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LEVEL OF COMMUNITY READINESS IN VILLAGE DEVELOPMENT PLANNING (CASE STUDY IN JAMBEARJO VILLAGE, TAJINAN DISTRICT, MALANG REGENCY)

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Abstract

Village development planning in Indonesia formally requires community participation, yet participatory forums often fail to generate substantive involvement when communities are not ready to engage. This study assesses the level of community readiness for village development planning in Jambearjo Village, Malang Regency, and identifies the dimensions that support or constrain meaningful participation. A descriptive quantitative design was applied using the Community Readiness Model. Data were collected from 371 respondents through a structured questionnaire and scored across six dimensions: community efforts, community knowledge of development implementation, leadership, community climate, community knowledge of the issue, and issue-related resources. The overall readiness score was 8.50, placing the community at the Initiation stage (Stage 6). However, the readiness profile was markedly asymmetric. Leadership scored highest (12.47; Stage 9), followed by knowledge of the issue (10.68) and knowledge of development implementation (9.75), whereas community climate (6.92) and community efforts (6.89) remained at the Preparation stage and issue-related resources scored lowest (4.28; Stage 3). This pattern reflects leader-driven readiness: planning information circulates effectively through village leaders and social networks, but it has not yet been converted into community-owned initiative because local funding, technical expertise and self-help capacity remain limited. The study contributes to public administration by showing that an aggregate readiness stage can conceal gaps between governmental and social readiness. Progress toward the Stabilization stage requires empowering leadership, capacity-building for residents, diversified local resources, feedback on planning proposals and community-based monitoring.

Keywords: Community Participation; Community Readiness Model; Development Planning; Leadership; Village Governance

Introduction

Governance in Indonesia is currently based on the principle of decentralization, as regulated in Law No. 23 of 2014 on Regional Government. This policy is regarded as an effective instrument for achieving equitable development and regional self-reliance through a fairer distribution of authority in delivering public services. Within this framework of self-reliance, villages, as the smallest unit of government, gained a strategic position through Law No. 6 of 2014 on Villages (Undang-Undang No. 6 Tahun 2014 Tentang Desa, 2014). The law provides a foundation for villages to transform from a purely administrative level into independent communities that are

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authorized to manage their own affairs on the basis of community initiative and recognized customary rights.

Village development is essentially aimed at improving quality of life and welfare through a planned process that has positive effects on economic and social progress (Mahfuzah et al., 2024) (Kurniawan et al., 2025). The planning stage is critical because it ensures that development is well targeted and matches local potential and actual needs (Kurniawan et al., 2022) (Bianchi & Tomaselli, 2015). This is reinforced by recent regulations, namely Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Permendesa PDTT) No. 13 of 2025 and No. 7 of 2021, which emphasize the participation of the Village Consultative Body (BPD) and residents in formulating strategic documents such as the Village Medium-Term Development Plan (RPJMDes) and the Village Government Work Plan (RKPDes) (Permendesa PDT No. 7 Tahun 2021 Tentang Prioritas Penggunaan Dana Desa Tahun 2022, 2021; Permendesa PDT No.13 Tahun 2025 Tentang Pedoman Sistem Informasi Desa, 2025). Good-quality deliberation can only be achieved when residents participate actively in voicing their aspirations and most pressing needs. However, the implementation of development programs is often hampered when it is not supported by the readiness of the community as the principal stakeholder. Community readiness is defined as the degree to which a community is prepared to take action on, or respond to, a particular issue in its environment (Edwards et al., 2000). Readiness is a determining factor in whether a local program can be implemented effectively and sustained over time (Oetting et al., 2014). Development efforts that are overly ambitious and ignore the psychological and organizational maturity of a community risk failure, because residents may not yet be prepared to respond appropriately. Readiness therefore determines whether local programs can be carried out effectively and supported in the long term (Oetting et al., 2014). For this reason, the Community Readiness Model (CRM), which comprises six dimensions, namely community efforts, community knowledge of development implementation, leadership, community climate, community knowledge of the issue, and issue-related resources, is an important instrument for mapping the actual readiness of residents (Sliwa et al., 2011) (Kumala et al., 2025).

Community participation in village development cannot be understood merely as attendance at deliberation forums. Lailliani (2017) shows that participation encompasses expressing ideas, involvement in implementation, use of development outcomes, and oversight of development. In Kemamang Village, the existence of the Village Development Planning Deliberation (Musrenbangdes) and the Village Consultative Body had not been matched by optimal participation because of low awareness and education, weak coordination and solidarity, and a tendency among residents to rely on the village government. These findings indicate that participatory institutions must be accompanied by adequate community knowledge, attitudes, leadership, and resources if participation is to move beyond formality.

At a broader level, Sidik (2016) found that the Development Planning Deliberation (Musrenbang) could be carried out according to procedure, yet did not fully produce priorities that matched residents' needs because of top-down planning, weak policy communication, and the limited role of the community in decision-making. In contrast, the study by Larasati et al. (2021) on Ngroto Village shows that the development of a prosperous and self-reliant village is supported by synergy between government and community, the capacity to review policies, the use of local potential, and the strengthening of human resources. There is therefore an analytical need to measure not only the existence of forums and the level of participation, but also the readiness of the community to manage the planning process effectively. This gap forms the basis for applying the Community Readiness Model in the present study.

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Empirical studies show that readiness levels vary across regions. Wanagiri Tourism Village in Bali, for example, has reached the Stabilization stage (Stage 7), in which development activities are fully supported by decision-makers and run steadily (Wijaya et al., 2021). In contrast, research in Salen Village, Mojokerto, illustrates serious challenges to village self-reliance: although participatory principles were applied, the village's fiscal independence ratio remained in the "very low" category (9.53%), with an instructive relationship pattern from the central government (Aprilida & Utomo, 2022). A case study of the Hidup Baru Farmers' Group Association (Gapoktan) on information technology adoption found readiness at the Initiation stage (score 3.86), indicating that efforts had begun but still required intensive strengthening (Akbaroka et al., 2024). Meanwhile, Taraju Village shows a dynamic transformation from no awareness to high community ownership through sustained interventions (Sabrina & Harisoesyanti, 2023). Studies of community-based development in other sectors also show that readiness is multidimensional. Kurniati et al. (2024) found that residents of Teluk Awur were willing to participate in developing mangrove edu-tourism, yet their readiness score remained low at 2.7 out of 9, mainly because of limited information dissemination, training, and direct involvement, and the absence of a community-level monitoring unit. Likewise, the study by Setiawati et al. (2024) shows that community readiness around Lake Toba depends not only on residents' hospitality and support but also on the quality of infrastructure and connectivity, environmental conservation, the integration of local culture, and collaboration among government, businesses, and communities. Both findings confirm that positive attitudes and local potential do not automatically produce high readiness unless they are accompanied by adequate capacity, institutions, and resource support.

Jambearjo Village, Tajinan District, Malang Regency, has a distinctive background as one of the first three pilot villages for implementing the Village Law in Malang Regency. Since 2016, village officials have received intensive training from the NGO Infest Jogja on mapping village potential, preparing the draft village budget (RAPBDes), and transparent governance. Although the village apparatus is considered well prepared in technical and administrative terms, true village self-reliance cannot be achieved through bureaucratic readiness alone. It requires synergy with the social readiness of the community so that planning outcomes address actual needs, in line with the development planning approach set out in Law No. 25 of 2004 on the National Development Planning System. According to Larasati et al. (2021), rising community participation in development reflects the quality of governance grounded in the principles of good governance, namely participation, accountability, transparency, and equity and inclusiveness. Accordingly, the level of community readiness strongly influences the level of community participation, which is itself an indicator of successful good governance.

Against this background, this study aims to analyze the readiness of the Jambearjo Village community in the development planning process using the Community Readiness Model (CRM). The analysis covers six main dimensions: community efforts, community knowledge of development implementation, leadership, community climate, community knowledge of the issue, and issue-related resources (Edwards et al., 2000). By identifying the stage of readiness, the study seeks to determine appropriate intervention strategies for strengthening the community's capacity to participate, toward self-reliant and sustainable village development and better-quality village governance in line with good governance principles.

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Research Method

This study used a descriptive method with a quantitative approach (Sugiyono, 2025). It aimed to obtain data on community readiness for development planning in Jambearjo Village. The population consisted of village community leaders who understood local conditions and had taken part in village deliberations. The sample likewise consisted of community leaders who understood the conditions of the village and its residents and had participated in village deliberation activities (Bungin, 2011). In applying the Community Readiness Model, the sample size was determined using Slovin's formula with a 5% margin of error; with a population of 5,014 people, this yielded a sample of 371 respondents (Bungin, 2011). Respondents were selected through simple random sampling, so that every resident of Jambearjo Village, male or female, from 17 years of age to older adults, had an equal chance of being selected (Sugiyono, 2025). The 371 respondents were considered representative of the general characteristics of the Jambearjo Village population because selection was based purely on probability. Data were analyzed using descriptive quantitative analysis with a semantic differential scale ranging from 1 to 10 (Bungin, 2011). Responses were scored using the CRM scoring procedure (Oetting et al., 2014). The six dimensions of the Community Readiness Model are Community Efforts, Community Knowledge of Development Implementation, Leadership, Community Climate, Community Knowledge of the Issue, and Issue-Related Resources (Edwards et al., 2000) (Oetting et al., 2014) (Harris et al., 2019).

Table 2. Community Readiness Model Variables

No	Variable (Dimension)	Assessment Indicators
1	Community Efforts	1. Existence of local programs, activities, or policies already in place to address the issue. 2. Duration of these efforts. 3. Level of community concern and involvement in initial training or outreach activities.
2	Community Knowledge of Development Implementation	1. Residents' awareness of development initiatives in their area. 2. Knowledge of the objectives, targets, and effectiveness of ongoing programs. 3. Accessibility of programs to all segments of the community.
3	Leadership	1. Tangible support from formal leaders (village government) and informal leaders (community and religious figures). 2. Leaders' influence in shaping community views. 3. Leaders' involvement in planning, field supervision, and resource allocation.
4	Community Climate	1. General attitude or psychological climate of the community toward change or development. 2. Level of actual contribution (such as *gotong royong* mutual cooperation and support in labor or food). 3. Identification of social barriers such as differing perceptions or active resistance between groups.

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No	Variable (Dimension)	Assessment Indicators
5	Community Knowledge of the Issue	1. Residents' understanding of the causes, impacts, and consequences of local problems. 2. Public availability of information and factual data on the issue. 3. Ease of access to information through various media (village magazine, community forums, etc.).
6	Issue-Related Resources	1. Availability of local funding (Village Fund, community self-help funds, or business donations). 2. Availability of human resources (local experts, volunteers, or residents' time). 3. Availability of physical facilities such as meeting rooms and other supporting infrastructure.

Source: Processed by Researcher, 2026

The analysis was conducted by summing the scores of all indicators within each readiness dimension. The total score of each dimension was then divided by the number of respondents. Based on Fernanda et al. (2026) and earlier work in a similar setting (Prayitno et al., 2022), the community readiness model consists of nine stages, as presented in Table 3.

Table 3. Score Ranges for Community Readiness Stages

No.	Stage	Range	Description
1	No Awareness	1.00-1.444	Neither the community nor its leaders show internal readiness to respond to an issue. This is marked by the absence of understanding, awareness, or rational and moral consideration of the problem, so the issue is not yet regarded as important.
2	Denial/ Resistance	1.445 - 2.890	Some community members begin to recognize the issue, but acknowledgment remains limited and the problem is not yet considered significant; it is viewed only within a local scope.
3	Vague Awareness	2.891 - 4.335	Most of the community is aware that the issue exists in their environment, but there is not yet any motivation or initiative to act or to respond to available programs.
4	Preplanning	4.336 - 5.780	There is recognition that action is needed, but efforts remain general, unfocused, and not planned in detail.

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No.	Stage	Range	Description
5	Preparation	5.781 - 6.925	Leaders begin to take an active part in the planning process, while the community shows support for implementing the programs or activities being designed.
6	Initiation	6.926 - 8.670	Sufficient information is available to support decisions on program implementation, and initial implementation steps have begun.
7	Stabilization	8.671 - 10.115	Programs or activities run consistently with the support of community decisions and provide benefits to community members.
8	Confirmation/ Expansion	10.116 - 11.560	The community feels comfortable with and trusts the ongoing programs, and supports further development through expanded activities, new innovations, improved facilities, and economic growth.
9	High Level of Community Ownership	11.561 - 13.00	Community members have an in-depth understanding of the causes, impacts, and consequences of the program, resulting in a strong sense of ownership over its continuity.

Source: Processed by Researcher, 2026

To ensure that the research instrument was trustworthy and free of bias, validity and reliability tests were conducted with 30 respondents. Validity was tested using Pearson product-moment correlation, with the criteria that the calculated r-value exceeds the table r-value and the significance level is below 0.05. The results showed that all statement items were valid. The validity results for each item are presented below:

Table 4. Validity Test Results for Each Item

Variable	Item	r Table	r Calc.	Significance	Validity
Community Efforts	Level of community concern	0.361	0.782	0.034	Valid
	Level of community understanding	0.361	0.745	0.044	Valid
Community Knowledge of Development Implementation	Influence of leaders' roles	0.361	0.811	0.025	Valid
	Level of leader involvement	0.361	0.769	0.036	Valid
	Level of leader support	0.361	0.834	0.045	Valid

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Variable	Item	r Table	r Calc.	Significance	Validity
Leadership	Level of community support for activities	0.361	0.723	0.022	Valid
	Level of barriers	0.361	0.648	0.01	Valid
Community Climate	Community attitude toward activities	0.361	0.791	0.015	Valid
	Availability of information on activities	0.361	0.756	0.023	Valid
	Availability of data on activities	0.361	0.773	0.0177	Valid
Community Knowledge of the Issue	Level of community knowledge	0.361	0.809	0.033	Valid
	Level of community awareness	0.361	0.841	0.001	Valid
Issue-Related Resources	Level of community knowledge	0.361	0.787	0.0233	Valid
	Community attitude toward supporting efforts	0.361	0.692	0.0333	Valid
	Level of community satisfaction	0.361	0.736	0.0344	Valid

The reliability test using Cronbach's alpha produced a coefficient of 0.755. Since this value exceeds the threshold of 0.6, the instrument was declared reliable and consistent as a data collection tool.

Results and Discussion

Overall Level of Community Readiness

The Community Readiness Model (CRM) analysis shows that the average readiness score of the Jambearjo Village community in village development planning is 8.50. Based on the score ranges in Table 3, this places the community at Stage 6: Initiation. In theoretical terms, this stage indicates that the community has enough information to serve as a basis for decision-making and that initial implementation steps are under way, although the activities are still regarded as relatively new and have not yet become routine community practice (Edwards et al., 2000; Oetting et al., 2014). In the context of village development planning, this means that planning forums such as the Village Deliberation (Musdes) and the Village Development Planning Deliberation (Musrenbangdes) are known to and attended by residents, but this involvement has not yet been institutionalized as a collective habit that can continue without encouragement from the village government.

Compared with previous studies, Jambearjo Village is on a par with the Hidup Baru Farmers' Group Association, which is also at the Initiation stage (Akbaroka et al., 2024), higher than the Teluk Awur community, whose readiness remains low (Kurniati et al., 2024), but still below Wanagiri Tourism Village, which has reached the Stabilization stage (Wijaya et al., 2021). These

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comparisons should be read with caution because each study uses different score ranges and addresses a different issue; it is therefore more appropriate to compare readiness stages than raw scores. The difference from Wanagiri can be explained by the nature of the issue at hand. In tourism villages, residents' participation is directly linked to economic benefits that are felt individually, and tourism resources, social capital, and community influence have been shown to affect community participation in such villages (Kadun MT & Nurjaman, 2024). Village development planning, by contrast, generates collective and indirect benefits, so residents' motivation to contribute time, labor, and money tends to be weaker unless it is facilitated by appropriate institutions. The Initiation stage in Jambearjo Village should therefore not be read simply as a lower level than that of tourism villages, but as a reflection of the particular challenges of development planning as a public matter.

The Initiation stage should also be understood as a transitional phase from formal toward substantive participation. This supports the finding of Sidik (2016) that compliance with Musrenbang procedures does not automatically fulfil participatory objectives when community proposals still have to compete with top-down priorities. However, the average score of 8.50 conceals considerable variation across dimensions. Kostadinov et al. (2015) recommend that CRM results be reported not only as an overall score but also as the score and readiness stage of each dimension. CRM guidance likewise recommends that strategies for improving readiness be based on the distribution of dimension scores (Oetting et al., 2014). The following discussion therefore examines the readiness profile of each dimension, as presented in Figure 1 and Table 5.

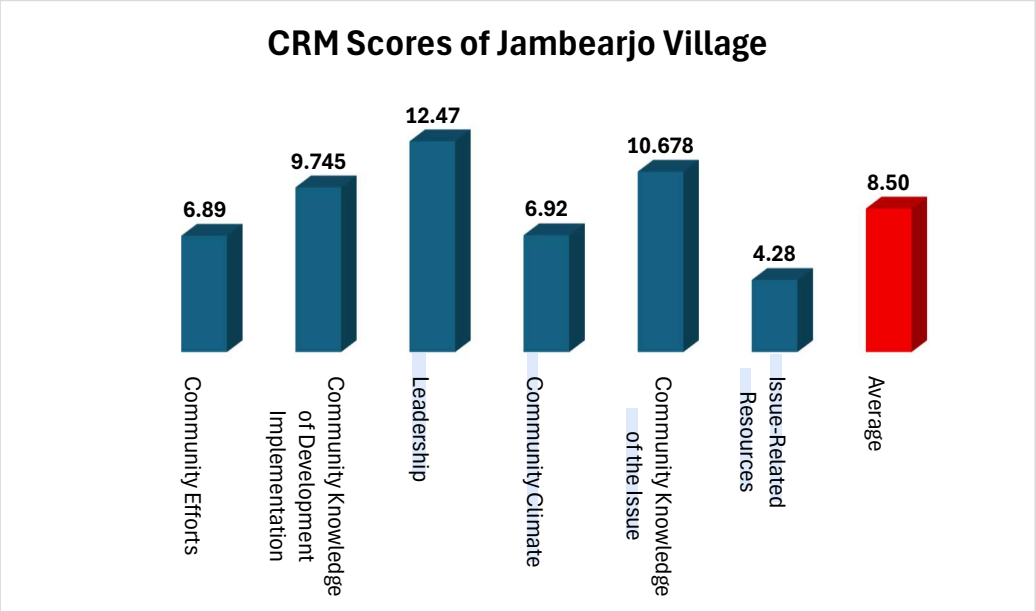


Figure 1. Scores of Each CRM Dimension in Jambearjo Village
Source: primary data processed by the authors, 2026

Readiness Profile by Dimension: Asymmetric Readiness

When the score of each dimension is mapped onto the readiness stage ranges, the six dimensions turn out to be spread across six different stages, from Stage 3 (Vague Awareness) to Stage 9 (High Level of Community Ownership), as shown in Table 5. This distribution forms three

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tiers. The first tier consists of the dimensions above the overall stage: Leadership (Stage 9), Community Knowledge of the Issue (Stage 8), and Community Knowledge of Development Implementation (Stage 7). The second tier consists of Community Climate and Community Efforts, both at Stage 5 (Preparation). The third tier is Issue-Related Resources, which lags behind at Stage 3 (Vague Awareness). The Initiation stage reached by Jambearjo Village is thus not the result of evenly distributed readiness, but the average of marked strengths in leadership and knowledge and a considerable weakness in resources.

Table 5. Score, Deviation from the Mean, and Readiness Stage for Each CRM Dimension

No.	Dimension	Score	Deviation from Mean	Readiness Stage
1	Leadership	12.47	3.97	Stage 9: High Level of Community Ownership
2	Community Knowledge of the Issue	10.678	2.18	Stage 8: Confirmation/Expansion
3	Community Knowledge of Development Implementation	9.745	1.25	Stage 7: Stabilization
4	Community Climate	6.92	−1.58	Stage 5: Preparation
5	Community Efforts	6.89	−1.61	Stage 5: Preparation
6	Issue-Related Resources	4.28	−4.22	Stage 3: Vague Awareness
	Overall mean	**8.50**		**Stage 6: Initiation**

Source: primary data processed by the authors, 2026

From the CRM perspective, this asymmetric pattern has important consequences. CRM guidance recommends prioritizing efforts on dimensions whose scores are much lower than the others and matching strategies to the readiness stage of each dimension (Oetting et al., 2014). The gap of 8.19 points between Leadership and Issue-Related Resources shows that Jambearjo Village cannot progress toward the Stabilization stage merely by adding outreach activities or strengthening the role of leaders, since both aspects are already relatively high. Another point worth noting is that Community Climate (6.92) and Community Efforts (6.89) are only 0.006 and 0.036 points below the lower bound of the Initiation stage (6.926). Both dimensions are on the threshold of moving up, so targeted interventions could lift each of them by one stage. Issue-Related Resources (4.28), on the other hand, sits just below the threshold of the Preplanning stage (4.336). This means that residents are only beginning to recognize the importance of local resources and do not yet have a clear idea of how to mobilize them.

Leadership as the Main Driver of Readiness

Leadership is the dimension with the highest score (12.47) and has reached Stage 9. This score indicates that the village head, village officials, heads of neighbourhood associations (RT/RW), and religious and community leaders are perceived as actively providing support, guiding deliberations, and supervising activities in the field. At least three contextual factors explain this high score. First, the institutional legacy of Jambearjo Village as one of the pilot villages for implementing the Village Law in Malang Regency. Training provided by Infest Jogja since 2016 on mapping village potential, preparing the RAPBDes, and transparent governance targeted mainly the village apparatus, so planning capacity accumulated among village government actors.

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Second, the institutional design of Law No. 6 of 2014 places the village head at the center, with authority over planning and budget management, so residents see village leaders as the main engine of development (Antlöv et al., 2016). Third, the social structure of the village allows formal and informal leaders to reinforce one another. Coordination through RT/RW and religious forums such as *tahlil* congregations makes it easy for leaders' messages to reach residents.

This finding supports Lailliani (2017), who positions the village government as a driver of participation through guidance, direction, and building shared commitment, as well as Larasati et al. (2021), who emphasize synergy between government and community as the key to a self-reliant village. It is also consistent with the experience of Taraju Village, where village officials acting as initiators moved faster than the wider community (Sabrina & Harisoesyanti, 2023). However, this study extends these findings by showing that strong leadership is not automatically followed by comparable readiness in other dimensions. While Leadership has reached Stage 9, Community Efforts remains at Stage 5 and Issue-Related Resources at Stage 3. This gap points to a pattern of leader-driven readiness: residents are ready to follow their leaders' direction but are not yet fully ready to take the initiative themselves. The village governance literature warns that such a pattern has a weak side. Annahar et al. (2023) found that in two of the four villages they studied in Malang Regency, participation remained at the level of tokenism because of elite domination, so residents were only informed and consulted without real negotiation. Evidence from a village regarded as a best-practice case shows that the Village Fund can mainly strengthen the position of village elites even where procedures for participation, transparency, and accountability have been adopted (F. Sidik & Habibi, 2024). Mindarti (2024) also notes that village information disclosure can work well thanks to facilitative leadership, yet remains fragile because it rests on a handful of individuals.

For Jambearjo Village, strong leadership is an important asset but also a source of dependency risk. If planning initiatives continue to rest on leaders, the continuity of participation will depend heavily on changes in village leadership, and residents will continue to position themselves as followers. The main implication for the village government is a shift in role from directive leadership to facilitating and enabling leadership. This shift can be achieved by delegating part of the planning role to community groups, preparing community cadres to mobilize residents, and opening wider space for decision-making at the RT/RW level and within interest groups.

Community Knowledge: Information Is Available but Not Yet Turned into Action

The dimensions of Community Knowledge of the Issue (10.678; Stage 8) and Community Knowledge of Development Implementation (9.745; Stage 7) are also above the overall stage. Information on development planning is disseminated through RT/RW coordination, the annual village magazine *Suara Mandiri*, and religious forums such as *tahlil* congregations. These channels are effective because they use social networks that already exist and are trusted by residents. Nevertheless, a community awareness level of only 51% shows that the information has not yet reached almost half of the residents. Channels that rely on institutional and religious networks tend to work well for residents who are active in those networks, but may fail to reach groups that are rarely involved, such as young residents or those who work outside the village.

A more important finding is the gap between knowledge and action. The two knowledge dimensions are at Stages 7 and 8, whereas Community Efforts and Community Climate remain at Stage 5. This differs from the case of Teluk Awur, where low readiness was mainly caused by limited information dissemination, training, and direct involvement (Kurniati et al., 2024). In Jambearjo Village, information is no longer the main barrier. The results of this study therefore

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extend the findings of Kurniati et al. (2024) by showing that information dissemination is a necessary but not sufficient condition for improving readiness. One-way information makes residents aware of development plans, but does not by itself encourage them to formulate proposals, organize groups, or contribute resources. A similar problem has been documented elsewhere in Malang Regency: three of four villages provided only one-way information without feedback channels, whereas the more inclusive villages held preliminary deliberations at the level of interest groups, RT, and hamlets, allowing residents to negotiate with the village government (Annahar et al., 2023). The implication is that the village government's communication strategy needs to shift from simply disseminating information to building feedback mechanisms, for example by publishing the status of every Musrenbangdes proposal (accepted, postponed, or rejected, with reasons) through *Suara Mandiri*, village notice boards, or residents' online groups.

Community Climate and Community Efforts: Support Exists, but Initiative Is Not Yet Independent

Community Climate (6.92) and Community Efforts (6.89) are at Stage 5 (Preparation). As described in Table 3, at this stage leaders begin to take an active part in planning, while the community shows support for program implementation. Residents' support in Jambearjo Village is visible in *gotong royong*, communal work (*kerja bakti*), and contributions of labor and food during activities. However, this participation occurs more often at the implementation stage than at the stage of setting priorities. Read through the ladder of citizen participation (Arnstein, 1969), this condition remains close to the levels of consultation and placation, which fall under tokenism: residents are involved and heard but do not yet have strong bargaining power in decision-making. This finding is in line with Anjani et al. (2024), who found that most community groups in an economic empowerment program in Banjarbaru City were still at the implementation stage and not yet ready to act as drivers of development.

The main obstacles in these two dimensions are differing perceptions among community leaders and outreach that has not reached all residents. Differences in perception among leaders deserve particular attention because, in a leader-driven readiness pattern, disagreement at the leadership level is passed directly to residents through the RT/RW networks and religious forums that these leaders head. Similar dynamics occurred in Taraju Village, where some residents' doubts arose from differing views on development potential (Sabrina & Harisoesyanti, 2023). Since both dimensions sit right at the threshold of the Initiation stage, the most relevant steps are to build consensus among leaders before formal deliberations take place and to broaden residents' involvement from contributing labor to taking part in setting priorities.

Issue-Related Resources: The Weak Point Holding Back Readiness

Issue-Related Resources is the weakest dimension (4.28; Stage 3). This score reflects heavy dependence on the Village Fund, limited self-help funding, and a shortage of local experts who could support planning on a sustained basis. Three factors explain the low score. First, the Village Fund scheme places development resources under the control of the village government, so residents tend to view funding as the government's responsibility rather than as a resource to be mobilized collectively. This pattern of fiscal dependence resembles that of Salen Village in Mojokerto Regency, whose fiscal independence ratio falls in the “very low” category (Aprilida & Utomo, 2022). Second, the capacity building that Jambearjo Village has received has mostly targeted the village apparatus, so technical skills such as proposal writing, budget calculation, and technical supervision have not developed among residents. Third, as discussed above, development planning yields collective and indirect benefits, so individual incentives to contribute

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money or expertise are relatively weak. This finding is consistent with the tendency of communities to rely on village officials (Lailliani, 2017), and with Normawati et al. (2025), who found that limited capital and the low quality of human resources were the main obstacles to optimizing village-owned enterprises.

The gap between strong Leadership and weak Issue-Related Resources directly affects the quality and sustainability of participation. In terms of quality, residents can submit proposals, but without supporting data, technical expertise, and matching funds, these proposals tend to become wish lists that are hard to prioritize and depend entirely on the Village Fund ceiling. When many proposals are not realized, and no adequate explanation is given, residents' trust in deliberation forums is likely to decline. In terms of sustainability, participation that rests on leaders but is not backed by community-owned resources will be vulnerable to leadership changes and to shifts in budget policy from supra-village governments. This explains why overall readiness is held at the Initiation stage: planning activities have started, but they do not yet have the resource base needed to run steadily, as the Stabilization stage requires.

Nevertheless, the low resource score should not be interpreted as community rejection. Kurniati et al. (2024) show that willingness to participate can remain high when community capacity is still low, and in Jambearjo Village this willingness is evident in residents' support for *gotong royong*. The challenge is to turn willingness into ability. To move to a higher stage, the community needs to begin seeking alternative funding and to train its members to develop expertise in their respective fields (The Canadian Alliances and Network & Dr. Peter Centre, 2019). Experience in developing village-owned enterprises (BUMDes) shows that broadening funding sources and restructuring management can strengthen village business capacity (Farida & Choriyah, 2024), while improving the quality of human resources is a precondition for managing local potential effectively (Normawati et al., 2025). In line with CRM principles, strategies for a dimension at Stage 3 should begin with raising awareness and initial planning, for example by taking inventory of local assets and expertise, rather than immediately demanding large financial contributions (Oetting et al., 2014).

Implications for Village Governance and Strategies for Improving Readiness

The findings above show that moving Jambearjo Village toward the Stabilization stage requires strategies derived from the dimension profile rather than general recommendations. Table 6 summarizes the links between the empirical findings, their implications for village governance, and the strategies that the village government and community can pursue together.

Table 6. Matrix of Findings, Implications, and Strategies for Improving Readiness

Empirical Findings	Implications for Village Governance	Proposed Strategies
Very high Leadership (12.47; Stage 9), but residents' readiness depends on leaders' direction	The village government's role needs to shift from directing to facilitating and empowering	Delegating part of the planning role to community groups; developing cadres among residents, youth, and women; forums to align perceptions among leaders before the Musdes

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Empirical Findings	Implications for Village Governance	Proposed Strategies
High knowledge (Stages 7–8), but awareness at only 51% and one-way information flow	Participatory planning requires feedback channels and more inclusive outreach	Preliminary deliberations at RT, hamlet, and interest-group levels; publication of the status of every Musrenbangdes proposal with reasons; additional information channels for groups that are rarely reached
Community Climate and Community Efforts on the threshold of the Initiation stage (6.92 and 6.89; Stage 5)	Participation needs to expand from labor contributions to involvement in decisions	Training for residents in drafting proposals and setting priorities; involving representatives of community groups in the RKPDes drafting team
Lowest score for Issue-Related Resources (4.28; Stage 3)	Mobilizing local resources is a precondition for self-reliance and sustainable development	Mapping local assets and experts; strengthening BUMDes and community enterprises; partnerships with universities, businesses, and civil society organizations
The gap between Leadership and Issue-Related Resources threatens the sustainability of participation	Accountability needs to be exercised together with residents, not only by the apparatus	Establishing a community-based monitoring team; regular reports on priorities, budgets, implementation, and development outcomes

Source: authors' analysis, 2026

These strategies give the village government a different role from the one that has dominated so far. In participatory planning, the village government acts as a facilitator that ensures every community group has room to express and advocate for its needs, as mandated by the community involvement provisions of Permendesa PDTT No. 21 of 2020. In empowerment, training that has so far been received mainly by the apparatus should be extended to residents so that the capacity built up as a pilot village does not stop at the village bureaucracy. In resource mobilization, RT/RW networks, religious forums, the tradition of *gotong royong*, business groups, and local knowledge should be treated as social infrastructure that can be mapped and activated. This is in line with the lesson from Setiawati et al. (2024) that community readiness grows stronger when local potential, institutions, and multi-stakeholder partnerships are designed as a single system. In monitoring, the principles of transparency and accountability in Minister of Home Affairs Regulation (Permendagri) No. 20 of 2018 on Village Financial Management can be strengthened by involving residents as monitors and by establishing clear information management procedures, so that openness does not depend on a handful of individuals (Mindarti, 2024). The dynamic governance framework, which emphasizes the capacities of thinking ahead, thinking again, and thinking across (Larasati et al., 2021), is relevant for ensuring that these strategies are reviewed periodically on the basis of changes in readiness scores.

Theoretical and Practical Contributions

Theoretically, this study makes two contributions. First, it shows that in the context of village development planning, the overall readiness stage can conceal a sharp asymmetry between the readiness of government actors and the social readiness of residents. Reading the CRM as a

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configuration of dimensions, rather than as a single average stage, makes it possible to identify leader-driven readiness and the risks that come with it. Second, the study extends the use of the CRM, which has mostly been applied in public health and tourism (Harris et al., 2019; Prayitno et al., 2022; Sliwa et al., 2011), to public administration, particularly village governance, by linking the readiness profile to the role of the village government, the quality of participation, and institutional capacity within good governance. In practical terms, village and regency governments can use the CRM as a diagnostic tool before drafting or reviewing the RPJMDes and RKPDes, so that assistance programs can be directed at the weakest dimensions and evaluated through periodic re-measurement.

Conclusion

This study aimed to analyze the readiness of the Jambearjo Village community for village development planning using the Community Readiness Model. The results show that the community is at Stage 6: Initiation, with an average score of 8.50. Residents have sufficient information, support, and experience to take part in planning, but their involvement is not yet institutionalized or evenly distributed. The most important finding is that this readiness is asymmetric. Leadership (Stage 9) and community knowledge of the issue and of development implementation (Stages 7–8) far exceed Community Climate and Community Efforts (Stage 5), while Issue-Related Resources lags behind at Stage 3.

This asymmetry shows that community readiness in Jambearjo Village is leader-driven. The legacy of training as a pilot village and the allocation of authority under the Village Law have strengthened the capacity of the apparatus, and information has flowed through the village's social networks, but this capacity has not yet been transferred to residents in the form of initiative, technical expertise, and self-help resources. As a result, participation works well as long as it is driven by leaders, but it is vulnerable to leadership changes and to dependence on the Village Fund. For public administration scholarship, this finding confirms that the readiness of the village bureaucracy and the social readiness of the community are two different things, and that a dimension-level CRM analysis can reveal gaps between them that are hidden by the average score.

Based on these findings, efforts to raise readiness toward the Stabilization stage should focus on four areas. First, strengthening community capacity through training in drafting proposals, setting priorities, and managing activities, aimed at residents and not only at the apparatus. Second, diversifying local resources through mapping assets and experts, strengthening BUMDes and community enterprises, and building partnerships with universities, businesses, and civil society organizations. Third, expanding inclusive participation through preliminary deliberations at the RT, hamlet, and interest-group levels, aligning perceptions among leaders, and providing feedback on every proposal. Fourth, developing community-based monitoring supported by regular reporting on priorities, budgets, and development outcomes. Across all these strategies, the village government needs to exercise empowering leadership so that the willingness to participate can be converted into collective capacity.

This study is limited by its descriptive quantitative approach, its focus on a single village, and its reliance on respondents' perceptions at a single point in time. Future research should use mixed methods to explore the mechanisms behind the gaps between dimensions, compare several villages with different characteristics, and repeat the measurement to assess changes in readiness stages after interventions have been implemented.

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