MUSRENBANG WORKFLOW IN REGIONAL DEVELOPMENT PLANNING IN CIKIWUL VILLAGE

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Abstract

Deliberation Development Planning (Musrenbang) is instrument important in realize planning participatory, transparent, and needs - oriented development community. Research This aim for analyze channel Work Musrenbang in planning development area in the sub-district Cikiwul , Bekasi City, starting from stage preparation until determination priority development. Method research used is approach qualitative descriptive with technique data collection through observation and interviews to party government ward as well as stakeholders interest related. Research results show that channel Work Musrenbang in the Subdistrict Cikiwul has implemented in a way systematic and hierarchical, starting from pre-Musrenbang at RT/RW level, Musrenbang Subdistrict, up to submission proposal to level sub-district. The process involving various elements, such as government sub-district, LPM, BPD, figures community and representative citizens, so that capable accommodate aspirations public in a way wide. Implementation Musrenbang has produce priority development that focuses on needs base society, especially in the field of infrastructure and services social. However however, still there is constraint in the form of limitations obstructing land realization several development programs. Therefore that, is necessary strengthening coordination between stakeholders' interest as well as innovation in increase participation public use optimize implementation Musrenbang at the level ward.

Keywords: *Musrenbang , flow work, planning development, participation public*

Introduction

Development at the village level is a crucial part of the government's efforts to improve community welfare. As the lowest level of government, villages play a strategic role in identifying community needs, setting development priorities, and ensuring effective and targeted program implementation. Therefore, development planning and implementation at the village level must be participatory, transparent, and based on accurate data.

Cikiwul Village, as one of the sub-districts in Bekasi City, has implemented various development programs to improve the quality of life for its residents, such as infrastructure development, strengthening public services, and increasing community capacity. The development planning process in sub-districts generally involves several stages, including development planning meetings (Musrenbang), gathering community input, and developing work plans and budgets. However, the effectiveness of a development program depends not only on planning but also on ongoing implementation, monitoring, and evaluation.

In this context, observation is crucial for understanding how development planning and implementation are carried out in Cikiwul Village. Observations can provide insight into program development mechanisms, community involvement, budget management, and challenges encountered in the field. Furthermore, observations also help assess the extent to which planned development programs are delivering tangible impacts on community needs.

By compiling an *"Observation Report on Planning and Implementation of Development Programs in Cikiwul Village ,"* students can gain a deeper understanding of development practices at the local level. This report is expected to provide information on how the village manages the development process and serve as a reference for improving and strengthening development governance in the future.

Research Methodology

Qualitative research method: This study used a descriptive qualitative approach. This approach was chosen because it allows researchers to explore and understand the development planning process in greater depth through experiences, perspectives, and direct information from village officials. With qualitative methods, the data obtained is current, comprehensive, and can be verified for accuracy.

Theoretical Basis

Village Development

In the Republic of Indonesia Law Number 6 of 2014 concerning Villages, a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs and the interests of the local community based on community initiatives, ancestral rights, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia. According to Bintoro (in Wasistiono, 2006:8), villages are viewed from a geographical perspective as the result of the manifestation of interactions between the activities of a group of people and their environment. Village development aims to improve community welfare, strengthen local institutional capacity, and accelerate equitable development between regions. The implementation of village development must be participatory, sustainable, and accountable so that the community has an active role in determining development priorities.

Legal basis for village development

The legal basis for village development in Indonesia is based on various laws and regulations that regulate the authority, planning, and implementation of development at the village level. Law Number 6 of 2014 concerning Villages affirms that villages are legal community units that have the authority to regulate and manage government affairs, community interests, and village development independently. This law also grants villages the right to formulate village development plans, including the Village Medium-Term Development Plan (RPJMDes), which is compiled based on community initiatives, ancestral rights, and traditional rights recognized in the government system of the Unitary State of the Republic of Indonesia.

Furthermore, Government Regulation No. 43 of 2014, as the implementing regulation for the Village Law, provides more detailed regulations regarding the planning, management, implementation, and accountability of village development. This regulation emphasizes the importance of community participation in every stage of development, both in the planning and oversight processes, to achieve transparent and accountable village development.

In addition, Minister of Home Affairs Regulation No. 114 of 2014 concerning Village Development Guidelines provides technical guidance for village governments in preparing development planning documents, such as the RPJMDes and the Village Government Work Plan (RKPDes), as well as in managing and using village funds. This regulation serves as an operational guideline to ensure village development is carried out in a targeted, effective manner, and in accordance with community needs.

At the regional level, local governments also have the authority to establish Regional Regulations and Village Head Regulations that adapt village development implementation to local conditions and characteristics. These regulations can include provisions regarding village deliberations, village asset management, and village budget allocation mechanisms, ensuring that village development can be more contextual and responsive to local community needs.

Workflow

A workflow is a sequence of interrelated work activities, carried out in a structured manner by individuals or groups to achieve a specific goal. Workflow describes how tasks are initiated, processed, and controlled, ultimately producing output. According to the Workflow Management Coalition (WfMC), workflow is defined as: *"The automation of a business process, in whole or in part, during which documents, information, or tasks are passed from one participant to another according to a set of procedural rules."* Automation of a business process, in whole or in part, in which documents, information, or tasks are passed from one participant to another according to a set of procedural rules.

Village development workflow

The Regional Development Planning Conference (*Musrenbang*) is a participatory and hierarchical development planning forum aimed at accommodating community aspirations and establishing regional development priorities. According to Mahadi & Simbolon (2020), Musrenbang is **a participatory development planning system in which the community and stakeholders are directly involved in establishing development priorities at every level of government .**

The Development Planning Deliberation (Musrenbang) is carried out in stages in accordance with the national development planning system. Theoretically, the Musrenbang workflow can be divided into several main stages: preparation, implementation, and development priority setting.

During the preparation stage, village or sub-district governments, as well as sub-district governments, prepare various basic development planning documents. These documents include data on community needs, evaluations of

previous development programs, and a list of proposals compiled from the grassroots level. In addition, community outreach activities are conducted regarding the objectives of the Musrenbang, implementation mechanisms, activity schedules, and the parties involved in the deliberations. Determining Musrenbang participants at this stage involves government officials, community leaders, and community representatives to ensure representation and participation of various interests.

The next stage is the Musrenbang (Development Planning Meeting), which serves as the primary forum for conveying community aspirations. In this forum, the community is given the opportunity to directly convey development needs and issues. All emerging proposals are then discussed collectively to determine development priorities, taking into account the level of urgency, social and economic impact, and the affordability of the available budget. This process involves the Village Head or Lurah (village head), the Village Consultative Body (BPD), and community representatives, as a form of implementing participatory principles in development planning.

The final stage is establishing development priorities. At this stage, proposals deemed feasible and in line with the budgetary capabilities and policy direction of the regional government are designated as development priorities. The results of this determination are then incorporated into official planning documents, such as the Regional Government Work Plan (RKPD). Priority setting is carried out through coordination meetings, guided by the principles of program integration, effective budget utilization, and alignment with community aspirations and needs.

Development Planning Conference (Musrenbang)

Based on Law Number 25 of 2004 concerning the National Development Planning System, Article 1 paragraph 21, Musrenbang (Development Planning Consultation) is a forum between actors in the framework of preparing national development plans and regional development plans.

Village Musrenbang as explained in the Decree of the Minister of Home Affairs No. 050-187/Kep/Bangda/2007 is an annual deliberation forum for village/sub-district stakeholders (parties interested in resolving their village/sub-district problems and parties who will be affected by the results of the deliberation) to agree on the next annual budget activity plan".

Understanding Planning

Planning is the initial and fundamental process in development management. Planning can be understood as a systematic effort to determine objectives, formulate strategic steps, and allocate resources effectively to achieve predetermined goals. In the context of government, planning serves as a guideline for implementing development, ensuring it is directed, measurable, and sustainable.

Planning theory is defined as a framework encompassing various approaches to urban planning, including the production of urban design, rational-technical decision-making for urban development, and the facilitation of participatory democracy. These theories coexist and adapt based on historical and contextual shifts in knowledge and practice.

According to Faludi (1973), planning is not only a technical activity, but also a decision-making process influenced by interests, values, and interactions between actors. Therefore, development planning cannot be separated from social, political, and institutional dimensions.

Results and Findings
Musrenbang planning workflow in Cikiwul Village
Based on interviews with Cikiwul village officials, it is known that the Musrenbang process begins with a pre-Musrenbang at the neighborhood association (RT/RW) level, where residents compile priority proposals for things like drainage, street lighting, or integrated health posts (Posyandu). Proposals are consolidated at the neighborhood association (RW) level and then submitted to the Village Musrenbang, led by the village head. This forum is usually attended by village officials, community leaders, the Village Consultative Body (BPD), and sometimes sub-district representatives. An evaluation of the previous year's RKP is then presented, proposals are discussed, and 5-10 main priorities are determined to be submitted to the Sub-district Musrenbang.

Implementation Musrenbang Planning

The implementation of the development planning deliberation in Cikiwul sub-district has been mostly carried out well, especially in the focus on infrastructure such as improving drainage in RW 05 and 07 to prevent flooding, installing street lights, repairing roads, installing CCTV in each RT, and procuring integrated health post facilities.

Obstacles and planning in development
In general, there are no major obstacles, it's just that the multi-purpose building construction program has not been realized, due to the lack of adequate open land.

Participation and supervision of development

The development planning deliberation activities in Cikiwul Village involve several elements. The implementation of the Musrenbang planning is attended by the Village Head as the chairperson, the Secretary records and facilitates, the Head of the LPM leads the discussion of proposals, RW/RT representatives convey residents' aspirations, religious/traditional leaders provide input on local values, and the BPD monitors compliance with the RPJMD. Relevant agencies such as PU or Health are present if invited for technical verification. Resident participation is around 100-150 people per forum, but sometimes low when it coincides with the rainy season.

There were also opportunities identified for change through mentorship programs and recognition. As Rankin et al. (2010) found, recognition and institutional support are essential for creating a supportive environment for LGBTQIA+ leaders to exist. GSLs in the study suggested that mentorship programs (61.54%) and visibility (59.62%) would greatly enhance their governance skills and bolstering effectiveness against the challenges faced.

Influence in Student Governance

GSLs indicated a moderate to strong degree of influence on their organizations, especially symbolic and cultural aspects. However, their influence on peers, team performance, and institutional policy limitations was less. This gap shows the need for institutional policies and practices to further broaden GSLs' influence beyond symbolic representation. Kezar (2014) suggested the inclusive leadership practice could create lasting change within both organizational culture, and supportive institutional policies surrounding it, but there is a need for GSLs to have a stronger platform to create meaningful change.

Discussion

The results unravel the impactful leadership capacity of Gay Student Leaders (GSLs) at DMMMSU, where their preference towards democratic and transformational leadership models coincides with the values of inclusivity, advocacy, and empowerment. However, hesitation towards autocratic models imply a reluctance for GSLs to lead from a traditional top-down directive leadership style and instead adopted a form of collaborative and inspiriting rather than directing leadership.

The study's findings also indicate resilience among GSLs and they feel emboldened to lead despite dealing with stereotyping, barriers, prejudice, and discrimination. As GSLs are able to couple their sexual orientation with resilience to serve as a source of strength, this reflects the transformative potential of one's identity in being a leader, which is congruent with Cohen's (2010) findings in reference to "identity capital." This resilience is essential to actively navigate the heteronormative spaces in which GSLs, especially when often reluctant in associating their sexual identity with societal expectations and equitable expectations.

Furthermore, the present study illuminates the significance of mentorship and visibility to gain the beneficial effects of leadership in GSLs. The findings align with the previous recommendations of Dessel & Robinson (2018) on how structured mentorship could program be useful in managing mentoring processes and create spaces to build leadership capacity together. As the visibility of GSLs increases and participates in the student body, institutions would be more capable of creating more equitable pathways of leadership for marginalized groups to have more power in leadership positions.

Conclusion

Based on the results of observations and discussions regarding the Musrenbang workflow in regional development planning in Cikiwul Village, it can be concluded that the village government has implemented a systematic and participatory planning process through the pre-Musrenbang stage at the RT/RW level which filters residents' aspirations into priority proposals for basic infrastructure such as drainage, street lighting, and integrated health posts, which are then consolidated at the RW level and discussed in depth at the Village Musrenbang under the leadership of the Village Head together with LPM, BPD, community leaders, and RW/RT representatives to determine 5-10 main priorities submitted to the sub-district level. The implementation of Musrenbang planning has gone well, especially in infrastructure programs such as improving drainage in RW 05 and 07, installing street lights, repairing roads, CCTV in each RT, and procuring integrated health posts which demonstrate responsiveness to the urgent needs of the community, although in general no major obstacles were found except for the limited open land which hampered the realization of the construction of a multipurpose building. Community participation involving 100-150 people per forum with a complete composition starting from the Village Head as chair, Secretary as facilitator recording, Head of LPM as discussion leader, RW/RT representatives conveying aspirations, religious/traditional leaders providing input

on local values, BPD as supervisor of RPJMD compliance, as well as PU and Health technical services for verification ensures the deliberation process runs inclusively and accountably even though it is sometimes hampered by rainy season conditions.

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