



## **Development Planning Deliberation Based On Priority Scale**

**(Study of the Implementation of the Development Planning Deliberation Policy Based on the Circular Letter of the Mayor of Malang Number 20 of 2023 concerning Guidelines for the Implementation of the 2024 Development Planning Deliberation in Sawojajar Village, Malang City)**

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### **ABSTRACT**

*Development planning is a process of formulating alternatives or decisions based on facts that are used as materials to carry out a series of community activities in order to achieve better goals in a planned manner for the welfare of the people. One of the series of regional development planning that must be passed is the Development Planning Conference which is one of the processes in the framework of preparing the Regional Government Work Plan.*

*In Sawojajar Village, the implementation of the Development Planning Deliberation has been guided by the Circular Letter of the Mayor of Malang Number 20 of 2023 concerning Guidelines for the Implementation of the 2024 Development Planning Deliberation. However, in its implementation, there are still proposals that are not in accordance with the proposal dictionary, where in 2024 there are 2 (two) proposals that do not match the dictionary, and 18 (eighteen) proposals are not in the proposal dictionary. Therefore, the purpose of this study is to describe and analyze the implementation of policies based on the Circular Letter of the Mayor of Malang Number 20 of 2023 concerning guidelines for the implementation of Development Planning Consultation in Sawojajar Village, and to examine the supporting and inhibiting factors in the implementation of these policies. This research approach is descriptive- qualitative with data analysis technique using interactive model according to Miles, Huberman and Saldana.*

*Research results: 1. Communication: that communication has been carried out intensely between implementers and implementors, but there has never been a socialization that presents all stakeholders who are an important part of the proposed development planning deliberation, 2. Resources: the resources available are sufficient to support the implementation of the policy, but there is still a shortage of personnel in the village who assist in the implementation of Development Planning deliberations and there is no information system used to submit proposals from village community institutions, 3. Disposition: each executor has responded to the mayor's circular and perform their duties properly, 4. Bureaucratic structure: the distribution of tasks has been done and well described, coordination between implementers also runs according to their duties and authorities.*

**Keywords:** Development Planning deliberation, Development planning, Proposal dictionary.

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### **1. INTRODUCTION**

Development planning is an effort to achieve better conditions in a planned manner for the welfare of society. To achieve prosperity, it is necessary to have holistic and equitable development planning (Siagian, 1994; Tjokromaidjojo, 1984). According to Riyanto, 2018 there are 5 (five) development actors who can participate in planning development, namely: government, academia, private sector, community and non-governmental organizations (NGOs).

One of the series of regional development planning that must be passed is the implementation of the Development Planning Deliberation which is one of the processes in the framework of preparing the Local Government Work Plan. This Development Planning Deliberation will involve the community and stakeholders in development planning.

According to Law No. 25/2004 on the National Development Planning System, the Development Planning Conference is a forum between actors in order to prepare the National Development Plan and Regional Development Plan. The Development Planning Deliberation plays an important role because it is the initial stage in the preparation of development planning documents. However, in its implementation, the community considers that the Development Planning Deliberation is only a formality in capturing aspirations, while in practice the budget provided does not match the needs of the community.

In reality, the Development Planning Deliberation must still be based on the development priorities that have been set. The limited budget of the local government makes the Development Planning Deliberation underestimated because it selects proposals submitted by the community to match development priorities, so it cannot accommodate all proposals.

In the Malang City Government, the stage of Development Planning deliberation begins with the identification of problems through the proposed dictionary networking agenda. This Agenda includes, the discussion of the proposed dictionary with the region, the discussion of the proposed dictionary with the regional apparatus, the discussion of the internal proposed Dictionary, the discussion of the proposed dictionary with the DPRD, the finalization of the proposed dictionary with the regional apparatus up to the preparation of the development planning Circular Letter, the input of the proposed dictionary in the SIPD and the socialization of the proposed Dictionary. At this stage, Bappeda Malang innovates to capture and identify problems in the region through DiRangkul (Inclusive Development Planning Dialogue). In these activities, Bappeda involved representatives from the village and The Village Community Empowerment Agency (LPMK) and carried out in each Sub-District.

Based on data in Kedungkandang District regarding the implementation of Development Planning deliberations in 2023 and 2024, the proposal Dictionary, which should be a guideline for submitting aspirations, has not been fully implemented. For example, in Sawojajar village, in 2024 there were 3 (three) proposals that were not in the dictionary and in 2024 it increased to 18 (eighteen) proposals and 2 (two) proposals that were not in accordance with the dictionary. While in Buring village, in 2024 there are 13 proposals that are not in the proposal dictionary. From the initial observation of the data presented, the proposed proposal is still not in accordance with the proposed dictionary that should guide the implementation of Development Planning deliberations. These problems encourage researchers to study further on the implementation of Development Planning deliberations in Sawojajar village because the number of proposals that do not fit the proposal Dictionary is more than other villages in the Kedungkandang District.

## **2. LITERATUR REVIEW**

### **Public Policy**

According to David Easton, public policy as the forced allocation of values to all members of society. While Laswell and Kaplan define public policy as a program of achieving goals, values in practice are directed.

Thomas R Dye as quoted by Islamy (2009) defines public policy as “is whatever government choose to do or not to do” this definition emphasizes that public policy is about the realization of “action” and is not a statement of the desire of the government or public officials alone. In addition, the government's choice not to do something is also a public policy because it has the same effect as the government's choice to do something.

Thus, public policy is the set of actions carried out or not carried out by a government oriented towards certain objectives to solve public problems or in the public interest. The policy of doing something is usually contained in the provisions or laws and regulations made by the government so that it is binding and coercive.

### **Implementation Of Public Policy**

Policy implementation is a way for a policy to achieve its goals. To be able to implement public policies, there are two choices of steps, namely directly implementing in the form of programs or through the formulation of derivative policies or derivatives of public policies. The series of public policy implementation can be observed starting from programs to projects and activities.

Implementation according to Jones theory (Mulyadi, 2015): “Those Activities directed towards putting a program into effect”, while according to van Horn and van Meter: “Those actions by public and private individuals (or groups) that are achievement or objectives set forth in prior policy”. So implementation is the action taken after a policy has been established.

According to George Edward III in Widodo (2010), factors that support the success or failure of policy implementation are factors:

- 1) Communication: successful policy implementation requires implementers to know and understand what to do. Thus, the implementor can socialize the policy to relevant parties so that the goals and objectives of a policy can be known by the entire group, preparing and doing what is necessary to achieve the expected goals.
- 2) Resources: resource factors have an important role in policy implementation. Resources include: a) human resources; Edward III said that “probably the most essential resources in implementing policy is staff” that staff play an important role to implement policy. So no matter how clear and consistent the order of implementation, if there is a shortage of resources responsible for implementing the policy, the implementation of the policy will not be effective, b) budget resources; the limited budget available causes the quality of services that should be provided to the community is also limited and the program cannot be implemented optimally; c) equipment resources are the means used for the operationalization of policy implementation including land, buildings and all facilities that will make it easier to provide services, d) authority resources ; the main actors of the policy must be given sufficient authority to make their own decisions in implementing the policy under their authority.
- 3) Disposition: is the willingness, desire and tendency of policy actors to implement policies in earnest so that what is the purpose of the policy can be realized.
- 4) Bureaucratic structure: includes aspects such as bureaucratic structure, division of authority, relationships between organizational units and so on.

According to Edward III in Winarno (2005) there are two main characteristics in bureaucracy, namely (1) Standard Operational Procedure (SOP) is the development of internal demands for certainty of time, resources and the need for uniformity in a complex and broad work organization and (2) fragmentation which is the spread of responsibility for a policy to several different bodies that require coordination.

### **Decentralization Of Regional Autonomy**

Decentralization is the submission of all affairs, both regulation in the form of making laws and regulations, and the implementation of government into the domestic affairs of local governments. While regional autonomy is part of the political system that can open opportunities for citizens to be able to develop their creativity so that they can put themselves on a par with other regions in the era of globalization.

Autonomy given to local governments, is intended to maximize the implementation of the basic functions of government that include:

- a. Service to create justice in society so that anyone gets the same treatment regardless of gender, religion, occupation, status and others.
- b. Empowerment to create an independent society.
- c. Development that creates the welfare of all people.

### **Regional Development Planning**

Development Planning is a process of preparation of stages involving various elements in order to utilize and allocate existing resources in order to improve social welfare in an environment, region or region within a certain period of time. With good planning, it can be formulated efficient and effective development activities to obtain optimal results in the utilization of available resources and existing potential.

According to Bintoro (1980) the main elements that must be covered in the planning is:

- a. The existence of a policy or basic strategy development plan or so-called Goals, directions, priorities and targets of development
- b. The existence of a framework plan or macro framework plan
- c. Estimates of development sources, particularly those used for development financing
- d. Consistent policy framework that needs to be formulated and then implemented

## **Community Participation Through Development Planning Deliberations**

A public policy that has an impact on the community, must involve the community in determining policy, so that the implementation of public services can be effective, efficient, participative, fair and accountable. Law No. 23 of 2014 on Local Government explains that community participation is the role of community members to channel aspirations, thoughts and interests in the implementation of Local Government starting from the design, implementation and evaluation stages.

Then followed up with Government Regulation Number 45 of 2017 concerning community participation in the implementation of Local Government. In Article 2 Paragraph (1) it is explained that the community has the right to participate in the preparation of regional regulations and regional policies that regulate and burden the community, one of which is Regional Development Planning and budgeting.

The aspirations of the community are contained in the ideas/ideas of the community as well as in the form of forum formalities outlined in the form of proposed development activities through Development Planning deliberations that are used to accommodate the aspirations of the community in the preparation of the regional budget.

In Law No. 25 of 2004 on Regional Development Planning system, it is emphasized that development planning deliberation is a forum between actors in order to develop regional development plans and national development plans. Deliberation of Development Planning is one of the media to be able to absorb the aspirations of the community which is one form of communication for development.

In other words, Development Planning deliberation is a forum for meetings between parties that directly or indirectly benefit or impact from provincial/Regency/ City Regional Development programs and activities as an embodiment of a participatory approach to regional development planning. Likewise, deliberation on Development Planning in kelurahan is the initial stage of regional development planning carried out to identify problems, needs and determine activities in order to solve problems at the kelurahan level based on priority scales and proposal dictionaries.

This study discusses the implementation of Development Planning deliberations in Sawojajar Village, Kedung Kandang District based on Malang Mayor Circular Number 20 of 2023 concerning guidelines for the implementation of Development Planning deliberations, using the implementation model according to George Edward III, namely :

- a. Communication, including: 1) the intensity of policy socialization, 2) clarity of communication by policy implementers
- b. Resources, including: 1) the ability of human resources in policy implementation, 2) adequate supporting facilities
- c. Disposition, including: 1) perception of the executor, 2) the response of the executor, 3) the action of the executor
- d. Bureaucratic structure : 1) the division of tasks, 2) coordination between the executor of the task

Then assess the factors driving and inhibiting the implementation of Development Planning Policy deliberation in Sawojajar Village.

## **RESEARCH METHODS**

Sholahuddin (2021) suggested that the social research method is a scientific method used to obtain objective, valid and reliable data, with the aim of finding, testing, and developing knowledge, so that it can be used to understand, explain and solve problems in the social field.

### **Research Approach**

The research method chosen is descriptive research method with qualitative approach. As explained by Bogdan and Taylor (Moleong, 2010), that “research procedures that produce descriptive data in the form of written or oral words of people and observed behavior”. This study describes and analyzes the implementation of Development Planning deliberations in Sawojajar village based on Malang Mayor Circular Number 20 of 2023 .

### **Research Location**

The location of this study in Malang City Government, especially in Sawojajar Village, Kedungkandang District. The reason for the selection of the research site is that Sawojajar Village is a village with the largest number

of RW and RT in Kedungkandang District, and many proposals during development planning deliberations in Sawojajar village that are not in the proposal Dictionary.

### **Data collection and analysis techniques**

For qualitative research, the single most important instrument in qualitative research is the researcher himself. Researchers can use tools to collect data such as google Forms, interviews, taperecorder, videotape or camera. The Data collected by researchers in this thesis using interview techniques, observation, document Review. And data analysis techniques using interactive models according to Miles, Huberman and Saldana.

## **RESULTS AND DISCUSSION**

### **Profile of Sawojajar village, Kedung Kandang District, Malang City**

Sawojajar village is one of the villages in the District of Kedungkandang Malang. Located at 44,000 meters above sea level, with an area of 1.8125 km<sup>2</sup>, and the population as of June 30, 2024 is around 27,543 people, and the average population density is 14,864 people/km<sup>2</sup>. Thus, Sawojajar village became the third most populous village in Kedungkandang district after Kotalama Village 36.049 inhabitants/km<sup>2</sup> followed by Mergosono Village 33.136 inhabitants/km<sup>2</sup> (visualization results of population Data from the Ministry of Home Affairs, June 30, 2024 and BPS Data on Village area and percentage of Village area in Kedungkandang District, 2021-2023). The number of Heads of families in Sawojajar Village is 9,015 heads of families.

### **Problems Of Implementation Of Development Planning Deliberations In 2024**

The implementation of the development planning consultation in Sawojajar village in 2024 resulted in 120 proposals being forwarded in SIPD, an increase from the 2023 proposal of 115 proposals. In general, the proposal of the community in the form of physical development, especially the repair of roads and culverts, pavingisasi and repair of buildings, or on Sub-activities of Infrastructure Development and Village facilities.

Based on the results of the recapitulation of the problems faced in the implementation of the 2024 Development Planning deliberation are:

- a. There are still proposals that are not in accordance with the dictionary proposals consisting of proposals that are not in the dictionary and proposals whose details are not in accordance with the dictionary, unit prices, descriptions of needs and beneficiaries
- b. The proposal of the community is too much with a large enough budget with a total budget proposal of Rp. 22,435,803,415.00 in 2023 and Rp. 23,177,280,520.00 in 2024. Proposals that are accommodated must still be based on priorities and regional financial capacity. It is necessary to allocate priority scale to the proposal forwarded in SIPD.
- c. In 2023, the proposals that can be forwarded to SIPD are 115 proposals from 244 proposals or about 47.13% while in 2024 from 309 proposals only 120 proposals can be forwarded or about 38.83%. This affects the needs of the community that can not be accommodated. One of the reasons is the lack of community focus on Local Government priority programs.

### **Implementation of Malang Mayor Circular Number 20 of 2023 concerning guidelines for the implementation of Development Planning deliberations in 2024 in Sawojajar Village**

Development Planning deliberation is one of the means to attract community participation to participate actively in government administration at the regional level, as mandated in Government Regulation Number 45 of 2017 concerning community participation in Local Government Administration. In Article 2 Paragraph (1) it is explained that the community has the right to participate in the preparation of regional regulations and regional policies that regulate and burden the community, one of which is Regional Development Planning and budgeting.

According To G. Edward III there are 4 indicators that support the successful implementation of a policy, namely communication, resources, disposition and bureaucratic structure. All four indicators are interconnected and influence each other.



The results of observations and interviews and analysis of related documents, the researchers discussed it according to four implementation indicators that are the focus of this study as follows:

Starting with communication indicators, in this indicator, communication has been carried out by external parties, namely Bappeda through the DiRangkul (Inclusive Development Planning Dialogue) activity. This activity aims to identify the development that occurs in each sub-district, absorb aspirations and seek input from all community reports (embrace) related to development issues and encourage the active role of the community in the development planning process. The results of DiRangkul activity will produce a dictionary of proposals prepared based on the proposed aspirations and needs in accordance with the priority of regional development programs so that they can be used as guidelines for the submission of proposals for Development Planning deliberations.

Furthermore, the dictionary proposal will be determined through a circular letter from the mayor of Malang on guidelines for the implementation of Development Planning deliberations. This circular letter will be disseminated to the community through the village. So far, the socialization carried out in Sawojajar village to disseminate the circular is only in the form of a letter about the schedule for the implementation of the pre-development planning deliberation and Development Planning Deliberation which is accompanied by a proposal Dictionary. The form of communication that has been done only through whatsapp groups and phones. Socialization conducted by the head of RW to disseminate the dictionary proposal through RW discussion as well as to identify proposals from their respective regions.

Other communications carried out by the implementor in this case subdistrict head of Sawojajar, head of Community Empowerment Section, Head of infrastructure and facilities section, LPMK and Warrior planners at the time of determining the priority of village-level development which will then be forwarded in the deliberation of District Development Planning. The head of Community Empowerment section Warrior planners will provide assistance in determining priorities in each region, while the head of infrastructure and facilities section and LPMK will verify the proposal.

Verification of this proposal aims to determine the urgency and real conditions in the field whether the proposal deserves priority. Furthermore, the village head and the development planning consultation team will determine which proposals will be prioritized at The Village Development Planning Deliberation. This priority determination is based on the urgency of the proposal and supports the priority of regional development programs according to the regional Medium-Term Development Plan (RPJMD). The regional development priorities of Malang City in 2024-2026 as stated in Malang Mayor Regulation Number 5 of 2023 concerning Malang City Regional Development Plan 2024-2026 are:

- a. Encourage creative industry activities and tourism development for creative economic development
- b. Improving the quality of human resources who are educated, character, healthy, competitive and prosperous
- c. Encouraging the mental revolution and cultural development of society
- d. Accelerating the development of economic supporting infrastructure that intersects with national priorities and solving city priority problems
- e. Improving environmental quality and Disaster Resilience
- f. Simplification of licensing, bureaucratic flexibility and strengthening investment to increase local revenue

The next indicator is the resources that include human resources and supporting facilities for policy implementation. The ability of Human Resources in this implementation is quite good. The head of the Community Empowerment section can understand and provide the necessary explanations about the implementation of Development Planning deliberations; the head of the Community Empowerment section also assists in the preparation of proposals that become one of the completeness of the development planning deliberations proposal. In addition, the head of the infrastructure and facilities section with LPMK is also able to carry out the role of a verifier of proposals from each community institution, especially the proposal for physical development.

The role of the entire team to assist, identify and inventory problems and strategic issues so as to produce priority proposals in accordance with the needs. While from the supporting facilities, the SIPD-RI Information System which is a software owned by the Ministry of Home Affairs to monitor processes in local government ranging from planning, budgeting to reporting. With the existence of SIPD-RI, all proposals for Development Planning deliberations are elective, not writing proposals, so that the Malang City Government through the supervisory regional apparatus is obliged to make a dictionary of proposals according to regional priorities and National Priorities to be included in the

SIPD. Other supporting facilities are computers / laptops to input proposals and mobile phones to communicate. All of these facilities mutually support the implementation of the mayor's circular in the process of proposing Development Planning deliberations.

The next indicator that supports the successful implementation of the policy is disposition. The distribution of tasks has been implemented in accordance with the role of each executor. From the distribution of tasks, the perception of the executor of each task is appropriate. Starting from the duties of the village chief, head of the Community Empowerment Section, Warrior Planners, Village community institutions. The proposed Dictionary implementation was met with an excellent response. Because with the proposed Dictionary, the proposed development planning deliberations can be more directed and aligned with regional development priorities and national development.

To support the implementation of the proposed Dictionary, the executor has taken action in accordance with his duties and authority. Such as the head of the LPMK who helps the village to determine the priority of the proposed development planning deliberation, the head of the Infrastructure Section who helps to conduct field verification to the village community institutions who propose needs in each region. But not all understand in detail the guidelines for the implementation of the development planning deliberations. This can be seen from some proposals that are still not in accordance with the proposal dictionary. Some community institutions have difficulty in determining priorities because they are reluctant to the community in their environment. This is due to concerns that there is a presumption of favoritism if the priority proposal is not in accordance with the wishes of the community.

The last indicator is the bureaucratic structure. Distribution of tasks contained in the decision Lurah Sawojajar number 188.451/01/35.73.03.100/2024 about the development planning consultation team of Sawojajar Village, Kedungkandang District, Malang City in 2024. However, the job description listed has not been detailed and is only general, although in its implementation, each executor has carried out his duties according to his role and authority.

The bureaucratic structure is also supported by coordination carried out by the executor. This is to avoid misunderstandings in interpreting and carrying out their duties. Coordination is carried out both through whatsapp groups and meetings in the village. This meeting was held at the time of determining the priority of the village proposal, pre-development planning deliberation and Development Planning Deliberation. Coordination between village and related stakeholders is also going well. Bappeda as the regional supervisor also coordinates to ensure that the proposals to be accommodated are in accordance with the dictionary of proposals and regional development priorities.

### **Supporting and inhibiting factors in the implementation of Development Planning deliberations in 2024 in Sawojajar Village**

#### **a. Supporting factors**

Supporting factors are everything that plays a role in encouraging, supporting, facilitating, supporting and accelerating the successful implementation of policies. In this case, the implementers carry out the implementation of the proposal Dictionary plays an important role, especially with the ability and high commitment in carrying out tasks in accordance with their roles. Also the ability of implementors and policy makers in this case Bappeda be a supporter of successful implementation.

#### **b. Inhibiting factors**

Inhibiting factors are things that slow down and even hinder the successful implementation of the proposed Dictionary. These inhibiting factors include the lack of personnel in village who handle the implementation of Development Planning deliberations. There has never been a direct socialization carried out up to the RT level to make understanding and information that reaches the Citizens cause different perceptions.

Furthermore, there is no information system that can be used by village community institutions to submit proposals. So far, the submission of proposals is only done manually. This has an impact on errors that can occur, among others, proposals that are not read, proposals that do not fit into the proposal dictionary. Because the principle of SIPD-RI is to choose, not write proposals.

The availability of the budget used to accommodate the proposal is also limited. In 2025, the budget used to accommodate the 2024 Development Planning deliberation proposal will not change from the 2024 budget, which is Rp. 1,160,000,000.00 or if on average, each household in Sawojajar village gets Rp76, 500, 000.00 for 16 households.

In Sawojajar village, there are 4 Sub activities that are used to accommodate the proposed development planning meeting, namely:

**a. Community empowerment in the village**

In this Sub-activity, the form of proposals that can be accommodated is in the form of training, coaching, socialization whose targets are outside social institutions. In addition, the fields included in the proposed Sub-activity are more specific in the fields of education, health, social, cultural, economic, environmental, women's empowerment, youth and sports as well as handling poverty and people's welfare issues in accordance with the authority of village

**b. Organization Of Community Institutions**

In this Sub-activity, the form of proposals that are accommodated is more to counseling, socialization, training for community institutions in village according to Minister of Home Affairs Regulation Number 18 of 2018 concerning Village community institutions and customary institutions, namely: RT, RW, Posyandu, PKK, Karang Taruna and LPMK.

**c. Development of Village facilities and infrastructure**

In this Sub-activity, the form of proposals that can be accommodated is proposals that are physical (development/rehabilitation) and the provision of public infrastructure, but still in accordance with the regulation of the Minister of Home Affairs number 130 of 2018 on Village facilities and infrastructure development activities and Community Empowerment in the village.

**d. Synergy with the Indonesian National Police, Indonesian National Army and vertical agencies in the District**

In this Sub activity, the form of proposals that are accommodated is counseling, socialization in order to improve public order and community harmony.

However, the implementation of the current proposal Dictionary is still not in accordance with the regulation of the Minister of Home Affairs number 130 of 2018, because there are still proposals that are more a desire of some parties and not a need that supports regional development priority programs. The description in the proposal Dictionary is also not entirely clear, meaning that it does not include detailed requirements, so that at the time of the desk with Bappeda and the monitoring area, the proposal cannot be accommodated.

## **CONCLUSION**

1. The implementation of the development planning deliberation policy based on Malang Mayor Circular Number 20 of 2023 concerning guidelines for the implementation of Development Planning deliberations in 2024 in Sawojajar village, Malang City has fulfilled 4 (four) policy implementation indicators according to G. Edward III: communications, resources, disposition and Bicrocratic structure. This implementation has been running smoothly and showing positive results. The conclusions obtained as follows:

First, Communication. The form of communication is to send a letter to the RW about the implementation of the pre-development planning deliberation and Development Planning deliberation with a dictionary attached to the proposal which is used as a guide for RW discussion and sharing in whatsapp groups. While socialization in other forms such as socialization involving RT/RW and Kelurahan community institutions by involving related stakeholders has never been done.

Second, The Resources. That all implementers / implementors have committed to supporting the implementation of the Malang Mayor Circular Number 20 of 2023. This is evidenced by the ability of implementers to support the implementation of Development Planning deliberations; starting from the identification and inventory of problems, assisting in the preparation of proposal proposals, submission of proposal priorities, field verification related to proposals submitted to the monitoring of proposals accommodated. The supporting facilities used ranging from cellular phones, laptops or computers to make proposals and input proposals for Development Planning



deliberations. In addition, there is also a SIPD-RI application that is useful to help Village community institutions to remain guided by the proposal dictionary, because the nature of the SIPD-RI is to choose not write proposals

Third, Disposition. The distribution of tasks is clearly described, starting from the duties of the Village Head, Head of Community Empowerment section and Warrior Planners. In addition, the executor has responded well to the Malang Mayor's Circular Letter. The response is realized by the role of actors ranging from the headman as the implementation coach, the head of the Community Empowerment section as the head of the implementation and the warrior planners. At the time of the implementation of the development planning deliberation, the village head coordinated with the head of the village infrastructure and facilities section, the head of the Community Empowerment section and LPMK to determine the proposed village priorities. The head of Community Empowerment section conducts assistance to community institutions starting from the preparation of proposals to the determination of priorities in each institution. Then the village community institution carried out a RW discussion involving RT and community leaders in their environment to produce development proposals.

Four, The Bureaucratic Structure. The division of tasks has been carried out in accordance with the provisions and authorities, ranging from the head of the Village Head, Head of Community Empowerment section to warrior planners. The implementation of Development Planning deliberations in Sawojajar Village is supported by regulations based on the decision of Sawojajar Village Head number: 188.451/01/35.73.03.1008/2024 about the development planning deliberation team of the Sawojajar Village, Kedungkandang District, Malang City in 2024, coordination between task executors has been running well and is able to work together and provide the information needed by each task executor.

2. The supporting and inhibiting factors in the implementation of the development planning deliberation policy based on the Malang Mayor's Circular Number 20 of 2023 concerning guidelines for the implementation of Development Planning deliberations in 2024 in Sawojajar village, Malang City, are:

**a. Supporting Factors**

- 1) The commitment of the executor in carrying out their duties and contained in the decision of Sawojajar Village Head
- 2) good teamwork between each executor
- 3) intense communication conducted by the executor to provide assistance in the delivery and fulfillment of the completeness of the proposal
- 4) The existence of SIPD-RI application software that supports the monitoring of the planning process

**b. Inhibiting Factors**

- 1) The number of implementers in the village is limited with a lot of tasks and a limited deadline for completion of work
- 2) socialization is only carried out by mail and there has been no direct socialization carried out to the RT level
- 3) there is no internal information system that can be used by Kelurahan community institutions to submit proposals, so the submission process is still done manually
- 4) availability of budgets that have not been able to meet all the proposals
- 5) dictionary proposals that are not in accordance with the provisions and have not clearly describe the requirements that must be met

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Malang Mayor Circular Number 20 of 2023 concerning Guidelines for Implementing Development Planning Deliberations in 2024.