



Effectiveness of the Implementation of the Development Planning Deliberation (Musrenbang) in Medan Helvetia District

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Abstract

This study aims to analyze the effectiveness of the implementation of development planning deliberations in Medan Helvetia District, as well as to analyze the factors that hinder the effectiveness of the implementation of development planning deliberations in Medan Helvetia District. The research method used in this study is descriptive data analysis with a qualitative approach. Data collection techniques used are interview, observation, and documentation methods. The results of this study indicate that the implementation of musrenbang in Medan Helvetia District has not been effective. This can be seen from the community participation in decision-making that is not channeled as a whole; the stages of the development planning submission process are quite long, so there is a reduction in the submission of proposals, and community negotiations with the government are also getting smaller and the lack of budget, and inadequate quality of human resources. Budget and human resource issues emphasize the importance of adequate budget support and competent human resources to prepare development planning in Medan Helvetia District effectively, efficiently, and with quality for the welfare of the community.

Keywords: Effectiveness; Musrenbang; Sub-district.

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INTRODUCTION

Development planning is a process that aims to direct change towards progress in various aspects of community life, government, and the environment of a region. (Lumbantobing et al., 2022; Rizam et al., 2021). In this process, available resources are utilized optimally with a comprehensive orientation. The success of a region's development is largely determined by the quality of planning that is designed strategically, systematically, and directed. This planning is the foundation for achieving quality, effective, and efficient development. (Ma'rif et al., 2010; Syamsi, 2015; Yudarta & Winaya, 2018).

In accordance with the Republic of Indonesia Law Number 25 of 2004 concerning the National Development Planning System (SPPN) (AS et al., 2016; Manik et al., 2022) and the Regulation of the Minister of Home Affairs Number 86 of 2017, national and regional development planning must be carried out in a participatory manner through a bottom-up approach. (Ismawati et al., 2023; Subakti et al., 2021; Wahyuni et al., 2018). This approach emphasizes the importance of democratically gathering community aspirations to produce inclusive development plans that are oriented to community needs. The principles of democracy, sustainability, justice, and independence are the main guidelines for implementing development planning in accordance with the mandate of the law. (Hidayat & Nasution, 2013; Kasiatik & Nasution, 2015; Suharyanto et al., 2017).

Within the framework of regional autonomy, Law Number 23 of 2014 provides authority to regions to regulate and manage their own affairs, including in development planning. (Hasmarini Ariestin Waruwu et al., 2023; Nasution, 2013; Bachelor et al., 2021). This aims to encourage regional development that is in accordance with the needs and potential of each region. With regional autonomy, it is hoped that each region can prepare and implement development plans that are more responsive to local conditions while still referring to the principles of national planning. (Adela et al., 2019; Rajali, 2015; Sitompul & Lubis, 2013).

The Development Planning Deliberation (Musrenbang) is an important element in regional development planning. This forum is

designed to bridge community aspirations with program proposals from government agencies. Musrenbang aims to identify problems, analyze needs, and formulate strategic solutions that can answer development challenges. In Medan Helvetia District, Musrenbang is the main means of integrating sub-district development programs with district or city development priorities.

However, the implementation of Musrenbang in Medan Helvetia District faces several challenges. One of them is the less-than-optimal community participation in the decision-making process. This is due to the long stages of submitting development planning, which often leads to a reduction in community proposals. Some development proposals have not even been realized due to limited information related to activity allocation and the lack of information dissemination to the wider community. In addition, there is a shortage of functional planning personnel at the sub-district level, which has an impact on the quality of the planning process.

Other problems that often arise are budget constraints, inadequate quality of human resources, and low community motivation to participate in Musrenbang. This phenomenon shows that the implementation of Musrenbang in Medan Helvetia District is still far from effective. In fact, the effectiveness of Musrenbang implementation is very important to ensure that community aspirations can be accommodated properly and translated into real development programs.

Previous research studies are an important foundation in this study to understand the effectiveness of Musrenbang. (Nugraha & others, 2017) Shows that Musrenbang in East Teluk Betung is less effective, especially in terms of transparency and accountability, even though it is systematic and integrated. The research (Karuniwati, 2016) revealed the high effectiveness of E-Musrenbang in Tambaksari, Surabaya, with a focus on technology implementation. Meanwhile, (Herawati, 2019) identified three inhibiting factors of Musrenbang's effectiveness in Kuala Simpang City, namely transparency, coordination, and participation. This study continues the study by analyzing the effectiveness of Musrenbang

implementation in Medan Helvetia District, including its inhibiting factors, to provide recommendations for improvement.

Based on these problems, this study aims to analyze the effectiveness of the implementation of Musrenbang in Medan Helvetia District and identify the factors that become obstacles to its implementation. This analysis is expected to provide a clear picture of the challenges faced in the implementation of Musrenbang and provide recommendations to improve the quality of development planning in Medan Helvetia District.

Through this research, it is expected that a comprehensive solution can be found to overcome the existing obstacles so that Musrenbang can become a truly effective forum for absorbing community aspirations and realizing inclusive development. Thus, the results of this study are expected to contribute to improving the quality of regional development planning, especially in Medan Helvetia District, in order to achieve sustainable community welfare.

RESEARCH METHODS

This study uses a qualitative approach that aims to build an in-depth understanding of the effectiveness of the implementation of the Development Planning Deliberation (Musrenbang) in Medan Helvetia District. The research subjects consisted of key, main, and additional informants selected based on their involvement in Musrenbang. The research location was the Medan Helvetia District Office, Medan City, with the research period running from April to August 2024. Data were collected through structured and unstructured interviews, direct observation, and document review. Interviews were used to obtain in-depth information from informants, while observations helped researchers understand the social context directly. Triangulation techniques were applied to ensure data validity by comparing the results of interviews, observations, and documents.

Data analysis was conducted using the Miles and Huberman interactive model involving three main stages: data reduction, data presentation, and drawing conclusions/verification. Data reduction was conducted by filtering relevant information related to the effectiveness of Musrenbang. The data presented was systematically

arranged to find significant patterns. Conclusions were drawn based on data that had been verified during the study. This study also used the triangulation validation method to integrate various data sources, ensure the accuracy of information, and support the research results.

Through this method, the study is expected to provide a comprehensive picture of the effectiveness of the implementation of Musrenbang and identify the obstacles faced. This allows the study to produce relevant recommendations to improve the quality of Musrenbang in Medan Helvetia District.

RESULTS AND DISCUSSION

Effectiveness of Implementation of Development Planning Deliberation in Medan Helvetia District

The implementation of the Development Planning Deliberation (Musrenbang) is an implementation of the mandate of Law Number 25 of 2004 concerning the National Development Planning System (SPPN), which aims to prepare regional development plans systematically, directed, integrated, and participatory. In this new paradigm, the hierarchical top-down planning approach has shifted to bottom-up planning, which emphasizes democratic community aspirations. The expected principles of national development, such as togetherness, sustainability, and independence, are the basis for organizing Musrenbang at every level, including sub-districts.

In Medan Helvetia District, Musrenbang is the main forum involving the community, community organizations, and other stakeholders in the development planning process. This forum aims to agree on priority programs that will be used as a reference for the preparation of the Regional Government Work Plan (RKPD). The results of the 2023 Medan Helvetia District Musrenbang, which are intended for implementation in 2024, recorded 42 infrastructure programs and 23 socio-cultural programs proposed by seven sub-districts in the sub-district. These programs represent the community's needs, which are considered the most urgent and strategic to be realized.

The implementation of Musrenbang in Medan Helvetia District began with the collection of proposals from the sub-district

level, which were then discussed in a deliberation forum at the sub-district level. In this process, stakeholders, including community representatives, women's organizations, sub-district officials, and DPRD members from the relevant electoral districts, were present to provide input. This process was designed to reflect the actual needs of the community and prioritize programs that were considered the most urgent and strategic.

However, in its implementation, not all community proposals can be realized. This is due to budget and resource limitations, as well as the need for selection based on priority scale. Some proposals that are considered less urgent must be postponed to the following year. Nevertheless, Musrenbang remains an important means of ensuring dialogue between the community and the government, so that the community's needs are still heard and considered.

The effectiveness of Musrenbang can be measured by the extent to which the main objective of this forum, namely aligning community needs with government programs, can be achieved. In this case, Musrenbang in Medan Helvetia District has shown success in several aspects. For example, community participation in this forum is quite good, with the presence of various parties representing various interests. This forum also succeeded in identifying a number of priority programs that are relevant to community needs.

However, the effectiveness of Musrenbang is not only measured by community participation, but also by the realization of agreed programs. Based on research, not all programs proposed by the community can be realized. Several programs that have been included in the Musrenbang priority list are still hampered by budget constraints or local government policy priorities. For example, of the 42 infrastructure programs and 23 socio-cultural programs proposed, most are still in the implementation stage and have not shown real results that can be felt directly by the community.

Effectiveness can also be seen from the extent to which planning principles, such as systematic, integrated, transparent, and accountable, are applied in the implementation of Musrenbang. In this case, Medan Helvetia District still faces challenges. The Musrenbang

process is sometimes considered only as an annual formality without any clear follow-up. This causes apathy among the community, who feel that their proposals are not fully accommodated or prioritized.

Some of the main challenges faced in the implementation of Musrenbang in Medan Helvetia District include technical, structural, and social aspects. One of the biggest challenges is budget constraints. With limited fund allocation, the sub-district government must be selective in determining which programs will be realized so that some community proposals cannot be realized. This often causes disappointment in the community and affects their participation in the next Musrenbang.

In addition, the formal Musrenbang implementation method is often less effective in exploring community aspirations in depth. The process that relies on a representative system does not always reflect the needs of the community as a whole. Representatives invited to the Musrenbang usually come from certain organizations or groups who do not necessarily understand the needs of the community comprehensively. As a result, some proposals submitted in the Musrenbang reflect the interests of certain groups rather than the needs of the community in general.

Another challenge is the public perception of Musrenbang. For some people, Musrenbang is considered a ceremonial activity that does not have a direct impact on their lives. This perception is exacerbated by the lack of information about the follow-up of Musrenbang results, which makes people feel that their participation is not appreciated. To overcome this, better communication efforts are needed from the sub-district government so that people can understand the process and results of Musrenbang.

The effectiveness of Musrenbang implementation in Medan Helvetia District reflects how the local government strives to bridge community needs with development programs. Although there have been some successes, such as fairly good community participation and identification of relevant priority programs, the challenges faced indicate the need for improvement in the implementation of Musrenbang. Key challenges, such as budget constraints, less inclusive implementation methods, and

negative community perceptions, need to be addressed to improve the effectiveness of Musrenbang in the future.

Therefore, commitment is needed from all parties, including the government, community, and other stakeholders, to make Musrenbang a truly participatory and transparent forum. By improving the process and mechanism of Musrenbang, the sub-district government can ensure that this forum is not only a means of dialogue, but also an effective tool for realizing sustainable development based on community needs.

Overall, Musrenbang in Medan Helvetia District is a reflection of the government's efforts in implementing the principles of participatory development. Although there are still shortcomings, Musrenbang remains an important forum for mobilizing community participation and developing development programs that are in accordance with local needs. By conducting continuous evaluation and improvement, Musrenbang is expected to be more effective in achieving its goals, namely, realizing inclusive, transparent, and sustainable development.

Factors Constraining the Effectiveness of the Implementation of Development Planning Deliberations in Medan Helvetia District

The Development Planning Deliberation (Musrenbang) in Medan Helvetia District is a forum that aims to align development proposals from the sub-district level with the regional government's work plan. However, the effectiveness of the implementation of this Musrenbang faces a number of obstacles that hinder the achievement of participatory, transparent, accountable, and systematic goals in the development planning process. These obstacles include aspects of transparency, accountability, community participation, and the systematicity of the planning process. This discussion describes these obstacles in more depth based on research data and interviews.

Transparency is a key element in creating an open and trustworthy development planning process. In the context of Musrenbang in Medan Helvetia District, transparency refers to the government's openness in conveying information about the proposal process, budget use, and the results of the implementation of development

programs. Unfortunately, transparency in this district of Musrenbang is still a major obstacle. Many residents feel that they are not directly involved in the discussion of the use of the Regional Revenue and Expenditure Budget (APBD) at the sub-district level. Information about programs that are realized is often only conveyed in limited forums, such as sub-district meetings, without any wider socialization to the community.

As conveyed by a resident, Selamat, who had participated in the sub-district Musrenbang, he felt that after the initial meeting, there was no clarity regarding the follow-up process, including how community proposals were prioritized and realized. This limited access to information created community distrust of the Musrenbang process, thus reducing their participation in the future. Low transparency also allows for the emergence of "proposals" from certain parties that do not represent the needs of the community as a whole.

In order for transparency to be improved, efforts are needed to open access to information comprehensively, both through the publication of Musrenbang results and open dialogue with the community about budget allocation and program implementation. This is important to ensure that every proposal submitted is truly prioritized based on real needs, not because of the interests of certain individuals or groups.

Accountability is the government's ability to be responsible for every decision and action to the community. In the context of Musrenbang, accountability includes accountability for budget management, program implementation, and the results achieved. Based on interviews with various informants, including officials in Medan Helvetia District, the level of accountability in Musrenbang is still considered inadequate.

Although the implementation of Musrenbang follows the procedures regulated by laws and regulations, there is still dissatisfaction from the community regarding the realization of the program. Several programs proposed through Musrenbang have not been realized, even though they have been included in the priority list. In addition, accountability reports to the community are still less transparent. This has led to the emergence of a negative stigma against the

sub-district government, which is considered less responsible for managing development.

To improve accountability, the sub-district government needs to ensure that every stage of the Musrenbang implementation, from proposal to program realization, can be accounted for openly. Submission of reports to the public must be carried out periodically to maintain public trust and ensure that the implementation of development programs is in accordance with the aspirations that have been submitted.

Community participation is the core of the participatory development planning process. However, in the implementation of Musrenbang in Medan Helvetia District, community participation is still far from optimal. Community involvement usually only occurs in the early stages, namely when proposing programs at the village level. When the program is discussed at the sub-district level, community involvement decreases, so their proposals often do not receive adequate attention.

Some residents felt that their presence in the Musrenbang was merely a formality with no real opportunity to contribute. This was exacerbated by the low level of public understanding of the development planning process and the indicators that determine the priority of proposals. As a result, the community became apathetic and no longer enthusiastic about participating in the Musrenbang in subsequent years.

To increase community participation, the sub-district government needs to educate the community about the importance of Musrenbang and provide an understanding of how their proposals can influence development policies. In addition, there needs to be a more inclusive mechanism to ensure that every community group, including vulnerable groups, has an equal opportunity to convey their aspirations.

Systematization in the implementation of Musrenbang refers to the continuity of the process that follows clear and structured procedures, starting from the village level to the sub-district. In practice, the implementation of Musrenbang in Medan Helvetia District still faces obstacles. Several proposals that emerged at the sub-district level of Musrenbang did not go through an adequate screening process at the village level.

This resulted in the emergence of proposals that were irrelevant or even contradictory to regional development priorities.

In addition, the mechanism to ensure consistency between proposals submitted at the village level and programs proposed at the sub-district level has not been running well. For example, several proposals submitted by the community at the village level were not forwarded to the sub-district level because they were considered not in accordance with program priorities. However, this decision was often not communicated clearly to the community, resulting in disappointment.

To overcome these obstacles, it is necessary to strengthen the coordination mechanism between the sub-districts and districts. Every proposal submitted must go through a transparent and accountable verification process, so that the community understands the reasons behind every decision taken. In addition, there needs to be a clear standard operating procedure (SOP) to ensure that each stage of the Musrenbang is carried out in accordance with applicable regulations.

Obstacles in the implementation of Musrenbang in Medan Helvetia District reflect the challenges faced in implementing the principles of participatory, transparent, accountable, and systematic development planning. These obstacles, including low transparency, less than optimal accountability, lack of community participation, and a less than systematic process, must be addressed immediately to improve the effectiveness of Musrenbang.

Improvement efforts that can be made include increasing information transparency, educating the public about the importance of participation, strengthening coordination between the sub-district and district levels, and preparing more detailed SOPs. By overcoming these obstacles, it is hoped that the Musrenbang in Medan Helvetia District can become a more effective forum in formulating and realizing development programs that are truly in accordance with the needs of the community. This will ultimately support the achievement of sustainable and inclusive development in the region.

CONCLUSION

The effectiveness of Musrenbang in Medan Helvetia District, as an implementation of Law No. 25 of 2004, emphasizes community participation in development planning. Although successful in identifying priority programs, constraints on transparency, accountability, participation, and systematization, as well as budget limitations, hampered the results. Community apathy also emerged due to the perception of Musrenbang as a formality without clear follow-up. However, Musrenbang remains an important forum for community and government dialogue. With improvements in mechanisms, openness, and participation, Musrenbang can become a strategic tool for community-based development.

The implementation of the Development Planning Deliberation (Musrenbang) in Medan Helvetia District faces various obstacles that affect its effectiveness as a participatory development planning forum. The main obstacles include the lack of transparency in the delivery of information, less than optimal accountability, low community participation, and a non-systematic process. This has resulted in reduced public trust in Musrenbang, which is often considered a formality without clear follow-up. However, Musrenbang still has great potential as a means of bridging community needs with government policies. To increase its effectiveness, efforts are needed to improve it through information transparency, public education, strengthening coordination between levels of government, and the preparation of more structured operational procedures. By overcoming these obstacles, Musrenbang can become a strategic tool in formulating inclusive, transparent, and sustainable development, as well as supporting the achievement of development goals that are in accordance with community needs.

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