

Collaborative Public Management of Budget Allocation on a Village in Pemalang Distric

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ABSTRACT

This research aims to obtain a comprehensive overview of Collaborative Public Management and the mapping of stakeholders in the Village Fund Allocation Program known as (ADD) in Pemalang District of Central Java Province. The next will be compiled Collaborative Public Management models that are best suited to apply. Qualitative methods used in this study. Data gathered from documentation studies, in-depth interviews and field observations directly. Locus research conducted on Blimbing and Jraganan Villages of Pemalang District Central Java. The results of the study found that (1) needed attention to the authority owned by each stakeholder, especially the village head (players) so that accountability and supervision to the ADD program can run properly. (2) Need to be aware of suitable forms of communication in the relationship between stakeholders so that possible conflicts can be resolved or minimized properly.

Keywords: *Collaborative Public Management, Budget Allocation, Pemalang District, Central Java, and ADD Program*

INTRODUCTION

The village is the unity of the legal community that has the authority to organize and manage the interests of the local community based on the local origins and customs recognized in the national government system and located in the district. The village serves as the spearhead in implementing development in all areas of government, development, and community as well as assisted tasks, which are integral buildings that cannot separate from each other the lives and livelihoods of communities.

The Data obtained by the National Statistical Agency (BPS), know that the poverty rate in Indonesia is still quite high especially in rural areas. Where the number of poor people is in the village are more than existing inhabitants or living in urban areas. From the 34 provinces in Indonesia, the current highest poverty rate according to the central BPS data is located in Java Island. The province, which has the highest level of poverty in Indonesia, is java. Where from to 35 Regency/city which is in the province of Central Java four Regency/City, which has the most, number of poor people according to the data of BPS in 2017 was

Banyumas, Cilacap, Kebumen, and Pemalang Districts.

They are still the high poverty that indicates that the community has not able to feel the welfare of the ADD program. That has implemented today, whereas the budget issued by the Government from the central level to the area is always Increase annually.

ADD Program activities have problems despite the discussion between stakeholders has been conducted. This problem occurs because Collaborative public Management implemented in the management of the ADD program not implemented properly.

RESEARCH METHOD

This research aims to analyze finding, understanding, explaining and obtaining the problem of *Collaborative Public Management Program* of ADD in Pemalang District nowadays. The research objectives are explained in more detail as follows:

- Describing and analyzing Collaborative Public Management of Village fund allocation in Blimbing Village and Jraganan Village of Pemalang District.

- Describing and analyzing the stakeholders or policy actors and the extent of their involvement in the Village fund allocation Program in Blimbing Village and Jraganan Village of Pemalang District.
- Formulating the ideal Collaborative Public Management model in implementing the Village fund allocation Program in Blimbing Village and Jraganan Village of Pemalang District.

The qualitative research method is conducted by conducting stakeholder-mapping analysis for ADD program, which focuses on a natural approach. The focus of research in this dissertation is (1) Collaborative Public Management analysis; (2) The role of stakeholders involved in the ADD program, and (3) to formulate an ideal model of Collaborative Public Management of ADD program in Pemalang District, to walk according to what has planned by the actors or stakeholders involved in it.

The research conducted in Blimbing and Jraganan Villages in Pemalang District Central Java Province. Interview method, documentation stud, and field observation do data collection. The informant in the study consisted of village government devices, community leaders as well as communities residing in the research area. The triangulation technique in this study uses to convince the validity/validity of data with the examination of data source usage, namely by comparing data and checking the degree of data Source Trust.

RESULT AND DISCUSSION

Collaborative Public Management

According to Agran off and McGuire, the definitions of Collaborative Public Management are:

“Collaborative public management is a concept that describes the process of facilitating and operating in multi-organizational arrangements to solve problems that cannot be solved or easily solved by single organizations. Collaborative means to co-labor, to achieve common goals, often working across boundaries and in multi-sector and multi-actor relationships. Collaboration is based on the value of reciprocity and can include the public”.

(Collaborative public management is a concept that illustrates the process of facilitating and operating in a multi-organizational setting to

solve problems that cannot solve or solved easily by one organization. Collaboration means working together, achieving common goals, often working across borders and in multi-sector and multi-actor relationships. Collaboration is based on reciprocal value and can include the community (Agranoff and McGuire, 2003)

Lisa Blomgren Bingham and Rosemary O'Leary in her book Big Ideas in Collaborative Public Management (Bingham and O'Leary, 2008) defined a Collaborative Public Management were:

“Collaborative Public Management is a concept that describes the process of facilitating and operating in multi organizational arrangements to solve problems that cannot be solved or easily solved by single organizations. Collaboration means to co-labor to achieve common goals working across boundaries in multi sector and multi actor relationships. Collaboration is based on the value of reciprocity”.

The intention of the Collaborative Public Management notion is that Collaborative Public Management is a concept that describes the process of facilitating and operating in the Multi organizational setting to solve problems that cannot be completed or easily resolved by a single organization. Collaboration means working together to achieve a common goal that works across borders in multi-sector and multi-factor relationships. Collaboration based on reciprocal value.

Another important part of implementing collaborative public management processes is civic involvement. Citizen participation in the decision making process is one of the important indicators of democracy. Community involvement in the decision-making and collaborative management process relies on strong interdependencies among all actors. This reinforces the sharing of information between stakeholders and provides reciprocal control and sanctions against each other during this collaborative process. Agranoff and McGuire argued that the greater the interdependencies between players, both vertical and horizontal, the greater the need for coordination and collaboration (Henton et al., 2005) explained that:

“Collaborative management actively engages citizens through the tools of dialogue and deliberation, community problem solving, and multi-stakeholder dispute resolution to inform and shape public decisions and policy”.

The intent of Henton et al is that the collaborative management actively engages citizens through dialogue and deliberation devices, the resolution of community problems and multi-stakeholder dispute resolution to inform and shape the decisions and Public policy.

Cooper, Bryer and Meek defined civic involvement in the decision-making process as a collaborative public management that centers on citizens where people who participate together in collective action are involved in the governance process (Cooper *et al.*, 2006). Cooper et al purposely used “a community-centered, collaborative public management phrase to emphasize the public role in the collaborative management process, which did not necessarily obtain the values of its nationality”.

Effective public managers cannot manage effectively without understanding the sustainability and flexibility of their internal and external network structures. Consequently, network management provides an opportunity to know the collaborative management model. "Network is a form of social coordination that extends and manages inter organizational relationships as important for private sector management" (Rhodes, 1996). The importance of new institutionalism and network perspectives for researchers because the network perspective offers a rich descriptive capacity and proper methodology in learning the organization process and inter organization both micro and macro. For example, "at inter-organizational level, network analysis provides an understanding of strategic behavior to the organization when they are looking, forming and separating themselves from the alliance".

Agranoff argued that interdependency processes and network management consist of several strengths. Such as improved welfare that puts long-term programs into local government and NGOs as policymakers; Interdependency processes lead to the same concern for inter-governmental relations; and lastly, managers who deal with governments and NGOs should be able to learn how to run a business in this system, which can bring solutions to everyday problems. The network approach assumes that actors are interdependent and they are not able to achieve their goals without the resources owned by other actors (Klijn and Koppenjan, 2000).

Rhodes mentioned that it is very important not to ignore the reciprocal relationship characteristics and interdependencies between

inter-governmental networks, which essentially characterize network relationships. Actors in the network need to work together to achieve satisfactory results that are not one of the easiest tasks in the network management process. Thus, the navigation and distribution of costs and benefits of the solution in the network process is very difficult (Klijn and Koppenjan, 2000). They argue that network management is an independent variable in the provision of policy processes and mentions four important process management strategies: the selection and activation of actors; improved perception of reciprocal relationships about problems or solutions; the creation of temporary organizational arrangements between organizations; Improvement and supervision of interactions through process and conflict management.

Essentially, this strategy directs to help incorporate the different perceptions of the actors and solve problems within an organization. In addition, it is important to consider and incorporate the external effects of the interaction process, such as openness, thoroughness, reliability and legitimacy (Klijn and Koppenjan, 2000). These criterions are the same as in the collaborative governance process that requires transparency and accountability as the main principle. "Disclosure of communication and transparency of the organization in serving the public purpose is very important" (Dunn and Miller, 2007). Klijn and Koppenjan in their study stated that the network policy process has negative and positive factors that lead to success or failure.

Based on many understanding of Collaborative Public Management above, researchers see that the main indicators in Collaborative Public Management are co-operating, common and multi-sectorial purposes where the indicator will Used by researchers in conducting ADD analysis in Pemalang District, which is the main location in Belimbing Village, Ampelgading Region.

Village Budget Allocation

According to Law Number 6 in 2014 about the village, the village has a source of income in the form of original income of the village, revenue share of local tax and district/city Levy. The part of the Financial Balance Fund of the central and the area received by district/city, budget allocation of the APBN, financial assistance from the provincial expenditure revenue budget and the district/city spending income budget, as

well as unbinding grants and donations from third parties.

The village's revenue source collectively used to fund the entire authority of the village responsibility. The fund used to fund the implementation of the village authority, which includes governance, development, community empowerment and societal administration. Thus, the income of villages sourced from the state BUDGET also used to fund the authority. Under Law Number 6 in 2014 about the village, the village granted the authority to regulate and manage its competence according to the needs and priorities of the village.

That means the village fund will used to fund the entire village authority in accordance with the needs and priorities of the Village fund. However, given that village funds sourced from central shopping, in order to optimize the use of village funds, the government given the authority to establish priorities for the use of village funds to support the Village development program and village community Empowerment. The priority determination of the use of the Fund remains in line with the authority responsible for the village.

Stakeholder Classifications

According to Race and Millar's opinion "stakeholder analysis is beneficial in identifying communities or communities that are most affected by the impact of a development activity" (Iqbal, 2007). This analysis is also beneficial in determining priorities about communities or community groups needed in the implementation of activities and benefits of development for them.

An activity can benefit some people, but it can also harm some other society. Stakeholder analysis is usually associated with several elements such as community existence, impacts and consequences arising from the implementation of the development program. Race and Millar Emphasize there are several highlights in the stakeholder analysis that need to get attention, namely: "(1) the stakeholders themselves (individuals or groups who have or are affected by the development activities); (2) Participation (involvement); (3) Linkages as a form of participation that is more than just a consultation."

In addition, in the stakeholder analysis should also understood the flow of operational circles of activity considering the implementation of the development program generally has a social dimension in each stage of implementation.

In the opinion of Neef suggested, "Making a sequence of topics of activities according to the existence of stakeholders" (Bryson, 2003). The stakeholder analysis undertaken for a purpose and must articulate before the analysis begins. This goal will guide the choice of who to engage in the analysis and how. Typically, stakeholder analysis carried out as part of a policy, plan, or practice change strategy; or organizational development efforts. Different analyses needed at various stages in this process. Deciding who to engage with, how and when to do the stakeholder analysis is a strategic choice.

The role of stakeholders analyzed by using stakeholder role matrix then the next stage in stakeholder analysis is determining the power level map and interest rate of each stakeholder. Power versus interest grids is a 2x2 matrix that demonstrates the interests of stakeholders in the organization and the strengths of stakeholders to influence the organization now or in the future. In the matrix will appear four categories of stakeholders including:

"Players, which have both significant interest and power; Subjects, which has an interest, but a little power; Contest setters that have power, but the interest/direct interest a little; And crowd, consisting of stakeholders with small or little interest and power " (Bryson, 2003).

Based on the placement of stakeholders in the image or the above matrix explained as follows:

Subject

Subject is an organization that has great interest but has low power. Subject could interpret as an organization that cares about development activities that have a better seriousness even if it has no power to influence or make regulations.

Players

Players are those with great interest and great power. Players can interpret as the main player. This agency/institution has a great power to do something or create a rule for management.

Contest Setter

This group has the power but has a low interest. These parties are not yet able to become leaders in this activity.

Crowd

The Crowd is those with little interest and little power. In this box incorporated society or institutions that are less concerned or small interest in the Village Development Fund.

Model Collaborative Public Management and Stakeholder

The Collaborative Public Management theory expressed by Arganoff and McGuire explained that there are three indicators required: (1) the cooperation; (2) a common purpose; and (3) conducted multi-sector or cross-sectorial. While the theory of the division of Stakeholder analysis expressed by Bryson is: (1) Subject; (2) Players; (3) Contest setter; and (4) crowd.

Both of these theories are Collaborative Public Management and stakeholder analysis theory when combined will shot like the following chart:

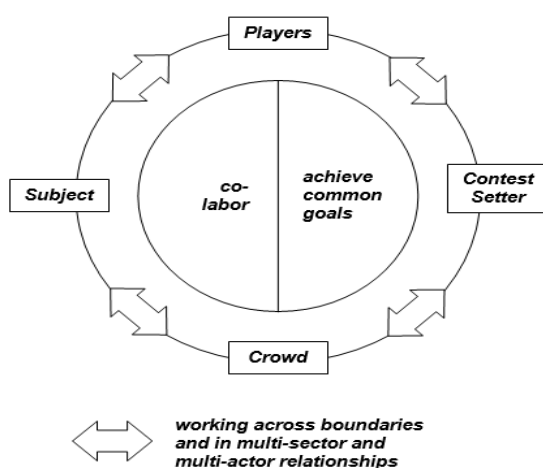


Figure1. The Model of Collaborative Public Management theory and Stakeholder analysis

Source: Author's analysis by theory

Collaborative Public Management

Agranoff and McGuire explained that collaborative public management is a concept that illustrates the process of facilitating and operating in a multi-organizational setting to solve problems that cannot be solved or solved easily by one organization. Collaboration means working together, achieving common goals, often working across borders and in multi-sector and multi-actor relationships. Collaboration based on reciprocal value and can include society so that the implementation of collaboration undertaken by stakeholders to know the extent to which cooperation is done to achieve goals along with engagement many parties in the use of ADD in Blimbing Village of Ampelgading Region and Jraganan Village of Bodeh Region in Pemalang District.

Cooperation

In the analysis of Collaborative Public Management cooperation by Agranoff and

McGuire interpreted as an effort made by all stakeholders involved to be able to achieve the objectives that have been set together. The factor of cooperation used by researchers in conducting this Collaborative Public Management analysis to see how stakeholders can work together with all components at the community level in the Village development in Pemalang District currently is using ADD.

Based on the results of the interview descriptions of the FGD participants in Blimbing Village of Ampelgading Region above can be known that the cooperation variables included in conducting Collaborative Public Management analysis are not conducted by the village head in It was in office. This is evident from the lack of community involvement in the Village Development Program conducted using village funds whose source of BUDGET because of poor community involvement, making cooperation process in conducting communication and the granting of liability is formality only.

It is due to the thought of the head of the village who considers the figures and the people do not understand anything and cannot do anything, so that many village development decisions have done by theirs-selves that resulted in many raise Problems that continue to the legal path until now. The Different results shown in Jraganan Village of Bodeh Region, which can carry out cooperation more conducive and can run well so there is no problem as happened in Blimbing Village at the time.

The absence of alignment between the principles contained in the theory conveyed by Agranoff and McGuire with practice in the field made cooperation between stakeholders in Blimbing Village of Ampelgading Region face many find Problems. The problem of this cooperation does only not occur between the village head with the community, but also with all the components of stakeholders involved in the development of the village with its source of funds from the ADD government. So that the village community today in Blimbing Village more entrusted with the process of cooperation in village discussion led by the Village Consultative Agency (BPD), which can be neutral and able to accommodate the advice and input of the community.

Common Purpose

In the analysis of Collaborative Public Management, a common purpose by Agranoff

and McGuire interpreted as the result of achievement of the goals that have pre-determined by the stakeholders involved in the ADD in Pemalang District in Blimbing Village of Ampelgading Region. These Factors of common purpose used by researchers in conducting this Collaborative Public Management analysis to see how stakeholders able to achieve the development outcomes of villages that have set together in the development plan of the regional medium term over the next five years.

Based on the results of the interview descriptions of the FGD participants in Blimbing Village of Ampelgading Region above, it known that there is a common purpose principle of achievement of objectives. The stakeholders that belong to the Collaborative Public Management Analysis The outcome of an uneven development program can enjoyed by all communities and resulted in many problems arising from citizens and community leaders who came to the reporting process to the parties Authorities have planned that. This is seen from the physical buildings that are in the quality and quantity of many violate the rules and the use of budget ADD sourced from the APBN by the village head some time ago while in Jraganan village of Bodeh Sub district shared purpose of the Stakeholders can run well as they follow the rules.

It is no conformity between the principles used in Collaborative Public Management with the practice at the time in the field to make development programs conducted in Blimbing Village many encounter problems. Because of the common objectives That has been stipulated in the village's Medium Term Development Plan (RPJMD) is not executed as well as possible by the head of village who was then in office so the joint purpose of the activities of Village. Development program using the ADD The source of the Government not achieved optimally because of the many developments not in accordance with the initial agreement planned in the Village meeting Forum, which held at Village Blimbing court at the time.

Implemented Multi or Cross-Sectorial

In the analysis of Collaborative Public Management, the third principle, which can observe according to Agranoff and McGuire, is multi or cross-sectorial which can be interpreted as many stakeholders involved in ADD in Pemalang District of Blimbing village of Ampelgading Region. The existence of multi or cross-sectorial is used by researchers in

conducting Collaborative Public Management analysis is to see how many stakeholders involved in the implementation of Village development in Blimbing village of Ampelgading Region and Jraganan village of Bodeh region of Pemalang District nowadays.

Based on the results of the interview descriptions of the FGD participants in Blimbing village of Ampelgading Region above can be known that one of the principles of the results of Collaborative Public Management is multi or cross-sectorial has been implemented. However, the elements of community representatives invited by the village head to follow and discuss the Village development plan suggestions and inputs always ignored. This is because the Lurah that became the element of the village has a strong dominance in each meeting, resulting in the participation of the community in supporting the planned Village development program weakened if compared to the conditions in Jraganan village of Bodeh region of Pemalang District nowadays.

There is a difference between the theory presented by Agranoff and McGuire with practice in the field in the village of Blimbing village of Ampelgading Region of Pemalang District to make stakeholders from various cross-sectors in the community. They are not many who participated in the development activities of the village because some representatives who came in the Forum meeting held by the village Walk 1 way. Because the village chief at that time the authority is absolute and not Anyone can deny themselves when exposing the development program that is the priority of the Government namely roads and waterways according to the planning in RPJMD 2016-2021 for Blimbing village of Ampelgading Region of Pemalang District. The absolute authority of the village chief makes himself free to use the budget in Village development activities both the construction of roads and aqueducts in Blimbing village blatantly so as to make many people who do Protests and ultimately culminated in reporting to authorities. Based on the above discussion, there is cooperation, joint purpose and implemented multi or cross-sectorial in the table below.

Stakeholder Mapping

To map the stakeholders involved in determining the Village development Program using the financing of the ADD government researchers using the theory presented by

Bryson. In theory presented by Bryson, they are four stakeholders that classified in Collaborative Public Management. The four groups are

Subject, Players, Contest setters and Crowd whose results covered in the following sub-chapters.

Table 1. *The form of Collaborative Public Management in Blimbing and Jraganan Villages*

No.	The Form of Collaborative Management Public	The Form of Collaborative Management Public di Blimbing and Jraganan Villages
1.	<i>The existence of cooperation</i>	Cooperation made between stakeholders does not go well, which has caused many problems in village development.
2.	<i>Common goals</i>	The shared objectives that have been set forth in the RPJMD not conducted in accordance with the programs that have jointly agreed.
3.	<i>Implemented Multi sectors or cross-sectorial</i>	Multi sectors or cross-sector not seen in Collaborative Public Management, because only the village chief who decides the Village development Program with its source of funds from ADD government

Source: *Researcher's Analysis*

Subject

According to Bryson, which includes stakeholders in categories or subject groups is an organization that has a great interest but has low power. Subject interpreted as an organization that cares about development activities that have a better seriousness even if it has no power to influence or make regulations.

Based on the results of the interview descriptions of the FGD participants in Blimbing village of Ampelgading Region and Jraganan village, Bodeh sub district above known that are becoming or included in the subject group in the Village Development program that source Funding from the government is the organization of PKK and the youth group.

To these two groups of organizations have a great desire in the Village development program, but because of the limitations of expertise, knowledge and power that has made to the two organizations do not have the ability to make Regulations related to the Village development Program are included in the village's medium-term development plan.

Players

According to Bryson, which includes stakeholders in the Players category or group are those with great interest and great power. Players interpreted as the main player. This agency/institution has a great power to do something or create a rule for management.

Based on the results of the interview descriptions of the FGD participants in Blimbing village of Ampelgading Region and Jraganan village, Bodeh sub district above known that are becoming or included in the

Players group in the Village Development program. That source Its funding from the Government is an organization that comes from the elements of BPD, LPMD and the village device. To the three groups of community organizations has a great desire in the Village development Program and also has a great power and authority in making regulations related to the development Program of the village incorporated In the village's medium-term development plan. However, in the area of Blimbing village itself authority and power is widely held by the village head which is an element of the village device so that many important decisions that do not go through the process of discussion or deliberation for consensus. As in Jraganan village of Bodeh Sub-district at that time, which then made a lot of misappropriation budget that has been set in RPJMD.

Contest Setter

According to Bryson which includes the stakeholders in the category or contest Setter Group is the group has the power but has a low interest. These parties are not yet able to become leaders in this activity.

Based on the results of the interview descriptions of the FGD participants are in Blimbing village of Ampelgading Region and Jraganan village, of Bodeh sub district above. It can be known that are becoming or included in the group Contest Setter in the Village development program that source Its funding from the government is the chairman of RT, RW, religious and customary figures. The four groups of community organizations have the power. A high interest in development, but cannot become a leader in the development activities of the village because the functions

and roles they currently have are only limited. Provide information to the village device and its ranks to demonstrate the condition or real picture of the roads and waterways that need repaired in order not to occur in the rainy season arriving later in in Blimbing village of Ampelgading Region of Pemalang District.

The results also showed that the group's poverty Contest Setter delivered by Bryson was unproven low for the Contest Setter group in this study because in this group his insecurity towards the development of the village remained high In the village of Blimbing village of Ampelgading Region of Pemalang District and Jraganan village, of Bodeh sub district of Pemalang District.

Crowd

According to Bryson, which includes stakeholders in the Crowd category or group are those with little interest and small power. In this box incorporated society or institutions that are less concerned or small interest in the Village Development Fund. Based on the results of the interview descriptions of the FGD participants

can know that being or included in the crowd in the Village development program. Whose source of funding from the government is a group of people who always do not want to attend meetings or socialization held by village-level official institutions from RT to sub district to discuss planning the Village Development Program because groups of people have negative thoughts Implementation of the development program executed?

They also have no position in the official village-level institution, thus becoming free human beings in determining the attitude to support or reject development. That is considered a project that can be markup of its budget to enrich the Village devices and their current ranks so that their concern for the Village development program that has been planned in the 2016-2021 RPJMD years in both the Jraganan village of Bodeh sub district and also in Blimbing village of Ampelgading sub district of Pemalang District. From the above discussion, stakeholder mapping in Blimbing village and Jraganan Village summarized in the following table:

Table2. Stakeholder mapping in Blimbing and Jraganan villages

No.	Stakeholders	Organization/Individual in Blimbing and Jraganan Villages
1.	Subject	PKK Groups Youth Groups
2.	Players	BPD Village devices LPMD
3.	Contest Setter	Head of Village Religious people/custom
4.	Crowd	A group of citizens who do not care about ADD program

Source: Researcher's Analysis

From the table above, it described the most important stakeholders and most accepted by the community to those who do not care about the ADD program as follows: (1) players element; (2) Element subject and contest setter; and the last (3) element crowd.

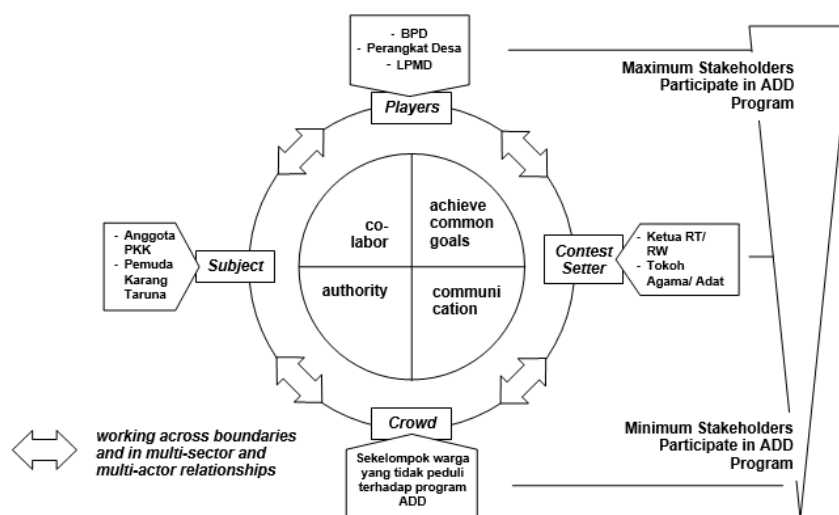
Stakeholder player becomes a key player in the implementation of the ADD program so that the regulation and authority should play the main stakeholders of the activities. Regardless of the advantages and disadvantages owned by this player stakeholders.

Stakeholder subject and Contest setter have equal role values, because these two stakeholders become stakeholders that provide support (thinking and energy) to the success of ADD program activities. While the crowd stakeholders only serve as beneficiaries of the

ADD program, this group deemed not to contribute to the activities undertaken.

Model Collaborative Public Management of Model proposed Collaborative Public Management and mapping stakeholders by observing the discussion above. From the above discussion found that it is necessary to note the following:

- It needs Necessary attention to the authority owned by each stakeholder, especially the head of the village (players) so that accountability and supervision to the ADD program can run well.
- It is worth noting that forms of communication are suitable in the relationship between stakeholders in order that possible conflicts can be resolved or minimized properly.



CONCLUSION AND SUGGESTION

The results of Collaborative Public Management analysis conducted by researchers using FGD while in the field showed that the principle of cooperation done to realize the development of the village as a shared destination between cross-sector. Conducted by the stakeholders involved in it does not go well because there are some people or stakeholders who dominate in the development program of the village. People or stakeholders who dominate in Collaborative Public Management in a village located in Pemalang District are a village chief, which is an element of the tillage device.

The results of the mapping of the stakeholders involved in the development of the village using the government's source of funds are that the ADD program has mapped clearly. That according to the results of FGD in the field known that is the subject group in the Village Development program using the source of funding from the ADD government is a group of PKK and youth group, which is a Players group. In Village Development program-using source of funding from ADD government is BPD, LPMD and village device which is a group Contest Setter in the Village development program using source of funding from ADD government Is the chairman of RT, chairman of RW, religious figure and customary figure. Crowd groups in the Village development program using sources of funding from the ADD government is a group of people who do not want to follow the socialization of Village development program at the RT level or held by the village. To solve various problems that occur related to Collaborative Public Management of Village fund allocation in

Pemalang District, there are several improvement solutions that done, namely:

- Restricting the authority and power owned by the village head.
- Providing full authority to the BPD, which is a parliament at the current village level.
- Involving the community and listen to all the aspirations presented at the time of doing village discussion or in the Forum meeting at the level of RT, RW, and Sub District.

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