



# Majelis Krama Desa: Pathways Based on Swot Analysis to Strengthen Institutions and Enhance Community Functions

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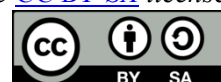
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## ABSTRACT

*The Village Council Assembly (Majelis Krama Desa/MKD) is a community-based institution rooted in local wisdom in Lombok Island, functioning as a mechanism for conflict resolution at the village level. This institution emerged from the community's need for accessible dispute resolution aligned with cultural values, while also responding to the limitations of the formal judicial system. This study employs a literature-based approach with document analysis, using the SWOT framework (Strengths, Weaknesses, Opportunities, Threats) to identify the strategic position of MKD. The findings reveal that MKD's strengths include a comprehensive legal foundation, strong social legitimacy rooted in the values of "krama," and inclusive as well as participatory procedures. However, its weaknesses lie in limited technical and managerial capacity, dependence on influential community figures, and insufficient resources. On the other hand, MKD can leverage opportunities such as integration with the Sustainable Development Goals (SDGs), synergy with community empowerment programs, service digitalization, and inter-regional networking. Threats faced by MKD include the erosion of traditional values due to modernization, potential authority conflicts with formal institutions, and resource constraints. Strategies for strengthening MKD emphasize functional transformation from reactive to proactive and preventive roles, institutional capacity development, integration with village development planning, and sustainability mechanisms. Thus, MKD holds the potential to evolve from a mere conflict resolution body into a comprehensive community development agent, in line with the paradigm of community-based governance rooted in local wisdom.*

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## ABSTRAK

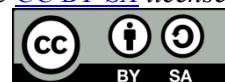
Majelis Krama Desa (MKD) merupakan lembaga kemasyarakatan berbasis kearifan lokal di Pulau Lombok yang berfungsi sebagai mekanisme penyelesaian konflik di tingkat desa. Lembaga ini lahir dari kebutuhan masyarakat untuk memperoleh akses terhadap penyelesaian sengketa yang lebih dekat dengan nilai budaya lokal,

**Kata Kunci :**

*Majelis Krama Desa, Kearifan Lokal, Resolusi Konflik, Pembangunan Desa, Analisis SWOT*

serta sebagai respons terhadap keterbatasan sistem peradilan formal. Penelitian ini menggunakan pendekatan kepustakaan dengan analisis dokumen, dengan kerangka SWOT (Strengths, Weaknesses, Opportunities, Threats) sebagai alat analisis untuk mengidentifikasi posisi strategis MKD. Hasil kajian menunjukkan bahwa MKD memiliki kekuatan berupa landasan hukum yang komprehensif, legitimasi sosial berbasis nilai “krama”, serta prosedur yang inklusif dan partisipatif. Namun, kelemahan utama MKD terletak pada kapasitas teknis dan manajemen yang terbatas, ketergantungan pada figur tokoh tertentu, serta minimnya sumber daya. Di sisi lain, peluang yang dapat dimanfaatkan mencakup integrasi dengan agenda pembangunan berkelanjutan (SDGs), sinergi dengan program pemberdayaan masyarakat, digitalisasi layanan, serta jejaring antardaerah. Ancaman yang dihadapi meliputi erosi nilai tradisional akibat modernisasi, potensi konflik kewenangan dengan institusi formal, serta keterbatasan pendanaan. Strategi penguatan MKD difokuskan pada transformasi fungsional dari peran reaktif menuju proaktif dan preventif, pengembangan kapasitas kelembagaan, integrasi dengan perencanaan pembangunan desa, serta penguatan mekanisme keberlanjutan. Dengan demikian, MKD berpotensi berevolusi dari sekadar lembaga penyelesai konflik menjadi agen pembangunan masyarakat yang komprehensif, sejalan dengan paradigma tata kelola komunitas berbasis kearifan lokal.

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**INTRODUCTION**

Local wisdom-based institutions play a vital role in maintaining social harmony and sustainable development at the village level. Amid the dynamics of modernization and rapid social change, traditional institutions face challenges to remain relevant while preserving noble values that have been tested by time (Nahak, 2019). In the Indonesian context, the existence of customary and traditional institutions in villages not only functions as guardians of cultural values but also as alternative mechanisms in conflict resolution and community development (Mappakalu & Rudi, 2021; Tasrizal & Mahdi, 2024).

One form of institutional innovation that is interesting to study is the Majelis Krama Desa (MKD), a community institution developed in several regencies on Lombok Island, West Nusa Tenggara Province. MKD represents a manifestation of the revitalization of Sasak local wisdom integrated with modern village government structures (Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017). This institution emerged from the community's need to have dispute resolution mechanisms that are closer to local cultural values, while also responding to the limitations of rural communities' access to formal judicial systems.

Based on North Lombok Regent Regulation Number 20 of 2017 and West Lombok Regent Regulation Number 21A of 2019, MKD is defined as a Village Community Institution that focuses on dispute resolution in villages through consensus deliberation approaches (Peraturan Bupati Lombok Barat tentang Majelis Krama Desa, 2019). The main functions of



MKD include fostering harmony among village community members, maintaining peace, and handling conflicts through mediation, negotiation, and under certain conditions, adjudication mechanisms.

Although it has shown positive contributions in conflict resolution at the village level, initial analysis of MKD implementation indicates that the role of this institution is still predominantly reactive. MKD tends to play a role when conflicts or disputes have already occurred, while the potential to play proactive and preventive roles in community character building, local value preservation, and social empowerment has not been optimally utilized (Pedoman Fasilitasi Penyelesaian Sengketa Majelis Krama Desa, 2017; Peraturan Bupati Lombok Barat tentang Majelis Krama Desa, 2019; Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017). This condition raises questions about how MKD can be transformed from merely a "conflict extinguisher" into a more comprehensive community development agent.

This phenomenon becomes relevant in the academic discussion context about sustainable local institution development. Ostrom (2015) emphasizes the importance of local institution evolution that is not only responsive to problems but also capable of creating social conditions that support long-term collective welfare. In the same perspective, Sen (Kalaitzidis, 2024) underlines that community-based development requires institutions that not only address problems but also develop community capacity to prevent similar problems from arising in the future.

Based on this background, this article aims to: (1) analyze the strategic position of MKD using the SWOT analysis framework (Strengths, Weaknesses, Opportunities, Threats)(Sidiq, 2020); (2) identify opportunities for transforming MKD's role from reactive to proactive and preventive functions; and (3) formulate strategies for strengthening MKD institutions in supporting village development based on local wisdom.

### **Local Wisdom and Customary Institutions in Village Governance**

The concept of local wisdom refers to knowledge systems, values, and practices developed by local communities as responses to their physical and social environment (Berkes, 2012). In the context of village governance, local wisdom not only functions as moral guidance but also as institutional mechanisms that regulate social relations and conflict resolution (Fadhila et al., 2023; Jannati et al., 2020; Lindawaty, 2023). Warren (Warren, 2011) emphasizes that local wisdom has adaptive characteristics that enable it to survive and develop with changing times while maintaining the essence of fundamental values.

In the tradition of Sasak society in Lombok, the concept of "krama" which forms the philosophical basis for the formation of Majelis Krama Desa has deep meaning related to the social and moral order of society. Krama refers to social norms that regulate individual behavior in community life, including conflict resolution mechanisms that prioritize harmonization of social relations rather than rigid law enforcement (Zuhdi, 2018). The fundamental values contained in the concept of "krama" include deliberation (berembuk), mutual cooperation (besiru), and tolerance (tepo seliro), all of which contribute to creating social cohesion at the community level.



Customary institutions in village governance have strategic roles as mediators between traditional values and modernization demands. Putnam's theory of social capital explains that local institutions rooted in tradition can become foundations for democratic development and good governance (Fathy, 2019; Jusniaty & Sani, 2018). In the Indonesian context, research conducted by Antlöv et al. (Antlöv et al., 2016) shows that villages that successfully maintain and develop customary institutions tend to have higher levels of community participation and lower social conflicts.

### **Community-Based Conflict Resolution**

The community-based conflict resolution approach emphasizes the importance of involving local actors and mechanisms in dispute resolution. Bush and Folger (2007) identify that this approach has advantages in terms of accessibility, cultural legitimacy, and sustainability of resulting solutions. Unlike formal judicial systems that tend to be adversarial, community-based conflict resolution prioritizes restorative approaches aimed at restoring social relationships damaged by conflict.

In the context of MKD, conflict resolution mechanisms applied include three main approaches: negotiation, mediation, and adjudication. The negotiation approach facilitates direct dialogue between disputing parties to reach mutual agreement. Mediation involves neutral third parties to help parties reach solutions, while adjudication gives MKD authority to decide dispute resolution when the two previous approaches are unsuccessful (Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017).

Separating positions from interests is an essential and necessary emphasis in any conflict resolution process (Anggil Risnawati et al., 2024; Sulastriono, 2014; Zumaeroh, 2010). In MKD practice, this approach is reflected in efforts to identify the root causes of conflict and find solutions that accommodate the fundamental interests of all parties, not just resolving surface demands that are often antagonistic.

### **RESEARCH METHODS**

This research is a literature study with document analysis approach as the main methodology, with SWOT analysis framework as the analytical tool. Bowen (Bowen, 2009) defines document analysis as a systematic procedure for reviewing and evaluating printed and electronic documents to extract, interpret, and synthesize information relevant to research questions.

The SWOT analysis framework (Strengths, Weaknesses, Opportunities, Threats) was chosen because of its ability to provide comprehensive mapping of internal and external factors that influence institutional development. David and David (David et al., 2017) explain that SWOT analysis is effective for identifying strategic fit between internal organizational capabilities and available external opportunities. In the context of local institutions like MKD, SWOT analysis enables systematic identification of institutional assets and limitations, as well as environmental dynamics that can influence institutional transformation.

Primary data sources for this article include: (1) North Lombok Regent Regulation Number 20 of 2017 on Guidelines for Majelis Krama Desa; (2) West Lombok Regent Regulation Number 21A of 2019 on Majelis Krama Desa; and (3) Guidelines for Facilitating



Dispute Resolution of Majelis Krama Desa published by the North Lombok P2KBPMO Office. Secondary data sources include journal articles, government reports, and MKD implementation documentation available on various digital platforms.

Triangulation technique was conducted by comparing information from various document sources to ensure validity and reliability of analysis. Thematic coding was conducted to identify patterns related to strengths, weaknesses, opportunities, and threats in MKD development.

## **RESULT AND DISCUSSION**

### **Results**

#### **1. Regional Government Policies regarding MKD**

The formation of MKD is based on hierarchical legal foundations, from national to village levels. At the national level, Law Number 6 of 2014 on Villages (Undang-Undang Tentang Desa, 2014) provides space for villages to form community institutions according to local needs and characteristics. Government Regulation Number 43 of 2014 on Implementation Regulations of the Village Law subsequently provides operational guidelines for forming village community institutions.

At the regional level, North Lombok Regent Regulation Number 20 of 2017 became the pioneering regulation that provides formal framework for MKD formation. This regulation defines MKD as a "Village Community Institution that focuses on dispute resolution in Villages" with the main purpose of fostering harmony among village community members, maintaining peace, and handling disputes in villages (North Lombok Regency Government, 2017, Article 3).

West Lombok Regent Regulation Number 21A of 2019 adopts a similar model with several adaptations according to local context. This regulation expands the scope of disputes that can be handled by MKD, including minor criminal acts that do not have broad impact and criminal acts for children and elderly people over 70 years old (West Lombok Regency Government, 2019, Article 18). This expansion shows the conceptual evolution of MKD from civil and customary dispute resolution institutions to more comprehensive institutions in handling various types of social conflicts.

The MKD institutional structure is designed with representative and inclusive principles. MKD leadership consists of chairperson, secretary, treasurer, and members with odd numbers between 7-11 people. Member composition comes from village customary leaders, religious leaders, village government, and community leaders (North Lombok Regency Government, 2017, Article 15). This structure reflects efforts to integrate various elements of community leadership into one institution.

MKD operational mechanisms are regulated in detail in the Guidelines published by the North Lombok P2KBPMO Office. This guideline covers procedures for receiving complaints, verification and deepening of disputes, mediation implementation, to making peace deeds. The dispute resolution process stages are designed with due process principles that ensure procedural justice while maintaining informal and personal characteristics that are advantages of community-based conflict resolution approaches.





MKD operational financing comes from Village Revenue and Expenditure Budget (APBDes) and/or Regional Revenue and Expenditure Budget (APBD), and may receive non-binding donations or grants (West Lombok Regency Government, 2019, Article 21). This financing source flexibility provides space for MKD to develop innovative programs according to village community needs.

## **2. SWOT Analysis of Majelis Krama Desa**

SWOT analysis of Majelis Krama Desa was conducted based on in-depth study of policy documents, operational guidelines, and implementation context in the field. This analytical framework identifies internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the development and transformation of MKD's role in village development.

### **a) Strengths**

#### **1) Comprehensive Legal Foundation**

MKD has a strong legal foundation through regulatory hierarchy from national to village levels. The legal framework starting from Law Number 6 of 2014 on Villages, Government Regulation Number 43 of 2014, to Regent Regulations at regency level provides formal legitimacy that enables MKD to operate as an official institution in village government structure (North Lombok Regency Government, 2017). This comprehensive legal foundation provides operational certainty and institutional protection for MKD existence.

The strength of this legal framework is reinforced by flexibility given to villages to adjust MKD structure and mechanisms according to their respective local characteristics. Regent Regulations provide general frameworks, while detailed implementation is left to Village Regulations that enable contextual adaptation (West Lombok Regency Government, 2019, Article 7).

#### **2) Social Legitimacy Based on Local Wisdom**

MKD gains strong legitimacy from the community because it is rooted in local wisdom values that have been embedded in Sasak community life. The concept of "krama" which forms the philosophical basis of MKD has deep cultural resonance, so the community has a high sense of ownership toward this institution (Saptiani Indrawati et al., 2024). This social legitimacy is reflected in the relatively high level of community participation in dispute resolution processes through MKD.

The consensus deliberation approach that is the main characteristic of MKD aligns with decision-making traditions in Sasak society that prioritize consensus over voting. This makes MKD processes and decision results more easily accepted by all parties involved in disputes.

#### **3) Inclusive and Participatory Procedures**

The MKD leadership structure consisting of representation from various community elements (customary leaders, religious leaders, village government, and community leaders) ensures inclusivity in decision-making processes. This diverse composition enables various perspectives to be accommodated in dispute resolution, so resulting solutions tend to be more comprehensive and just (*Pedoman Fasilitas Penyelesaian Sengketa Majelis Krama Desa*, 2017).



The tripartite mechanism in dispute resolution (negotiation, mediation, adjudication) provides procedural flexibility that enables MKD to adjust approaches according to the characteristics and complexity of each case. This gradation of approaches ensures that dispute resolution efforts start from the most non-invasive to the most formal.

#### **4) Accessibility and Efficiency**

MKD offers high accessibility for village communities in dispute resolution. Location at village level, relatively simple procedures, and minimal (or even free) costs make MKD an attractive alternative compared to formal judicial systems that often require time, costs, and complex procedures (Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017).

Temporal efficiency is also an advantage of MKD, where dispute resolution processes can be completed in relatively short time. Based on operational guidelines, MKD is required to resolve disputes within a maximum period of 14 days from receipt of reports for the first mediation meeting.

#### **b) Weaknesses**

##### **1) Functional Limitations on Reactive Conflict Resolution**

Analysis of MKD regulations and operational guidelines shows that this institution's function is still limited to resolving disputes that have already occurred. Although having a mandate to "foster harmony among village community members," practical MKD implementation still focuses on curative rather than preventive aspects (Peraturan Bupati Lombok Barat tentang Majelis Krama Desa, 2019). This limitation reduces MKD's potential to play a role in more comprehensive social development.

This reactive orientation is reflected in MKD's operational structure that is activated when there are dispute reports, but does not have regular programs for conflict prevention or proactive social value development. This condition makes MKD a "fire extinguisher" rather than a community character building institution.

##### **2) Limited Technical and Management Capacity**

Although operational guidelines are available, field implementation shows that many MKD members do not yet have adequate technical capacity in case management and institutional documentation. These limitations include capabilities in mediation techniques, archive management, and report preparation (*Pedoman Fasilitasi Penyelesaian Sengketa Majelis Krama Desa*, 2017). Unstandardized documentation and monitoring-evaluation systems make it difficult to assess the effectiveness and impact of dispute resolution conducted by MKD. This impacts limited accountability and institutional learning.

##### **3) Dependence on Certain Figures**

MKD's leadership structure that highly depends on local figures who have charisma and traditional authority creates institutional vulnerability. When these figures are no longer active or experience turnover, MKD effectiveness can decrease significantly. This indicates weak regeneration systems and knowledge transfer in MKD institutions. This leadership personalization can also create potential bias in dispute resolution, where decisions are more influenced by personal preferences of figures rather than objective justice principles.



#### **4) Limited Resources and Infrastructure**

Analysis of MKD financing mechanisms shows high dependence on village budget allocations that are often limited. This resource limitation impacts minimal capacity development programs, supporting infrastructure, and incentives for MKD members who serve voluntarily (West Lombok Regency Government, 2019, Article 21). Supporting infrastructure such as special rooms for mediation, case management information systems, and communication facilities are also still limited in most villages that have formed MKD.

#### **c) Opportunities**

##### **1) Integration with Sustainable Development Agenda**

The Sustainable Development Goals (SDGs) agenda, particularly Goal 16 on Peace, Justice and Strong Institutions, provides global momentum for strengthening local institutions in peace building and justice. MKD has potential to become best practice in SDGs implementation at village level, particularly in aspects of access to justice and building effective institutions (United Nations, 2015). The SDGs Village Program launched by the Indonesian government provides opportunities for MKD to develop broader roles in sustainable village development, not only limited to conflict resolution but also in social, economic, and environmental development aspects.

##### **2) Synergy with Community Empowerment Programs**

Various community empowerment programs run by government, such as the Village Innovation Program (PID), Village Funds, and other empowerment programs, provide opportunities for MKD to integrate its functions with broader community capacity building efforts (Ahmad Zaenudin et al., 2023). MKD can play a role as an institution that facilitates conflict resolution that may arise in development program implementation, while becoming an agent for socialization and community education about sustainable development values.

##### **3) Digitalization and Technology Innovation**

Information and communication technology development provides opportunities for MKD to develop more effective case management systems, digital documentation, and communication platforms that can improve accessibility and transparency (Indrayani, 2023; Rizky et al., 2025). Government-driven public service digitalization initiatives can be adapted to improve MKD service quality. Digital platforms can also be utilized for education programs and socialization of local wisdom values to younger generations, thus strengthening legitimacy and institutional sustainability of MKD.

##### **4) Networking and Inter-Regional Learning**

The success of MKD implementation in Lombok can become a model for developing similar institutions in other regions with similar sociocultural characteristics. Opportunities to form networks between MKD in various regions can enrich institutional learning and innovation. Cooperation with universities and research institutions also provides opportunities for developing knowledge base and evidence-based practice in MKD management (Sopandi & Saud, 2016).





### **c) Threats**

#### **1) Erosion of Traditional Values Due to Modernization**

Rapid modernization and urbanization processes in Lombok potentially erode traditional values that form the foundation of MKD legitimacy. Younger generations increasingly exposed to global culture may have reduced appreciation for traditional conflict resolution mechanisms (Giddens, 2003). Value shifts from collectivism to individualism can reduce the effectiveness of consensus deliberation approaches that are main characteristics of MKD. This can impact decreased community participation in dispute resolution processes through MKD.

#### **2) Potential Authority Conflicts with Formal Institutions**

MKD's position as a semi-formal institution in village government structure potentially creates authority conflicts with formal institutions such as Village Government and Village Consultative Body (BPD). Unclear authority boundaries can create overlapping functions or even interpersonal conflicts between institutional leaders at village level. Relations with formal judicial systems also require clearer arrangements to avoid jurisdictional conflicts, especially in cases that are in gray areas between MKD authority and formal courts.

#### **3) Dependence on Local Political Support**

MKD sustainability highly depends on political commitment of regional heads and local elites. Leadership changes at regency level or policy priority shifts can impact support for MKD development. MKD politicization also potentially reduces neutrality and credibility of this institution in dispute resolution.

#### **4) Resource Limitations and Sustainability**

Dependence on limited public resources creates threats to MKD sustainability in the long term. Village budget allocation fluctuations or development priority changes can impact resource availability for MKD operationalization. Minimal funding source diversification also makes MKD vulnerable to fiscal shocks or budget policy changes at regional and national levels.

### **Discussion**

Based on the SWOT analysis conducted, developing MKD strengthening strategies requires comprehensive approaches that optimize existing strengths and opportunities while addressing weaknesses and anticipating threats. This strengthening strategy is designed to transform MKD from reactive institutions into proactive and preventive community development agents.

#### **1. Functional Transformation: From Reactive to Proactive-Preventive**

##### **a) Development of Social Education Functions**

The fundamental transformation needed is expanding MKD mandate from dispute resolution to social education functions and community character building. This strategy can be implemented through developing regular programs such as: (1) local wisdom value education for younger generations; (2) socialization of law and citizen rights; (3) fostering legal awareness and social order; and (4) conflict literacy and effective communication programs.



This social education program can adopt popular education approaches developed by Freire (Freire et al., 2005), where learning processes are not only top-down but also recognize and integrate community local knowledge. This approach enables MKD to play a role as facilitator of critical dialogue about social issues faced by village communities.

### **b) Building Early Warning Systems and Conflict Prevention**

MKD needs to develop capacity in early identification of conflict potential through systematic social monitoring systems. This strategy includes: (1) forming informant networks at RT/RW levels for early detection of social tensions; (2) developing early warning indicators adapted to local contexts; (3) rapid response mechanisms for preventive intervention; and (4) dialogue facilitation programs to address tensions before developing into open conflicts. This early warning system can adopt Conflict Early Warning and Response Mechanism (CEWARN) models developed by various international organizations, but adapted according to Sasak society's sociocultural characteristics (Wulf & Debiel, 2009).

### **c) Integration with Character Building Programs**

MKD can actively play roles in community character building programs through internalization of local wisdom values in daily life. This strategy includes: (1) developing character education curricula based on krama values for educational institutions in villages; (2) mentoring programs for adolescents and youth; (3) public campaigns about tolerance, mutual cooperation, and deliberation values; and (4) cultural competitions and festivals that strengthen local identity.

## **2. Institutional Capacity Development**

### **a) Strengthening Management and Administration Systems**

MKD institutional capacity strengthening requires developing professional management systems without losing informal characteristics that are its strengths. This strategy includes: (1) standardizing operational procedures and documentation; (2) developing digital-based case management information systems; (3) organizational and financial management training; and (4) forming systematic monitoring and evaluation systems.

Information system development can utilize simple technology easily accessible to MKD members, such as mobile applications for case recording and periodic reporting. This aligns with digital governance initiatives increasingly developing in Indonesia (Bappenas, 2021).

### **b) Sustainable Capacity Building Programs**

MKD requires sustainable and structured capacity development programs to improve member competencies. This program includes: (1) mediation and negotiation technique training; (2) workshops on social psychology and communication; (3) education about law and human rights; (4) organizational management and leadership training; and (5) study visits to other regions with best practices in managing similar institutions. This capacity building program can be conducted through cooperation with universities, non-governmental organizations, and international organizations with expertise in community-based conflict resolution (Alim et al., 2022).



### **c) Regeneration System and Knowledge Transfer**

To address dependence on certain figures, MKD needs to develop systematic regeneration systems. This strategy includes: (1) merit-based young leader cadre programs; (2) systematic documentation of senior knowledge and experience; (3) mentoring systems between senior and junior members; and (4) planned leadership rotation to ensure institutional continuity.

## **3. Integration with Village Development Systems**

### **a) Mainstreaming MKD in Village Development Planning**

MKD needs to be formally integrated into village development planning systems to ensure alignment between MKD programs and broader development agendas. This strategy includes: (1) integrating MKD programs into Village Medium-Term Development Plans (RPJMDes); (2) special budget allocation for MKD programs in Village Government Work Plans (RKPDDes); (3) synchronizing MKD programs with other community empowerment programs; and (4) establishing MKD as focal point for social issues and conflicts in village government structure.

### **b) Strategic Partnership Development**

MKD needs to develop strategic partnerships with various stakeholders to expand impact and strengthen sustainability. These partnerships include: (1) collaboration with educational institutions for value education programs; (2) cooperation with civil society organizations for policy advocacy; (3) partnerships with private sector for resources and technology; and (4) networks with similar institutions in other regions for learning and innovation.

### **c) Harmonization with Formal Institutions**

To avoid authority conflicts, MKD needs to develop clear coordination mechanisms with formal institutions in villages. This strategy includes: (1) establishing coordination protocols with Village Government and BPD; (2) clarifying role and authority division through Village Regulations; (3) regular coordination forums between village institutions; and (4) referral mechanisms for cases requiring formal institution handling.

## **4. Sustainability and Adaptation Strategies**

### **a) Funding Source Diversification**

To reduce dependence on public budgets, MKD needs to develop creative and sustainable funding source diversification. This strategy includes: (1) developing social enterprises based on local wisdom; (2) cooperation with Corporate Social Responsibility (CSR) of companies; (3) crowdfunding for specific programs; and (4) partnerships with international donor institutions focusing on peace building.

### **b) Performance Indicator Development and Impact Assessment**

MKD needs to develop comprehensive performance measurement systems to prove effectiveness and impact of its programs. This system includes: (1) quantitative indicators such as number of resolved cases, community satisfaction levels, and resolution time; (2) qualitative indicators such as solution quality, compliance levels, and long-term impacts; (3) baseline



studies to measure social condition changes; and (4) participatory evaluation involving communities in MKD performance assessment.

### **c) Innovation and Continuous Adaptation**

MKD needs to develop innovation and adaptation culture to respond to dynamic social changes. This strategy includes: (1) regular reflection and evaluation forums for organizational learning; (2) pilot projects to test new approaches; (3) community feedback systems for continuous improvement; and (4) networking with innovation and research centers for access to latest knowledge.

## **5. Implementation Roadmap**

MKD strengthening strategy implementation requires gradual approaches that are realistic and measurable. The implementation roadmap can be divided into three phases:

### **a) Phase I (Years 1-2): Internal Consolidation and Standardization**

- Standardizing operational procedures and documentation systems
- Intensive capacity building programs for MKD members
- Developing basic management information systems
- Harmonization with formal institutions through village regulation revision

### **b) Phase II (Years 3-4): Function Expansion and Integration**

- Implementing social education and conflict prevention programs
- Integration with village development planning systems
- Developing strategic partnerships with various stakeholders
- Pilot projects for new innovations

### **c) Phase III (Years 5+): Sustainability and Replication**

- Establishing MKD as best practice model
- Funding source diversification and achieving financial sustainability
- Scaling up and model replication to other regions
- Contributing to policy development at national level

## **CONCLUSION**

SWOT analysis of Majelis Krama Desa (MKD) shows its transformation potential in sustainable village development, supported by strong legal foundations, social legitimacy, and inclusive procedures. However, MKD still faces weaknesses such as limited technical capacity, dependence on certain figures, and minimal resources. On the other hand, opportunities such as SDGs, digitalization, and inter-regional networks can be utilized, while threats such as traditional value erosion and authority conflicts need to be anticipated. MKD strengthening strategies must focus on functional transformation (reactive to proactive), capacity development, integration with village development, and sustainability mechanisms. Thus, MKD can evolve from merely a "conflict extinguisher" to a proactive "community development agent," aligning with global trends in community-based governance.

To realize MKD transformation, regulations and legal frameworks need to be revised to expand their mandate from dispute resolution to more comprehensive community development functions. Revisions must include: (1) education and conflict prevention functions, (2)



coordination with village institutions, (3) member competency standards, and (4) standardized monitoring systems. Regional governments need to allocate special budgets in APBD for MKD development, including capacity building, infrastructure, and innovative programs. Additionally, incentives are needed for villages that successfully optimize MKD, as well as integration of their work programs with national initiatives such as SDGs Villages and public service digitalization to accelerate institutional transformation.

Operationally, MKD needs to develop systematic knowledge management systems to document, analyze, and disseminate learning from dispute resolution and community development programs, strengthening institutional memory and intergenerational knowledge transfer. Additionally, forming MKD networks at Lombok and national levels is needed to facilitate experience exchange, best practices, and collective innovation, while serving as policy advocacy platforms. Strategic partnerships with universities are also important for research and development, capacity building, and monitoring-evaluation, to strengthen evidence-based practices and access to academic resources and technology.

This study has limitations as a document-based conceptual analysis, thus requiring empirical validation through field research. Future research agenda includes: (1) mixed-method impact evaluation studies to measure MKD effectiveness, (2) comparative research between regions to understand institutional transformation success factors, (3) cost-benefit analysis of MKD development investment, and (4) longitudinal studies to examine evolution, sustainability, and long-term impacts of MKD on village development.

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