



EFFECTIVENESS OF IMPLEMENTING MUSRENBANG IN PREPARATION OF GOVERNMENT WORK PLAN DOCUMENTS OF SOUTH KONAWE REGION (CASE STUDY IN TINANGGEEA DISTRICT)

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ABSTRACT

This study aims to find out and analyze Systematization of the implementation of the Musrenbang in the preparation of the Work Plan Documents for the Regional Government of South Konawe Regency. Integrated implementation of the Musrenbang in the preparation of the South Konawe Regency Regional Government Work Plan Document. Transparency in the implementation of the Musrenbang in the Preparation of the Work Plan Documents for the Regional Government of Konawe Selatan Regency. Accountability for the implementation of the Musrenbang in the Preparation of the Work Plan Documents for the Regional Government of Konawe Selatan Regency. There are four informants. The research data was collected using interviews.

Research results found that Musrenbang activities in Tinanggea District have been carried out systematically starting from the RT level, then from the hamlet, and village to the subdistrict, following the technical guidelines made by the Konsel Bappeda. Integration already exists in the Musrenbang agenda where there is alignment between the OPD work plans and community proposals and these proposals have been accommodated in the RKPD and APBD but there are also proposals that are not accommodated, this is more to the point that these proposals are not priority programs and activities. Transparency in the implementation of the musrenbang in Tinanggea District has been carried out, namely regarding the proposals received as well as regarding the lists of programs that will begin to be implemented in 2022, there are several lists of activities or programs that are starting to be realized.

Keywords: *Effectiveness, Musrenbang RKPD*

INTRODUCTION

Development planning is a very important aspect of the development process and regional development in a local government because it can help the success of a region in utilizing its potential and resources through the implementation of development activities both physical and non-physical, Rustiadi (2018).

Musrenbang is a forum between actors in the framework of preparing national development plans and regional development plans. Musrenbang is carried out starting from the village/ward, sub-district levels, and ending at the provincial level musrenbang. Musrenbang that must be passed in regional planning and budgeting are village/ward level Musrenbang, sub-district level Musrenbang, Regional Government Work Unit (SKPD) forum Musrenbang, district/city level Musrenbang, and provincial level Musrenbang Musrenbang has become a very popular term in the planning process development. As stated in Law no. 25 of 2004 concerning the National Development Planning System which is explained in Article 1 paragraph 21 that musrenbang is a forum for inter-stakeholder actors in preparing national development plans and regional development plans. Furthermore, in Article 2 Paragraph 2 which explains that each region must develop regional development plans in a systematic, directed, integrated, and responsive to change, Azhar (2015)

Musrenbang at the sub-district level is a development planning meeting that aims to collect and select development programs in various villages in the sub-district. Delegates from each village can submit programs that have been agreed upon at village-level development meetings. The agreed program must be based on objective analysis so that decisions are taken according to the target. The results of development planning are in the form of a list of proposed programs and development activities for a certain period according to the needs of the community. According to the time, development planning consists of development planning for the next 1 year as outlined in the Regional Government Work Plan document, development planning for the next 5 years as outlined in the Regional Medium Term Development Plan (RPJMD) document as well as development planning for the next 20 years as outlined in the RPJPD, Irwan et al (2021). In the process of preparing the RKPDP document, which is an elaboration of the RPJMD document, the stages of the annual Musrenbang are routinely carried out, starting from the village level to the national level.

The 2022 South Konawe District RKPDP is the implementation of the sixteenth year of the 2005-2025 Regional Long-Term Development Plan (RPJPD) and is the fourth implementation of the South Konawe Regional Medium-Term Development Plan (RPJMD). For Regional Apparatus Organizations (OPD), the RKPDP is a guideline for perfecting the Initial Draft Work Plan for Regional Apparatus Organizations (Renja-OPD) to prepare the 2022 Budget Work Plan (RKA-OPD). Considering that the RKPDP is an integral part of the national development planning system, the 2022 RKPDP refers to existing planning documents, namely the National RPJP, National RPJM, 2022 RKP, Southeast Sulawesi Province RPJP, South Konawe Regency RPJPD, Southeast Sulawesi Provincial RPJMD, RPJMD South Konawe Regency, and the 2022 Southeast Sulawesi Provincial RKPDP are mainly seen from the linkage of development priorities, policies, and development directions to be implemented in 2022.

South Konawe Regency regional development planning Year 2022 is the 1st year regional development planning period in the Initial Draft of the 2021-2026 Regional Medium Term Development Plan (RPJMD). The regional development policy for Konawe Selatan Regency in 2022 is directed at efforts to "Regional Economic Recovery through Infrastructure Quality Improvement and Local Potential Development." The focus of this theme is directed at increasing the quantity and quality of infrastructure development, as well as increasing and developing regional local potential to support economic recovery. In compiling the RKPDP, four approaches are used development planning that includes technocratic, participatory, political, as well as top-down and bottom-up approaches. The technocratic approach in preparing the RKPDP is carried out using scientific methods and frameworks to achieve regional development goals and objectives. A participatory approach is carried out by involving various stakeholders. The political approach is carried out by translating the vision and mission of the elected regional head into a medium-term development planning document which is discussed together with the DPRD. Meanwhile, the top-down and bottom-up approaches are the results of planning that are harmonized in development meetings that are carried out starting from the sub-district, sub-

district, regency/city, province to national level.

In addition, substance-oriented regional development planning uses a holistic-thematic, integrative, and spatial approach. The holistic-thematic approach is carried out by considering the elements/sections/activities of development as a unity of potential factors, challenges, obstacles, and/or problems that are interrelated to one another. The preparation of the initial draft document for the 2022 RKPDP refers to Article 16 of Permendagri Number 86 of 2017 which mandates that the RKPDP be prepared in stages, namely: preparation for the preparation of the RKPDP, preparation of the initial draft of the RKPDP, preparation of the RKPDP draft, implementation of the RKPDP Musrenbang, formulation of the final draft of the RKPDP, and determination RKPDP. For the record, 2022 is the 1st (first) year of the implementation of the South Konawe Regency RPJMD for 2021-2026.

The legal basis for preparing the RKPDP is embedded in Law Number 4 of 2003 concerning the Establishment of the South Konawe Regency in Southeast Sulawesi Province (State Gazette of the Republic of Indonesia of 2003 Number 2654, Supplement to the State Gazette of the Republic of Indonesia Number 4267) then the Regional Regulation of the South Konawe Regency Number 04 of the year 2019 concerning the 2020 South Konawe Regency Regional Revenue and Expenditure Budget (Regional Gazette of South Konawe Regency Year 2019 Number 04); 29 and South Konawe Regent Regulation Number 72 of 2019 concerning the Explanation of the 2020 South Konawe Regency Revenue and Expenditure Budget (Regional Gazette of South Konawe Regency Year 2019 Number 72).

The objectives of the South Konawe Regency RKPDP are set with the intention of being the direction of the annual development of South Konawe Regency, then as a guideline for stakeholders in the government, community, business/private sector, and other related parties, to realize the ideals and goals of regional development South Konawe Regency is under the RPJMD as well as and most importantly as an instrument for implementing the DPRD's supervisory function in controlling the implementation of regional development priorities and channeling community aspirations under the priorities and targets of development programs stipulated in the Regional Regulations concerning the RPJMD.

The design of the Musrenbang is considered to be very good and representative and able to accommodate community interests in formulating development plans in the regions because they are dialogical and aspirational. The official existence of the Musrenbang forum in the planning process is an opportunity to apply the principle of a bottom-up approach (the process of negotiation and consensus building). The Musrenbang forum is expected to reflect the planning process through a participatory approach. That is, the process is carried out by involving all interested parties (stakeholders) in development to obtain aspirations and create a sense of ownership. However, the facts on the ground are not as expected.

Based on the researcher's brief interview with the Head of the District Musrenbang Guiding Team. It is known that the Musrenbang held in Tinanggea District was considered ineffective in accommodating the interests of the people. First, the people of Tinanggea Sub-District felt that the suggestions they made during the Sub-District Musrenbang were not programmed at the level of the South Konawe Regency Technical Regional Apparatus Organization and in the end, the community considered the activity to be purely ceremonial because in the end what they wanted for their Sub-District was not fulfilled. Second, the human resource capacity of the District Musrenbang Guidance Team is still lacking, where the community does not fully understand the general work program made by the technical Regional Apparatus Organization so the suggestions made by the community are not in sync with the program made by the OPD which in the end the proposals submitted are not realized and sometimes the community also proposes work programs that should be funded by the Village Fund but are proposed in the sub-district Musrenbang activities, even though they are not in their realm. This proves that this guide has not been able to carry out its duties properly.

LITERATURE REVIEW

Program Effectiveness

Work effectiveness is a condition that indicates the level of success of management activities in achieving goals including the quantity of work, quality of work, and timeliness in completing work. Effectiveness is the achievement of targets that have been mutually agreed upon, and the level of achievement of these goals shows the level of effectiveness, Riza (2021). The success of the organization in achieving its goals starts from the success of each employee concerned. Effectiveness is a key element in achieving a predetermined goal or target in every organization, Taruna (2021).

Development OF Planning

Planning and development have different meanings. Planning is a process of systematically preparing activities to be carried out to achieve certain goals, while development is a process of change from nothing to nothing, or from not good to good or better, Sigalingging and Warjio (2014). Development planning looks ahead by choosing various alternative activities to achieve these future goals by continuing to follow them so that their implementation does not deviate from the goals, Toar et al (2019).

Regional Development Work Plan

Based on Permendagri No. 27 of 2014 RKPD stands for Regional Government Work Plan. RKPD is a regional planning document for one year or is called the regional annual development plan. Bappeda carries out the control and evaluation of the RKPD which includes. Policy control, then control of implementation and evaluation of results.

Implementation control to ensure that development priorities and targets, priority regional program and activity plans, as well as performance indicators and indicative ceilings in the RKPD have been guided in the drafting of the APBD General Policy (KUA), Priorities and Temporary Budget Reporting (PPAS) as the basis for preparing the Budget Plan Regional Income and Expenditures (RAPBD).

Under the mandate of Law Number 25 of 2004 concerning the National Development Planning System and Law Number 32 of 2004 concerning Regional Government, it is stated that Regional Governments are required to prepare an RKPD which is an elaboration of the RPJMD for 1 (one) year, which contains a draft regional economic framework, regional development priorities, work plan, and funding, whether implemented directly by the local government or pursued by encouraging community participation, about the Government Work Plan (RKP).

RESEARCH METHODS

Location and Research Time

This research was conducted in Tinanggea District, which is located in South Konawe Regency. The time carrying out this research was one month with the details of the first week the researcher collected data in Tinanggea District and the second week and the third week the researchers carried out data processing and then analyzed the data.

Informant

The key informants in this study were Dr. Awaluddin S.Pi., M.Si the Head of Planning, Control and Evaluation of the South Konawe District Planning Agency, Megawati. S.Sos as the Tinanggea District Guiding Team, Head of Lapoa Village, Iskandar said that for the implementation and Village Head of Lalonggasu Village Jafar S.Sos.

Data Types and Sources

Data Collection Technique

In conducting this research, the data collection techniques used was:

1. Observation

The observation technique used in this study was open observation (over observation). This technique is carried out to observe objective physical conditions and events related to Musrenbang activities in Tinanggea District.

2. Interview Techniques

Interviews are a process of collecting data by asking questions to informants to be answered verbally through an interview guide.

3. Library Engineering

Performed how to read and study books, journal articles related to research titles, and other literature that supports the implementation of research.

Data Analysis Technique

1. Data reduction

Reduced data This will provide a more specific description and make it easier for researchers to carry out further data collection and look for additional data if needed.

2. Triangulation

Triangulation is a data validity checking technique that utilizes something other than that to check or a comparison of the data.

RESEARCH RESULT AND DISCUSSION

It is necessary to pay attention to the level of effectiveness of Musrenbang implementation because it will affect the quality of development planning results in the following year so it can also affect the process of budget allocation for proposals discussed in the Musrenbang. In addition, it is important to review the effectiveness of Musrenbang implementation so that Musrenbang implementation is not just a formality. Because nowadays there is a tendency that the implementation of the Musrenbang cannot be used as a benchmark for planning that is participatory and prioritizes transparency (openness) so that the output from the implementation of the Musrenbang is not as expected. If this happens, then it will affect the level of community participation in Musrenbang which decreases and is not proportional to the proposals and program budget allocations that should be needed and intended for the community itself. The effectiveness is seen from several indicators, namely, systematic, integrated, transparent, and accountable.

Systematization of The Implementation of The Musrenbang In The Preparation of The Work Plan Documents For The Regional Government of South Konawe Regency

Based on the results of data analysis with informants, it is known that there is a systematic practice in terms of implementing the Musrenbang in the Konawe Selatan District. Where it starts with the RT level, then the hamlet head, village Musrenbang then enters the sub-district Musrenbang, this series of processes is under the technical instructions that have regulated this matter.

Based on information from informants, it was explained that Musrenbang activities began with planning in the local government information system of Konawe Selatan Regency itself, usually, an account was first given from Bappeda Konsel and then asked to input, but the results of the input were the results of the village Musrenbang. So the village formulates a proposal, then submits it to the musrenbang, in this case, the village head, who inputs it into the Bappeda Konsel system. Regarding the proposal, in this case, Konsel Bappeda does not reject or accept the proposal but submits it to the respective OPD.

The success of development in a government area will be largely determined by the quality of development planning. It is understood that planning will show a clear direction on what the residents need in a certain period. With planning, all development activities in various sectors have clear and measurable targets. Therefore planning will facilitate development actors in achieving predetermined targets. Among the main stakeholder elements are the government, and the community (citizens).

Systematic is very closely related to the management theory expressed by Terry and Rue, (2015) namely the function of planning because this function is used as the foundation or basis for other management functions. Planning includes preliminary actions regarding what must be done and how it will be done so that the desired goals are achieved. Planning is in the form of determining the initial steps that enable an organization to achieve its goals and also relates to the efforts made to anticipate future trends and determine an appropriate strategy/tactics to realize the goals of an organization.

This study is relevant to the words of Lestari and Marom, (2017) who explained about the MSub-District Development Planning Forum (Musrenbang) has advantages and disadvantages. One of the

drawbacks is that this planning model is not able to satisfy all parties because from the start the design of the Musrenbang is still thick with a centralized feel (top-down planning), which is characterized, among other things, by the high dependence of the regions on budget allocations and central government programs.

Under the Law of the Republic of Indonesia no. 25 of 2004 concerning the National Development Planning System, the mechanism for preparing development plans, both at the central and regional levels, is carried out through a forum mechanism called the development planning meeting (Musrenbang). So Musrenbang is a forum between actors in the framework of preparing national development plans and regional development plans. The Musrenbang forum will produce development planning documents in the form of long-term, medium-term, and annual development plans implemented by elements of the state administration and society.

The results of the research strengthen the theory from Wibowo (2016) which says planning in a broad sense is nothing but a process of systematically compiling activities to be carried out to achieve certain goals. Planning is a way how to achieve the maximum goal with existing resources to be as efficient and effective as possible. Planning can be done in various fields. However, not all plans are development plans related to development policies, the government acts as a development engine, and this is related to the notion of planning and is an effort by public institutions to make development policy directions that must be implemented in an area.

The results of this study concur with Ma'rif et al, (2010) at the community level, the purpose of the Musrenbang is to reach an agreement on the priority programs of local government departments (Regional Work Units-SKPD) to be funded from the local annual budget (Regional Revenue and Expenditure Budget) APBD) and village allocation funds, and to elect community and government representatives who will attend the Musrenbang at the sub-district level. The implementation of regional development planning which includes the preparation of the RKPD which involves the Musrenbang fulfilling participatory principles, sustainable principles, and holistic principles.

According to Koiruddin (2005:151-152), several things need to be known before starting development planning, namely, the problems faced are closely related to the availability of existing resources. Then the goals and objectives of the plan are to be achieved by the executor then the policies and ways to achieve the goals and objectives are based on alternatives that are considered very good. Description in concrete programs or activities.

This research supports the theory of Mewengkang et al, (2021) which says that the sub-district Musrenbang functions to discuss and agree on steps for handling priority program activities listed in the List of Proposed Village/ward. Development Activity Plans which are integrated with District/City regional priorities, as well as identifying programs or activities originating from non-APBD funds or national programs go directly to the community. To ensure that proposals from the community are conveyed to the district/city level, representatives/delegations from the village/ward level, representatives from community organization organizations, especially women's groups, and SKPD representatives, also include DPRD members from the area of origin of the relevant election. To attend the sub-district Musrenbang.

Integrated implementation of the Musrenbang in the Preparation of the South Konawe Regency Regional Government Work Plan Document

Based on these interviews, it is known that the integration between the proposals by the community and the work plans of the Regional Apparatus Organization has occurred and has been realized, but in cases that are not, according to the informant, it depends on how the OPD program is aligned and also suggestions from the community and also the priorities needed, not just what the local community wants and the budget constraints that exist in South Konawe Regency.

The Musrenbang forum is expected to reflect the planning process through a participatory approach. That is, the process is carried out by involving all interested parties (stakeholders) in development to obtain aspirations and create a sense of ownership.

According to Andini (2015), regional development is all development carried out in the regions and includes aspects of community life, carried out in an integrated manner by developing cooperation and active community participation. In this connection, regional development is directed at making maximum use of the potential of natural resources and developing human resources by improving the quality of life, skills, and initiatives with guidance and assistance from the government.

Iqbal (2019), explains that in realizing village development so that it is under what is expected it is

necessary to pay attention to several approaches with special characteristics which are at the same time the identity of village development itself, this is under the principle in multi-sectoral Comprehensive village development which includes various aspects, both welfare and security aspects with an integrated implementation mechanism and system between various government and community activities.

Each planning element in the Subdistrict Musrenbang has a mutually supportive relationship between existing plans and programs owned and compiled by the responsible OPD. Thus, elements that contradict the development plan will not be presented.

Based on the informants' information, it is known that the Musrenbang of Tinanggea District is on average attended by several people from villages in Tinanggea District. At the time of implementation, there were several problems such as these proposals were not accommodated, which of these activities could still be accommodated such as village funds, and usually the wrong room, so they were not accommodated, not realized. The problem is there.

According to the informant, there is integration between the government's work plan and the musrenbang proposals with the village head, because the RKPD provides technical instructions regarding the sub-district Musrenbang activities. And it is also known that the proposals given by the community have been accommodated and the number continues to increase, and not only the Musrenbang proposals which are only ceremonial, yes, no yes. However, it should also be noted that the village authorities also submit their proposals according to their wishes so sometimes they are out of sync with the priority programs that is one of the real factors that several proposals are not realized. But what must be noted is that some have been realized," he explained.

According to the informant, Tinanggea District has 22 villages. Some villages have not experienced this. We also have to understand that the budget provided cannot accommodate all proposals. However, it must be understood that it must be according to which ones must be prioritized, first look at the needs and which ones must be prioritized, which are urgent.

This finding is also in line with the opinion Mewengkang et al, (2021) regarding the integration of the preparation of regional development plans, it can be seen that all priority proposals from the community and each kelurahan/village in the sub-district will be readjusted with the Regional Work Unit (SKPD) or OPD and the Sub-district Regional Government Work Plan (RKPD), so that later the development that will be carried out by the government does not conflict with the RKPD and can be realized properly and can also see the views of the community in the sub-district regarding the implementation of development planning musrenbang, in general, the community only sees that development is a physical thing.

Transparency in the implementation of the Musrenbang in the Preparation of the Work Plan Documents for the Regional Government of Konawe Selatan Regency

Based on the results of data analysis with informants, it is known that the Musrenbang in Tinanggea District has been transparent in terms of the budget and process of existing proposals. This is very important to maintain openness and also maintain the trust of every community.

Transparency means that in the planning process, there should not be anything that is not known by each Sub-District Musrenbang participant starting from the proposals, quantity, quality, and costs needed in development until the objectives of all the priority proposals need to be realized.

Informants also said that the attitude of transparency and openness carried out various concrete actions, such as every proposal that was entered and accommodated, it was stated who the proposer was and the reasons and the volume of the proposal submitted, why the proposal needed to be submitted and discussed together in the deliberation the agreement that will be implemented later related to this proposal.

Transparency is very closely related to the controlling function as stated by Fayol (2010) which explains controlling activities to check, supervise, prove, and ensure that the activities that have been carried out are under management functions and company standards to achieve company goals.

These findings support the view of Yunas (2017), explaining that development planning in a transparent and well-organized manner. So the public can see and monitor its implementation. In Law Number 25 of 2004, concerning the National Development Planning System, it has been stated that development planning aims to optimize community participation. Public participation is intended so that the policies made by the government become more legitimate. Community participation in any public policy is a process of expressing ideas

Supadmi (2013), explained that the government must show transparency in the implementation of the

Musrenbang. So far, forums involving the community have only been limited to the level of village development planning meetings, with very little community representation in forums at the sub-district level. This causes many community program proposals to be lost along the way. This condition is one of the reasons why the community is reluctant to be actively involved in the Musrenbang held by the government at both the kelurahan and sub-district levels because most of the community is disappointed with the proposed program of activities that have not been realized.

In this finding, it was also found that proposals appeared suddenly without any prior approval discussion process from the authorities. Each proposal is explained in the Musrenbang, so there will be no proposals that will only benefit a few people without taking into account the interests of the wider community.

This finding is also in line with the opinion of Napitupulu and Mashur (2015), who said that transparency means openness, whereas in the Sub-District Musrenbang, every implementation and also its elements and proposals are accommodated in a transparent or open attitude, in other words, nothing is hidden and covered up starting from the proposals that are submitted, to the costs or the budget that is needed and provided for the development that will take place. An attitude of transparency is also needed in seeing the process of implementing the Musrenbang in the Tinanggea District. This is needed so that people feel comfortable in conveying development proposals and needs that will be realized and it is hoped that this will also reduce the appearance of sudden proposals from elements or parties who only want to benefit from the development process.

Accountability for the implementation of the Musrenbang in the Preparation of the Work Plan Documents for the Regional Government of Konawe Selatan Regency

Based on the results of data analysis with informants, it is known that accountability in the Musrenbang activities in the District of South Konawe Regency. Where Musrenbang activities can be accounted for both from the planning process and program proposals to the communication process between the community and Regional Apparatus Organizations regarding programs that are accepted and not accepted.

Accountable, that is, can be accounted for each of these planning processes must be accounted for by each party participating in the sub-district Musrenbang, such as priority proposals from each sub-district to the development that has been carried out from the sub-district Musrenbang.

These findings are also consistent with the control function stated by Rafie (2017), namely management functions related to processes that are carried out measurably to ensure that planning in the form of goals and objectives that have been set within the organization can be carried out properly. Therefore, control becomes important for an organization as feedback on the implementation of the stages that have been determined in the organization. Lack of oversight of the organization will have an impact on damaging the reputation and public trust in the organization. This activity is also an effort to prevent the occurrence or emergence of deviations from activities that have been carried out from previously set targets.

Accountable means that all forms of processes and results of the realization of the Subdistrict Musrenbang can be accounted for by the community who proposed the proposal. This accountable attitude is very much needed considering the suggestions submitted by the community to the government and related OPDs through deliberations. So, this accountable attitude is very much needed in explaining to the community, what the development priorities proposed by the community have been realized, how are they realized, and what are the expectations of the government and SKPD who are responsible for the community in assessing this development.

This is also in line with the words Mewengkang et al, (2021) which says that accountable or accountable must exist in Musrenbang activities. Each of these planning processes must be accounted for by each party participating in the Tinanggea District Musrenbang, such as priority proposals from each sub-district to the development that has been implemented from the sub-district Musrenbang.

Research Limitations

As for there are limitations of this study are explained as follows:

1. This research only focuses on the Musrenbang of Tinanggea District so it cannot be used as a benchmark for assessing the results of research on sub-districts in other districts.

2. The data obtained only came from a few informants in this study so it could not summarize the broader opinions of the people of Tinanggea District.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusions of this study are as follows:

1. Musrenbang activities in Tinanggea District have been carried out systematically, starting from the RT level, then the hamlet, village to sub-district following the technical guidelines made by the Konsel Bappeda.
2. Integration already exists in the Musrenbang agenda where there is alignment between the OPD work plans and community proposals and these proposals have been accommodated in the RKPD and APBD but there are also proposals that are not accommodated, this is more to the point that these proposals are not priority programs and activities.
3. Transparency in the implementation of musrenbang in Tinanggea District has been carried out, namely regarding proposals received as well as regarding lists of programs that will begin to be implemented in 2022, there are several lists of activities or programs that have begun to be realized when the total budget collected was Rp. 32,719,534,220.
4. Accountability can be seen in the implementation of the Musrenbang in Tinanggea District where all parties are responsible according to their roles starting from the village head as participant and activity proposer, Bappeda as planning guard, musrenbang guiding team as village proposal validator and OPD as program and activity implementer so that all forum decisions can be accounted for.

Suggestion

The suggestions in this study are as follows:

1. Based on the findings, it is necessary to have the availability of funds in the APBD so that suggestions from the community can be accommodated in the sub-district development program.
2. There needs to be socialization regarding the program proposal system so that the community can provide suggestions that are under the work program of the Tinanggea District OPD
3. In implementing the development program indicators implemented in the sub-district Musrenbang, it is best if the Tinanggea District can make several preparations, including conducting a review of the area that is deemed necessary for development, so that the development that will be implemented in the area can be right on target.
4. Further research can conduct studies regarding the evaluation of the Implementation of Development Planning Conferences in Tinanggea District.

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