

## ANALYSIS OF THE MUSRENBANG DEVELOPMENT PLANNING PROCESS AT TAMBUN VILLAGE IN 2022

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**Abstract.** *This study examines the development planning process in Tambun Village, focusing on community participation through the Musrenbang forum. The purpose of this study is to see how community involvement affects development priorities and identify challenges faced during the planning process. Using qualitative methods, data were collected through interviews and literature studies. The findings show that social media plays an important role in facilitating communication and participation among villagers. The community is actively involved in discussions and decision-making, showing a sense of belonging to development initiatives. Challenges such as competing interests can be overcome through collaborative discussions, ensuring that all voices are heard. The study concludes that effective community participation results in more relevant and prioritized development plans, which ultimately contribute to the progress of villages and address local problems.*

**Keywords:** *Building, Musrenbang, Planning.*

### 1. INTRODUCTION

Development programs require effective and directed planning. Thus, development plans in the regions are based on central planning documents. This ensures continuity between regional and national development planning (Kurniawati & Eprilianto, 2022). Law Number 25 of 2004 concerning the National Development Planning System regulates everything related to development planning procedures for the preparation of long-term, medium-term, and annual development plans carried out by state and regional administrators in the central government, it can be explained that each region is obliged to hold a Development Planning Conference (Musrenbang). In addition, Law Number 23 of 2014 Number concerning Regional Government mandates the implementation of development in the region. Based on this law, each region is obliged to prepare a development plan tailored to its needs through the Musrenbang forum.

The village development process will run well if the program is designed to increase income and realize an independent, advanced, prosperous, and equitable society. Regulation of the Minister of Home Affairs No. 114 of 2014 stipulates that village development planning is a process of stages of activities carried out by the village government by involving the Village Consultative Body and community elements as participants to utilize and allocate village resources in order to achieve village development goals. Participatory planning is a system for managing and utilizing village resources (Kamaruddin et al., 2021).

Development planning must involve all the abilities and desires of the community to carry out development (participatory). Therefore, the government must emphasize the importance of community participation from various backgrounds and interests. Community participation in village musrenbang means participating in the lowest level of deliberative forums with village stakeholders to determine issues related to village development with the aim of equitable development distribution. During the

process of preparing and making development plans in the village, the aspirations of the community are collected at the Village Development Planning Deliberation (Hadawiya et al., 2021).

The Development Planning Deliberations (Musrenbang) are held after the Village/Village Musrenbang, Regency Musrenbang, Regency/City Musrenbang, Provincial Musrenbang, and National Musrenbang, and consist of stakeholders who work together to prepare development plans as part of national and regional development plans. This development planning forum functions as a medium to accommodate the aspirations of the media community and encourage the community as a development-based subject and object (Melly et al., 2019).

Development in Tambun Village refers to various development projects carried out in the area, such as infrastructure development, road repairs, clean water channels, environmental roads and drainage. Tambun Village also has several potentials such as industry, as well as agriculture. However, Tambun Village has problems with flooding, poverty, and unemployment.

Based on this, this study aims to analyze the development process in Tambun Village, using a descriptive qualitative approach. This research will examine several aspects, such as development planning, community participation, and village musrenbang. This research is expected to provide an overview of the conditions, challenges, and expectations of development in Tambun Village, as well as provide recommendations to improve the quality of development in the village.

## **2. LITERATURE REVIEW**

### **2.1 Development Planning**

According to Listyangsih (2014:90), planning is a continuous process that has two components: planning and implementation. The plan provides guidance for carrying out activities and can be used to organize and evaluate the progress of activities. Based on Article 1 of Law No. 25 of 2004, planning is the process of determining the most appropriate future actions in a series of decisions, taking into account the available resources (Darin, Usman Moonti, 2023). Planning is an alternative or option that is used as a basis for determining the activities to be carried out. Therefore, when making a plan, it is necessary to consider various alternatives or options that are relevant to the activities to be carried out (Anggara & Sumantri, 2016).

According to Mustanir (2018), development planning is a focused and efficient way to achieve development goals, taking into account local conditions. Meanwhile, development planning can be defined as a collection of development programs and policies that aim to encourage the public and private sectors to use available resources more productively.

Satries (2011) stated that by implementing an effective and efficient development plan, the use of existing resources can be maximized and the potential for improvement can be realized (Firmansyah, Arif Budiman, Adilansyah, Muhamadong, 2023).

### **2.2 Community Participation**

Etymologically, participation comes from the English word "participation" which means engagement. In the complete Indonesian dictionary, what is meant by "participation" is to play a role in an activity, participation, participation. Adisasmita (2006:42) stated that community participation means empowering the community and participating in the planning and implementation of development programs, realizing their sacrifices and contributions to their aspirations and development (Fadil, 2013).

According to Sumaryadi (2005) Community participation is defined as the involvement of a person or community group in the decision-making process to achieve effective results, reduce errors, and improve planned activities. Community participation is the involvement of individuals or groups of people in the development process through their inputs and activities, or by contributing ideas, energy, time, expertise, funds, materials or

facilities to support development. The goal is for the people who participate in this program to feel that development belongs to them too, and can accept the results of Development (Uceng et al., 2019).

According to Marshall (2006) in Community Participation can be measured through indicators:

- a. The availability of public forums and media outlets to enable participation, with the existence of these forums and media can facilitate public participation and increase participation.
- b. The community can be involved in the process, it can also be said that it must have the capacity and expertise to participate in the process.
- c. One of the three ways to measure public participation is to evaluate whether the public is able or willing to express its opinion on the decision-making process.

### *2.3 Musrenbangdes*

The Development Planning Conference (Musrenbang) is a very popular event in the development planning process. As stipulated in Law Number 1 Paragraph 21 of Law Number 25 of 2004 concerning the National Development Planning System, Musrenbang states that Musrenbang is a forum for stakeholders in the preparation of national and regional development plans. Furthermore, Article 2 Paragraph 2 explains that each region is obliged to prepare a regional development plan in a systematic, focused, integrated, and responsive manner. This is regulated in the Decree of the Minister of Home Affairs Number 54 of 2010 concerning the implementation of Government Regulation Number 8 of 2008 concerning stages, preparation, management and procedures through the implementation of various levels of planning. Evaluation and implementation of regional development plans, namely long-term plans abbreviated as RPJPD for a period of 20 years (Article 1 Article Paragraph 9). Furthermore, a medium-term regional plan called RPJMD with a period of five years (Article 1 Paragraph 12), or a short-term or annual plan called the Regional Government Work Plan (commonly called RKPD) for a period of one year (Article 1 paragraph 16) (Azhar, 2015).

The main goal of musrenbang is to address problems by reaching an agreement on the priority of local and local issues and mechanisms to address them (Poespitoahadi & Fe, 2023).

Musrenbang Desa is an annual meeting of village stakeholders to determine the Village Development Work Plan (RKP Desa) for a certain fiscal year. The preparation of the Village RPJM must be related to the Village RPJM, to ensure that the resulting development plan meets the needs of the local community and not only the wishes of the village elite, then all elements of society, including the village government and all levels of society, must be involved in the preparation of the village RKP to be involved. The village development plan is clearly based on the need to cover all aspects of society. Thus, community involvement in village development planning is needed to ensure that development is specifically tailored to the needs and problems of the local community (Poespitoahadi & Fe, 2023).

### **3. RESEARCH METHODS**

In this study, the research method used is a qualitative descriptive research method. Qualitative descriptive research according to (Bogdan, R. C., & Biklen, 1997), The research produced descriptive data about the behavior and writing or speech of the observed individuals. The goal of this method is to make research more relevant and flexible. This research was carried out in Tambun Village, Bekasi District. The data collection method used is a thorough interview by asking in-depth questions as well as a literature study by looking at various books, articles, and other internet resources.

#### A. Research Design

A research design is a systematic and directed plan for data collection, processing, and analysis known as research design. This is intended to ensure that research can be carried out effectively and efficiently in accordance with the research objectives (Tika, 2005). Using a case study design, this study aims to collect data and understanding of the development planning process, community participation, and musrenbang in Tambun Village, Bekasi Regency.

#### B. Data Analysis Techniques

##### 1. Literature Study

Literature study is a series of actions such as reading, taking notes, and processing research materials. The purpose of this library is to gather information through the analysis of various written sources, including the opinions of experts who understand literature and the internet. This aids in data collection and enhances the investigation of research problems.

A literature review aims to find a problem or topic that will be written based on the number of books that have been read. In addition to helping everyone find solutions to their problems, the literature study process also aims to help authors find relevant information and help in data collection and improve research on research problems.

##### 2. Interview

An interview is the process of obtaining information for research purposes through direct questions and answers between the interviewee and the interviewer. The focus of this interview is the development planning process of Tambun village. The researcher himself conducted interviews with various authorities, by asking questions to the interviewees; A total of sixteen questions were asked directly. In this study, the criteria for informants are as follows: (Table 1.1).

Table 1.1 Criteria for Informants of Purposive Sampling Techniques

It	Informant's Name	Criterion
1.	Mr. Gesang Prastowo	Head of Government

(Source: Processed by Researcher)

Based on the informant criteria, the researcher conducted interviews with informants for one day. The date and time of the interview were obtained in the study, as shown in (Table 1.2).

Table 1.2 Date and Conduct of Interviews

It	Informant's Name	Date	Time
1.	Mr. Gesang Prastowo	Thursday, 19 December 2024	10.06-10.28 (12 minutes)

(Source: Processed by Researcher)

In this study, data analysis was carried out based on the theory of the development planning process, community participation, and village musrenbang as described above. And in this study, data analysis was carried out directly through the interview and observation process.

## 4. RESULTS AND DISCUSSION

### Results

#### 4.1 Analyze the planning process for the development of musrenbang in Tambun Village.

Based on the interview data, the researcher obtained a response from informant 1, namely: If the stages for all or all types of activity proposals start from the needs of the community, then it is the community that proposes everything must be based on

proposals from the lower levels, namely RT, stages of community needs regarding infrastructure in this case, environmental roads, drainage or street lighting. Then it is proposed through the RW level of the proposal and then rises to the village level. For the Musrenbang stage, we invite all RTs, RWs, Hamlet Heads, community leaders in the Tambun Village area to discuss which is the priority in the village Musrenbang in the relevant year. After the Village Musrenbang rose to the level of the Regency Musrenbang which is about community participation, all community proposals are escorted by the local community itself.

Various types of infrastructure based on community proposals, namely environmental roads that are separated into the responsibility of the local government and the responsibility of the village, as well as waterways or drainage, in Tambun Village there is also street lighting and paving. In 2022, we verified that there are indeed clean water facilities in collaboration with the PAMSIMAS program and the Settlement Office, namely RUTILAHU (Uninhabitable Houses). Regarding the budget, it also depends on the volume of activities proposed, if the volume of activities is large means that it requires a large cost from which the Musrenbang is logically carried out by the village and is not included in the village budget, then it is proposed to the local government. There is cooperation with related parties, namely the private sector, there are PT-PT stakeholders so that we can work together in their areas, for example waterways or drainage and roads we can invite their involvement, if for community leaders or other stakeholders it is usually supervised apart from their self-help contributions. In the village, with the involvement of youth organizations to LPM and Linmas, starting from supervision to maintaining security.

In Musrenbang, everything is based on the needs of the community and the aspirations of the community which are proposed through the RT/RW stage until they are brought to the village government through Musrenbang by discussing infrastructure capacity building, community capacity building, economic improvement, and increasing residents' food security.

In the village, there is a Medium-Term Development Plan (RPJM) which is a reference for development for five years. For example, if the RPJM plans to build a one-kilometer road, and the road has been completed 100% within that time frame, then for future planning, the construction of the road is no longer a priority. The focus will shift to other activities that are not being met, unless improvements are needed that usually involve non-governmental organizations. After an activity is completed, the needs of the community in this field are considered met, so that development continues gradually to other sectors. This process cannot be done at once because it depends on the availability of funds. Thus, the achievements in the RPJM are the basis for evaluating and determining the long-term plan of the village government.

#### *4.2 Analyze community participation in the development planning process through Musrenbang in Tambun Village.*

Based on interview data The researcher obtained a response from informant 1, namely: In Tambun Village itself, we use social media, namely as a means of disseminating information and community communication through WhatsApp groups, Facebook, village websites, and Instagram, we disseminate important information such as event invitations, proposal shelters, and community complaints. The existence of this social media will facilitate effective and efficient communication between the village government and the community, allowing for the rapid and wide dissemination of information.

The people of Tambun Village by showing active participation in village activities based on region. They spontaneously engage in discussions and activities through WhatsApp and other social media, especially when the activities meet their needs. A sense of belonging and awareness of shared needs encourages them to actively participate without the need for invitations or direction.

So there are no significant obstacles, but the challenge that often arises is the struggle for interests. It usually happens every year, because each region wants to be prioritized or prioritized. However, these challenges can always be solved well, each party works together to discuss which activities should be prioritized, postponed until the following year, or can be proposed to the relevant agency or agencies. Although there are some pending village activities, usually Council members help by facilitating these needs. In some cases, delayed activities can still be carried out in the same year through the support of the Board. In 2022, Tambun Village benefits from the presence of Council members who come from villagers, so that it is able to facilitate various activities and funding outside of village funds. So that even though there is a struggle for priorities, all parties can finally reach a mutually supportive solution.

#### *4.3 Analyzing the results of the Musrenbang process in Tambun Village in determining village development priorities*

By interview data, the researcher obtained a response from informant 1, namely: The Village Government Work Plan (RKP) is a planning document prepared based on the principle of community participation. In the process, the community submitted proposals for needs through the local RT and RW, which were then collected in the village discussion forum. At this forum, community representatives explained their needs along with the reasons and obstacles they faced. Each proposal is recorded and analyzed to determine its priority level. Urgent proposals will be included in the draft RKP, while less urgent proposals are planned for the following year. The sorting is carried out transparently and based on mutual agreement, so that the resulting draft RKP contains priority activities to be implemented.

The stage, namely from the RPJMDs (Village Medium-Term Plan), is downgraded to RKP because the activities are planned every year based on the activities in the RPJM and in the RKP in the form of finished documents or plans that cannot be issued.

In the Medium-Term Development Plan (RPJM), the vision, mission, and priorities of Tambun Village's activities for the medium term have been listed. If there is a proposed activity that is not included in the priority, the village government cannot immediately implement it. The proposal will be accommodated first to be considered in the next year's planning, with a note of considering several aspects, such as the impact of activities on the wider community, certain groups, or individuals, as well as the source of funding. In addition, it is necessary to ascertain whether these activities are the responsibility of the village government, local government, or provincial government. With this approach, all planned activities remain consistent with the initial plan, so that there is no chaos in the implementation of development programs.

In Tambun Village, the village development planning deliberations (Musrenbang) are not based on the interests of the elite, but purely discuss proposals from residents. The proposals submitted must truly reflect the needs of the wider community, not for the benefit of any particular group, individual, or elite. If there is a proposal that is narrow or irrelevant to the common priority, the proposal will only be accommodated for future consideration, but not immediately discussed or implemented. After the funds from the village government drop, the planning stage will continue with a survey of the locations that have been listed in the Village Government Work Plan (RKPDes). This survey aims to ensure that the planned activities are really in accordance with the needs and conditions in the field. Thus, from the beginning, the interests of individuals or elites have been set aside so that development planning and implementation remain focused on the interests of the collective citizens.

This is because, after the implementation of the activity, the results of the activity are expected to belong to the community. That way, the local community will feel belonging. If the community feels that they belong, they will also play a role in maintaining and preserving the results of these activities. This is the main goal to be achieved. If the proposal submitted is not a priority or need of the community, or is done carelessly, the

community will not feel that it belongs to them or their needs. Therefore, it is important to involve the community in this case and the involvement of vulnerable groups, such as mothers, is very meaningful, even though participation may only be limited to helping to provide consumption or serving drinks to workers. Small involvement like this still has a big impact in creating a sense of belonging.

The disinterest of some people to participate in Musrenbang is usually caused by several factors. One of them is the limitation of invitations, which must be limited due to budget allocation. In addition, urban people in this village tend to be busy with daily work, so they cannot take the time to attend Musrenbang, considering that their daily needs depend on their work. However, the invited parties usually remain present because they are the initial proponents of the need in the Musrenbang. They understand that the proposals submitted are for their benefit, so they have the responsibility to oversee the process until the Musrenbang stage is completed. This ensures that the proposals submitted are truly accommodated in village development planning.

The implementation of Musrenbang is always colored by debate, and it is a natural thing. Every year, including in 2022, Musrenbang participants often compete for their proposals to be made a priority. This kind of atmosphere is common, but all debates can be muted when a clear explanation of priorities is given. For example, activities that are considered urgent and must be prioritized will be prioritized, while other proposals will still be considered for implementation in the future. In the end, all the proposals of the community were not ignored. The difference only lies in the time of implementation or the party responsible for the activity. If funding from the village government is insufficient, certain proposals can be facilitated by the relevant council members or agencies, especially if the responsibility lies at the local government level. In this case, the village government continues to play a role as a proposer and liaison so that these activities can be realized as needed. Thus, no activities or proposals are really left out in the development process.

At the evaluation stage of the 2022 musrenbang, it shows that there are obstacles due to the focus on handling COVID-19, so that some infrastructure priority activities must be postponed first. However, the activity remains in the accommodation to be carried out in the following year. The monitoring and evaluation process is carried out periodically, including by involving BUMDes (Village-Owned Enterprises) to overcome obstacles in the food security program. All findings in the field are recorded and followed up to ensure the success of the implementation of the work plan, the village government is also committed to finding solutions to every obstacle that arises, by involving various parties who support problem solving.

## **Discussions**

### ***4.4 Analyzing the planning process for the development of musrenbang in Tambun Village***

The Development Planning Conference (Musrenbang) in Tambun Village shows a collective effort to design development that is inclusive and in accordance with the needs of the community. This planning process starts from the lower level, namely the RT, which is then continued to the RW and finally discussed at the village level. This stage reflects the principle of community participation as the foundation of development planning. Based on interviews with informants, the initial stage of planning begins with the identification of community needs, especially related to infrastructure such as environmental roads, drainage, street lighting, and clean water facilities. These proposals were collected from the RT and RW levels before being raised to the Village Musrenbang forum. The forum involved various stakeholders, such as community leaders, hamlet heads, youth organizations, Community Empowerment Institutions (LPM), and Linmas, to determine development priorities. The Tambun Village Musrenbang also shows synergy between the village government and other stakeholders, including the private sector. For example, infrastructure such as

waterways and roads often involve contributions from private companies in the region. In addition, programs such as PAMSIMAS (Community- Based Drinking Water and Sanitation Provision) and RUTILAHU (Uninhabitable Houses) show collaboration between village governments, local governments, and related agencies.

However, although the planning process has been carried out in stages and involves various parties, the implementation of development programs has not fully had a significant impact on the community. This is due to several factors, including:

1. Non-Conformity of Programs to Real Needs of the Community: although the proposals come from the community, there is a possibility that some programs are not fully relevant to the real needs of the community. This shows the need to strengthen a more in-depth needs identification mechanism.

2. Budget Limitations: proposals that require large costs often cannot be fully realized by the village budget. Therefore, priorities are determined based on whether or not an activity is logical to be carried out at the village level. Proposals that are not accommodated are then submitted to the local government. Limited Evaluation Evaluation of achievements in the Medium- Term Development Plan (RPJM) is crucial. If a project has been completed, for example the construction of a one-kilometer road, then the project is no longer a priority. However, the sustainability and maintenance of development results often require additional attention.

3. Community Involvement: although communities are involved in self-help oversight and contribution, the level of this involvement can fluctuate. Support from the community, especially in the monitoring phase, is critical to ensuring the success of the program.

4. Effectiveness of the Musrenbang Process: the Musrenbang process in Tambun Village becomes effective when all stages are carried out properly and based on the real needs of the community. The preparation of measurable, transparent, and collaborative development priorities is the key to success. In addition, synergy with the private sector and local government programs provides opportunities to overcome the limitations of village funds. In increasing effectiveness, it is necessary to strengthen the participation mechanism of the community needs identification process needs to be improved through in-depth surveys and discussions. This aims to ensure that the proposed program is really relevant and provides maximum benefits, the optimization of village resources needs to explore additional funding opportunities from the private sector or government grants to support the realization of priority programs, to increase the capacity of village managers Village managers need to be provided with training related to development planning, budget management, and program evaluation in order to implement the program more effective.

5. Continuous Evaluation: each stage of development needs to be thoroughly evaluated to ensure sustainability and its impact on society.

With community-oriented planning, collaboration with stakeholders, and ongoing evaluation, Musrenbang in Tambun Village has great potential to improve the quality of life of the community and achieve sustainable development goals.

#### *4.5 Analyzing community participation in the development planning process through Musrenbang in Tambun Village*

Based on community participation in the planning process for the development of Musrenbang in Tambun Village, it includes involvement in community meetings, participating in socialization activities, and actively providing suggestions and criticism. The community is also expected to not only participate by submitting proposals for development planning activities but also be able to understand and express the problems or problems that occur.

According to Marshal (2006) Community participation is measured through the



following indicators:

1. The Existence of a Forum to Accommodate Community Participation

Community participation in development planning in Tambun Village is supported by an adequate forum to accommodate aspirations. Tambun Village utilizes various social media platforms such as WhatsApp groups, Facebook, village websites, and Instagram to disseminate important information such as event invitations, proposal collection, and community complaints. The presence of this media makes it easier for the community to express their opinions, thereby increasing the effectiveness of communication between the village government and the community. Social media not only accelerates the dissemination of information but also expands the reach of communication, creating a more inclusive participation forum.

2. The Ability of the Community to Engage in the Planning Process

The people of Tambun Village show significant ability to be directly involved in the development planning process. They actively and spontaneously participate in discussions and activities facilitated through social media, especially when the topic is relevant to their needs. This involvement is influenced by a high sense of ownership towards common needs. This participation occurs without the need for a formal invitation, showing the community's awareness of the importance of involvement in village development. However, challenges in the form of priority struggles between regions still arise, but they can be solved through discussion and cooperation between various parties.

3. Public Access to Expressing Opinions in the Decision-Making Process.

The Tambun Village Government provides wide access for the community to be involved in decision-making, especially through the Musrenbang mechanism and social media. The struggle for development priorities that often occurs every year is resolved through collective discussions to determine which activities are worthy of being prioritized, postponed, or proposed to the relevant agencies. In some cases, support from Council members from Tambun Village helped to realize delayed activities, either through additional funding outside of village funds or other facilitations. This shows that despite the challenges of aligning different interests, people's access to contribute to decisions is maintained and mutually supportive solutions are produced.

*4.6 Analyze the results of the evaluation of the Musrenbang process in Tambun Village in determining village development priorities.*

The evaluation in the Tambun Village Musrenbang will focus on the extent to which theories and assumptions relevant to a particular context have been used in program planning and design. The more diverse and intensive the discussion among the various options, the greater the chance of achieving optimal program outcomes. So it can be seen from the evaluation of the Tambun Village Musrenbang carried out in 2022 as follows:

**1. Community Participation as the Main Basis**

The evaluation process shows that community participation is the main element in determining development priorities. Community needs are proposed through the RT and RW levels, then discussed in the village forum. Each need is recorded, analyzed, and sorted based on its priority level. Urgent proposals are included in the draft RKP for immediate implementation, while other proposals are planned in the coming years. Transparency and mutual agreement are the main principles of this process.

**2. Linkage with RPJMDes**

The Village Government Work Plan (RKP) is prepared with reference to the Village Medium-Term Development Plan (RPJMDes), ensuring the consistency of planning with the vision, mission, and medium-term development priorities. Proposals that do not comply with the RPJMDes are still recorded for future consideration, preventing

unstructured or inconsistent program implementation.

### 3. Focus on the Collective Interest

The Musrenbang process seeks to avoid the dominance of the interests of individuals or elite groups. Each proposal is based on the collective needs of the community, creating a strong sense of ownership over the development outcomes. Community involvement in every stage, from proposal to supervision, encourages shared responsibility to safeguard and maintain development outcomes.

### 4. Obstacles and Solutions

Some of the main obstacles identified:

- a. **Budget Constraints:** Especially due to the impact of the COVID-19 pandemic in 2022, which caused some infrastructure priorities to be postponed.
- b. **Solution Approach:** The village government plays an active role as a liaison with external parties, such as council members and related agencies, to realize proposals that have not been implemented.

### 5. Periodic Evaluation and Follow-up

The evaluation process for the implementation of Musrenbang is carried out periodically by involving various parties, including Village-Owned Enterprises (BUMDes). This evaluation aims to address constraints on programs such as food security, ensuring that any findings in the field are followed up effectively.

Musrenbang is not only a planning tool, but also a mechanism to increase the community's sense of ownership and responsibility for development results. This approach reflects inclusive, sustainable, and community-oriented development practices. With the village government's commitment to accommodate the needs of the community and find solutions to obstacles, the Tambun Village Musrenbang has succeeded in becoming a participatory and mutually beneficial-oriented village development model.

## CONCLUSION

The Musrenbang process in Tambun Village shows a strong commitment to community participation in development planning. By involving various stakeholders from the RT to RW levels, this forum succeeded in identifying the needs of the community, especially in terms of infrastructure. However, challenges such as the incompatibility of programs with real needs, budget limitations, and the effectiveness of evaluation are still obstacles in the implementation of development programs. The importance of synergy between the village government and the private sector is also seen in the implementation of infrastructure projects. However, even though the planning process is carried out in an inclusive manner, the real impact of development has not been fully felt by the community. Therefore, continuous evaluation and strengthening of community participation mechanisms are urgently needed to achieve sustainable development goals.

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