preparation and

publication of the Village Governance Implementation Report (LPPD), which is submitted at the end of each fiscal year. This document serves as an official instrument of responsibility as well as a medium of public transparency, as it is openly accessible on the official village website (https://desahanura.id). The existence of the LPPD allows residents to clearly understand the realization of programs and the use of village funds while also assessing the performance of the village government. In the context of good village governance, this practice represents the implementation of horizontal accountability, meaning the responsibility of the village government to its citizens. Through this report, the community can provide criticism, suggestions, or appreciation for development achievements, thereby fostering trust between the village government and the people.

Horizontal accountability is also evident through community involvement in the decision-making process for village development. Village Deliberation Meetings (Musdes) and Village Development Planning Meetings (Musrenbangdes) serve as the main forums for residents to express their aspirations, provide constructive criticism, and collectively determine development priorities. Through these forums, the village government strives to establish open two-way communication between village officials and the community. The Village Head of Hanura, Mr. Rio Remota, S.P., explained:

"Musrenbangdes and Musdes are important forums for maintaining the accountability of the village government to the community. In these forums, all community proposals are collected transparently. We are obliged to explain the financial conditions, development priorities, and existing challenges so that the community understands the reasoning behind every development decision."

In addition to face-to-face forums, the Hanura Village Government has also sought to expand public participation through digital channels. The official village website (https://desahanura.id) provides an online complaint form that allows residents to submit grievances, suggestions, or aspirations without having to visit the village office directly. The presence of this online service reflects the village government's innovation in building participatory and responsive governance that accommodates community needs. However, its utilization remains limited, as some residents are not yet accustomed to using online services. This was expressed by one resident, Mrs. Yullyana Chandra Dewi, who stated:

"So far, I have never accessed the Hanura Village website for online services; I usually go directly to the village office. But I am often invited to attend village deliberation meetings, so I can still express my opinions."

Community participation in maintaining accountability is also strengthened by the role of the Village Consultative Body (BPD) as a representative institution of the citizens. The BPD functions to channel public aspirations while overseeing the implementation of village governance to ensure it operates transparently and in accordance with established regulations. The Chairman of BPD Hanura, Mr. Shofyan Hardiyanto, stated:

"We always ensure that every policy and use of the village budget is carried out transparently. We jointly evaluate the accountability report (APBDes), both in terms of planning, implementation, and outcomes."

The implementation of accountability in Hanura Village reflects the village government's strong commitment to applying the principles of good village governance through two complementary forms of accountability: vertical and horizontal. Vertical accountability is realized through reporting mechanisms to higher authorities, such as submitting the Village Governance Implementation Report (LPPD) and budget realization reports (APBDes) to the sub-district head, the Department of Community and Village Empowerment (Dinas PMD), and the Pesawaran District Inspectorate. This process ensures that village financial management adheres to regulations, supported by village facilitators, the Dinas PMD, and external oversight bodies such as the Corruption Eradication Commission (KPK), which also conducts monitoring. Meanwhile, horizontal accountability is demonstrated through the government's openness to the public via the publication of reports on the official village website, village deliberation forums (Musdes and Musrenbangdes), and the provision of online complaint channels.

Nevertheless, the implementation of accountability in Hanura Village still faces several challenges. The utilization of digital services by residents remains limited, public participation is not yet evenly distributed, and the technical capacity of village officials in preparing reports still needs improvement. In addition, the internal supervision mechanisms at the village level have not yet functioned optimally, and public access to information has not been fully inclusive for all community groups.

3) Participation

Community participation in Hanura Village encompasses all stages of village governance, starting from planning, implementation, benefit reception, to program evaluation. Citizens' involvement is evident in various forums such as the Village Deliberation (Musdes) and Village Development Planning Meeting (Musrenbangdes), which serve as spaces for dialogue between the village government and the community. In these forums, residents can express ideas, critique policies, and collectively determine development priorities. As explained by the Village Local Facilitator (PLD) of Hanura, Mr. Ridwan Iskandar:

"The participation of Hanura Village residents can be seen in their active involvement during village deliberation forums. Their presence is not merely a formality but is marked by genuine contributions through ideas, feedback, and responses to the issues being discussed. Residents have the opportunity to voice their aspirations and help determine the direction of village development policies."

Forms of participation are also reflected in the implementation phase, where residents engage in gotong royong (mutual cooperation) activities such as repairing roads, drainage systems, and public facilities. This reflects a collective awareness that village development is a shared responsibility. The Village Secretary of Hanura, Mr. Yudi Apriyanto, emphasized:

"The main procedure for making administrative documents must include a recommendation letter from the neighborhood unit (RT). The purpose is to encourage residents to maintain communication within their community and to participate in social activities such as gotong royong."

At the benefit reception stage, the community enjoys the outcomes of development projects, including both physical infrastructure and social assistance programs. The village government also distributes Direct Cash Assistance from Village Funds (BLT-DD) to support residents' basic needs and strengthen the village's social resilience. These social aid programs are carried out alongside infrastructure development projects that bring direct benefits to the community. Additionally, evaluative participation is realized through village accountability meetings on budget realization (APBDes) and coordination meetings with community organizations such as the PKK (Family Welfare Movement), where residents are given the opportunity to assess government performance. The Chairman of the Village Consultative Body (BPD), Mr. Shofyan Hardiyanto, stated:

"Through the accountability meeting on APBDes realization, we can ensure that budget implementation aligns with the plan and provide notes and recommendations to improve the effectiveness and transparency of village fund management."

Overall, the level of community participation in Hanura Village is considered high, reflecting the principles of good village governance that are participatory, transparent, and accountable. However, several limitations remain. Digital participation, such as online surveys and service satisfaction forms, has not been utilized optimally due to low digital literacy and residents' preference for direct interaction. Moreover,

uneven development across regions has led to perceptions of inequality in the distribution of development benefits. As expressed by one resident, Mr. Herwansyah:

"We once proposed infrastructure projects such as paving blocks and retaining walls, but they have not yet been realized. This makes residents hope for more equitable attention so that every area can experience the same benefits."

In conclusion, community participation in Hanura Village has been well implemented, reflecting the participatory principles of good village governance. The community is actively involved not only in planning through Musdes and Musrenbangdes forums but also in the implementation, utilization, and evaluation of development programs through accountability forums and social activities. However, challenges remain, particularly in the limited use of digital participation channels due to low technological literacy and residents' preference for direct interaction, as well as uneven development outcomes that contribute to perceptions of unequal program benefits.

Disscussion

1) Transparency

When viewed through the lens of Henk Addink's (2019) theory of transparency, the implementation of the transparency principle in Hanura Village demonstrates commendable progress in the dimensions of visibility and inferability. The village government has made efforts to open access to information through various channels such as the official website, social media, and community deliberation forums, enabling citizens to understand the use of budgets and village development programs. The information provided is also relatively easy to comprehend, reflecting the village government's commitment to openness.

However, the findings also indicate that the implementation of transparency is not yet fully comprehensive. In the dimensions of monitoring transparency and consultation/collaboration transparency, there are still notable weaknesses. The community generally remains passive in utilizing public data as a basis for monitoring or exercising social control over government performance. Digital channels such as satisfaction surveys, public information services (PPID), and online complaint forms have not been optimally used, largely due to limited digital literacy and the low culture of critical participation within the community.

This condition suggests that the existing transparency is still informative rather than transformational. Thus, although Hanura Village has formally met transparency standards through open data and accessible information, substantively its implementation remains oriented toward one-way information dissemination. Strengthening participatory monitoring and community collaboration is essential to ensure that transparency does not stop at the level of data publication but evolves into a joint mechanism of control and evaluation. This is crucial to ensure that the transparency principle truly serves as an instrument for corruption prevention and a foundation for achieving sustainable Good Village Governance.

2) Accountability

In relation to the accountability theory proposed by Mahmudi (2019), the findings of this study show that the implementation of accountability in Hanura Village reflects a balance between vertical and horizontal accountability, although the two have not yet operated proportionally. The vertical dimension of accountability appears to be more dominant, supported by a regulatory framework and an integrated digital system that facilitate hierarchical reporting and supervision. The presence of Village Government Performance Reports (LPPD) and periodic audits by the District Inspectorate further reinforce the strength of this vertical accountability mechanism. Moreover, assistance from the Corruption Eradication Commission (KPK) since 2022 has strengthened upward accountability by placing the village government within a strict and measurable supervision framework.

However, in the horizontal dimension of accountability, the findings reveal challenges in realizing truly participatory and independent oversight. The Village Consultative Body (BPD) serves as the community's representative in performing a supervisory function, but its effectiveness is still influenced by members' limited capacity and understanding of village financial and regulatory aspects. Similarly, village deliberation forums (Musyawarah Desa) provide space for the community to assess government performance, yet participation remains largely ceremonial rather than evaluative or critical, particularly regarding policies or budget use. This phenomenon indicates that horizontal accountability remains procedural, not yet a substantive instrument for the community to exercise social control. Thus, the implementation of accountability in Hanura Village aligns with Mahmudi's theory in recognizing the existence of two dimensions of accountability, but its practice still leans toward the vertical aspect. To fully realize the principles of Good Village Governance, efforts are needed to strengthen horizontal accountability by enhancing the capacity of the BPD, improving public literacy on village financial management, and developing feedback mechanisms that enable citizens to play an active role in evaluating and supervising village policies.

3) Participation

When compared to the theory of participation proposed by Solekhan (2014), which includes four main dimensions: participation in planning, implementation, benefit reception, and evaluation. The practices in Hanura Village show formal alignment but remain limited in the quality of their implementation. At the planning stage, the community has been involved through forums such as the Village Deliberation Meeting (Musdes) and Village Development Planning Meeting (Musrenbangdes), which serve as spaces to express aspirations and determine development priorities. However, this participation is still dominated by community leaders and village officials, while the involvement of women is present, participation from youth groups remains limited.

At the implementation stage, the community participates through collective activities such as gotong royong (mutual cooperation) and communal work, reflecting a shared awareness of collective development. Nevertheless, their contributions tend to be physical rather than strategic or decision-making in nature. Next, at the benefit reception stage, the people of Hanura Village have experienced tangible results from development, including infrastructure improvements, digital-based public services, and social assistance programs such as BLT-DD (Village Fund Direct Cash Assistance). However, the distribution of these benefits has not been evenly spread across all hamlets, creating a perception of inequality between areas.

In the evaluation stage, community members are involved through village budget accountability forums (APBDes) and institutional activities such as PKK coordination meetings, although the level of critical participation remains low. This indicates that participation is still procedural rather than substantive, as residents tend to attend without providing data-based or analytical evaluations. Thus, viewed through Solekhan's theoretical framework, Hanura Village has fulfilled all structural dimensions of participation, but it still requires quality enhancement so that community involvement moves beyond formal attendance and becomes a meaningful instrument of control and decision-making in village governance.

4) Supporting Factors in the Implementation of Good Village Governance Principles

The implementation of Good Village Governance principles in Hanura Village is supported by four main factors: integrity-

based leadership, the use of digital technology, comprehensive regulatory support, and the culture of mutual cooperation (gotong royong) and deliberation (musyawarah). The leadership of Village Head Rio Remota, S.P., serves as the driving force of change through a participatory approach and public service policies that are free from illegal levies. However, critically speaking, this leadership model still relies heavily on individual figures and has not yet been fully institutionalized within the village bureaucratic system.

The use of technologies such as the command center, ADM machine, and village website strengthens transparency and service efficiency but continues to face challenges related to the community's digital literacy and the limited technical capacity of village officials. Regulatory support through various Village Regulations (Perdes) and Village Head Regulations (Perkades) provides clear legal legitimacy for governance, although their effectiveness depends on consistent implementation and field supervision. Meanwhile, the culture of gotong royong and musyawarah remains a social strength that preserves values of participation and togetherness, although it has begun to shift toward a more symbolic form. Overall, these supporting factors demonstrate that the success of governance in Hanura Village is determined not only by structural innovations but also by the ability to maintain a balance between digital modernization and the preservation of local values, ensuring the sustainable implementation of Good Village Governance principles.

5. Challenges in the Implementation of Good Village Governance

The challenges in implementing Good Village Governance in Hanura Village are primarily related to the gap between the advancement of digital systems and the community's readiness to utilize them. Although the village government has provided modern facilities such as a command center, official website, and ADM machine to promote transparency and efficiency in public services, research findings indicate that their utilization remains low. Low levels of digital literacy, especially among elderly residents and those with lower educational backgrounds have led most community members to prefer manual services, which are perceived as easier and more interactive. This condition indicates that digital innovation has not yet become fully inclusive; instead, it remains somewhat elitist and concentrated among village officials who are familiar with technology.

In addition, technical barriers such as unstable internet connections and equipment that does not always function optimally also hinder the continuity of digitalization programs. This phenomenon illustrates a mismatch between the vision of modernizing village governance and the available social and infrastructural capacities. The village government appears to emphasize symbolic achievements such as being labeled a smart village and anti-corruption village rather than ensuring the community's readiness as the primary users of digital systems.

Therefore, the main obstacle does not lie in the lack of government commitment but rather in weak empowerment strategies and public communication. Moving forward, the success of Good Village Governance in Hanura Village depends on how well the village government can balance technological innovation with community capacity-building through digital literacy training, intensive outreach, and service mechanisms that adapt to local social conditions.

Conclusions

This study concludes that the implementation of Good Village Governance principles in Hanura Village has been effective in promoting transparent, accountable, and participatory local governance. Nevertheless, challenges remain, including low levels of digital literacy and limited community participation in monitoring public policies. The study also emphasizes that the success of good governance

implementation is influenced by integrity-based leadership, regulatory support, digital innovation, and the community's culture of mutual cooperation (gotong royong). By strengthening community digital literacy and balancing both vertical and horizontal accountability, Hanura Village can serve as a sustainable model for other villages in realizing clean, adaptive, and corruption-free village governance.

Recommendations

The Hanura Village Government is advised to enhance community digital literacy through outreach programs and training so that technology-based services such as the ADM machine and the online self-service system can be utilized optimally. Optimization of the Command Center as a public monitoring hub and the more open publication of budget information are also necessary to strengthen transparency and prevent illegal levies. The regional government, particularly the Department of Village Community Empowerment (DPMD) and the Department of Communication, Informatics, and Statistics (Diskominfotiksan), should strengthen guidance, technical supervision, and ensure the sustainability of village digitalization programs through regulatory and budgetary support. Cross-agency collaboration is also crucial to ensure that digital transformation proceeds consistently and adapts to community needs. The community is encouraged to take a more active role in village forums and digital channels and to enhance collective awareness that public participation is an essential part of social oversight in achieving transparent, accountable, and corruption-free village governance.

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