

## Strategy to Build Village in Wih Pesam Sub-District, Bener Meriah Regency

**Win Ayuara**

Master of Public Administration, University of Merdeka Malang, Indonesia

Corresponding Author: E-mail: [winayuara@gmail.com](mailto:winayuara@gmail.com)

### ABSTRACT

The purpose of this study was to analyze and describe the processes and obstacles in implementing the Musrenbang in Wih Pesam sub-district, Bener Meriah Regency. The method used in this research is a qualitative descriptive research method, based on the result of data analysis using the method introduced by Miles and Huberman (1994), which includes the stages of data reduction, data presentation and drawing conclusions and data verification. The results showed that the follow-up process of the village development plan deliberation in Wih Pesam Subdistrict, Bener Meriah Regency did not involve the community but only certain parties, the skills of the facilitators in guiding the discussion were still in the poor category in implementing the musrenbang. In addition, the time given to discussing development priorities is still in the poor category, so that many unimportant developments have turned into priorities. The obstacles faced include the slow disbursement of village funds and the problem of land acquisition so that development activities are constrained, this is also triggered by poor communication between village officials and the community. Therefore, it is recommended that the village government openly socialize the development activity program to create transparency and attract community involvement in aspiring, executing and supervising various village development policies, as well as training and developing understanding and skills according to the main duties and functions of village officials. The obstacles faced include the slow disbursement of village funds and the problem of land acquisition so that development activities are constrained, this is also triggered by poor communication between village officials and the community. Therefore, it is recommended that the village government openly socialize the development activity program to create transparency and attract community involvement in aspiring, executing and supervising various village development policies, as well as training and developing understanding and skills according to the main duties and functions of village officials. The obstacles faced include the slow disbursement of village funds and the problem of land acquisition so that development activities are constrained, this is also triggered by poor communication between village officials and the community. Therefore, it is recommended that the village government openly socialize the development activity program to create transparency and attract community involvement in aspiring, executing and supervising various village development policies, as well as training and developing understanding and skills according to the main duties and functions of village officials.

**Keywords:** Build; Strategy; Village

©2020 Published by [University of Merdeka Malang](http://www.unmer.ac.id)

### 1. INTRODUCTION

In Indonesia, the existence of villages is legally formally recognized in Law Number 23 of 2004 concerning regional governance and Law Number 6 of 2014 concerning Villages. Village development and development of rural areas are a serious concern for the government. It takes good development planning so that it can have a positive impact on the development of villages and rural areas. The most effective direction of village community policy is to involve the community and government elements who do have a more reactive development policy giving priority to the needs of village communities in budget allocation so that they are able to take advantage of the potential of their respective regions.

In building a village, of course, there must be a development strategy. One thing that the village government needs to play is to involve the community.

Community involvement must be carried out from the start of the Development Plan Deliberation, this activity is referred to in Indonesia as Musrenbang. Musrenbang is a forum between actors in the framework of formulating national development plans and regional development plans. The Musrenbang is held starting at the village / kelurahan level called the Village Level Development Planning Consultation (Musrenbang Kampung). The village musrenbang begins with a participatory exploration of ideas at the hamlet level and involves all elements of the village community. The results of the village musrenbang are input into the sub-district level musrenbang.

In Wih Pesam Subdistrict, Bener Meriah Regency has a lot of potential so that in an effort to collect people's aspirations there are difficulties in determining which aspirations should be prioritized, urgent or postponed first. As a means of accommodating community aspirations, Musrenbang is quite successful because there have been discussions between the government and the local community. However, in practice there are too many proposals or aspirations that must be reconsidered because they involve priority needs.

So far, there has never been a clear percentage or socialization of the number of programs or activities that come from community aspirations, government programs or aspirations through the council. In the absence of sufficient explanation to the community about their unclear aspirations it can lead to counterproductive matters in the implementation of further development. There is a tendency that the proposals submitted in the subdistrict Musrenbang are formulations of village officials, so that real community participation is still far from expectations. This is not necessarily the fault of the village officials, because the formulation and aspirations that have been accommodated in the sub-district Musrenbang may not be in accordance with the regional spatial layout.

## **2. LITERATURE REVIEW**

### **Development**

Development is a direction to improve a situation or condition, as defined by I Nyoman, that: "Development is nothing but an attempt to change towards a better condition based on certain norms" (I Nyoman, 1982). Development is essentially aimed at creating community welfare. In accordance with the objectives of Indonesia as stated in the fourth paragraph of the Preamble to the 1945 Constitution, namely to educate the nation's life, create public welfare, protect all spilled Indonesian blood, and help carry out world order and eternal peace.

Tjokroamidjojo stated about the definition of development planning as follows: "an mobilization of the use of development resources (including economic resources) which are limited, to achieve goals and better socio-economic conditions efficiently and effectively Tjokroamidjojo (1996). Meanwhile, Waterson as quoted by Tjokroamidjojo (1996) states that: "Development planning is looking to the future by taking various alternative choices of activities to achieve these future goals by continuing to follow the line so that the implementation does not deviate from the goal".

### **Discussion**

Mulyana (2008) explains the purpose of the deliberation, namely: "Basically it is only used for good things, in line with its basic meaning. Meanwhile, according to the term fiqh, it is asking the opinion of other people or people regarding an issue. The word musyawarah is also generally defined as negotiating or exchanging ideas."

The purpose of this deliberation is basically inseparable from what is contained in the concept of Muslims, namely as in Al-Qur'an Surah Al-Baqarah verse 233, namely: "... If both of them want to wean (before two years) with the willingness of both of them and deliberation. So there is no sin on both of them...". So, deliberation is useful for building and shaping people to live in harmony, have a close relationship and can build a spirit of togetherness. Conducting this deliberation certainly has a goal that must be generated or also decided.

### **Musrenbang**

The word musrenbang is an abbreviation of development planning deliberation. Abbreviations are often and commonly used at deliberations starting from the national level to the village level. Nugroho (2008) in his book entitled Public Policy or 'Public Policy', he said that a good plan is prepared based on several elements, namely systematic, transparent, integrated and accountable.

## **Policy**

Muler (2006) states that policy is a number of government activities to solve problems in society, either directly or through various institutions that affect people's lives. Wahab (2012) states that: "In carrying out this policy, he is of the opinion that we should not be too cynical and then draw conclusions quickly because the decision makers are ordinary human beings and do not conclude that these decision makers are evil political humans."

As stated, (Nugroho, 2008) that: "Determining this policy must go through in-depth analysis. The purpose of this is, first, in an effort to limit the problem. Second, searching or efforts to find policy alternatives. Third, to map the future in which policies are implemented by identifying uncertainties that may occur in the future. "

## **Regional Development**

Riyadi and Bratakusumah (2004) stated that: "The regional development process can be viewed from two different perspectives. First, development for a city, region or region as a free entity whose development is not tied to other cities, regions or regions, so that the emphasis on development follows a loose and independent pattern. Second, regional development is part of national development.

The main problem of regional development lies in the emphasis on development policies that are based on the uniqueness of the blood concerned by using the potential of human, institutional and physical resources locally (Arsyad, 2004).

## **3. METHODS**

This research was carried out using a qualitative approach, through a participatory approach (community participation) determining the development planning to be carried out by each local government by means of a bottom-up approach. This is done because the data in this study is the information that comes from the community or the field, namely the object of research. The data in this study and the place in this study, namely; gegerung, Wih Pesam sub-district, Bener Meriah district. Activities in the analysis carried out in this study are in accordance with what Miles and Huberman (1994) have reviewed, there are 3 (three) stages which include; (1) data reduction; (2) presentation of data (display data) as well as drawing conclusions; and (3) verification (conclusion drawing / verification). According to Miles and Huberman, qualitative research analysis as stated above is able to answer the problems in this study that occurred in the Wih Pesam sub-district during the Musrenbang event. This is based on research stages that are arranged systematically and coherently, natural (without manipulating data), logical, actual (as obtained from the grassroots and can be justified).

## **4. RESULTS AND DISCUSSION**

### **The Strategy to Build a Village through MUSRENBANG in Wih Pesam Sub-District, Bener Meriah Regency in 2019**

After conducting an in-depth analysis and reinterview with a participatory approach, followed by identifying the results of the research up front, this study found, as follows; (1) Musrenbang is effective in achieving the achievement of village development goals; (2) The process of implementing technical policy formulation in village/village development planning needs to be prioritized in the form, so that it is adjusted to the readiness of the budget provided, can minimize too many proposals, and can anticipate the limitations of supporting documents.

The interpretation of this research and this interpretation have been analyzed in order to answer the problems in this study. The results of the analysis are translated into the following discussion:

### ***Analysis of the Follow-up Process of Musrenbang Results, Wih Pesam District, Bener Meriah Regency.***

Based on the results of the elaboration on the implementation of the Wih Pesam sub-district musrenbang obtained through the answers and information from the informants above, the authors believe that the implementation of the Wih Pesam sub-district musrenbang is effective in achieving the goals. The following will describe the implementation of the sub-district musrenbang which is studied theoretically through both central and regional government regulations. There are several findings obtained in the follow-up process in the Wih Pesam sub-district, Bener Meuriah Regency, namely; (1) in its implementation, the Wih Pesam District Musrenbang has been able to become a medium to encourage stakeholders from both the local government and the community to participate and discuss jointly the decisions of development plans (RKPD). This is evidenced by the presence of stakeholders and their capacity to

contribute ideas, address problems, and problem-solving issues. This means that the stakeholders involved understand the importance of the sub-district musrenbang and have reflected their concern for the forum. (2) The main points of discussion in the Wih Pesam musrenbang are the continuation of development completion which has not been completed in the previous year, by identifying the physical development problems of sub-villages or cross-villages and disaggregating them. From the results of these discussions, it was agreed upon priorities for regional development to be implemented in the planning year.

The results of the analysis were included in the discussion of the proposals in groups, where there was a joint discussion or exchange of information about the problems of each village, from the level of the agreement produced which was quite satisfactory and effective because the agreements made on the referrals of the proposals from the Inusrenbang participants were generally general in nature.

However, the group discussions held in the Wih Pesam sub-district development planning meeting did not fully reflect the freedom of the community to associate or speak out because of the strong domination of some of the participants, this was based on the weak competence of the facilitators who carried out the multi-stakeholder forum. There are still many participants (especially women) who just sit quietly and listen to some of the other participants complaining about their opinions, as a result the priority scale is made less accommodating to their needs.

According to the Minister of Home Affairs Decree number 050-187kep/bangda/2017 concerning guidelines for the assessment and evaluation of the implementation of the development planning deliberations (musrenbang) facilitators assigned to facilitate the musrenbang must have organizational skills, analysis, and have broad and sociable insight. General criteria the facilitator must have an understanding and knowledge of strategic thinking frameworks, experience in facilitating strategic planning; know participatory methods and techniques.

Understand regional characters; have patience, result-oriented attitude, honesty and have integrity; open, confident and able to cope with rejection; dare to take risks; accommodating, responsible, flexible and responsive and most importantly have the belief that participatory planning (active involvement of stakeholders in planning decisions) can bring fundamental changes to the welfare of society.

It is necessary to understand together that one of the objectives of organizing the musrenbang is to optimize the use of available funds for development needs. Here the role of musrenbang is very important considering the community's needs are so complex and must be realized immediately.

In the musrenbang forum it is also hoped that all stakeholders will be able to formulate programs / activities according to community needs. From the facts, the implementation of the Wih Pesam sub-district musrenbang has been effective in synergizing the proposed plans of the regional government and from the community itself. The seriousness of all stakeholders in responding to a plan is proven by agreeing on proposals previously discussed in the musrenbang.

In determining the priority scale to be funded by the APBD, it is still in the form of drafting a proposal plan and is not accompanied by an estimate of funding because the APBD cannot accommodate all the needs of the community. Musrenbang participants assessed that programs / activities proposed by the community could be realized more quickly if they submitted directly to the regional government and related agencies without going through the musrenbang.

Based on the facts and from the explanation of the regulations above, the musrenbang should be a place to harmonize the planning and budgeting processes. Meanwhile, the facts obtained prove that the role of the musrenbang is still weak in realizing community needs with no estimated funding, and the government is still strong in dominating programs/activities without paying attention to the programs / activities of the community itself. The sheer domination causes the people's aspirations (bottom up) to become raw at the stage of agenda setting and policy proposals. The government's approach through musrenbang is limited to getting recognition that a plan is based on a bottom-up concept, but the fact is that people are forced to accept and implement policies that have been made by the government.

### ***Obstacles to the Follow-up of the Development Planning Deliberation (Musrenbang) Wih Pesam District Bener Meriah Regency in 2019.***

The role of Bappeda Bener Meriah Regency in development in the District is seen from the extent to which the Bappeda's own functions are carried out, as well as how to carry out the technical policy formulation process that is reflected in the process of implementing the Development Planning Conference (Musrenbang) that has been described previously.

In the process of organizing the Musrenbang to determine a technical policy for development planning, it cannot be denied that there are things that hinder the running of the process, the things or factors that hinder this are known from the results of research and interviews with existing sources.

From the research results it is known that the factors that become obstacles in the implementation of the development planning technical policy formulation process are as follows; (1) Budget Readiness Adjustments; (2) Too many suggestions; (3) Limitations of supporting documents

Based on the results of the analysis of obstacles in the implementation of the Musrenbang in Bener Meriah Regency, it is inseparable from the process of selecting so many proposals from various interested parties as well as from community groups, but in the process sometimes screening of proposals for these activities becomes a significant obstacle for the team organizers and government in the Musrenbang process.

Based on the research results, it is known that the level of community participation also affects the emergence of so many proposed activities. The more people who participate in the Development Planning Conference, the more suggestions are put forward in the forum. However, the main problem is how to accommodate and filter the many existing proposals, sometimes some of the proposals submitted by the community are not agreed upon, causing disappointment for the submitting party.

The budget framework is a matter that must be considered in the process of formulating and determining development policies, so that in its implementation, the distribution of fund allocations to the initial draft RKPD which contains regional development priorities is not disturbed.

The results of the Musrenbang contain a budget framework for activity plans that need to be financed by funding sources, be it the District APBD, Provincial APBD, APBN and other funding sources.

The process of formulating technical policies for development planning in Bener Meriah Regency, the thing that takes the most time is the issue of how to divide and determine the amount of the amount of the allocation of funds for each proposed priority activity. The implementation of the Musrenbang in Bener Meriah Regency is inseparable from the process of selecting so many proposals from various interested parties and from community groups, but in the process sometimes screening of the proposed activities becomes a significant obstacle for the organizing team and the government in the Musrenbang process.

Based on the research results, it is known that the level of community participation also affects the emergence of so many activity proposals. The more people who participate in the Development Planning Conference, the more suggestions are put forward in the forum. However, the main problem is how to formulate and filter the many existing proposals, sometimes some of the proposals submitted by the community are not agreed upon, causing disappointment for those who submit them.

In the implementation of the Musrenbang forum, one of the things that supports activities to run smoothly is the completeness of the forum itself, including participants, resource persons for the activity, and other supporting documents.

As in most of the Development Planning Deliberation forums held in Bener Meriah Regency, the shortcomings and problems are the lack of event documents such as the village / kelurahan Musrenbang forum, the procurement of village problems and challenges, poverty and unemployment maps and implementation results. village development in the previous year.

Likewise at the subdistrict level Musrenbang, SKPD forums to Regency Musrenbang even minor problems like that always hinder the running of the forum because of course the organizing team and the government will find it difficult to determine policies if things like that still happen. development and other documents related to the agenda at the Musrenbang forum greatly determine the smoothness and success of the administration team and the government in determining a policy.

Starting from the results of research and analysis of interviews with several related sources on the implementation of Musrenbang in Bener Meriah Regency, it shows that limitations in the procurement of supporting documents for the Musrenbang forum are one of the inhibiting factors in the process of formulating technical policies for development planning.

## **5. CONCLUSION**

Based on the findings, interpretation and analysis above, two things can be concluded as follows: (1) The Village development strategy at the planning level and the follow-up process for village development at the sub-district level in Wih Pesam Subdistrict, Bener Meriah Regency, the community is no longer actively involved in village program-making deliberations, the organizing committee does not publicly announce the schedule for implementing the sub-district musrenbang to the general public and them only inviting certain parties to attend the musrenbang. The skills of the facilitator in guiding the discussion are still in the poor category in the implementation of the musrenbang, then the time given to discuss development priorities is still in the poor category so that many unimportant developments have turned into priorities; (2) there are also obstacles such as the slow disbursement of village funds. So that it hinders the implementation of development activities. Plus the constraints on land acquisition for the construction of roads and other infrastructure. There are some people who do not give permission for their land to be used as roads or to build public facilities, usually because of poor communication between village officials

and the community. Several things have become obstacles in the implementation of musrenbang in Wih Pesam District, Bener Meriah Regency based on observations and interviews with research information as well as the responses of Musrenbang participants as respondents in this study were insufficient facilities and places for implementation.

Conducting outreach to the community to help disseminate information and understanding about the development programs that will be carried out, so that the community will be more easily involved in implementing village government programs, as well as overseeing the implementation and utilization of village funds in Wih Pesam District in the Regency Bener Meriah in accordance with the provisions.

It is hoped that the government in implementing Musrenbang should pay more attention to public aspirations, so that the public can trust more in all decisions made by the government without merely carrying out administrative and ceremonial activities of the Regional Development Planning Consultation activities in order to achieve integrated, targeted and targeted regional development.

It is hoped that the village apparatus will always pay attention to and minimize the shortcomings that hinder the progress of the process, so that the implementation of the next Development Planning Conference can run better in accordance with what is expected to achieve the desired goals together.

It is necessary to increase the understanding of sub-district / sub-district apparatus, elements of development and community elements regarding the development planning mechanism, the importance of development planning through training activities or adding insights, an active approach through development cadres to the community so that the community can actively participate in the development planning process.

## REFERENCES

- Abe, A. (2002). *Participatory Regional Planning*. Solo: Pondok Education
- Ali, H. M. (2011). *Village Development Planning*. Jatinagor: Alqa Print. P. 1
- Arikunto, S. (2005). *Research Procedures for a Practical Approach*. Jakarta: PT. Rineka Cipta
- Arsyad, L. (1999). *Introduction to Regional Economic Planning and Development*. Yogyakarta: BPSTIE YKPN
- Bintoro, T. (2004). *Public Policy Implementation*. Jakarta: Bumi Aksara
- Chandra, E. D., Ari N., & Paulus R. (2003). *Building a Citizen Forum for the Implementation of Participation and Strengthening of Civil Society*. Bandung: Akatiga.
- Effendi, B. (2002). *Development of a Just Autonomous Region*. Yogyakarta: Uhaindo and Offset.
- Fakih, M. (2001). *The Collapse of the Theory of Development and Globalization*. Yogyakarta: Insistpres collaborates with Pustaka Pelajar.
- Ife, J., & Tesoriero, F. (2014). *Alternative Community Development in the Era of Globalization: Community Development*.
- Kansil, C. S. T. (1983). *Our Village in the Village Development Regulation*. Jakarta: National Ghalia.
- Khoirun. (2003). *Community Participation in Village Development, a case study of the Participation Implementation Program in Belongbendo District, Sidoarjo Regency* [Thesis, Brawijaya University Malang]
- Kunarjo. (2002). *Planning and Control Program Development*. Jakarta: UI Publisher
- Miles, B. M., & Huberman, A. M. (1994). *Qualitative Data Analysis, second Edition: International Educational and Professional Publisher*. London, New Delhi.
- Muler, J. (2006). *Development of Cross-disciplinary Society*. Jakarta: Gramedia Pustaka Utama
- Munir, B. (2002). *Regional Development Planning in the Perspective of Regional Autonomy*. NTB: Sappeda Publishing Agency.
- Muhadji, N. (2000). *Qualitative Research Methodology*. Yogyakarta.
- Nyoman, I. B. (1982). *Community and Village Development*. Jakarta: LP3ES.

- Mulyana, & Deddy, M. A. (2008). *An Introduction to Communication Studies*. Bandung: PT Remaja Rosdakarya.
- Ndaraha T. (1985). *The Role of Village Government Administration in Village Development*. Yogyakarta: Gajah Mada University.
- Resi, A., Ismail H. P., & Soesilo Z. (2005). *Interaction of Government Bureaucracy and Institutions Non-Governmental Organization in Development*. Jakarta: Main Library
- Siagian, S. P. (2005). *Development Administration, Dimensional Concepts and Strategies*. Jakarta: Earth Literacy.
- Sonhaji, A. (1994). *Qualitative Research in the Field of Social and Religious Sciences*. Malang: Kalimasada Press
- Sudirwo, D. (1985). *The Principles of Regional Government and Village Government*. Bandung: Script.
- Trijono, S. (2007). *Development as Peace. Jakarta: Indonesian Torch Foundation*. Law of the Republic of Indonesia Number 6 of 2014 concerning Villages.
- Widi, R. K. (2010). *Principles of Research Methodology an Observation Introduction to Research*. Yogyakarta: Graha Science