

Community Participation in the Development Planning Process of the Village Area

Ahmad^{1*}, Barkah Rosadi², Susniwati³

^{1,2,3} Department of Public Administration, Bandung University, Indonesia

Abstract

The implementation of mandatory actions required by Law No. 23 of 2014 concerning Regional Government, Article 150, mandates that development planning is a mandatory affair. Development planning as carried out in Sekeloa Sub-District is through a participatory planning process known as "musrenbang", which begins with a sub-district-level deliberation and continues at the district-level musrenbang. This research aims to define and analyze the process of sub-district development planning, community involvement, as well as the variables that drive and hinder it. The research methodology employs an interactive qualitative data analysis model for descriptive research with a qualitative approach. The findings of this research indicate active community involvement in the musrenbang of Sekeloa Sub-District. In this phenomenon, the community and the government collaborate in Sekeloa Sub-District to plan for future growth. The active participation of both the community and the government in the development planning process of Sekeloa Sub-District highlights a collaborative effort towards sustainable growth and development. This partnership underscores the importance of inclusive decision-making and community empowerment in shaping the future of the locality.

Article Info

Keywords:

Community Participation,
Development Planning,
Regional Government

JEL Classification:

O20, O21, R58

Corresponding Author:

Ahmad
(ahmad@bandunguniversity.ac.id)

Received: 03-10-2023

Accepted: 22-03-2024

Published: 01-04-2024



1. Introduction

The regional development planning process is a crucial stage in efforts to achieve sustainable and inclusive development (Derunova et al., 2020; Sopanah et al., 2023). In this context, community participation plays a very important role (Sopanah et al., 2023). Community participation in regional development planning allows community needs and aspirations to be effectively accommodated in implemented development plans (Newell et al., 2020).

The importance of community involvement in the preparation of development planning is emphasized in Law Number 25 of 2004 concerning the National Development Planning System. The community participatory approach is contained in 4 (four) articles of this Law, namely Article 2, Article 5, Article 6 and Article 7. The planning system regulated in Law 25/2004 and its implementing regulations apply a combination of top-down (top-down) approaches. bottom) and bottom-up (bottom-up), which emphasizes aspirational and participatory methods.

The existence of participatory programs provides direct opportunities for the community to participate in plans that concern their welfare and also directly implement and reap the results of the program (Yudarwati & Gregory, 2022). Apart from law no. 25 of 2004, there are other laws and regulations that emphasize the need for community participation in development planning, namely: Law Number 32 of 2004 concerning Regional Government and Government Regulation of the Republic of Indonesia Number 8 of 2008 concerning Stages, Procedures for Preparing, Controlling and Evaluation of Plan Implementation Regional development.

In Bandung City, especially in Sekeloa Village, Coblong District, community participation in the regional development planning process is still an issue that needs attention. In recent years, there has been rapid development in the region, including population growth, infrastructure

development, and increased economic activity. However, community participation in determining development directions and priorities is still not optimal. Community involvement in the regional development planning process is important because they are the parties who will be directly affected by the development policies and programs implemented. Communities have valuable local knowledge and experience as well as a deep understanding of the needs and challenges facing their region. To bridge the current and future conditions that are desired, a condition that the organization desires must be formulated which is then outlined in a vision and mission where the vision of Sekeloa Village, Coblong District, Bandung City is "Becoming the Most Advanced Village in Bandung City"

The operational definition of this vision is that Sekeloa Village must carry out efforts to always be able to increase community participation in development and empower institutions and all components of society to build Sekeloa Village as the most advanced Village to support a dignified Bandung City in order to encourage more stable implementation of Regional Autonomy. in Bandung City. To realize the vision above, the Sekeloa Subdistrict of Bandung City has set a mission that must be implemented, namely, Exploring Community Potential, Encouraging society in a more advanced direction, Developing productive economic activities, Growing educational, economic, environmental and arts and culture potential.

The Strategic Plan of Sekeloa Village, Coblong District, Bandung City is an explanation of the vision, mission and programs of Coblong District which will be implemented and realized within five years. The preparation of the Sekeloa Subdistrict Strategic Plan for Coblong District is guided by the Bandung City Regional RPJM for 2019-2024 and pays attention to the Bandung City Regional RPJP for 2005-2025 as well, paying attention to existing resources and potential, success factors, development evaluation and developing strategic issues . The Sekeloa Subdistrict Strategic Plan, Coblong District, is an integral part of the Bandung City Regional Medium Term Development Plan (RPJMD) with the aim of elaborating the implementation of the vision, mission and to support coordination between development actors and must be in harmony and synergy between regional SKPDs and stakeholders, as well as ensuring linkages. and consistency between planning, budgeting, implementation, monitoring and evaluation. Sekeloa Subdistrict has a population of 26,262 people in 2022, consisting of 13,853 men and 12,409 women. The number of heads of families in Sekeloa Village currently reaches around 6,977 families. Based on population data from the Sekeloa sub-district in 2020, seen in terms of population density, it was 29,440 people per hectare and seen from population growth, the population intensity will continue to increase from time to time.

Table 1. Age Group

Age Group	Man	Woman	Sum
0 - 4 Years	477	465	942
5 - 9 Years	656	557	1.213
10 - 14 Years	692	667	1.359
15 - 19 Years	656	663	1.319
20 - 24 Years	705	674	1.379
25 - 29 Years	693	675	1.368
30 - 34 Years	665	633	1.298
35 - 39 Years	751	688	1.439
40 - 44 Years	634	651	1.285
45 - 49 Years	631	633	1.264
50 - 54 Years	542	585	1.127
55 - 59 Years	466	415	881
60 - 64 Years	394	403	797
65 Years	475	597	1.072

Source: Coblong District, Bandung City (2023)

The success of a development program is not only based on the government's ability, but is also related to community participation in carrying out the development program. According to Errichiello and Micera (2021) implementing community participation in development is very necessary at every stage of development starting from the planning stage, implementation stage,

utilization stage, and evaluation stage. This description of the importance of community participation in planning is in line with the opinion of Quick and Bryson (2022) who stated 3 main reasons why community participation in planning is very important. First, community participation is a tool for obtaining information about the conditions, needs and attitudes of local communities. Second, the community will trust development activity programs more if they are involved in the preparation and planning, because they will know more about the ins and outs of the activity program and will have a sense of ownership of the activity program. Third, encouraging general participation because there will be an opinion that it is a democratic right if the community is involved in development.

By understanding the level of community participation and the factors that influence it, this research is expected to provide in-depth insight into the challenges and opportunities that exist in optimizing community participation in regional development planning. Through this research, it is hoped that obstacles can be identified that hinder community participation, such as limited information, lack of opportunities to participate, or low awareness of the importance of their role in the planning process. Apart from that, this research is also expected to produce recommendations and strategies to increase community participation in regional development planning in Sekeloa Village, Coblong District, Bandung City.

Literature Review

Understanding Community Participation

In discussing community participation in regional development, the government needs to know developments in the region first (Clausen & Rudolph, 2020). The role of government in development cannot be separated from the role of society, so the existence of society cannot be underestimated in state life and in development activities (Putri et al., 2020). Etymologically, participation comes from the English word "participation" which means taking part/taking part. Meanwhile, in the complete Indonesian dictionary "participation" means; the matter of taking part in a participation activity. According to Koumochi (2021) defines participation as feed-forward information and feedback information. With this definition, community participation is a continuous two-way communication process and it can be interpreted that community participation is communication between the government as the policy holder and the community on the other side as the party who feels the direct impact of the policy. Canter's opinion also implies that the public can give a positive response in the sense of supporting or providing input on programs or policies taken by the government, but can also reject the policy.

Participation is seen as important for developing the community's ability to manage development programs, because in essence participation can build a sense of ownership within the community itself towards the government, community and development agenda (Lo & Janta, 2020). Apart from that, participation is also seen as a reflection of democracy. The meaning of community participation is always associated with or synonymous with participation (Auriacombe & Sithomola, 2020). In the big Indonesian dictionary, participation is about taking part in an activity or joining or taking part. According to Temejotov et al. (2020) community participation or citizen involvement in development can be seen in stages, namely. First is the assessment stage, alternative stage, evaluation stage.

According to Luger et al. (2020), looking at the process, participation that is considered appropriate for developing community capacity is participation that covers the entire development process, starting from identifying problems and needs, implementing planning, evaluating and enjoying the results. Based on the concept of community participation in contributing ideas for change and participation in the decision making process is a very important first step and will influence the next steps and stages. According to Angelia et al. (2020) community participation is a willingness to help the program planned by the government succeed according to each person's abilities without sacrificing one's own interests.

Furthermore, Chollisni et al. (2022) with the community's ability to participate will make it easier for the government to implement the development program that will be implemented because community support is capital for the government to implement its program, community participation can be done in several ways, including others: Participation in planning, participation in operational implementation, participation in receiving results. Furthermore,

Sopannah et al. (2021) also stated the forms of community participation, namely vertical participation and horizontal participation. It is called vertical because it occurs in the form of certain conditions where the community is involved or takes part in another party's program, in a relationship where the community is in the status of subordinate, follower or client.

Participatory Development

The concept of participatory development is development that positions the community as subjects of development programs intended for their own interests (Woost, 2020). Community involvement starts from the planning, implementation, monitoring and evaluation stages. Mass mobilization (mobility) is needed if the program is labor intensive, with participatory development principles. Development participation it will actually disrupt humans in terms of obtaining their essence and dignity. Participation in this development program is basically intended to enable individuals, groups and communities to improve their own conditions. Because they themselves know what these needs are. Besides that, they will feel ownership and responsibility for what they have produced and what has been utilized. According to Gunbayi and Sorm (2020), said that, development theory in social sciences can be divided into major, modernization and dependency paradigms. The modernization paradigm includes macro theories about economic growth and social change and macro theories about individual values that show the process of change. The dependency paradigm includes theories of underdevelopment.

The definition of development may be the most interesting thing to debate. It may be that there is no scientific discipline that best understands the word development. In this history, a series of thoughts about development have developed, starting from the classical sociological perspective (Marxist, modernization by Restow). Structuralism together with modernization enriches the preliminary review of social development. Until sustainable development. However, there are main themes that play a role in it. In simple terms, development is often interpreted as an effort to make changes for the better. Because the change in question is in the direction of improvement from the original situation, it is not uncommon to assume that development is also growth. In line with developments, up to now no agreement has been found that can reject this assumption. However, to be able to differentiate between the two without having to clearly separate the boundaries. Thus it can be said that basically development cannot be separated from development, in the sense that development can cause growth and growth will occur as a result of development. In this case, growth can take the form of development/expansion or improvement of activities carried out by a community.

Framework

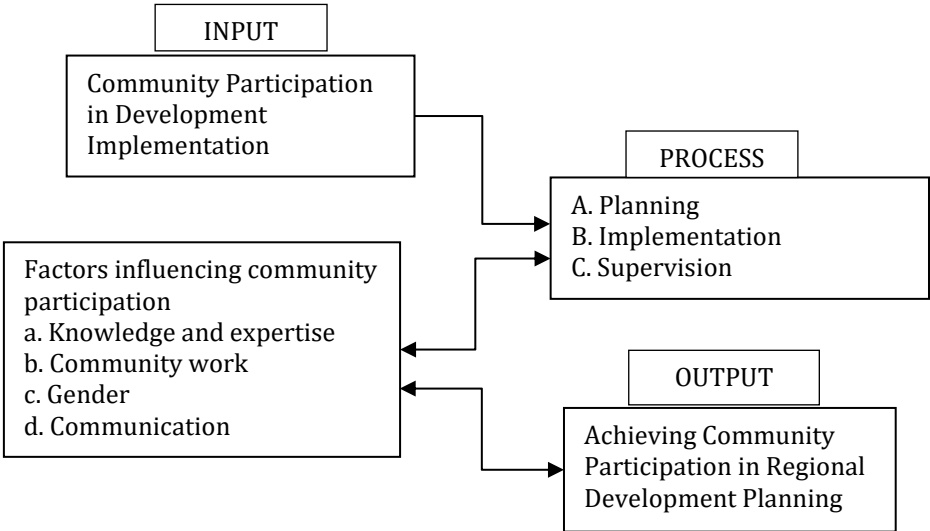


Figure 1. Framework

2. Methods

This research method aims to describe and analyze the implementation of community participation in the regional development planning process in Sekeloa Village, Coblong District, Bandung City. The method used is a participatory observational method, namely directly regarding regional development planning activities in Sekeloa Village. Participatory observation will be carried out by being actively involved in discussions, meetings or gatherings related to planning. This will enable researchers to gain an in-depth understanding of the implementation of community participation and the dynamics that occur in the process. The second method is to conduct interviews with various parties involved in the regional development planning process, such as government officials, community leaders, and community members who are actively involved in participation. Interviews will be used to obtain in-depth information about their experiences, perceptions and views regarding the implementation of community participation

Third, namely analyzing documents related to regional development planning, such as development plans, policies and other related documents. Document analysis will help in understanding the existing policy framework, rules and procedures as well as obtaining important data and information related to the implementation of community participation. Data collected from observations, interviews and document analysis will be analyzed qualitatively. The analysis process will involve grouping data, coding, and finding patterns or themes that emerge related to the implementation of community participation. Data will be interpreted to gain a deeper understanding of the factors that influence the implementation of community participation in regional development planning.

3. Results and Discussion

The process of Musrenbang activities in Sekeloa Village

The Village Musrenbang is the subject of this investigation. There are procedures that must be followed in carrying out musrenbang activities. You will find out about the development process in implementing the Musrenbang in Sekeloa Village by following the rules for implementing the development planning meeting (Musrenbang) in Sekeloa Village in 2022. To choose the time and location, the musrenbang process flow consists of three stages: preparation, pre-musrenbang, and implementation. The musrenbang process in Sekeloa Subdistrict has actively involved the community, and the subdistrict authorities, especially the musrenbang implementation team, have shown concern for its implementation. The process will reveal planning direction, community involvement, and general engagement.

The research results show that the development planning deliberation process (Musrenbang) in Sekeloa Village is in line with the theory put forward by Ryadi and Bratakusumah (2004) that development planning can be understood as a process of formulating alternatives or decisions based on data and facts. which will be used as material to carry out a series of social activities/activities both physical (material) and non-physical (mental and spiritual). The implications of the theory above emphasize the processes or types of activities that occur, but these activities require expert work on data and facts so that the decisions made or the alternatives chosen can be put into practice at a certain time.

Experts from various fields have contributed to efforts to understand appropriate development goals and strategies, making the concept of development increasingly ambiguous. However, development must also be understood as a multidimensional process that includes changes in social, economic, political and cultural orientation and organizational systems. Development, according to Todaro, is "a multi-dimensional process of societal structure, behavior, institutions, economic development, reducing inequality, and eliminating absolute poverty from society." The three values that are transformed into development goals are: (1) Preservation of life or fulfillment of basic human needs, such as clothing, food, health and safety; (2) self-esteem, the capacity to be oneself; and (3) the freedom to survive, especially the ability to make free choices.

The process of forming the Subdistrict Musrenbang Team is one of the stages or processes in musrenbang activities in Sekeloa Subdistrict. These steps are in line with the planning theory put

forward by Sulistyan (2020), namely the theory explained in point number 1 (one), namely the decision to adopt planning. At this stage, an organizational framework is created to set planning goals and create plans. Conyers and Hils' theory is supported by the phenomenon of forming this team as the manager of the Sekeloa Village musrenbang activities, which ensures that discussions are carried out in accordance with the assignments given to the musrenbang organizing team in accordance with the law. This is in accordance with the understanding put forward by Sitanggang, that planning is described as a tool or component used to move and control an organization and its constituent elements.

The second stage consists of the process of implementing the Sekeloa Village musrenbang. According to Nurdin et al. (2021) development planning theory, this phenomenon is a process of change for the better through planned efforts, so it is hoped that through the musrenbang implementation mechanism, the musrenbang activity process can run according to plan. This is also in line with Sari (2022) development philosophy, which views development as a deliberate, organized and institutionalized human effort and is reflected in the Musrenbang implementation process. This shows the goals to be achieved in the musrenbang implementation process, as well as the actions taken to achieve the goals and the time for their implementation. Planning is the responsibility of a manager and requires selecting goals from various options. Planning is a manager-related task that involves selecting goals, rules, processes, and programs among various available possibilities. The Good Governance theory, calls for a teamwork framework between organizations, departments and regions to be consistent with other theories. To achieve the objectives of musrenbang activities in Sekeloa Village, the team framework is expected to collaborate.

The results of musrenbang activities become material for the final process. The results of the 2023 musrenbang activities will be implemented in the form of priority programs and a number of community ideas. This phenomenon is in line with the planning theory put forward by Nurdin et al. (2021). According to this theory, a continuous process is needed which includes decisions or choices regarding various alternative uses of resources to determine the results of musrenbang activities in order to achieve certain goals in the future. Akbar et al. (2020) proposed a similar idea, known as planning theory, which claims that to formulate the results of musrenbang decisions, procedures are sometimes needed that involve decision makers (policies) based on available resources and arranged systematically. On the first point, that community participation is necessary to produce the desired effects of musrenbang activities, the method for determining musrenbang results is also consistent with Fu and Ma (2020) ideas about community participation. Without community involvement, development projects and programs will not be successful. Community participation is a method for studying the conditions, needs and attitudes of local communities. Apart from that, there is consistency with the theory put forward by Carayannis and Morawska-Jancelewicz (2022), who argues that plans that refer to an outcome and in their objectives involve the interests of society also involve the goals and viewpoints of society as a whole in the process. It will be very difficult to guarantee that a goal will be set in the best interests of the people if the goal is created without input from the public.

Community participation in Musrenbang activities in Sekeloa Village

Community involvement in musrenbang in Sekeloa Subdistrict takes the form of active participation in selecting facilitators, making schedules and agendas, compiling materials, announcing the time, place and place of musrenbang, as well as holding local deliberations. Community figures spoke about community involvement in the Sekeloa sub-district musrenbang event. The community was present and involved in this study, according to the list of participants in the Sekeloa Village Musrenbang. According to Kiss et al (2022), optimal community involvement in planning is expected to form a strong sense of ownership among the community towards existing development results, community participation is present and active. In the theory of increasing community involvement, Damayanti and Syarifuddin (2020) also stated his support for the active role of the community, especially in participating in the development process, namely that in development activities the community should not be seen as a mere object, but rather should be involved as an active actor in development. The community can benefit

proportionally from development results according to their respective roles, which is another crucial factor.

This phenomenon is in line with the good governance theory put forward by Bob Sugeng Hadiwinata as quoted by Jebran and Chen (2023). According to this theory, the government sector, especially as an institution that provides rules and policies, and the community sector which has independent activities to develop productivity, effectiveness and economic efficiency, must work together so that good governance can run well. happen. The Sekeloa Subdistrict mechanism ensures that every party, without exception, includes the community in the development planning process, especially village musrenbang activities, without any party being left behind. According to Mansoor (2021), there are three main explanations for why community participation in problem identification has such an important character. This explanation is consistent with research findings and the ideas of good governance theory.

First and foremost, without community involvement, development initiatives and programs will not be successful as a means of learning about the circumstances, needs and attitudes of local communities. Because they will know more about the ins and outs of the project and feel like they own it, people will trust a project or development program if they feel involved in it. This type of trust is essential if the project's goals are to be accepted by the general public. Third, the belief that it is a democratic right for people to participate in the formation of their own society is a factor in encouraging public engagement in many countries. The conceptual aim of problem identification activities is to increase the awareness of community members and instill a sense of understanding in them. especially by implementing good public service strategies to the community, the Sekeloa Village apparatus has been able to carry out its duties, principles and functions as a regional government sector.

The Sekeloa Village community is very enthusiastic in carrying out development planning. Residents are very enthusiastic about preparing for the sub-district musrenbang event. From planning the proposed activity program to the actual implementation of the Musrenbang, the community was enthusiastic. Communities can influence how development in their area is planned. Developed the theory of community participation, the role of the community is very important in development planning because if they are involved in the preparation and planning stages up to program implementation, they will feel more confident. The public will feel more part of these programs and activities and have a better understanding of the regulations that govern them.

While regional development funding sources are still limited, many wishes from various parties must be granted in the 2023 budget year as part of the musrenbang process in Sekeloa Subdistrict. With these limited funds, the community here must understand the current budget conditions in Dusun Selatan sub-district because it cannot be denied that funding is something that must be present in the activity process. Due to budget limitations, it could be said that this phenomenon is hampering regional growth. The implementation of musrenbang has not provided opportunities for the community to be more involved in implementing regional development planning due to the minimal funding provided for musrenbang activities. Good governance must foster synergy between the public sector (which forms a set of statutory regulations) and the civil society sector (which carries out self-help activities to increase productivity, economy, effectiveness and efficiency). Participation, rule of law (law enforcement), transparency, responsiveness, consensus, efficacy and efficiency of equal rights, and accountability are prerequisites for the development of good governance, which are fundamental concepts.

It is hoped that the proposed community activity program can be implemented, especially in line with the vision and mission of the regional head at that time. If there is a proposed activity program that cannot be implemented in the near future, it is hoped that it can be implemented in the following year. The principle of integral development is balanced development of all aspects of society. so that even though they come at different times, the goals of society and local government can be achieved. According to the idea of one's own power, every endeavor must first be based on one's own resources. As a result, the Sekeloa government is required to be able to implement recommended policies and initiatives in accordance with local and regional capacities. The final rule, known as the rule of collective agreement, is that to meet the demands of village

communities, development must be done properly, and the choice to implement a project is made jointly by community members rather than as a superior priority.

4. Conclusion

Most of the proposed musrenbang activity programs in Sekeloa Subdistrict have been realized. This is because the process of implementing the Musrenbang in Sekeloa Subdistrict has been carried out in accordance with statutory regulations and is a concrete manifestation of the actions of the Sekeloa Subdistrict government in carrying out its main duties and functions as a Subdistrict apparatus. Activities related to Musrenbang took place in Sekeloa Village with extensive community involvement. The Sekeloa Village community has been given the opportunity to participate in the regional development planning process, but the government ultimately decides how to proceed based on regional priority programs, and proposed program activities that were not implemented this year will be implemented in the future. The online system is part of the Sekeloa Village apparatus which provides facilities to musrenbang participants. Regional Development Planning Information System (SIPPD). This shows that there is a bureaucracy that has adapted to changes in science and technology.

While regional development funding sources are still limited, many wishes from various parties must be granted in the 2023 budget year as part of the musrenbang process in Sekeloa Subdistrict. With these limited funds, the community here must understand the budget limitations that exist in Sekeloa Village. Proposed priority activity programs that are in line with the vision and mission of the current regional head will force the proposal to be reformulated in accordance with the proposed new program, which may be different from the activity program from the previous regional head's term if there is a change of regional head and there are still superior activity programs in place. not yet implemented.

Ensure that the musrenbang process in Sekeloa Subdistrict is in accordance with relevant laws, community expectations, and that there is good and active community involvement. Therefore, it is recommended to continue and expand activities in the future and take part in the regional development planning process. It would be good if the community remained included in the community involvement planning process in Sekeloa Subdistrict until the end so that they could choose whether the ideals they expressed could be fulfilled by the local government or not. Village officials must better integrate themselves with the community, especially Village officials who propose projects and initiatives that support the development of non-physical sectors such as sanitation and health as well as the physical sector, including infrastructure development.

References

- Akbar, A., Flacke, J., Martinez, J., & van Maarseveen, M. F. (2020). Participatory planning practice in rural Indonesia: A sustainable development goals-based evaluation. *Community Development, 51*(3), 243-260. <https://doi.org/10.1080/15575330.2020.1765822>
- Auriacombe, C. J., & Sithomola, T. (2020). The use of participatory action research in a participative democracy: In critique of mechanisms for citizen participation. *International Journal of Social Sciences and Humanity Studies, 12*(1), 50-65.
- Bappeda Kota Bandung. (2018). Rencana Pembangunan Jangka Menengah Daerah (RPJMD) Kota Bandung 2018-2023. Kota Bandung :Bappeda Kota Bandung.
- Carayannis, E. G., & Morawska-Jancelewicz, J. (2022). The futures of Europe: Society 5.0 and Industry 5.0 as driving forces of future universities. *Journal of the Knowledge Economy, 13*(4), 3445-3471. <https://doi.org/10.1007/s13132-021-00854-2>
- Clausen, L. T., & Rudolph, D. (2020). Renewable energy for sustainable rural development: Synergies and mismatches. *Energy Policy, 138*, 111289. <https://doi.org/10.1016/j.enpol.2020.111289>

- Damayanti, R., & Syarifuddin, S. (2020). The inclusiveness of community participation in village development planning in Indonesia. *Development in Practice*, 30(5), 624-634. <https://doi.org/10.1080/09614524.2020.1752151>
- Derunova, E., Kireeva, N. Y., & Pruschak, O. (2020). The role of state support in ensuring the inclusive development of the agri-food system. *Scientific Papers Series Management, Economic Engineering in Agriculture and Rural Development*, 20(1), 161-172.
- Errichiello, L., & Micera, R. (2021). A process-based perspective of smart tourism destination governance. *European Journal of Tourism Research*, 29, 2909-2909. <https://doi.org/10.54055/ejtr.v29i.2436>
- Fu, Y., & Ma, W. (2020). Sustainable urban community development: A case study from the perspective of self-governance and public participation. *Sustainability*, 12(2), 617. <https://doi.org/10.3390/su12020617>
- Gunbayi, I., & Sorm, S. (2020). Social Paradigms in guiding management social development and social research. *Ankara: Pegem Academy*.
- Jebran, K., & Chen, S. (2023). Can we learn lessons from the past? COVID-19 crisis and corporate governance responses. *International Journal of Finance & Economics*, 28(1), 421-429. <https://doi.org/10.1002/ijfe.2428>
- Kiss, B., Sekulova, F., Hörschelmann, K., Salk, C. F., Takahashi, W., & Wamsler, C. (2022). Citizen participation in the governance of nature-based solutions. *Environmental Policy and Governance*, 32(3), 247-272. <https://doi.org/10.1002/eet.1987>
- Koumachi, B. (2021). Evaluating the evaluator: Towards understanding feed-back, feed-up, and feed-forward of Moroccan Doctorate supervisors' reports. *International Journal of Research in English Education*, 6(4), 91-105. <https://doi.org/10.52547/ijree.6.4.91>
- Lo, Y. C., & Janta, P. (2020). Resident's perspective on developing community-based tourism—a qualitative study of Muen Ngoen Kong Community, Chiang Mai, Thailand. *Frontiers in Psychology*, 11, 552922. <https://doi.org/10.3389/fpsyg.2020.01493>
- Luger, T. M., Hamilton, A. B., & True, G. (2020). Measuring community-engaged research contexts, processes, and outcomes: a mapping review. *The Milbank Quarterly*, 98(2), 493-553. <https://doi.org/10.1111/1468-0009.12458>
- Newell, R., Picketts, I., & Dale, A. (2020). Community systems models and development scenarios for integrated planning: Lessons learned from a participatory approach. *Community Development*, 51(3), 261-282. <https://doi.org/10.1080/15575330.2020.1772334>
- Nurdin, N. H., Asang, S., & Susanti, G. (2021, July). Development Planning Deliberatif. In *2nd International Conference on Administration Science 2020 (ICAS 2020)* (pp. 258-264). Atlantis Press.
- Putri, A. E., Khadijah, U. L. S., & Novianti, E. (2020). Community empowerment in the development of mangrove tourism in Batu Karas of Pangandaran, West Java. *Geo Journal of Tourism and Geosites*, 31(3), 972-978.
- Sari, N. H. (2022). *Communication approaches for participatory planning and civic engagement in sustainable governance systems: a study of social communicative behaviour in Indonesia* (Doctoral dissertation).
- Sopannah, A., Bahri, S., & Ghozali, M. (2021). *Community Empowerment in Batu Tourism City Through Local Wisdom- Based Creative Economics* Proceedings of the 1st International Conference on Social Science, Humanities, Education and Society Development, ICONS 2020, 30 November, Tegal, Indonesia,
- Sopannah, A., Harnovinsah, & Sulistyan, R. B. (2023). Madura Indigenous Communities' Local Knowledge in the Participating Planning and Budgeting Process. *Jurnal Ilmiah Akuntansi dan Bisnis*, 18(1), 163-178. <https://doi.org/10.24843/JIAB.2023.v18.i01.p11>
- Sopannah, A., Harnovinsah, H., Sulistyan, R. B., & Mulyono, M. (2023). Job Relevant Information: Model Partisipasi Penyusunan Anggaran, Kinerja Manajerial Dan Budgetary Slack. *Jurnal Reviu Akuntansi dan Keuangan*, 13(1), 18-34. <https://doi.org/10.22219/jrak.v13i1.25321>
- Sulistyan, R. B. (2020). Lecturer E-learning Training: The Role of Social Exchange Theory. *Empowerment Society*, 3(2), 50-56. <https://doi.org/10.30741/eps.v3i2.589>

- Temeljotov Salaj, A., Gohari, S., Senior, C., Xue, Y., & Lindkvist, C. (2020). An interactive tool for citizens' involvement in the sustainable regeneration. *Facilities*, 38(11/12), 859-870. <https://doi.org/10.1108/F-09-2019-0099>
- Woost, M. D. (2020). Alternative vocabularies of development?'Community'and 'participation'in development discourse in Sri Lanka. In *Discourses of development* (pp. 229-253). Routledge.
- Yudarwati, G. A., & Gregory, A. (2022). Improving government communication and empowering rural communities: Combining public relations and development communication approaches. *Public Relations Review*, 48(3), 102200. <https://doi.org/10.1016/j.pubrev.2022.102200>