

Synchronization of Development Planning on Musrenbang Process in Blimbing Sub-District Malang City

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ABSTRACT

The synchronization agenda of development planning is a crucial issue in the range of regional development processes. Synchronization mechanism is needed to ensure a planning process can be run smoothly in attempt to determine synergy of development sectors and actors. In several regions, non-functional synchronization were consequences of unit sentiment and sectoral egoism which is not aimed to achieve a broader development goals. According to the latest theoretical study, synchronization problem can be solved by institutionalizing effective coordination and communication at all stages of development planning. This research was conducted in Blimbing sub-district, Malang City, by analyze the proposed development activities document at eleven villages in 2018. Focusing on Public Works and Spatial Planning sector proposals. The purpose of these proposals has been carefully selected and Public Works and Spatial Planning sector was the highest preferred proposal over eleven villages. Data collection of this research was collected through observation, in-depth interviews and triangulation. All data is collected using interview guide where digitally recorded and transcribed as analytical material. Otherwise secondary data is also used as an archives to study Musrenbang files in the Blimbing sub-district. Then data was analyzed qualitatively. The data analysis method used by the author is the interactive model by Miles, Huberman and Saldana. This study showed that the determining factors for successfully synchronization were largely determined by the combination of initiatives that grew from the bottom up. Among the results of synchronization that can be felt by the community, a number of programs proposed by the community can be realized, accompanied by great self-help from the community. From this research it can be used as a lesson that the synchronization process in regional development can be increased if the initiative and the spirit of synchronization can simultaneously grow between governmental and community development actors. Scheduling synchronization is an alternative strategy to improve development effectiveness.

Keywords: Development synchronization; Development planning; Musrenbang

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1. INTRODUCTION

The development process in various developing countries is a central agenda. The extent of the development field is often carried out with various planning models and patterns. The extent of this development object then necessitates a strong and strategic planning process. Planning is the earliest stage for formulating a strategy to allocate various resources needed to carry out development. Planning as a continuous process includes decisions and options from various alternatives to the use of resources to achieve certain goals in the future (Conyers and Hills, 1984). Indonesia has a special regulation that regulates the development planning system, Act No. 25 of 2004 concerning the National Development Planning System (SPPN) which explains that planning is a process to determine the right future action, through choice, taking into account the resources that are available. Besides that, planning is also an important instrument in controlling the direction, goals and objectives of the country's development process being carried out. In line with the democratic pattern, the role of planning is also a tool to ensure public accountability.

Synchronization in the aspect of development planning is something that is done to harmonize the planning and development processes that will be implemented (Sumpeno, 2011). The synchronization process is an important arena for building such understanding. The existence of musrenbang as a means of

synchronization, not only physically brings together various actors and interests but also builds the necessary communication so that understanding can be fostered. Musrenbang is described in Act No. 25 of 2004 article 1 paragraph 21 as a forum between actors in order to formulate national development plans and regional development plans. This proves that the participation of the local community in the planning process is necessary because from the community's voice the government can consider what developments will be carried out in the area.

However, the implementation of musrenbang does not always run smoothly as expected (Kuncoro, 2018). Muluk (2007) in his interview with resource persons from the management of Lembaga Pemberdayaan Masyarakat Kelurahan (LPMK) who has participated in the musrenbang process starting from village to city level, stated that there were several obstacles in the musrenbang process. The number of community development proposals that are missing due to the complex nature of the portion of the development plan and the limited government budget to be able to fulfill all the wishes of the community is an obstacle that occurs during the musrenbang process. Kuncoro (2018) explains that inefficient planning results in inadequate and unreliable data available, as well as unexpected economic disruptions both internally and externally, causing development to experience obstacles.

The Musrenbang process in Malang City has also followed the stipulated regulations, but it does not rule out differences in needs and interests between the community and the government. Even these differences also occur at every level of the Musrenbang process. Government facilitation through the Malang City Planning, Research and Development Agency (Barenlitbang) to bring together differences in interests and needs is then resolved in the city musrenbang forum. This facilitation, apart from breaking the compromise path for the agreed development sectors, is also to build a limited budgeting consensus, so that it can be optimally allocated.

Blimbing sub-district is one of the sub-districts in Malang City with a strategic geographical position with a relatively high level of village variation. This diversity is reflected in the characteristics of 11 urban villages that stretch from the northern part of Malang City (Balearjosari Village) to the southernmost part (Jodipan Village). Based on the writer's understanding of several previous studies, it is clear that the Musrenbang process in Blimbing District shows high community participation and presence. Blimbing sub-district has 18 proposals for District priority development activities to be discussed at the Blimbing District Musrenbang forum in 2018. The proposed priority development activities are in the infrastructure and spatial planning sector, the estimated budget required for the proposed program reaches IDR 23,044,058,000.00 - with the source funding from the Malang City APBD.

This program is a physical development/construction in the Blimbing District and its surroundings which will later be carried out by the Public Works and Spatial Planning (PUPR) Office as the OPD concerned. The list of proposed priority development activities in Blimbing District will be used as a reference for the 2018 Blimbing District Musrenbang process. Through data from the Malang City Planning, Research and Development Agency (Barenlitbang), after passing the District Musrenbang process, the proposed Blimbing sub-district priority development activities for PUPR sector to 373 development activities. A total of 373 activities include 18 proposed development activities from the community and 355 others are activities formulated during the sub-district musrenbang process. Not all additional government programs from the national or regional levels are activities formulated in the musrenbang kecamatan process. Based on the background that has been written above, the researcher is interested in conducting further research on the synchronization process at the district musrenbang and the suitability between planning documents is expected to find out how the process of building agreement or consensus in the regional development planning process.

2. LITERATURE REVIEW

Development Theory

The concept of development

The notion of development can be interpreted simply as an attempt to change towards a better condition. According to Seers (1996) in Kartasasmita (1997), in development there is a value judgment. Riggs (1966) in Kartasasmita (1997) also said that development includes an orientation towards a favorable value orientation. It can be concluded that basically development is carried out to add value to something in the hope of the benefits or progress that will be obtained after the development is carried out. Development is a series of efforts for change and growth that are carried out in a planned and conscious manner by a nation, state, and government with the hope of going to modernity as a development for the nation (Siagian in Suryono, 2004). Referring to Siagian's opinion, development can be said to be a stage of

process carried out consciously for the existence of planning and oriented towards change and growth of a nation.

In line with the state regulations of the Republic of Indonesia as stated in article 1 paragraph 2 of the Act No. 25 of 2004 concerning SPPN explains that "National Development is an effort carried out by all components of the nation in order to achieve the goals of the state". Therefore development is a process of synergy between actors in a country to achieve goals. One of the biggest challenges in this process is how to foster a spirit of collaboration to produce integration and synchronization so that the development process can achieve its goals without having to deal with various conflicts in society.

Values and development goals

In general, development has a meaning as an effort to create a better life for a country (Tjokrowinoto, 1996). This will later be referred to as the ideals of a nation which refers to the concept of statehood. As stated in the 5th Principle of Pancasila, social justice for all Indonesian people is the ultimate goal of development in Indonesia. Therefore, one of the important aspects in development is realizing the ideals of the nation, namely social justice for all Indonesian people. To achieve this, measurable processes and stages are needed with attention to economic aspects as a measure of material welfare and social welfare.

Development Planning

Definition of development planning

The meaning of planning in general is nothing but a process for preparing activities that will be carried out systematically to achieve a certain goal and a way of how to achieve that goal as best as possible with available resources to make it more effective and efficient (Tjokroamidjojo, 1985). The essence of planning is an action taken to achieve goals in the future. Planning is carried out in detail, both technically and systematically in plans that have been made by using available resources effectively and efficiently. Planning is defined as the process of preparing decisions for the future that lead to the achievement of certain goals (Kunarjo, 1996). From this definition, planning has the following elements: (1) relates to the future; (2) designing activities systematically; and (3) designed to achieve a specific goals.

The theory above can be concluded that in achieving goals, planning has important points that must be considered in it. Of course the plan made is a plan that will be achieved in the future. The plan made must have a detailed and systematic activity design so that its implementation does not go off track from the initial predetermined goals. In addition, the planning must be made as a step or reference to achieve predetermined goals. According to Conyers & Hills (1984) in Kuncoro (2018), planning has 4 basic elements including: (1) planning is choosing; (2) planning is a tool for resource allocation; (3) planning is means to achieve the objectives to be set; (4) planning is for the future.

In this theory, it can be underlined that planning is carried out to determine an option in order to manage the available resources effectively and efficiently. Planning as an instrument that becomes the basic reference for achieving the stated goals. The goals set in the planning are those that will be achieved in the future. According to Kartasasmita (1997), basically planning as a management function is a process for making decisions from a number of existing options for a specified purpose. Development planning must consider several main elements, namely: (a) the intended final destination; (b) targets and priorities for realization; (c) timeframe for achieving the target; (d) problems encountered; (e) capital / resources and their allocation; (f) policies for implementing them; (g) the person, organization or implementing agency; (h) monitoring, evaluation and supervision mechanisms in their implementation. It can be concluded that in order for planning to run well, the decision-making process requires an adequate information from all aspects concerned and is focused on being relevant to the objectives. So that the chosen objectives can be supported by the factors that become the basis and provide information in the implementation of the plans that have been determined. As stated in article 1 paragraph 1 of Act No. 25 of 2004 concerning the National Development Planning System (SPPN) explains that "Planning is a process to determine the right future action, through a sequence of choices, taking into account the available resources". This regulation can guide the planning process carried out by all agencies in need. This regulation also guides the various definitions and actors that can be involved in the planning process. Among the main agendas which become the basis of problems in the development process is the growth of sectoral egotism which can lead to disharmony in the development planning process.

Development Planning Processes

In Chapter IV Article 8 of Act No. 25 of 2004 concerning the National Development Planning System, there are four stages in the development planning process in Indonesia, namely; (1) planning, (2) planning,

(3) controlling the implementation of the plan, and (4) evaluating the success of the plan. The four stages are interconnected with one another so that it requires coordination and synchronization in its implementation to maintain consistency in the development plan in achieving its goals.

Development Synchronization

Definition of development synchronization

The government has enacted Government Act No. 17 of 2017 concerning synchronization of the development planning process and national development budgeting. Article 1 paragraph 1 of Government Act No.17 of 2017 explains that "synchronizing the national development planning and budgeting process is a process of integrating and strengthening the preparation of national development plans and budgets and controlling the achievement of development targets". Continued in Article 3b of Government Act No. 17 of 2017 which states that synchronization of national development planning and budgeting is carried out to improve integration of planning and budgeting, which is more quality and effective in achieving national development goals in accordance with the president's vision and mission as outlined in the Development Plan. National Medium Term Development Plan or *Rencana Pembangunan Jangka Menengah Nasional* (RPJMN) and RKP using a thematic, holistic, integrative, and spatial approach.

Benefit of development synchronization

In development planning, synchronization is carried out so that the substances regulated in the planning document do not overlap, are complementary (supplementary), interrelated, and the content is easy to implement. Synchronization encourages the creation of program coherence between related agencies or OPDs, both at the central and regional levels (Sumpeno: 2011). Synchronization has an important role in regional development through the integration of the central role as a facilitator of development and the regions as objects of development. There are various basic problems in regional development regarding integration, harmonization and synergy between the central and regional governments. Synchronization is needed to carry out programs given by the center by utilizing the existing potential and resources for regional development and development in the regions.

The scope of development synchronization

Sumpeno (2011) explains that synchronization development planning is carried out in two ways, namely Vertical Synchronization and Horizontal Synchronization, namely as follows: (1) Vertical Synchronization Performed by aligning planning processes and products by looking at the linkages with the prevailing regulatory hierarchy or development policy direction and not contradicting one another. For example; preparation of a village development plan (RPJM village) taking into account policies or development plan documents at the district/city level (RPJM Regency/city); (2) Horizontal Synchronization Performed by aligning planning processes and products by looking at development policies and plans that are equivalent and managing the same or related fields. For example: preparation of SKPD Renstra in certain fields with other equivalent fields.

Based on this description, the researcher conducted a horizontal synchronization research to test the synchronization between the development proposal documents from the results of the Blimbing District Musrenbang with the initial design document of the Malang City Public Works and Public Housing Agency (PUPR) Work Plan. The PUPR sector was chosen because this sector is the majority of development proposals in the Blimbing District development proposal document produced through the District Musrenbang process. The process of synchronizing planning and budgeting can be identified with the theory according to Sumpeno (2011) where synchronization of development planning includes 3 categories, namely: (1) Purpose: identify documents to be synchronized; (2) Process: describe and analyze the synchronization process between these documents; (3) Result: identification of results from synchronized documents.

Musrenbang

Definition of Musrenbang

According to Muluk (2007) the Development Planning Deliberation or Musrenbang is basically a bottom-up development planning mechanism. With this mechanism it is hoped that there will be community involvement from the beginning of the development planning process. This Musrenbang is carried out in stages starting from the village, sub-district, city / district, provincial, to national level. Furthermore, Muluk (2007) states that at every level of development planning deliberation, basically there are two planning documents, namely the documents produced based on the results of community

deliberations at that level and the planning documents from regional apparatus at that level. At the MusbangKel there are two documents, which come from the community as a result of deliberations at the RW level and from the village office. The same is true for Musrenbang at the sub-district and city levels. It can be concluded that the development planning deliberations provide facilities between the community and the government to compile planning documents together. However, in reality the government still shows dominance in the Musrenbang process.

Musrenbang at the subdistrict level also has an additional function, namely as a means of gathering between the community and DPRD members from the relevant electoral district. The results obtained from this Musrenbang are the determination of development priorities at each level of development areas as well as the classification of development activities according to the function of each regional work unit (SKPD). It can be concluded that the Development Planning Conference is one of the development planning processes that involves the community at every level in the region to determine the direction of development, priorities for development plans that will be determined by making community aspirations as the basis and consideration.

Objectives and Stages of Musrenbang

Basically the Development Planning Deliberation or Musrenbang is held with the aim of providing space for the community to participate in the development planning process. The Musrenbang is held in stages starting at the village / kelurahan, sub-district, district / city, provincial and national levels. At the village / kelurahan level musrenbang aims to identify development priorities and problems in the area. As well as conducting deliberations on the development plan programs brought by the government towards a mutual agreement. Then the agreed results can be determined and will be proposed at the kecamatan musrenbang.

The districts musrenbang aims to identify development priorities and problems that exist in the sub-district. As well as discussion of development proposals from the sub-district level to agree on development planning activities in the sub-district area based on development priorities and funding sources. At the district / city level the musrenbang that is held aims to synergize the design of development programs with the priority development program plans at the village / kelurahan and sub-district levels. So that later it is expected that a development activity program plan will be determined from community participation.

3. METHODS

The type of research method used is descriptive qualitative. This research was conducted by interviewing the OPD of the PUPR Office, BARENLITBANG Malang City, and the Head of Blimbing and observing the synchronization process of physical sector development planning carried out in the Blimbing District area. The focus of this research is a.) The process of synchronizing planning and budgeting at musrenbang in Blimbing District, Malang City. This is identified by the theory according to Sumpeno (2011) where the synchronization of development planning includes 3 aspects, namely continuity between goals, processes, and results, and b.) Supporting and inhibiting factors in synchronizing development planning in the Musrenbang process in Blimbing Malang City. The location of the research was carried out in the Blimbing District, Malang City PUPR Office, and Malang City BARENLITBANG.

This study uses two data collection methods, namely; Interviews, and Documentation. The research instruments used by researchers in this study were interview guidelines and a collection of related documents that supported information on the continuity of research, in the form of documents on the realization of development activities in Blimbing District and documents on development activities for the PUPR Service for the Blimbing District area. After collecting data by the researcher, the data analysis that will be carried out by the researcher are as follows: 1.) analyze the synchronization between the physical sector development planning documents for the Blimbing District area, and 2.) analyze the supporting and inhibiting factors in synchronizing development planning in the Musrenbang process in Blimbing District, Malang City.

4. RESULTS AND DISCUSSION

Result

The Process of Synchronization Planning and Budgeting at Musrenbang in Blimbing, Malang City

Regional autonomy in Act No. 9 of 2015 concerning Regional Government accurately explains that regional autonomy is a regional authority to manage all existing resources for the interests and welfare

of local communities. This law places responsibility on the regions, especially in planning and development activities in the medium and annual terms. In addition, Act No. 25 of 2004 concerning the National Development Planning System and Regulation of the Minister of Home Affairs No. 54 of 2010 concerning Implementation of Government Act No. 8 of 2008 concerning Stages, Procedures for Preparation, Control and Evaluation of the Implementation of Regional Development Plans are also basic regulations for implementation. planning and development at the local government level.

Both laws state that the formation of the Rencana Pembangunan Jangka Menengah Daerah (RPJMD) was initially compiled through a bottom-up process, namely through deliberation on development plans (musrenbang). Musrenbang involves every element of stakeholders in the area and the community. The flow of the musrenbang begins with the village musrenbang (Musrenbang Sub-district) which accommodates development proposals at the neighborhood unit (RT), community association (RW) level, down to the kelurahan level. The proposals received in the MusrenbangKel are then discussed again in the kecamatan musrenbang (Musrenbang Districts) which will then be reviewed at the city level musrenbang. The results of the city-level musrenbang will serve as a reference in the preparation of the Regional Development Work Plans or *Rencana Kerja Pembangunan Daerah* (RKPD).

The discussion section on this process examines the objectives of synchronizing development planning carried out in Blimbing District. In 2019, Blimbing District prioritizes programs or proposals for very urgent development activities. Among them include renovating the floor of the Blimbing sub-district office and construction of multipurpose buildings, meeting community needs through road improvements (hotmix), paving and construction and normalizing drainage to prevent flooding, and programs that can support the community's standard of living.

Proposals for development activities for the PUPR sector from each sub-district in Blimbing District are submitted at the Blimbing District Musrenbang forum. After the proposals for physical development / construction activities from all urban villages have been collected, the next stage is to present a recapitulation of all proposals from the sub-districts. The realization of development activities in Blimbing Subdistrict which has been approved that will be accommodated by the PUPR Office of Malang City in each of these villages is then stipulated in the PUPR Office Work Plan document and the General Plan document for the Procurement of the PUPR Office of Malang City.

Processes

This section discusses the synchronization process between the planning documents produced at the Blimbing Sub-district musrenbang for the PUPR sector and compares them with the PUPR Office Work Plan documents that have been agreed upon at the city musrenbang forum. The City Government of Malang issued a Mayor's Circular No. 050/3912 /35.73.402.2017 as a guide in aligning the mechanisms for organizing the 2018 Musrenbang. Starting from the sub-district, sub-district and city levels so that the implementation of the existing Musrenbang in Malang City can refer to the existing guidelines. set. In addition, the Malang City Development Planning Agency has also prepared guidelines for proposing physical development for the community as a reference for program proposals to remain within the reach of local governments.

The timing of the 2018 Musrenbang in order to formulate the 2019 development agenda refers to the Malang Mayor Act No. 31 of 2017 concerning the Annual Implementation Mechanism of Regional Government. The Musrenbang at the kelurahan level is held in January 2018. The Musrenbang at the Sub-district level will be held no later than February 15 2018 after the implementation of Musrenbang in all Kelurahan in the respective District area. The city-level Musrenbang is held no later than March 2018 and is held at the central regional office of Malang City.

The stages of development planning for Blimbing in 2018 began with pre-musrenbang in December from the sub-district level to accommodate the aspirations of the community from the RT and RW levels in all sub-districts throughout Blimbing. Musrenbang is held starting in January 2018 and continues to a higher level. This is the stage for formulating community proposals and recapitulating proposed development activities for the 2019 budget year. The proposed development activities are aimed at regional budget executing apparatus accompanied by a special team from Barenlitbang Malang City. The proposal will later be forwarded at the District Musrenbang.

Outputs

From the research results obtained, the author can map five types of synchronization between proposed development activities with the realization of development activities in each sub-district of Blimbing. These five categories are described as follows.

Synchronization between planning and realization of development in accordance with the proposal explains that in the Musrenbang process there are a number of programs proposed by the kelurahan and after an assessment is carried out they are immediately approved. The number of development programs that fall into this category is valued at IDR 6,708,337,650.00 spread across 11 urban villages. This figure represents 47% of the proposals initiated by all urban villages. This explains that the Musrenbang process held in a number of urban villages does not always obtain approval from the Musrenbang forums held in cities.

Synchronization between planning and development realization with a budget that is higher than the proposed development activities that have been determined, explaining that the synchronization forum decided to fund higher than the proposal submitted by the village Musrenbang. The percentage rate reaches 12.6%. This means that from a number of programs proposed by the urban village there is an increase in volume and financing, the figure reaches Rp. 1,764,460,000.00

Synchronization between planning and realization of development activities and budgeting is lower than the proposed development activities that have been determined, emphasizing that a number of sub-district proposed programs are not funded according to expectations for various reasons. The figure that falls into this category is 3.51%, this percentage figure is relatively small, meaning that the government's commitment as reflected in the Musrenbang process in cities is relatively high to adopt the programs and proposals submitted by the kelurahan. The absolute figure is IDR 493,260,000.00

Synchronization between planning and not being realized, meaning that the activity proposals submitted by the sub-district are rejected or the funding is not approved. Of the 11 kelurahan in Blimbing sub-district, only three are included in this category, namely Jodipan and Kesatrian villages with three points for the road infrastructure maintenance program category. Meanwhile, for the Purwodadi village, one point that was rejected or not funded was also an item of maintenance activities. Of the total four points, the proposal which was not budgeted was Rp. 5,169,125,000.

Synchronization between planning and realization of new programs outside those proposed by the kelurahan. For 11 urban villages there are 3.18%, or Rp. 466,998,800. This figure suggests that synchronization actually minimizes new programs. There are 25 points in 11 sub-districts whose status is a new program that has never been proposed and this program is currently included in the category of monitoring activities.

Supporting and Inhibiting Factors in Synchronization of Development Planning in the Musrenbang Process in Blimbing Malang City

Supporting Factors

Community participation is very supportive of the running of the musrenbang, starting from the sub-district, sub-district and city levels. This is evidenced by the number of development activity proposals submitted by the community. Apart from that, government officials from Barenlitbang Malang City and PUPR Malang City Office also showed participation. The participation of all community groups in realizing the kecamatan musrenbang in Blimbing sub-district maximally so that the results obtained from the sub-district musrenbang can be realized by the competent regional apparatus. In addition, openness by the government, including the PUPR Office, District Government, and Barenlitbang Malang City in discussing the agenda for proposed development activities, namely by a strong communication pattern in exploring the list of proposals from the community level to the lowest is also a positive thing in the development planning process.

Inhibiting Factors

There are still many people who do not pay attention to the guidelines, references or regulations made by the government to propose development activity proposals so that many development activity proposals deviate from what they should be. Another fact is that since 2015 Barenlitbang Kota Malang has published a proposal dictionary containing appeals and indicators to determine proposed development activities. This shows that in the process of formulating proposals for development activities, the community prioritizes development activities that have an urgency to carry out their development without considering the reference for formulating the proposed development activities.

Discussion

The Process of Synchronization Planning and Budgeting at Musrenbang in Blimbing, Malang City Objectives

The essence of development is an effort to improve human capabilities for the future, Bryant and White (1982) in Suryono (2010). This explains that development must place the community as a subject in it, because the goal of development itself is none other than providing changes for the better for society. In the context of regional planning and budgeting, synchronization of planning and budgeting is a conformity between planning documents as a compilation of medium-term development planning documents which are sometimes deemed less capable of being development operations in the near term. In the synchronization process, of course, it involves all actors related to all development planning activities. These actors include the government, society, academics, and experts in related fields. A series of proposed development planning activities in Blimbing sub-district were suggested by the community and then integrated with the development agenda of the central and regional governments. The proposed physical sector development activities for Public Works and Spatial Planning are focused on structuring or development in the fields of roads, sanitation, drainage and communal IPAL. After going through a series of development planning processes, proposals for development activities from the community will later be carried out by regional budget executing agencies.

This is in accordance with the stages of the development planning process as stated in Act No. 25 of 2004 concerning SPPN Chapter IV Article 8 which consists of the planning formulation stage, the plan determination stage, the planning implementation control stage, and the evaluation stage of the success of the plan implementation. The actual activity of the synchronization process held at the plenary session of the City Musrenbang is the end of the decision-making process to determine the type of proposal funded by the government. This process is guided by a predetermined frame of reference and consideration of the Mayor's vision and mission that has been determined. From this activity, there are five synchronization categories between the proposed development activities and the realization of development activities, namely: Program realization according to the proposal; Program realization is higher than the proposal; Program realization was lower than proposed; There is no realization of the proposal or the proposal is rejected; and Realization of new programs that have never been proposed by the sub-districts.

Processes

The results of the study explained that in the implementation of the Musrenbang at the village and sub-district level in the Blimbing sub-district, the proposal for community development activities was purely from the aspirations of the community without any criteria. This proves that the guideline dictionary for harmonizing the proposed development activities made by Barenlitbang Malang City as the party facilitating Musrenbang in the development planning process has not been effective. The ineffectiveness of the use of these guidelines resulted in the loss of many proposals for community development activities in the middle of the planning process.

Outputs

This study shows an explanation that the planning and budgeting synchronization process that takes place at the Blimbing sub-district level goes through a tiered process involving all budgeting committees at the village and sub-district levels. From these findings, five synchronization features of planning and budgeting have been identified which eventually become the synchronization model chosen by the government. The meeting of preferences for planning proposals and the realization of budgeting carried out by the government in the form of budgeting facilitation is a good tool to increase the accuracy of targets and the certainty of achieving the objectives of the implemented sectoral development. This synchronization explains that the government still pays great attention to the suggestions generated by the community. The government's high accommodative attitude also shows that the synchronized flow of development being carried out is a combination of planning from below and planning from above. Apart from that, the government is still opening up a very strong space for new programs that, although not proposed by the community, if the government considers it important it will also be realized.

Supporting dan Inhibiting Factors in Synchronization of Development Planning in the Musrenbang Process in Blimbing Malang City

Supporting Factors

The capacity of actors involved in the development planning process in the Musrenbang process greatly determines the extent to which the actors participate in determining the formulation of proposed development activities by making adjustments based on related regulations. Negotiation and good communication in providing reasons and rationalization of the various proposed programs are the determinants for reaching common ground in the synchronization process.

Inhibiting Factors

The community really participates in submitting proposals for development activities but without considering the basic references that have been set by the government to integrate development activities so that they are in line with national development goals. The government, which facilitates Musrenbang activities, does not provide socialization and binding regulations for proposed development activities to be submitted by the community. This is evidenced by the realization of a dictionary of proposed development activities that does not provide an optimal impact to support the proposed development activities submitted at the musrenbang. So that the community submits proposals for development activities without clear references and guidelines for proposing development activities.

5. CONCLUSION

Musrenbang is one part of a series of bottom-up development planning processes which are implemented as the first step in the preparation of development planning documents at the regional or national level. With the presence of musrenbang starting at the sub-district, sub-district and city levels, it is hoped that it can collect proposals for development activities from the community. Synchronization in the Musrenbang process is where the government facilitates the community and regional apparatus to submit ideas to find common ground for planned development activities to be implemented. Synchronization is carried out by identifying the documents of proposed development activities with documents of realization of development activities. In order to identify the suitability between the approved documents for proposed development activities from the community and the documents on the realization of development activities, synchronization is arranged into five categories. The five categories are proposed programs for development activities whose budget realization is in accordance with what has been determined; development activity programs that have reduced budget realization; development activity programs whose budget realization is higher; and development activity programs that are not financed to be realized. In addition, it also identifies development activity programs that receive budgets without going through the musrenbang process to support the main development activities program. The implementation of the blimbing sub-district musrenbang is one part of the national development planning process for regional development activities. In the implementation of the musrenbang, the community gave enthusiasm and good participation by providing suggestions for various development activities. This is illustrated by a variety of proposals for community development activities from all sub-districts in Blimbing for the priority physical development sector. The first obstacle comes from the community, where the proposed development activities submitted by the community are still without any criteria even though there is already a dictionary for indicators of proposed development activities. Therefore, many proposed activities are not in line with the government's development goals and have the potential to be lost in the middle of the development planning process at a higher level. Second, on the other hand, determining the priority of development activities or programs tends to favor the legislative level rather than the community, so that the budget for the realization of development activities does not have a clear direction.

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