

# STRATEGY FOR INCREASING COMMUNITY PARTICIPATION IN DEVELOPMENT PLANNING IN BUALO VILLAGE PAGUYAMAN DISTRICT BOALEMO REGENCY

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## ABSTRACT

This study aims to identify and analyze strategies for increasing community participation in development planning in Bualo Village, Paguyaman District, Boalemo Regency. Community participation in Bualo Village has shown a significant declining trend, as evidenced by attendance rates in Village Development Planning Meetings (Musrenbang) which frequently fell below 50% between 2019 and 2021. Using a qualitative approach with SWOT analysis, this research finds that the village's primary strengths lie in the visionary leadership of the Village Head, the significant potential of the corn farming sector, and well-preserved local wisdom. However, these efforts are hindered by internal weaknesses such as budget limitations and a dependency on social assistance funds due to the impact of the Covid-19 pandemic. The main threats identified include low community attendance due to the prioritization of garden work, dependency on government aid, and participation fatigue resulting from unfulfilled aspirations. Recommended strategies include optimizing natural resources through integrated management, enhancing human resource capacity, and strengthening participatory governance that aligns local potential with formal planning mechanisms.

**Keywords :** Community Participation, Village Development Planning, SWOT Analysis, Bualo Village, Strategic Management.

## INTRODUCTION

Clean and effective governance at both central and regional levels remains a primary objective of the Indonesian administrative reform. However, a significant gap persists as many regions have yet to fully implement good governance principles. The predominant challenge from the national to the village level is the inability to align management with priority-based public services. To foster a transparent bureaucracy, government entities must possess high integrity to maximize community service delivery. This necessitates a systematic, measurable, and sustainable coaching and supervision mechanism, given the government's role in direct contact with the citizenry.

In the Indonesian context, Law Number 6 of 2014 concerning Villages mandates that the Village Head is responsible for implementing village government,

community fostering, and empowerment. Village-scale development must be inclusive, requiring the active participation of community stakeholders. According to the Minister of Home Affairs Regulation Number 114 of 2014, village development planning must follow structured stages to ensure bottom-up inclusivity. Theoretically, this model emphasizes decentralization and empowerment. Yet, in practice, structural and contextual barriers often hinder its success.

Bualo Village, located in Paguyaman District, Boalemo Regency, serves as a critical case study for these challenges. Despite the legal mandate, community participation in Bualo Village remains significantly low. Evidence suggests that the Bualo Village Government has struggled to foster engagement during the Village Development Planning Meetings (Musrenbang) for the Government Work Plan

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(RKP Desa) between 2019 and 2021. This reflects a broader trend where "elite capture" where decision-making is dominated by influential individuals undermines the equity and transparency of participatory initiatives. The following table illustrates the declining participation rates:

Table 1. Presence of Village and Community Institutions

No	Envoys	Number Invited (People)			Number Attendees (People)		
		2019	2020	2021	2020	2020	2021
1.	Village Officials	9	9	9	9	9	9
2.	BPD	5	5	5	5	5	5
3.	Hamlet Head	5	5	5	3	3	5
4.	Dasawisma	28	28	28	13	15	12
5.	Religious Leader	5	5	5	3	1	1
6.	Educator Leader	3	3	3	2	1	1
7.	Community Leader	10	10	10	6	3	2
8.	PKK cadres	10	10	10	8	5	5
9.	LPM	5	5	3	3	2	2
TOTAL		80	80	80	52	44	42

Data Source: Attendance Data Village Bualo Government, 2022.

The data reveals that enthusiasm is often below 50%, leading to social jealousy and uneven development outcomes. Misunderstandings and forced opinions frequently occur during meetings. Furthermore, geographic barriers exacerbate the issue; some settlements are located 3 to 4 km from the village office, causing residents

to feel disconnected from the planning process (Engwali & Grace, 2018). This disconnect often reduces village planning to a mere "nomenclature" rather than a meaningful democratic exercise.

To address these issues, a strategic management and empowerment approach is required. Strategic management involves regulating organizational strategies to achieve goals efficiently through planning, organizing, and supervising (Soebianto, 2012; Afin, 2013). By utilizing a SWOT analysis identifying internal strengths/weaknesses and external opportunities/threats (Rangkuti, 2017) the Bualo Village Government can formulate better strategies to overcome low engagement. Empowerment strategies, such as capacity building and collaborative governance, are essential to strengthen participation (Wikantiyoso et al., 2021).

Ultimately, community participation is not merely mental or emotional involvement but a contribution toward collective goals and shared responsibilities (Feriyanto & Triana, 2015; Nurman, 2015). This research aims to identify and analyze the "Strategy for Increasing Community Participation in Development Planning in Bualo Village, Paguyaman District, Boalemo Regency." The study is vital for bridging the gap between theoretical ideals of rural governance and the practical realities of village administration (Sedarmayanti, 2018; Remiswal, 2013).

**Management**

Management is a work process between employees in achieving organizational goals that are adjusted in carrying out the functions

of planning, organizing, directing, leadership, personnel and supervision [1]. Where is the process that determines the achievement of targets in order to be determined in utilizing resources so that achievement is efficient and effective. Management is part of administration which has a role as a tool used in achieving results through processes carried out on members of the organization [2].

### **Strategy Management**

Strategic management is a way that can be regulated and fosters organizational and corporate strategy in obtaining the right goals at the right time and at the existing targets [3]. Even formed in the strategy in determining the direction and steps so that it can be used in the progress of the company. In this case with serious thinking and can be set on the strategy. Strategic management becomes very fundamental with decisions regarding the business arena to be included when left by the company [4]. Corporate strategy has a goal of synergizing cross-unit relationships business.

### **Analysis SWOT**

Rangkuti explained that SWOT analysis is an identification of factors systematically in formulation strategy on the enterprise [5]. So that the analysis must be in accordance with the logic that can be maximized on strengths and opportunities but simultaneously can be minimized on weaknesses and threats.

#### **Analysis Techniques SWOT**

The following SWOT analysis techniques [5]:

1. Internal Analysis
  - a. Strengths

- b. Weaknesses
2. External Analysis
    - a. Opportunities
    - b. Threats

### **Society Participation**

Theodorson explains community participation is the involvement of people in some social groups for decision-making in accordance with their own agreement and profession [6]. Davis and Newstrom explain community participation is mental and emotional involvement in people and groups to be able to encourage in contributing to group goals and some responsibilities in achieving them [7].

### **Village Development**

Village development as an effort to improve life and quality of life according to the welfare of rural communities [8]. Village development is indeed inseparable from the context of development management in the regions at the provincial, district and village levels according to a very broad context by looking at the relationship between villages, sub-districts and districts [9].

### **Village Development Planning**

Even in coordinating village development programs, the Village Head must be able to be accompanied by a professional assistant. The sub-district must carry out coordination: [10].

1. Village Medium Term Development Plan for a period of 6 (six) years.
2. The Village Annual Development Plan, also known as the Village Government Work Plan is an elaboration of the Village medium term planning plan for a period of 1 (one) year.

### Indicators Village Development Planning

There are important components in the development planning aspect [11], among others:

1. Economic development planning.
2. Environmental development planning.
3. Institutional development planning.
4. Physical and social development planning.

## RESEARCH METHODS

This study employs a qualitative research design with a descriptive-analytic-narrative approach. Qualitative research is utilized to provide a profound understanding of the strategies for increasing community participation, focusing on social phenomena and human experiences that cannot be quantified [12].

### Data Sources

The data utilized in this research are categorized into two types:

2. Primary Data: Obtained directly from the field through first-hand sources, specifically from village officials, community leaders, and the residents of Bualo Village.
3. Secondary Data: Sourced from existing documents, such as Law Number 6 of 2014, village attendance records, and previous development planning reports (RKP Desa) from 2019–2021.

### Data Collection Techniques

To ensure the validity and reliability of the findings, data collection is conducted through a triangulation of the following methods:

1. Observation: Systematically recording the dynamics of community interaction and the physical conditions of Bualo Village, particularly the accessibility of hamlets to the village office.
2. Interviews: Conducting semi-structured interviews with key informants to gain in-depth insights into the barriers to participation and the influence of elite capture.
3. Documentation: Collecting and analyzing written records, attendance tables, and regulatory frameworks related to village development planning.

### Data Analysis Method

The data processing and analysis involve organizing information into narrative descriptions followed by a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). This technique is employed to systematically identify internal and external factors affecting community engagement [5]. By aligning these factors, the study formulates strategic recommendations to optimize the participation of Bualo Village residents in the Musrenbang process.

## RESEARCH RESULTS

### The Strength of Increasing Community Participation in Development Planning in Bualo Village

The Bualo Village Government must improve in planning economic, environmental, institutional, physical and social development in the Village through capacity building in the private sector and

public resources such as increasing community participation.

In increasing community participation, one must see the potential that exists in Bualo Village as the results of an interview with RM (12 September 2022) gave the response that:

*The vision and mission are the basic programs of the village head concerning the needs of the community to participate which is very important for planning the environmental, institutional, physical and social development of Bualo village.*

In addition, the same response put forward by AI (12 September 2022) gave a response that:

*To carry out the vision and mission, cooperation from various elements of society is needed so that all economic, environmental, institutional, physical and social development programs and plans in the village can be realized and run smoothly.*

Indeed, in increasing development, it is very necessary to have vision and mission content for the Village Head officials in Bualo Village. This must be carried out by including in the vision and mission related to development planning in the economic, environmental, institutional, physical and social sectors in Bualo Village.

The results of the interview with SA (14 September 2022) provide an explanation that:

*The potential of the village area in the agricultural sector in Bualo Village is very developed, especially*

*corn farming so that it can improve the economic, environmental, institutional, physical and social aspects of society.*

Even the same explanation was explained through the results of an interview with the hospital (14 September 2022) saying that:

*The agricultural sector in the Bualo village area is very large and supports economic, environmental, institutional, physical and social development in the village.*

In addition, the results of the interview with BS (13 September 2022) provided a response that:

*The potential of the village area in the economic, environmental, institutional, physical and social sectors is very large but has not fulfilled the requirements in increasing the development of Bualo Village.*

The biggest strength in planning for economic, environmental, institutional, physical and social development is very beneficial to the very strategic potential of Bualo Village. Almost the same as the interview with IZ (13 September 2022) said that:

*The local wisdom of the Bualo Village community is still very well preserved in the life behavior of the Bualo Village community.*

Even the same explanation explained by the US (14 September 2022) says that:

*The local wisdom of the Bualo Village community is very strong and supports planning for the economic,*

*environmental, institutional, physical and social development of the village.*

To improve planning for economic, environmental, institutional, physical and social development in Bualo Village, especially in increasing community participation, especially due to the local village culture which strongly supports village development planning.

Even the results of an interview with IZ (13 September 2022) provide an explanation that:

*The local culture in Bualo Village is still very strong and maintained through the activities of traditional events which are still active.*

In addition, the results of an interview with BS (13 September 2022) said that:

*Local culture is still running and carried out in national and religious activities as well as celebrations held by the community.*

From the results of the interviews it turned out that the local culture in Bualo Village was mainly in supporting development planning in the economic, physical and social and institutional sectors. Because local culture is very much in touch with the community. In addition, the local culture of the village can increase community participation for the development of Bualo village properly.

### **Weaknesses in Increasing Community Participation in Environmental Development Planning in Bualo Village**

With community participation to support economic, environmental, institutional, physical and social development

planning in Bualo Village, it should be one of sustainable development in order to be able to optimize the benefits of resources and people through the implementation of community activities with increased capacity for resources that can support Bualo Village. Where the construction against the community in development should have already started. But in reality it is not yet appropriate, as the result of the interview with SA (September 14, 2022) provides an explanation that:

*Not yet, due to limited budget availability and management which has slowed down its activities.*

The results of the interview with RM (12 September 2022) provided a response that:

*The construction of the government has not proceeded because the available budget is still limited so there are still obstacles in implementing it. Guidance for the community in development has not yet been implemented so that there is an increase in community participation in planning for economic, environmental, institutional, physical and social development in Bualo Village. The reason is because of the lack of budgetary support, in addition to community development because it is considered that the community's activeness in development planning is very low.*

Indeed, in the context, because of the limited budget in planning for economic, environmental, institutional, physical and

social development in Bualo Village, community participation is very low. The results of an interview with RM (12 September 2022) said that:

Due to the Covid-19 pandemic and other impacts, the existing budget is prioritized for prevention and providing direct assistance to the community.

*Budget limitations make economic, environmental, institutional, physical and social development planning not go well. In addition, very low community support makes planning not go well. In addition to the problem of a limited budget, strengthening in increasing community participation in relation to planning for economic, environmental, institutional, physical and social development in the village of Bualo is still lacking, making it not run well.*

The results of an interview with SA (14 September 2022) provide an explanation that: Lack of budget availability thus hampering existing economic, environmental, institutional, physical and social development planning activities.

In addition, the results of an interview with AI (12 September 2022) provide an explanation that:

*In terms of strengthening in increasing community participation, especially in planning economic, environmental, institutional, physical and social development, of course, it must require a budget while the existing budget is very limited.*

Budget limitations make development planning in Bualo Village unable to run properly. Apart from being indispensable for support in planning for economic, environmental, institutional, physical and social development in increasing community participation. So with limitations the results of the interview with RM (12 September 2022) provided a response that:

*Because the original income of Bualo Village is still low, it is difficult to support facilities in carrying out economic, environmental, institutional, physical and social development in Bualo Village.*

Then the results of an interview with AI (12 September 2022) said that:

*Lack of budget allocation for the provision of supporting facilities in planning economic, environmental, institutional, physical and social development of the village.*

Planning for economic, social and physical development and the need for supporting facilities is still lacking in carrying out economic, environmental, institutional, physical and social development in Bualo Village, even a lack of facilities that do not support the economic, environmental, institutional, physical and social development of Bualo Village. Due to budget constraints, the implementation of economic, environmental, institutional, physical and social development activities in Bualo Village did not go well.

### **Opportunities in Increasing Community Participation in Development Planning in Bualo Village**

In addition, community life is indeed one of the benchmarks in improving community relations that can be formed to achieve development goals in Bualo Village. In increasing every deliberation activity in Bualo Village, the community always provides ideas and ideas in planning for the economic, environmental, institutional, physical and social development of Bualo Village.

The results of the interview with SA (14 September 2022) provided a response that:

*Yes, the community always provides community ideas and ideas that are very supportive both in the fields of economic, environmental, institutional, physical and social development, community empowerment and development.*

The results of an interview with the hospital (14 September 2022) said that:

*The community is still lacking in providing ideas and ideas in assisting planning for economic, environmental, institutional, physical and social development in Bualo Village.*

*So that in order to increase community participation, especially in the economic, environmental, institutional, physical and social development of Bualome Village, it is indeed very low. But maybe because of the ideas and ideas that exist in the community, planning for economic, environmental, institutional, physical and social development of the village goes well and can run well. Besides*

*that, another opportunity is the community's ability to improve economic, environmental, institutional, physical and social development planning in Bualo Village.*

The results of the interview with BS (13 September 2022) provide an explanation that:

Many of the people learn independently to improve economic, environmental, institutional, physical and social development in the village properly. Even the results of an interview with IZ (13 September 2022) said that:

*Many communities have their own agricultural land and plantations and are managed independently so that they can improve the economy. While the environment is very strategic and can benefit the community, institutions are still lacking. Meanwhile, physical and social development is only controlled in Covid-19.*

In looking at the conditions in Bualo Village, the community's ability to improve economic, environmental, institutional, physical and social development in Bualo Village is indeed very helpful in improving and implementing planning for the economic, environmental, institutional, physical and social development of Bualo Village. Because most people have been able to improve their own economy. Even with the knowledge that the community has in planning for economic, environmental, institutional, physical and social development in Bualo Village.

The results of the interview with AS (14 September 2022) provide the argument that:

*The knowledge possessed by the community is still limited so that there are still those who do not understand related to economic, environmental, institutional, physical and social development planning.*

Even the results of an interview with BS (13 September 2022) said that:

*Very good at supporting village development planning through input submitted in economic, environmental, institutional, physical and social village planning meetings.*

From its relation to looking at the conditions, it turns out that the knowledge of the community which is full of needs in village development has indeed been supported so that it is able to carry out economic, environmental, institutional, physical and social development plans for Bualo Village in accordance with the needs of community development planning and the Bualo Village Government. For this reason, it is very necessary for the natural resources of Bualo Village to support the development planning of Bualo Village.

The results of an interview with BS (13 September 2022) said that:

*Natural resources in Bualo Village have not met the requirements to support economic, environmental, institutional, physical and social development planning in the village.*

Even the results of an interview with the hospital (14 September 2022) provide the following arguments:

*Natural resources in the village of Bualo are very abundant and support the implementation of the budget in the village.*

It turns out that the natural resources in Bualo Village support planning for the economic, environmental, institutional, physical and social development of Bualo Village. Because most natural resources are indeed more dominant in agriculture and plantations which can improve economic, environmental, institutional, physical and social development planning in Bualo Village.

### **Threats in Increasing Community Participation in Development in Bualo Village**

In this case it turns out that there are several threats such as the level of community presence in economic, environmental, institutional, physical and social development planning in Bualo Village. Where some people must comply with the presence of the community.

The results of an interview with RM (12 September 2022) said that:

*The level of community attendance is still very low in every development planning meeting because most people are more concerned with going to the garden.*

In addition, the results of an interview with AI (12 September 2022) said that:

*Very less because the community is more concerned with work or*

*activities in the garden than attending village meetings.*

The biggest threat so that community development planning in planning for economic, environmental, institutional, physical and social development does not go well because the level of community presence is indeed very lacking. So that community participation in planning for economic, environmental, institutional, physical and social development in the village of Bualo.

The results of an interview with SA (14 September 2022) said that:

*Because the community is dependent on government assistance such as direct cash assistance.*

The results of an interview with the hospital (14 September 2022) said that:

There are still many community proposals that are not fulfilled so that they are lazy to participate in village deliberation activities.

*Where there is a lot of lack of community presence, it is indeed considered very lacking. It is well known that the saturation of the community is caused by aspirations that are indeed dependent on the current aspirations of the community which are indeed village development supported by the implementation of village development which will not go well. In fact, at this time development planning has caused the community to lack education, especially in planning for the development of Bualo Village.*

The results of an interview with BS (13 September 2022) said that:

*Due to minimal human resources and lack of knowledge in village development planning.*

The results of an interview with IZ (13 September 2022) said that:

*Limited insight into planning and low human resources so that education is considered not to help in implementing village development plans.*

From the results of the research, it was found out that the education system is considered to be less supportive by the community. Apart from that, due to the limitations of the community, there is no implementation of rural development planning, which is considered to be unsupportive by the community. It's just that it causes the community to lack understanding of the Bualo Village development plan.

The results of the interview with the US (14 September 2022) provide arguments that:

*Because of a lack of insight and unwillingness to develop education and change habits that only expect assistance from the government.*

Interview with IZ (13 September 2022) said that:

*Community participation and activity in every stage of deliberations conducted by the village government.*

*Several things caused the community to lack understanding of development planning for Bualo Village. Because the needs and*

*aspirations of the community are not supported because of the planning for the development of Bualo Village. Due to limited budget constraints, even in view of limited needs.*

## **DISCUSSION**

### **The Strength of Increasing Community Participation in Development Planning in Bualo Village**

From the results of the interviews it turned out that the local culture in Bualo Village was mainly in supporting development planning in the economic, physical and social and institutional sectors. Because local culture is very much in touch with the community. In addition, the local culture of the village can increase community participation for the development of Bualo village properly.

The research results in Bualo Village demonstrate that increasing community participation is deeply rooted in three strategic pillars: the visionary leadership of the Village Head, the optimization of agricultural potential specifically the corn sector and the preservation of local wisdom. Interviews with informants (RM, AI, SA, BS, IZ, and US, 2022) consistently highlight that the village's vision and mission serve as the foundational framework for economic, environmental, and social development. Informants emphasized that the corn farming sector is the primary economic strength of Bualo, while local culture and traditional events act as social catalysts that bring the community together. However, despite these significant strengths, there remains a

challenge in fully fulfilling the administrative and institutional requirements necessary to maximize village development, indicating a need for better integration between local potential and formal planning mechanisms (Attendance Data Bualo Village Government, 2022).

The importance of a village leader's vision, as identified in Bualo, is supported by the concept of administrative leadership in rural settings. Leadership participation is essential for mobilizing community resources and strengthening local identities to ensure programs are realized and run smoothly [10]. When a leader integrates community needs into the formal vision and mission, it fosters a sense of shared responsibility and clarifies the direction of development across economic and social sectors. This aligns with the findings in Bualo where the village head's programs are perceived as the basic driver for multi-sectoral development planning.

Furthermore, the role of local wisdom and traditional culture in Bualo Village as a catalyst for participation reflects the impact of culture-based development. Heritage and traditions are powerful tools for fostering engagement because they resonate socially with the residents [13]. The active preservation of local culture through traditional events can revitalize community interest in formal governance processes, as cultural values enhance social cohesion and foster collective engagement. In Bualo, the fact that local culture is still active in national and religious celebrations provides a strategic entry point for the village government to increase attendance in development meetings.

The agricultural potential of the corn sector in Bualo also serves as a vital driver for economic and social empowerment. Research indicates that maize is a high-value commodity that can enhance local competitiveness and community welfare through product diversification [14]. Strengthening this sector through better planning and empowerment strategies not only improves productivity but also increases social satisfaction among farmers [15]. By aligning the village's economic planning with its dominant agricultural sector, the Bualo Village Government can create a more inclusive development model that directly impacts the livelihoods of its residents.

Lastly, the synergy between social capital and bottom-up planning is essential for the long-term resilience of Bualo Village. Social capital, built through trust and shared norms within the local culture, enhances collective decision-making and participation [16]. Integrating these local values into governance frameworks ensures that development planning is not merely a nomenclature but a process that reflects the community's true identity [9]. Therefore, the strength of Bualo Village lies in its ability to leverage its local culture and agricultural resources as a foundation for a more participatory and sustainable governance model.

### **Weaknesses in Increasing Community Participation in Environmental Development Planning in Bualo Village**

The research findings in Bualo Village reveal significant weaknesses in increasing community participation, primarily driven by severe budget constraints and suboptimal

financial management. Interviews with key informants (SA, RM, and AI, 2022) indicate that limited budget availability has directly slowed down development activities and prevented the implementation of community guidance programs. A critical factor identified was the impact of the Covid-19 pandemic, which necessitated a budget refocusing toward emergency prevention and direct social assistance, leaving minimal resources for environmental, institutional, and physical development planning. Furthermore, the low Village Own-Source Income (PADes) has made it difficult for Bualo Village to provide the supporting facilities necessary to stimulate community activeness, resulting in a persistent cycle of low participation and hampered development progress (Wawancara Primer, 2022).

The financial challenges observed in Bualo Village align with broader rural governance issues where limited financial resources significantly hinder sustainable development. Budgetary constraints often stem from inadequate village-level revenue generation and a lack of institutional capacity to manage existing funds effectively [17]. When rural areas struggle with insufficient income sources, they lose the ability to fund projects that are essential for long-term village operations and community empowerment. This situation mirrors the reality in Bualo, where low village income (PADes) acts as a structural barrier to fulfilling the requirements of effective development planning.

The impact of budget reallocation during the pandemic, as noted by informants

in Bualo, is a documented phenomenon in rural development planning. During the COVID-19 era, many local governments were forced to deprioritize infrastructure and community coaching in favor of emergency responses [18]. This shift often leads to a notable decrease in budget absorption for planned development efforts, creating long-term disruptions in village economic activities and social empowerment. The refocusing policy serves as a significant external shock that can temporarily paralyze the bottom-up planning processes by diverting the very resources intended to facilitate community engagement.

Inadequate infrastructure and a lack of supporting facilities are also recurring barriers that hinder effective bottom-up planning in rural contexts. Research suggests that poor access to facilities and limited funding for stakeholder coordination often lead to public resistance or disinterest in development participation [19]. In Bualo, the lack of budget allocation for supporting facilities has made development planning appear as a mere formality rather than an active participatory process. Without the necessary tools and infrastructure to bridge the gap between the government and the community, participatory governance remains difficult to achieve, further entrenching the lack of involvement from residents.

### **Opportunities in Increasing Community Participation in Development Planning in Bualo Village**

The research findings in Bualo Village highlight several strategic opportunities for

increasing community participation, primarily through the utilization of community ideas, independent learning, and abundant natural resources. Interviews with informants (SA, BS, IZ, and AS, 2022) suggest that despite limitations in formal knowledge, many residents actively contribute supportive ideas during deliberation meetings for economic, environmental, and social development. A significant opportunity lies in the community's independent management of agricultural and plantation lands, which has allowed many residents to improve their own economic conditions. While institutional capacity remains a challenge, the strategic environment and the community's proactive stance in providing input during meetings serve as vital assets for the Bualo Village Government to achieve more inclusive and sustainable development goals (Wawancara Primer, 2022).

The role of community ideas as a driver for development is supported by the concept of participatory planning, which seeks to integrate stakeholder knowledge into formal village development plans. When residents are empowered to provide input, it aligns local efforts with broader sustainability goals and ensures that development is contextually relevant [20]. In Bualo, the willingness of the community to submit input during village meetings is a form of social capital that can bridge the gap between government planning and the actual needs of the people. This participatory approach is essential for fostering transparency and collective responsibility in rural governance.

Furthermore, the independent learning and informal education observed among Bualo residents are critical catalysts for rural transformation. Independent learning allows community members to construct local knowledge and adapt to change, especially in marginalized areas [21]. By learning how to manage resources and development projects properly on their own, the community reduces its total dependence on top-down instructions. This shift toward self-directed learning strengthens the bottom-up planning model, as the community becomes more capable of proposing viable solutions for their specific socio-economic challenges.

The agricultural potential in Bualo, particularly through independent land management, represents a form of economic empowerment that catalyzes social participation. Productive agricultural land managed by the community acts as a primary economic strength that can improve social and physical welfare [14]. Studies show that when a community has a strong economic base derived from their natural environment, their willingness to engage in village development planning increases, as they have a direct stake in the outcome of local policies. This economic independence is a crucial opportunity for Bualo Village to bridge the gap between resource potential and institutional implementation.

Lastly, integrating local knowledge into formal village meetings is essential for the effectiveness of rural governance. Collaborative methodologies that incorporate stakeholder knowledge into village mapping and planning improve consensus-building

and reduce misconceptions during formal meetings [20]. Even if formal technical knowledge is limited, the indigenous understandings of the community provide high-value insights that scientific models may overlook [22]. By optimizing the abundant natural resources of Bualo Village through the integration of this local knowledge, the village government can create a planning framework that is both economically productive and socially inclusive [9].

### **Threats in Increasing Community Participation in Development in Bualo Village**

The research findings in Bualo Village identify several critical threats that hinder the effectiveness of community participation in development planning. Interviews with informants (RM, AI, SA, BS, and IZ, 2022) reveal that the primary threat is the extremely low level of attendance at village meetings, as residents prioritize agricultural work in their gardens over administrative deliberations. Furthermore, a culture of dependency on government assistance, such as direct cash transfers, has diminished the community's proactive spirit and willingness to change old habits. This is exacerbated by "participation fatigue" and laziness, where residents feel discouraged because their previous proposals remained unfulfilled. Combined with limited educational insight and minimal human resource capacity, these factors create a significant barrier to the community's understanding of the Bualo Village development plan (Wawancara Primer, 2022).

The conflict between livelihood priorities and civic participation is a primary threat observed in rural governance. Farmers often face significant challenges in balancing their agricultural responsibilities with participation in development initiatives, as their immediate work in the fields directly impacts their survival [23]. In many cases, rural households prioritize income-generating activities over attending meetings, especially when the deliberations do not offer immediate or tangible economic benefits. This explains why the community in Bualo tends to choose their gardens over village hall meetings, as the opportunity cost of participation is perceived as too high.

The dependency on government aid identified in Bualo is a documented phenomenon where social assistance can inadvertently foster reliance on external support. While programs like cash transfers are essential for poverty alleviation, they risk reducing the community's motivation to engage in self-driven development initiatives if not paired with long-term empowerment strategies [24]. This "waiting mentality" shifts the community's attitude toward being passive recipients rather than active participants. Such dependency threatens the implementation of village development plans because it weakens the internal drive for collective progress and behavioral change.

Furthermore, "participation fatigue" caused by unfulfilled aspirations is a major threat to the sustainability of rural projects. When community members experience long-term engagement without seeing their expectations met or tangible benefits realized,

they experience disillusionment and disengagement [25]. The failure of rural development programs to deliver on previous promises leads to a lack of trust in the formal system. In Bualo, this fatigue is evident in the community's reluctance to participate in deliberations, as they perceive the process as ineffective in addressing their actual needs and aspirations.

Lastly, the limitation of human resource capacity and education acts as a structural barrier to effective participation. Disparities in skills and educational levels hinder rural inhabitants from becoming competent actors in the development process [23]. Low educational insight often results in a limited understanding of complex planning frameworks, making the community feel that their involvement is irrelevant.

## CONCLUSION

Based on the research results and discussion, it can be concluded that:

1. **Strength-Based Strategy:** Increasing participation in Bualo Village relies heavily on three main pillars: the inclusive vision and mission of the Village Head, the utilization of the corn farming sector as an economic driver, and the use of local wisdom as a social catalyst to strengthen community cohesion.
2. **Budgetary Constraints:** Severe budget limitations and low Village Own-Source Income (PADes) are primary inhibiting factors that slow down development activities and community guidance programs. The refocusing of budgets during the Covid-19 pandemic worsened this condition by diverting development funds toward emergency social assistance.

3. Participation Challenges: Low community attendance at village meetings is triggered by a conflict of priorities between livelihoods (farming) and formal village agendas. Furthermore, a emerging culture of dependency on government aid and "participation fatigue" due to frequently unfulfilled community aspirations pose serious threats to the sustainability of bottom-up planning.
4. HR Development Needs: Limitations in human resource capacity and insight at the village level hinder the community's understanding of complex planning frameworks, causing participation to often be regarded as a mere administrative formality.

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