ICONPO IX

PARALLEL 2

Room 1

PARTNERSHIP STRATEGY IN THE AREA DEVELOPMENT AND TOURISM INFRASTRUCTURE IN THE EAST COAST OF SOUTH SULAWESI

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ABSTRACT

The tourism sector is one source of potential revenue and promising. The attention to tourism is very widespread, this happens because tourism brings benefits and advantages for a country.. The tourism sector can be a Core Economy Indonesia because it is one of the key factors in increasing revenue service exports, job creation, entrepreneurship development and others, saw the great potential of the then government made a policy. This study uses a combination of research methods sequential explanatory model or design a method that combines a combination of quantitative and qualitative research methods in series, wherein the first phase of the research carried out by using quantitative methods and in the second stage with qualitative methods (R R Prayuda, 2019). Quantitative methods serves to obtain measurable quantitative data that can be descriptive, comparative and associative (R R Prayuda, 2019). Then the qualitative method serves to prove, deepen expand, weaken and abort the quantitative data which have been obtained at an early stage (Sugiono, 2017: 415). The study is a mixed methods research approaches that combine or associate the form of qualitative and quantitative form (José F. Molina-Azorín, María D. LópezGamero, Jorge Pereira-Moliner & Pertusa-Ortega., 2012)..The results showed thatsupport the development of tourism needs to be built tourist information centers or "tourism information center" (TIC) which is placed at strategic locations such as shopping centers, terminals and other public places. The spatial arrangement and environment Bulukumba must continue to support and work together with various stakeholders the main parties on the development of the tourism sector, the arrangement location of the overall tourist areas began in Limbua religious locations as tourism icons Bulukumba and Revitalization of Tourism Region Bira beach as seed.

Keywords: Partnership Strategy, The Area Development, Tourism, Infrastructure

INTRODUCTION

Tourism in South Sulawesi progressing far enough. Based on the results of the analysis in its South Sulawesi RIPP book, can be described some of the factors or elements of the trend (demand) foreign tourists to visit Sulawesi, namely; nature (the sea, beaches, rivers, and mountains), tourist trade (souvenir and traditional craft items). In connection with this, several areas in South Sulawesi has been the target of tourist arrivals as: Makassar, Toraja, Pare Pare, Wajo, Bulukumba, Palopo and other areas.

1. Scope of South Sulawesi Regional Wisdom

South Sulawesi government lays out a national policy for the development of regional tourism as follows:

a. Tourism development needs to continue to be driven by developing the potential of cultural tourism, marine tourism and other outdoor activities are supported by tourist facilities and supporting infrastructure, means of transportation and communication, tourism workers skilled referring to the implementation of the Sapta Pesona.
b. Information systems development and tourism promotion should be increased through a more integrated cooperation with institutions and touring lineup, integration between various sectors including government, private and community is needed.

Commodity tourism business is tourism related business products directly with the various elements of the business in the form of a "package tour". A harmonious mix and harmonious, and unique will make an impression on tourists and new experiences will always be a traveler's dream into a tourist destination.

To reach tourist destinations (destination area), tourists both domestic and foreign tourists, need the support of a wide range of facilities (infrastructure) and a wide range of convenience (accessibility). The integration includes the integration of the region, business development, commodity development also involves the integrity of the environmental support, a partnership between the tourism actors at all destinations tourism and participation of the whole society.

Therefore, it was necessary to improve coordination between sectors and regional efforts to address so as to create a comprehensive and integrated tourism and involving all relevant parties, among others:

- Department of Transportation; smooth traffic anticipate the needs of tourism by land, sea and air.
- Ministry of Industry and Trade; integrated promotion (tourism, trade, handicraft goods, improving the quality of goods soevenir).
- Police (tourism police) that feels safe, quiet and comfortable for visitors
- Department of Environmental
- Department of Education and Culture

In the Tourism Development Master Plan Revision South Sulawesi province in 2003 consists of:

a. East Coast region consisting of Bantaeng, Bulukumba and Sinjai, Selayar District.
b. West Coast region that includes Pangkep, Barru, Pare-pare and Pinrang.

A. Contributions for Tourism Development

Appropriate tourism development can benefit both for tourists and local community tourism can improve the lives of the host through the economic benefits brought to the region. The development should integrate and pay attention to the strength and potential of culture, history and economy of tourism destinations.

Tourism contribution to the economy

One characteristic is the tourism product can not be stored and demand depends on the season. This means that in certain months there is a high activity while in other months there is little activity in the business. Agility in trying to do that revenues during the tourist arrivals could be a counterweight to the tourist low season. Tourism development strategy influence on the economy:

1. Changing supplies services to be balanced with demand. This means that to meet the demand at times of peak tourist arrivals by improving the quality of services provided.
2. Adjusting the request so as to correspond with the availability, service and competitiveness as well as the promotion of a real

Contributions of Tourism Community

Seasonal aspect of tourism means that large part of the tourist destinations area concentrated on a specific tourist destination area for several months. There are approaches to address issues of tourist destinations as follows:

1. Disseminate information and communication intensive travelers about the existence of geographically throughout the area of existing tourist destinations.
2. Developing a "pockets of tourists" specially built for the tourists. With this technique, the relationship between the host and the guest be maintained at the lowest level, and take care not to conflict.

Tourism's contribution to culture

Culture can evolve and change naturally as cultural tourism area that adapt to a world that is ever-changing. Tourism expedite the process for tourism causes direct connection between two people of different cultures. On the other hand, usually local residents interested in the diversity brought by tourists one of which is a lingerie model used by the tourists. The process that led to a culture that borrows from other cultures at the time of the two interconnected called acculturation, it is generally accepted, if a culture of "strong" directly related to the culture of the "weaker". In other words that can encourage tourism and at the same time can also hinder the development of the traditional art of the region or country.

Contributions travel to the Environment

Natural environment is a major attraction for tourists. Travelers tend to be interested in the scenic area, a pleasant climate and has a view different from the others. Tourism has a

positive impact to the environment, namely:

✓ Tourism stimulates the rehabilitation of historic places, buildings and monuments.
✓ Tourism encourages the preservation of various resources such as natural resources.

B. Destinations System Development Concept

1. Distinctive Destinations

Attractions and characteristics of destinations is essential for sight seeing purposes, recreation, shopping, entertainment and more of an entertainment. Obviously, not only the quantity but also the quality of the attractions that influenced the decision of tourists to visit, especially a holiday visit. Many destinations have a variety of attractions that can be an attraction of a broad market segment. The definition of tourist attractions are the attractions that were identified in a study and has been developed into a tourist attraction and has asesibilitas good quality. The characteristics of destinations are: 1) natural resources such as climate, beaches, forests; 2) cultural resources, such as historic sites, museums, theaters and local communities; 3) recreational facilities such as amusement parks; 4) Events such as parties Toba Lake, the night market; 5) The specific activity, such as casinos, shopping in hongkong; 6) The appeal of such psychological romanticism, adventure, and remoteness.

Object and Attractions

To further facilitate the jastification every ODTW, then it can be classified based on the character and type into 5 main sections, namely (i) a tourist attraction Bahari / Tirta, (II) Nature Tourism, (III) Tourism Object History, (IV) Heritage culture and (V) Heritage Agro.

1. Marine Tourism / Tirta

Water tourism is a tourist attraction with the main object may be marine, coastal, and river. As for nautical tourism / tirta contained in Bulukumba consists of;

Bira beach

Bira beach attractions, is one of the attractions that exist in Bulukumba district that is developing and is a community pride ODTW Bulukumba, which has the characteristics and ODTW incredible region. The characteristics and appeal of objects owned by such beauty sprawling white sand, clear sea water and on the lips are quite beautiful cliffs that are the hallmark of the tourist area. Moreover, to reach the area very easily, which is supported by the transportation facilities and infrastructure are sufficient, and there are hotels and inns around the tourist areas. Bira beach tourist area located in the District BontobahariBira village at a distance from the city center ± 42 Km.

Turkish Lemo-Lemo

This beach is located in the Village District of Lemo-LemoBontobahari, with the distance of the Capital District ± 33 Km. This region has the attractiveness of the beauty of the beach, the circumstances surrounding nature and the region of unspoiled white sand is quite beautiful sprawling to the type of vegetation such as coconut trees that

give the impression that interesting. In tourist areas Lemo-Lemo also we can enjoy the beautiful sanset in the afternoon.

Panrang beach Luhu

LuhuPanrang beach located in the village of Bira District of Bontobahari, with the attraction of white sand beach in the form of sprawling and palm plantations that are located along the coast that provide a cool atmosphere in the region. In this tourist area, there are also residential facilities that provide vessels fishing for tourists who want to fish, other than that we can watch the process of manufacture of woven fabrics typical Bira in the traditional way that is done by the local community. LuhuPanrang beach is nautical tourism which is very close to the tourist area Bira beach with the distance from the Capital District ± 40 Km. LuhuPanrang beach has interesting historical value, so it needs further research and study.

Mandala beach Ria

Ria Mandala beach, is one nautical tourism which has the longest coastline compared with nautical tourism in Bulukumba with ± 800 m long beach is located in the village Darubiayamgbontoa nautical subdistrict of the district with a distance of ± 38 km. Ria Mandala beach has its own charm in the form of wide stretch of white sand and quite coexist with natural scenery unspoiled region.

Turkish Marummasa

Marummasa beach which is located in the district Bontobahari, where the appeal objects that form the surrounding natural beauty of unspoiled beaches, white sand and this region there are also activities phinisi boat building by the local community. The natural conditions have emiripan with Marummasa beach Bira Beach, where the shoreline cliffs are composed of rock, which at the top of these rocks grow different types of vegetation that gives value to the region's exotic. The distance of the coastal areas of the district Marummasa ± 39 km, while the distance from the pivot to the region ± 2km to the road conditions in the form of road hardening. To reach this area can use two-wheeled motor vehicles and four wheels.

Turkish Kasuso

Kasuso beach which is located in the district BontobahariDarubia village, with the distance from the capital ± 40 Km. To reach this coastal area we can use the two-wheeled motor vehicles and four wheels. The appeal of objects such as the beauty of the beach, the white sand and the roar of the ocean waves are quite interesting and in this area there are settlements of fishermen. The uniqueness of which there are rocks with a fairly large size and standing upright in the middle of the water. From the top of the rock to grow a wide variety of plant species that give the impression of the region's natural.

Goat Island

Goat Island is one of the islands that are beyond TanjungBira mileage and 28 minutes from the beach Bira by speedboat. Goat Island is an uninhabited island and the island is the administrative boundary between

Bulukumba with Selayar District, so that the outer end of the island looks miniature boat phinisi. The origin of the name of Goat Island that is already known by the public comes from people's habit to break his vow of the island in the form of goats and is considered the island has mestik, so that these beliefs handed down to the present moment. In releasing activity votive generally done by LoeLiukang island community that is the area of settlements that were located quite close to Goat Island. The attraction is owned by the island as a place of fishing as there are many different kinds of fish. In addition, the natural beauty that owned that there are a wide variety of fairly dense vegetation, cliffs and steep rocks which add value to the mystique of the island.

LoeLiukang Island

LoeLiukang island can be reached ± 8 minutes from Bira beach by speedboat. LoeLiukang island inhabited by ± 300 heads of families with people's livelihood predominantly engaged in marine fisheries sector. The appeal of this island is owned sprawling white sand and coral grows with various types of fish are also benefit by tourists as a diving spot. Moreover, LoeLiukang island developed enough, this marked the presence of a variety of facilities and utilities, one of them is there is a wooden pier with a length of ± 85 meters located on the southern part of the island as a place of mooring a boat.

Turkish Samboang

Samboang beach located in the village of Tri TiroTirosubdistrictBonto, object and appeal that exist on this coast in the form of beautiful beaches, white sand, panoramic cluster of hills on the left and right as well as the beaches are fishing settlement. Distance from the Capital District ± 40 km, to road conditions such as asphalt and can be reached by all types of vehicles. Whereas the distance from the pivot to the beach area is ± 3km to road conditions such as hardening of the road.

Beach Pigeons

Merpati beach is a beach that is very easy to reach where is it located in the city of Ujung Bulu (City Bulukumba). Pigeons are very famous beach at night where the activity is a youth entertainment venue that is entertainment stage presence as a music performance. In addition, on the morning of the beauty of the beach pigeon can be enjoyed by the sun emerging from the eastern horizon which is very good for morning exercise. Another attraction is owned low tide when it appears sandbar that formed the island and coastal areas are quite extensive. Characteristic than the coast that there are concrete buildings along the coast as well as the fishing boat mooring area.

Lake Kahaya

Kahaya lake is one of the only lake in Bulukumba district, where the lake is located in the village of appeal Kindang with the object of lakes are located between the hills with a ± 80 mm wide. Visible condition of the lake that has been damaged, so it seems the level of naturalness that is owned by the tourist area is no effect on the lack of values

and exotic owned. Distance from the Capital District ± 35 km, using all kinds of modes of ground vehicles. Whereas the distance from the pivot to the region ± 6 km by foot through the hills.

Turkish Lolisang

Lolisang beach is one of the attractions that exist in Bulukumba that have historical value, where the beach is located in the village sub-district LolisangKajang distance from the district capital ± 40 km. According to the history of the beach once had the name "Turkish end of Love", where in one part of the coast are quite beautiful promontory surrounded by palm trees that add value to the region's natural. The appeal of this is owned by the white sand beaches of the coast and we can enjoy the view from a distance of nine islands and along the edge of the beach there is a village road and around the beach there is a fishing settlement, so that access to this area is quite easy to achieve. The uniqueness possessed by these attractions is the location of the beach is behind a hill, so it can provide a distinct impression.

2. Nature Tourism

Natural attractions are attractions based on nature. Good panorama of nature, natural conditions, unique nature and natural formations. The natural attractions of the question is as follows:

Caves Malukua

Caves Malukua located in District Bontobahari village of Bira, located above the altitude of 300 meters from the settlement of the sea, the condition of the cave unspoiled where there are two (2) pieces of the entrance with a width of ± 10 meters, another beauty contained in this cave that is, in the form of sunlight that penetrates into the cave and bounced between lime stone and stalagmites make unblinking eyes at him. Caves Malukua store the value of a long history of the origins of cave Malukua name itself. Distance from the Capital District ± 41 Km. The road network in the form of an asphalt road and can be reached by all types of vehicles, while the distance from the road axis ± 500 meters to the road conditions in the form of road hardening.

Natural baptism-Hila Hila

Natural baptism-Hila Hila village located in the District BontoekaTiroTiro, the distance to the location of ± 35 km with a ± 1 hour from the district capital. The appeal of a stream object is quite clear river water. According to the history of this ancient river as tiroDato baths and up to the present time benefit by local people as a daily shower and a clean water source and sacred which has a mystical value and is believed to be hereditary. This tourist attraction is located close to the tomb of DatoTiro. Baptism nature-Hila Hila visited especially on holidays and feast.

Natural Baptism Limbua

Natural baptism Limbua located in the Village District of BontoEkaTiroTiro, distance from the Capital District ± 35 km with a travel time ± 1 hour from the Capital District. Tourist attraction in the form of natural baths with sufficient clear water conditions which are in coastal areas EkaTiro. Although the location was in the coastal areas yangg water conditions are not terimplitrasi with sea

water, so the taste of the water remains fresh. Natural baths of Limbua frequented by the public as a place sacred to release the vows, which in the pond, there is an eel and believable if the eggs are embedded into an eel consumed by it, hence the desire sipelepas vows will come true. So the tourist area is considered to pick the mystical value that is believed to date.

3. Tourism Object History

Historical sights in Bulukumba there are various types of heritage. With the diversity of objects and historical tourist attraction provides a variety of options to enjoy the object. The object and appeal of history in Bulukumba, as follows:

Puang Peak cowboy

Peak tourist places Puang cowboy located in the village of Bira District of Bontobahari and an altitude of ± 400 meters above sea level (masl). Tourist attraction is the cowboy Puang of AATS top of the hill we can enjoy the natural scenery of the coast of TanjungBira, elegant and beautiful. In addition, there are meditating Puang cowboy sacred and has a mystical value. This area is frequented by people on holidays and feast. The distance from the district capital ± 42 km with travel time ± 75 minutes by paved road conditions.

Tomb of Dato 'Tiro

Tourist attraction Tomb of Dato 'Tiro which is located in the village of Bonto Tri TiroTirosubdistrict. Historically Dato 'Tiro is one character who first spread the religion of Islam in the Land PanritaLopi (Bulukumba) up to Bantaeng very famous with kemashurannya. Tomb Dato 'Tiro highly trusted by the community can provide magical power to those who visit and has a mystical value and as a votive release, that every time this area frequently visited especially on holidays. Distance from the Capital District ± 35v km with travel time ± 1 hour with the condition of paved roads.

Tomb Karaeng Sapobatu

Tourist attraction Tomb KaraengSapobatu located in the village of TiroSubdistrict Tri Bontobahari. Sightseeing and power travel is contained Tomb KaraengSapobatu located on a large rock and has its own uniqueness that is located on the coast, so that if the tide, it looks the stone is surrounded by sea water, tourism is frequently visited by the public on the day linur / highway. According SapobatuKaraeng history is one of the king who ruled at that time known as a greedy ruler against women. Distance from the Capital District ± 40 km with a travel time ± 1 hour.

Tomb Karaeng Ambibia

Karaeng tomb is located districAmbibiaEkaDatoTiroTiroSubdistric t with the distance from the city center 40 km. To reach the tomb can be reached with two wheels to form hardening road along 315 meters. Tomb KaraengEkatiroAmbibia located above the peak and in the midst of cashew plantations. From the summit can be enjoyed a stretch of sea and island nine. Historically, KaraengAmbibia real name Aunru Ordinary Daeng which is the first King Tiro embraced Islam in 1608. Judging from the shape of the tomb KaraengAmbibia, as usual common

grave unspoiled mountain is only made with stone and not permanent, with the size 5x2 meter are also sacred by local people, because it is considered to have mystical value.

4. Cultural Tourism

Cultural Tourism is tourism based on culture can be a result of cultural, cultural behavior, and the impact of culture. Where the cultural customs can be used as a tourist attraction that has a sale value as well as one of the tours that can be seeded. As for cultural tourism in Bulukumba, among others:

Market Cekkeng

Cekkeng market is one of the traditional markets of the most visited, where a very strategic location which is located in the coastal areas which is an urban area Bulukumba. Known as Cekkeng market, because traders who came for selling in general are the vendors that just sits (squatting) is no market streets. The uniqueness of which is owned by the traditional market is the buying and selling transactions were held at dawn is from 4 to 9 am pretty busy especially on holidays. The attraction is owned by the market that it is situated on the coast where in the morning used to exercising we can also enjoy the traditional market crowd. Judging from existing facilities such as Mushollah and toilets are available, which is one form of government to cultivate awareness Cekkeng Market.

Boat Building Phinisi

The boat-making region Phinisi located in the village of Tana LemoBontobahari sub-district which is one form of tradition and craft ship that hanyPhinisi in Bulukumba where up to its name as the "Land Panrita Lopi". Object and appeal is contained manufacturing process Phinisi boat, a fishing village and there are ceremonies in the process of shipbuilding and ship decrease, which in the process of decline in the sea vessel can be used as a tourist attraction that is quite interesting. Distance from the Capital District ± 30 km premises] n the travel time ± 40 minutes.

1. Cultural Tourism

Ayang sights Cultural Studies in Kabupaten Bulukumba is customary Ammota, weaving gloves Kajang, Traditional market Phinisi Cekkeng and boat building. The cultural tours are well known in Bulukumba is customary Ammotoa (Society Kajang) and Boat Building Phinisi.

Iu addition, there is a boat building Phinisi (Panrita Lopi) is quite well known to the International Dunis. Making the boat is already common practice, it has become a job turu generations.

For boat building expert sacred religious ceremony that begins "Annatarakka" is cutting wood to be used as a tuna boat which is an activity that absolutely must be done in boat building. Phinisi boat building culture is one of the cultural symbols Bulukumba as a bold maritime regions across the vast seas with the proverb "Never Once grown Screen Big Dipper Receding kepantai" that must be maintained and preserved.

2. Object Segmentation Analysis and Attractions

To be able to determine the object and tourist attraction can become a locomotive of the development of the

tourism sector Bulukumba, it is necessary to study featured the tourism sector, the attractiveness owned, the level of naturalness, uniqueness and accessibility to reach the tourist area.

1. Heritage Maritime / Tirta

From the analysis of the weighting, and then conducted tests of significance using analysis of variance, then there are several areas of nautical tourism / tirta that have the potential for it is grown. The tourist attraction is that the potential for development of Tourism Region 1 (PPKW-1 or the coast of TanjungBira), PPKW -2 (Turkish Lemo-Lemo), PPKW -3 (Turkish PanrangLuhu), PPKW -4 (Mandala Beach Ria) PPKW -6 (Turkish Kasuso) and PPKW -7 (Goat Island). Of the six very significant tourist area to be developed. While from six area attractions that become a leading tourist attraction that is at PPKW -1 (TanjungBira) and PPKW -7 (Goat Island), so that the future of the object region can make a major contribution to regional revenue.

2. Assist Analysis Object and Fascination

Bulukumba tourism development in the district is expected to give effect to the activities of the tourism industry so as to increase economies around the object of particular communities and Bulukumba No general. With the development of tourism and so we need a guide / professionals who can meet the needs (needs) and desire (wants) the tourists to visit every tourist attraction, which requires a clear overview and characteristics of the object. This guide can be taken from the human resources around the tourist who know about the object and can be given the training, coaching, guidance and counseling how to give a description of the object and the attractiveness of existing attractions. With the tour guides that affect the acceleration of the development of tourism in Bulukumba so well known travelers and local tourists place against a variety of objects and tourist attraction there.

3. Analysis of tourist visits

In developing the potential of tourism tourists or visitors can be used as a parameter in a region of space development planning overview of the potential tourism tourists / visitors who visited the site plan is expected to become an input means (input) in the future development of tourism where.Bulukumba regency is one goal both foreign tourists travel and local tourists are very famous with Birabeach travel. The main tourist visits shore Bira from year to year is declining it is caused by environmental degradation that has been polluted beaches. thus to attract foreign tourists main tourist account the future, it is necessary to reform and development as early as possible tourist areas as the main attraction which should be maintained, so that the commercial value and being able to compete globally.

4. Spatial Analysis of Tourism Development Strategy

Spatial development strategy and be able to accommodate the activities in each area of developing of tourism in Bulukumba. This strategy is expected to improve the flow of tourist visits that

could have implications for tourist activities, thereby increasing local revenues from the tourism sector. Tourism is expected to provide a clear direction.

5. Development Priority Scale Analysis ODTW

In developing any existing attractions need to assess various characteristics of each object and tourist attraction, so it can be determined the priority scale is implemented for the development of existing attractions can be determined tourist attraction where feasible for foreign tourists and local tourists, so it can provide directions clearer and detail every tourist attraction in the region Bulukumba. ODTW development as a tourist destination is expected to give effect to the economy and community activities around the area to empower human resources to be able to play a role in developing tourism. Priority scale tourism development in Bulukumba seen from the analysis of the level of beauty, uniqueness level, the level of naturalness and accessibility analysis.

a. Tourist attraction Maritime / Tirta

Nautical tourism / tirta inBulukumba dominated by coast tourist attraction with appeal possessed quite interesting and specific. From the analysis, we can see the scale of priorities in the area of nautical tourism / tirta. In determining priority proritycan be divided into three (3) parts: priority 1 (first) Bira Beach, Coastal PanrangLuhu, Ria Mandala Beach, Coastal Kasuso and Goat Island. II on the priority scale, Turkish Lemo-Lemo, Samboang Beach, and Beach Lolisang. 3 priorities namely, Turkish Marumassa, Liukangloe Beach, Lake Kahaya and Pigeon Beach.

b. Natural sights

Natural attractions that exist in Bulukumba spread as much as 10 tourism, where tourism is each has its charms attract enough natural beauty and unspoiled natural atmosphere. So see the potential, it is necessary to develop those areas priorities in these attractions. Based on the analysis results of the priorities I Pasuhara Caves, Niagara Dialoh, Peak KaraengPuang. II priority scale of the Cave Malukua, Gua Liang Panikia, Niagara Barvo 45 and Balantiang River. Ie priorities III-hila Hila Natural Bath, Bath Nature Lingbua, and Cave Pasea

c. History and Cultural Heritage

Potential historical and cultural attractions yan owned by Bulukumba is one asset that can contribute to regional revenue if it is supported by good management systems. Therefore, it is done priorities in developing the object. From the analysis, historical attractions and cultural memjadi first priority is the highlight Puang cowboy, Tomb DatuTiro, and Boat Building Phinisi (Panrita Lopi) and Indigenous Ammatoa region. II on the priority scale, Sapo batu Karaeng Tomb, Tomb Karaeng Ambibia. Priorities III, Pertenenunan Gloves Cekkeng Kajang and Traditional Market.

d. Agro Tourism Object

Based on the analysis of the level of naturalness, uniqueness, beauty / attractiveness and accessibility analysis, it can be determined the priority area

attractions Agro. As for the priorities I (first) area development Agro Tourism is Integrated Farming (P4S) located in the village of Stone Karupa District of Rilau Ale, priority II (second), namely in the area of Agro tourism Rubber Plantation Balombesie and rubber plantations Pelangisang Estate and scale prioritas development of III (third), namely in the area of aquaculture in Sub Ujung Loe. Thus expected to cultivate Agro tourism activities so that it becomes one of the assets that can attract local and foreign tourists visit.

METHOD

This study uses a combination of research methods sequential explanatory model or design a method that combines a combination of quantitative and qualitative research methods in series, wherein the first phase of the research carried out by using quantitative methods and in the second stage with qualitative methods (R R Prayuda, 2019). Quantitative methods serves to obtain measurable quantitative data that can be descriptive, comparative and associative (R R Prayuda, 2019). Then the qualitative method serves to prove, deepen expand, weaken and abort the quantitative data which have been obtained at an early stage (Sugiono, 2017: 415). The study is a mixed methods research approaches that combine or associate the form of qualitative and quantitative form (José F. Molina-Azorín, María D. LópezGamero, Jorge Pereira-Moliner & Pertusa-Ortega., 2012). This approach involves philosophical assumptions, approaches the application of qualitative and quantitative, and mixing.

RESULT AND DISCUSSION

Cultural Tourism

Ayang sights Cultural Studies in Kabupaten Bulukumba is customary Ammotaa, weaving gloves Kajang, Traditional market Phinisi Cekkeng and boat building. The cultural tours are well known in Bulukumba is customary Ammotoa (Society Kajang) and Boat Building Phinisi.

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In developing the potential of tourism tourists or visitors can be used as a parameter in a region of space development planning overview of the potential tourism tourists / visitors who visited the site plan is expected to become an input means (input) in the future development of tourism where plan. Bulukumba regency is one goal both foreign tourists travel and local tourists are very famous with Bira beach travel. The main tourist visits shore Bira from year to year is declining it is caused by environmental degradation that has been polluted beaches. thus to attract foreign tourists main tourist account the future, it is necessary to reform and development as early as possible tourist areas as the main attraction which should be maintained, so that the commercial value and being able to compete globally.

5. Spatial Analysis of Tourism Development Strategy

Spatial development strategy and be able to accommodate the activities in each area of developing of tourism in Bulukumba. This strategy is expected to improve the flow of tourist visits that could have implications for tourist activities, thereby increasing local revenues from the tourism sector. Tourism is expected to provide a clear direction.

6. Development Priority Scale Analysis ODTW

In developing any existing attractions need to assess various characteristics of each object and tourist attraction, so it

can be determined the priority scale is implemented for the development of existing attractions can be determined tourist attraction where feasible for foreign tourists and local tourists, so it can provide directions clearer and detail every tourist attraction in the region Bulukumba. ODTW development as a tourist destination is expected to give effect to the economy and community activities around the area to empower human resources to be able to play a role in developing tourism. Priority scale tourism development in Bulukumba seen from the analysis of the level of beauty, uniqueness level, the level of naturalness and accessibility analysis.

7. Tourist attraction Maritime / Tirta

Nautical tourism / tirtayan in Bulukumba dominated by beruapa coast tourist attraction with appeal possessed quite interesting and specific. From the analysis, we can see the scale of priorities in the area of nautical tourism / tirta. In determining priority skla can be divided into three (3) parts: priority 1 (first) Bira Beach, Coastal Panrang Luhu, Ria Mandala Beach, Coastal Kasuso and Goat Island. II on the priority scale, Turkish Lemo-Lemo, Samboang Beach, and Beach Lolisang. 3 priorities namely, Turkish Marumassa, Liukangloe Beach, Lake Kahaya and Pigeon Beach.

8. Natural sights

Natural attractions that exist in Bulukumba spread as much as 10 tourism, where tourism is each has its charms attract enough natural beauty and unspoiled natural atmosphere. So see the potential, it is necessary to develop those areas priorities in these attractions. Based on the analysis results of the priorities I Pasuhara Caves, Niagara Dialoh, Peak Karaeng Puang. II priority scale of the Cave Malukua, Gua Liang Panikia, Niagara Barvo 45 and Balantiang River. Ie priorities lll-Hila Hila Natural Bath, Bath Nature Linggua, and Cave Pasea

9. History and Cultural Heritage

Potential historical and cultural attractions owned by Bulukumba is one asset that can contribute to regional revenue if it is supported by good management systems. Therefore, it is done priorities in developing the object. From the analysis, historical attractions and cultural memjadi first priority is the highlight Puang cowboy, Tomb DatuTiro, and Boat Building Phinisi (PanritaLopi) and Indigenous Ammatoa region. II on the priority scale, SapobatuKaraeng Tomb, Tomb KaraengAmbibia. Priorities III, Pertenenunan Gloves CekkengKajang and Traditional Market.

10. **Agro Tourism Object**

Based on the analysis of the level of naturalness, uniqueness, beauty / attractiveness and accessibility analysis, it can be determined the priority area attractions Agro. As for the priorities I (first) area development Agro Tourism is Integrated Farming (P4S) located in the village of Stone Karupa District of Rilau Ale, priority II (second), namely in the area of Agro tourism Rubber Plantation Balombesie and rubber

plantations Pelangisang Estate and scale priorita development of III (third), namely in the area of aquaculture in Sub Ujung Loe. Thus expected to cultivate Agro tourism activities so that it becomes one of the assets that can attract local and foreign tourists visit.

C. Tourism Development Bulukumba

The concept development tourism Bulukumba a framework imaginary and policies regarding the arrangement of the elements of activities on which the tourism planning more concrete, as well as the basis for determining the tourism development strategy Bulukumba in the present nor the future, so that the formulation of the concept can be competitive , competitive and implementation.

Physical development strategy ODTW done to determine the most optimal locations can be developed into a flagship area, so it can prioritize its development. The region can be prioritized to be built, are: a) Natural attractions, consists of: objects Niagara Barvo 45, Niagara Bialo, Cave Pasuhura and religious Region Limbua (natural baths limbua and-Hila Hila); b) Object of nautical tourism / tirta comprising: Bira beach area, tourist areas of the island (island goats and Liukangloe), serve as a global tourist area with a variety of its appeal; c) travel places history consists of: a tourist attraction Tomb of DatuTiro, Peak Puang cowboy, and Tomb and the Tomb Karaeng Karaeng Sapo batu Ambibia. This tourist attraction is expected to become an icon for tourism development in Bulukumba; d) Objects of cultural tourism, comprising: Indigenous Regions Ammato, and Boat Building Phinisi.

Cultural Tourism

By looking at the object and appeal owned cultural tourism, the future must be preserved, because the object is what can be an indicator of the level of culture and, if developed, the cultural values that exist increasingly untenable. Based on the type, the cultural tourism can be developed within three (3) categories, namely:

Customs

Customs is quite well known that indigenous region Ammatoa and crafts held in the form petenunan awning glove that has an appeal that is quite unique that is closed and does not blend in with the modern world. Traditions that take place in the customs area and weaving gloves Ammatoa awning needs to be preserved and maintained, especially in the traditional feel, which, according to the observation that the majority of indigenous peoples Ammatoa already mingling with the modern world. So there is the assumption that the existing customs will gradually disappear.

Traditional market

Traditional markets in Bulukumba and used as a travel package that Traditional Markets cekkeng central in Bulukumba. Judging from the development of the traditional market is sufficiently developed due to the many traders who come from different growing regions, so as to provide income to the area. But the level of uniqueness of the

characteristic possessed this market will gradually disappear as the market Cekkeng (squat) due to the construction of a variety of a permanent place to sell. Therefore, to restore its identity as a traditional market cekkeng, then it should not be built permanent facilities selling point, but it is necessary to reorder the tread and the determination of zones according to the type of merchandise.

Boat Building Phinisi

Boat Building phinisi is customary hereditary already well-known to foreign countries and is a symbol of the area Bulukumba as the Maritime region. So as to maintain and develop phinisi boat building in the future, the need for training, especially for the easy generation and increase promotional activities.

Various strategies that governments Bulukumba to support partnerships such as: 1) Strategy First, in order to implement the strategies related to strategic management approach, the government, both central and local governments need to improve the basic foundation of tourism development policy that includes among others: a) improving statistical data KDP tourism. In this connection, the government needs to establish "Indonesia Tourism Forum" which regularly hold meetings among stakeholders who have the duties and functions of tourism development in the PPK from the central, provincial to district and municipal levels, including the tourism industry. The purpose of this forum is to discuss important issues, and to improve coordination between the business world, the central government, provinces, counties and cities to strengthen Indonesia's position as a world tourism destination country; b) Strengthening international cooperation. Indonesia as a member of UNWTO, need to provide a focus on improving cooperation multilateral level; 2) The second strategy, importance of multidisciplinary approach in the development of tourism in the CO. It is necessary for the following steps: a)Strengthen cooperation and coordination among institutions that have tasks and functions in the development of tourism in the CO. Development policies to give effect to the creation of entrepreneurship. In this connection, the tourism development policies need to be harmonized with the economic policy area that will be developed into a tourist destination. This policy is expected to provide an optimal result of tourism development. Tourism depends on price stability. Tourism benefit from fiscal policy with low tax, business framework which is based on the legislation, and reduced levies (red tape). Opening the market is one of the important aspects that will generate incentives for the tourism actors to innovate so as to increase the competitiveness of enterprises; b) Improving policy coordination and cooperation at the provincial and district / Kota. Goalofthispolicyistoincreasecollaboration between the various policies. Here are some of the policies that are important in the development of tourism in the PPK (Masanori Nagaoka, 2016): 1) planning and regional development. The area became the basis of tourism development. Conditions of limited natural resources used as a determinant

of tourism development. In the long term, limited resources need to be protected, 2) synergies between economic sectors maritime industry a high priority because it is a key element in tourism development in the KDP, 3) Environmental policy and climate change, and 4) Strategy Sustainable Development (Bappenas, 2018)

Discussion

The PartnershipStrategyTourism Development

Strategic plan of development of the leading attractions in Bulukumba, done by looking at the various potentials to grow and develop both in the present and the future and can contribute to the local economy. The development concept is a leading tourist attraction with a sustainable approach and natural environment (environmentally sustainable) that takes into account the ecological balance which is a major consideration in the development of the tourist area. The partnership strategy in the development of the tourism sector is to empower all stakeholders in various lines of governance, tourism, community and business actors in a complete and integrated manner. Provision of adequate nfrastructure requires financial support and the integration of vision and mission to focus on realizing there alization of sustainable tourism development.

Bira beach

Seeing the development of the tourist area of Tanjung Bira at the present time, is quite well developed facilities and supporting infrastructure. On the other hand the development is not based on an ecological approach, is where there are few facilities that are placed above the water and are directly adjacent to the shoreline which can contaminate the surrounding environment. With the various activities were then visible white sand and sea water Tanjung Bira has been polluted as if to remove any element of naturalness shore excursions are therefore, need restructuring and reassessing the spatial structure region is by arrangement starfish to determine the zone in accordance with designation.

Goat Island

Goat Island is an uninhabited island, giving the impression of the island area is very natural and has not been managed by the government and private sectors. The plan to develop the tourist area that can serve as a global tourist area with a variety of existing activities and the development of flora and fauna and a fishing area, so it can be built various facilities and infrastructure. With the development of the tourist area, it will affect the number of boat speed as a means of providing water transportations.

Niagara Bialo

Niagara Bialo, has appeal in the form of natural scenery is quite beautiful and natural, besides thererock cafe located on the cliff sides of this region. The tourist area previously had been managed and growing rapidly, which indicated the presence of stairs a thousand, locker rooms and grounds that have been severely damaged performances and at the end of this

tourist area not visited again. Therefore, to manage / develop this area then there are two concept plans that can be done: (1) the potential possessed waterfall area is very suitable built hydroelectric power plant (HEPP). (2). Need reform and rebuilding of the region by taking into account the environmental balance that is around as a tourist.

Caves Pasuhara

Bulukumba the county there are 4 tourist attraction in the form of Cave the Cave Malukua, Pasuhara Gua, Gua Gua Liang Panikia and Passea. Among the cave, the cave Pasuhara which has ODTW quite interesting that there is water in the cave that resembles a pool of water discharge is quite a lot and clear and stalagmites which are still active. With the potential ODTW owned, then the regional development plan that is designated as nature reserves and cultural heritage in addition to the future can be managed as a source of clean water.

Karaeng Peak Puang

The attraction is owned by this tourist area that can be enjoyed from the summit of the natural scenery Bulukumba are quite fascinating. In addition, there is a peak over a fairly wide rocks and trees with a size which adds to the naturalness of the tour. Historically known as Peak Karaeng Puang because there are peaks above Karaeng Puang Tomb sacred by the locals and is one of the historical and archaeological heritage asylum South Sulawesi so need to search history by making books.

CONCLUSION

Bulukumba tourism place development requires infrastructure support that is reliable, stable, and well-planned and does not conflict with the spatial plans Bulukumba, especially the road network to get to attractions. To support the development of tourism needs to be built tourist information centers or "tourism information center" (TIC) which is placed at strategic locations such as shopping centers, terminals and other public places. Strategy plan should be in the form of short-term programs that can held are as follows: (1). Creating a site planning and realignment of the tourist area of the elements of the tread to the area attractions are in superior with due regard to environmental aspects. (2). Establish tourist areas, namely: (i) Bira Beach area (ii) Religious Tourism Limbua region, (iii) Tourism Regions Makampa '. (Iv) Island Tourism Regions, (v) Lolisang Coastal Region, (vi) Tourism Regions Cities (vii) Indigenous Regional Ammatoa (viii) Region Phinisi Boat Building. (Ix) Integrated Agricultural Region, (x) Region as a region of Rubber Plantation Tour. The spatial arrangement and environment Bulukumba must continue to support and work together with various stakeholders the main parties on the development of the tourism sector, the arrangement location of the overall tourist areas began in Limbua religious locations as tourism icons Bulukumba and Revitalization of Tourism Region Bira beach as seed. Efforts to improve in providing optimum service to tourists, it is necessary to do a partnership with various stakeholders from the government, private sector and local communities to facilitate the service and supporting the development of programs

and activities that lead to the development of integrated tourism destination.

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ANALYSIS ON COMMUNITY DEVELOPMENT PROGRAM AT BANYU URIP OIL FIELD IN BOJONEGORO REGENCY

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Abstract

Community Development (Comdev) is part of Corporate Social Responsibility (CSR) that must be implemented by the company in relation to assist in improving the welfare of the surrounding community. The Comdev program consists of programs that are physical and non- physical, which need to be properly managed so that people can feel the impact and benefits.

Monitoring and evaluation of the Comdev program is essential to assess whether the program is successful or not, whether it is in line with community expectations or not. This study aims to analysis the Comdev program conducted at Migas Banyu Urip Field in Bojonegoro District, acting as operator of Contractor Cooperation Contract is Exxon Mobile Cepu Ltd (EMCL). This research uses qualitative approach with data collection method through observation, interview, and documentation.

Physically Comdev programs implemented on target because they are managed fairly well, which can be seen from indicators of participation, responsiveness, transparency, responsibility, and accountability. The EMCL and its partners or Non-Governmental Organizations are serious in carrying out the Physical Comdev program and the community directly perceives its impact. For the non-physical Comdev program, it has not been well implemented on target because there are many problems in its implementation, plus the lack of sustainability of the program for community empowerment in the future.

Keyword: *Corporate Social Responsibility, Community Development, Oild Field, Program Analysis.*

INTRODUCTION

Corporate Social Responsibility (CSR) is a very important issue in the relationship between the company (corporation) and the community or the surrounding community. The emergence of the idea of CSR cannot be separated from the importance of the company to also consider the condition of the environment and surrounding communities. CSR is a mechanism to bridge the interests of the company and the interests of the community, both for short and long term. However, it should be noted that the key to the success of CSR programs lies in how they are governed so that they are in line with actual goals.

One part of CSR is the Community Development (Comdev) program. The two terms are essentially different, albeit having an offense. Comdev or may also be referred to as a community development program is a program of activities undertaken by the company to stakeholders outside the company itself, while CSR is a corporate activity and social responsibility to stakeholders inside and outside. In other words, Comdev is essentially part of CSR (Rudito and Famiola, 2013: 16).

As a consequence of the existence of an oil and gas industry, Exxon Mobile Cepu Limited (EMCL), a company that operates Contractor of Cooperation Contracts (K3S) in Migas Banyu Urip Field in Bojonegoro District, conducts Community Development programs to assist in the welfare of the surrounding community. The Comdev program is usually divided into two types of programs. *First*, physic program, ie infrastructure development programs, such as roads, buildings, and bridges. *Second*, the program is in non-physical form, ie activities that empower communities to have sustainability of their social and economic life for the foreseeable future.

There is an interesting fact that in the area around the oil and gas industry, poverty is still high. This is what happened in Bojonegoro District, East Java, region that is included as the highest oil and gas producer in Indonesia. Based on data of 2016 oil and gas revenue sharing obtained from the Ministry of Finance, Bojonegoro is the largest revenue-sharing country in Indonesia, not less than 728 billion rupiah into the Regional Revenue and Expenditure Budget (APBD). The high profit sharing of oil and gas is not directly proportional to the welfare of the population. Most of oil and gas-rich areas actually have a lower Human Development Index (HDI) than National HDI. Recorded, Bojonegoro has HDI 66.7, still below the National IPM average of 70, 2 (Tamara, 2017).

The infrastructure development project within the Oil and Gas Field area is completed by 2015, which lasts only about five years. Along with the completion of the construction project, also completed the contracts of abusive labor. Hundreds of people returned to the village and again became "unemployed". In return for farming, many residents have no more agricultural land because they are already sold to EMCL. Among them are many who wander out of town to earn a living to fulfill their daily life. This condition should be the concern of EMCL to design and implement Comdev programs to create the welfare of surrounding communities, especially in ring villages I.

Comdev by EMCL always involves civil society organizations or non-governmental organizations (NGOs) as program implementers. The company will only contribute related to the existence of oil and gas industry is not in the form of compensation, but in the form of programs implemented through NGO assistance. Comdev programs that are physical can be directly felt by the surrounding community in ring I villages because it can be seen with the eyes of the head. The thing that deserves attention is how the implementation of Comdev program that is non-physical as the sustainability of community life in the future, let alone faced with the problem of reduced agricultural

land and a lot of unemployments.

The success of the Comdev program, both physical and non-physical, conducted by EMCL at Banyu Urip Field depends on how the governance is governed. Therefore, this study would like to analyze by monitoring and evaluating the programs that go on so far with participatory indicators, responsiveness, transparency, responsibility, and accountability.

RESEARCH METHODS

The research method used in this research is descriptive method. Descriptive method is a problem-solving procedure by describing and describing the state of the subject or object of research, which can consist of individuals, communities, or institutions, based on the facts that appear and what they are (Nawawi, 1991). While the approach model used in this study is a qualitative approach. According to John W. Cresswell (2012), qualitative research is methods for exploring and understanding meaning (by a number of individuals or groups of people) ascribed to social and humanitarian problems.

This research is a monitoring and evaluation analysis research, which in this case focuses on analyzing how the Community Development program (Comdev) is managed at the Banyu Urip Oil and Gas Field in Bojonegoro Regency. This study wanted to find out information and conduct an analysis of the Comdev program carried out by Exxon Mobile Cepu Ltd (EMCL), as a Cooperation Contract Contractor, as a corporate effort to assist in improving the welfare of rural communities around this oil and gas field.

This research analyzes the monitoring and evaluation (monev) of the Community Development program in the Banyu Urip Oil and Gas Field. Monitoring and Evaluation is carried out starting from program design (planning), program implementation, and program reporting. The indicators used in this monev are participation, responsiveness, transparency, responsibility, and accountability.

RESULTS AND DISCUSSION

Participation

In general, participation can be understood as the active involvement of various parties, especially the community, from planning, implementation, evaluation, to accountability of Comdev programs carried out both by the government and companies so that there is a clear direction in achieving goals. In this context, the Comdev program is facilitated by the company (EMCL), even through the Cost Recovery scheme, which certainly also involves the government. With the participation of the community, it is hoped that the Comdev program that is run can be effective in helping to improve the welfare of their lives and in turn forming an independent community in the future.

Participation refers to the existence of partisanship of citizens in the development process (Rudito and Famiola, 2013: 341). Paul (1987), as quoted by Ife
and Tesoriero (2016: 297), argues that participation must include the ability of people to influence activities in such a way as to improve their welfare. There are many interpretations about the participation of various experts who all emphasize the importance of the active involvement of the people or the community in development (community empowerment). Alfitri (2011: 205) states that community participation in implementing a development program is absolutely necessary because the community will ultimately implement the program.

The Comdev program really requires community participation. Communities have the space or access to participate in providing input and contribution in the development process, in planning, decision making, implementation, supervision, and program accountability. According to Alfitri (2011: 204-205), there are three reasons why participation has important meaning. *First*, participation is a tool to obtain information about the conditions of needs

and attitudes of the community. *Second*, the community will feel more trust in the development program or project if they are involved in the preparation or planning and implementation process because they know more about the ins and outs of the project. With this involvement, there is a sense of ownership in the hearts of the people so that they will be serious about making the program a success. *Third*, participation is important because it is part of the demands of democracy so that people need to be involved in the development or empowerment process.

In general, community participation in the Comdev program at the Banyu Urip Oil and Gas Field is still not optimal, both for physical and especially non-physical programs. For physical programs, community participation is still better because EMCL, through NGOs, often opens discussion rooms or deliberations in program planning or design. According to the Head of Gayam Village, Mr. Winto, the Comdev's physical program opened up opportunities for villagers to participate in program planning and implementation. EMCL, through NGOs, opened a meeting room with the community facilitated by the village government.

Community participation in the implementation of the program is absolutely necessary because they will ultimately implement the program. In the physical Comdev program, NGOs coordinate with Implementing Team (in Indonesian it is called Timlak) in the recruitment of workers and the implementation of the program to completion. According to Edy Susanto, a public figure in Mojodelik Village, community empowerment lies in access to work, in addition to the assumption that given the high labor costs, it is necessary to empower local workers.

For the Comdev program which is non-physical, the EMCL does not open space for community participation. According to Mr. Winto, the NGO suddenly came directly to the village, informed about the program to be carried out, and looked for village assistants who were asked to help in the implementation. The general public is only functioned as a participant in the activity. Thus, the community was not involved from the planning and design of the program. The same thing was expressed by Mrs. Yuntik, the Head of Mojodelik Village.

In the case of the non-physical Comdev program, participation seemed to be of little importance by EMCL and their partners, NGOs working with companies to run the program. The community cannot participate in program planning and design, program implementation, even program evaluation and reporting. In other words, the community only acts as an object because the programs that are given (top-down) are top-down, not departing from the wishes of the community itself.

The participation implemented by corporations in the non-physical Comdev program is problematic because the community is only involved in the implementation process, not from the planning and design of the program during the evaluation and reporting. In fact, participation in the implementation of the program is more community-based as just participants. Regarding this fact, Ide and Tesoriero gave a critical view of the frequent participation in many community empowerment programs and activities. According to them, participation is often linked to many different agendas and interests in people's lives and decision making. By referring to the *UK Health for All Network* (1991), typologies of community participation can be classified from low to high with indicators: zero, receiving information, consulted, advising, planning together, delegating, and having control (Ife and Tesoriero, 2016: 300-301). When viewed from the typology, it is clear that community participation in the non- physical Comdev program is very low because it is nil, ie the community is not told anything about the program. For a physical Comdev program, the level of community participation is still better, but rising two new levels on indicators are consulted, namely

the organization tries to promote a plan, seeks to develop support to facilitate acceptance or impose sufficient sanctions on the plan so that administrative approval can be expected.

Responsiveness

Responsiveness is the effort to provide a responsive attitude to the problems of inter-stakeholder social relations and internal companies or organizations. With responsiveness, interests and problems experienced by related communities can be accommodated. In turn, responsiveness becomes a process of benchmarking for good regulation (Rudito & Famiola, 2013: 346). In the context of Comdev, K3S companies must have a quick response to the needs of communities around the industry so that their interests can be accommodated in the community empowerment programs that will be carried out.

Based on the Local Content Law, namely in article 22 paragraph 2, it is stated that the CSR programs of each K3S and K3S Partners and Oil and Gas Processors must be formulated based on the real needs of the Bojonegoro community in the context of fulfilling the basic rights of citizens, whose implementation can involve Civil Society Organizations Local. With this provision, it is clear that it is appropriate for Comdev programs to meet the real needs of the community, especially those in ring I villages, who live very close to the oil and gas exploration and exploitation center.

The Comdev programs in the Banyu Urip Oil and Gas Field which are physical in fact have a pretty good responsiveness because usually the EMCL, also through NGOs, first asks the community, through the village party, about what assistance programs are needed by the community each year. This was acknowledged by the Head of Bonorejo Village, Mr. Dasan.

The responsiveness of the company to the Comdev program which is physical is quite good because of the accommodating of the interests and problems experienced by the community, even though it is at a moderate level because there are still a number of problems being faced by the surrounding community which cannot be fully responded to by the company due to several reasons, for example because of corporate regulatory issues. Corporate responsiveness is generally indicated by offers of Comdev programs that are physical in accordance with community needs. The physical Comdev program is something that is visible and can be directly felt by the community, for example a road repair assistance program. Therefore, people's perceptions tend to be positively related to the physical Comdev program.

Like the participation indicators, the company (EMCL) is not responsive related to the Comdev program that is non-physical in nature. According to the Head of Gayam Village, Mr. Winto, EMCL and NGOs should have responsiveness related to empowerment programs (non-physical) to find out what the community's real needs are. Because, according to him, so far there has been a tendency that companies only "abort" obligations in the implementation of CSR or in other words, what is important is that the company has run a non-physical Comdev program, but it does not pay attention to how the program impacts and continues.

Non-physical Comdev programs are not based on participatory planning because the community is not given space to participate in talking about what their needs are so that they are absorbed in the anticipated program submitted by the company. EMCL has entrusted the program design and planning to their partner NGOs, when in fact, NGOs actually do not "jump" first into the community and directly design according to their own estimates.

Transparancey

Transparency means that decisions are taken and carried out with the right rules and are very open to things that really need to be open. Transparency also requires that existing information must be free and directly

accessible to all members of the community (Rudito & Famiola, 2013: 344). A good Comdev program is definitely a program that runs transparently, both from the planning and reporting.

The Comdev program which is physical is arguably already quite transparent because it involves community participation so there is information disclosure related to program planning, use of the budget, and program implementation. Community involvement was facilitated through Timlak, as the program implementer along with the NGOs. Actually NGOs are the "mouthpiece" of the EMCL, while Timlak is the "extension" of the village government.

The company, namely EMCL, is basically being closed to being able to deal directly with the community. Therefore, the lines of communication are opened through the field of public relations. Public relations staff, who are usually local workers, are asked to carry out intense communication with the village government regarding the development of conditions, including when there are problems that are happening around the oil and gas area. Public Relations also often "pick up the ball" to ask about the physical programs that are needed by the community every year. Transparency is created when there is good coordination between companies (K3S or MCL), partners (NGOs), and the community. For the physical Comdev category, coordination works quite well, but not with the non-physical one. According to Mr. Winto, many non-physical CSR programs overlap, namely between programs from EMCL and programs from the government (provincial, district, service). The overlap also occurred between fellow NGO programs, for example the health program run by Pattiro and Stikes. He suggested that one NGO should be enough, but the program could be extended, rather than many NGOs, but the programs had overlapped.

Responsibility

According to *The General Dictionary of Indonesian Language*, responsibility is defined as a condition that must bear everything. Responsibility can also be interpreted as the ability of a person or institution to answer or fulfill a promise or commitment. The consequence of this responsibility is having to do what has become an obligation or duty. In the context of CSR, it is the responsibility of the company to meet the interests of stakeholders and build good partnerships between corporations, government and society.

There are four categories of corporate responsibility. *First*, economic responsibility. Companies do have an interest in seeking profits, but they are also bound by social responsibility. For example, when setting prices, the basis is price according to the ability of consumers in general. *Second*, legal responsibility. When a company decides to carry out operations in a certain area, then it has agreed to carry out a social contract with all aspects of its norms and laws. *Third*, ethical responsibility. There is an obligation for the company to adjust all its activities in accordance with the prevailing social and ethical norms. *Fourth*, philanthropic responsibility. Companies are expected to contribute to the community with financial support and facilities, but it is also advisable to foster community independence for the long term (Rahman, 2009: 37-38).

Because the company must be responsible, the Comdev program needs to be run on target. The targeted program is an indication that the program is successful and the company has carried out its responsibilities very well. Based on an analysis of the facts in the field, the Comdev program that is physical is on target, but for non-physical programs it is still not on target and it is a big job for all parties to design sustainable development programs for the welfare of rural communities.

According to the Head of Gayam Village, Mr. Winto, the impact of the existence of the Banyu Urip Oil and Gas Field has been felt by many people because

the physical Comdev program is right on target. He suggested that EMCL's contribution in the field of empowerment could be maximized, both in quantity and usefulness, because so far it was felt that it had not been on target.

The Head of Mojodelik Village, Mrs. Yuntik, gave input to EMCL to listen to what the community needs so that they can live sustainably. According to him, the most affected village communities need to get more attention. Meanwhile, the Head of Brabowan Village, Mr. Sukiran, was critical of the Comdev program which did not have sustainability. According to him, the weakness of non-physical programs is because the program runs when there is still assistance from NGOs, but when training and assistance is completed, there are residents who continue and some do not continue. He then explained hy the program did not continue.

Accountability

Accountability is one element that is undoubtedly present in democracy. Traditionally, accountability is interpreted as a tool to be able to account for one's actions and behavior (Sangkala, 2012: 5). Government agencies, the private sector, and civil society organizations must account for everything to the community and to their institutions as stakeholders (Rudito & Famiola, 2013: 349-350). An institution that carries out good accountability is the result of good governance.

Accountability is also very important in the Comdev program. Article 24 of the Local Content Regulation states that K3S and K3S Partners as well as Oil and Gas processors are obliged to submit the results of work plans for the implementation of Corporate Social Responsibility (CSR) to the Regent with a copy to the Regional People's Regional Representative Council (DPRD), the Regional Development Planning Board of Bojonegoro Regency and the District Head and to Village Government related. Article 25 further states that reports/developments in the implementation of CSR programs in each Tribulan must be submitted to the above mentioned agencies. Therefore, all Comdev programs should be openly accounted for.

In general, physical Comdev programs are accountable to the public. Program accountability is usually made by NGOs and Timlak in the form of a Letter of Accountability (SPJ). The community can participate in participating in making the SPJ, namely through Timlak because Timlak contains people from the elements of the community itself. The SPJ made by NGOs and Timlak was then submitted as a report to EMCL. The village government also gets a photocopy of the SPJ and is usually held by the village treasurer.

For non-physical Comdev programs, program accountability is an issue. The NGO certainly made SPJ in every activity that was reported directly to EMCL. For Comdev programs, even though it is in the form of empowerment such as training, as long as it is a cost recovery activity, then the accountability of the public should be known, in this case the village government and the community. The public deserves to know what has been done by an institution where there is state money there.

Based on the facts above, accountability for non-physical Comdev programs leaves many problems. According to Solihin (2007), one of the minimum indicators of good accountability is the suitability between implementation and standard implementation procedures. In the absence of SPJ shared with the village government and surrounding communities, only companies and NGOs can measure whether the implementation of the program is in accordance with standard implementation procedures or not. With the absence of SPJ shared with village governments and communities, accountability in this non-physical Comdev program is questionable because the program is basically part of cost recovery so that there are public rights there.

CONCLUSION

In general, community participation in Comdev program in Migas Field Banyu Urip is still not maximal, be it for physical programs and especially non-physical ones. For a physical program, community participation is still better because EMCL, through NGOs, often opens discussion spaces or deliberations in program planning or design. For the non-physical Comdev program, EMCL does not open space for community participation. The community will only serve as an object because the program that comes down is top-down, not departing from the community itself.

Comdev's programs in the Banyu Urip Field of Oil and Gas are physical and have good responsiveness because EMCL's parties, as well as through NGOs, first ask the village about what aid programs are needed each year. On the other hand, the company (EMCL) is unresponsive to the non-physical Comdev program.

The Comdev program that is physical is arguably quite transparent because it involves community participation so that there is information disclosure related to program planning, budget use, and program implementation. For the Physical Comdev category, coordination works quite well, but not with non-physical ones because the training program is usually drafted by NGOs and submitted to EMCL, then stay informed to the community.

The Comdev program needs to be executed appropriately and this becomes important in the principle of responsibility. The targeted program is an indication that the program is working and the company has performed its responsibilities very well. Comdev's physical program is well targeted, but for non-physical programs it has not been well targeted.

In general, Comdev programs that are physically accountable to the public. Accountability of the program is usually made by NGOs and Timlak in the form of Letter of Pertangungjaaban (SPJ). The community can participate in joining SPJ, namely through Timlak because Timlak contains people from the community itself. SPJ made by NGOs and Timlak is then submitted as a report to EMCL. The village government also gets a photocopy of the SPJ and is usually held by the village treasurer. For the non-physical Comdev program, program responsibility becomes an issue. The NGOs make SPJ on every activity, but directly reported to EMCL, without being given copies to the village and community authorities.

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THREE PARTIES PARTNERSHIP BETWEEN BMKG, GOVERNMENT INSTITUTION AND GENERAL PUBLIC ON MANAGEMENT OF RAINFALL OBSERVATIONS NETWORKS IN SOUTH SULAWESI

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Abstract

Proper rainfall observation is required to obtain the right and accurate weather information. At present the observation of rainfall in Indonesia is managed by various parties and coordinated by the Meteorology, Climatology and Geophysics Agency (BMKG). BMKG has rainfall observation networks that spread throughout Indonesia. But, in terms of quantity and distribution, the current rainfall observation network is not ideal yet. It is necessary to increase the density of the observation network. To increase the density of rainfall collection networks, BMKG needs to establish partnerships with all parties including government agencies and the general public. This study attempts to solve the ideal partnership model for rainfall management in Indonesia, especially in South Sulawesi. Three partnership variables, namely motivation, consistency and sustainability, and two determinant variables, namely coaching and incentives used in this study. From the results of the data analysis it was found that the ideal partnership model was joint operations and added with an intensive coaching element to the observers.

Keywords: Observation, Rainfall, Partnership

INTRODUCTION

Weather and climate are natural phenomena that have a huge influence on human life in various sectors, such as health, agriculture and plantations, infrastructure, recreation, transportation, energy, water management, and others (Friedrich, 2018; Herrnstadt & Muehlegger, 2014; Moazami, Nik, Carlucci, & Geving, 2019; Ray, Hughes, Konisky, & Kaylor, 2017; Shannon & Motha, 2015). Weather information, both in the form of analysis and forecasting, has a very important role to play in supporting daily activities for people, from households to industries.

At present the weather and climate information services in Indonesia are managed by the Meteorology and Geophysics Agency (BMKG), which is a government institution that has the obligation of carrying out tasks in the fields of meteorology, climatology, air quality and geophysics. One of the tasks carried out by BMKG is conducting observations of weather and climate in all regions of Indonesia. Weather observation data is very important due to its role as the input of weather forecast information. Precise observation data and with the distribution of a dense observation point will also produce good weather information products. However, currently the weather observation points owned by BMKG have not been spread evenly and dense enough.

To improve the quality and quantity of weather observation data in Indonesia, it is necessary to add the weather observation network (Fakhruddin et al., 2019; Jaffrés, Cuff, Rasmussen, & Hesson, 2018; Yamanaka, 2016). However, given the limited resources that BMKG has in continuing to increase its weather observation network, various efforts are needed to increase the density of the observation network, one of which is to build partnerships with other parties, both government agencies and the general public (Ashaye & Irani, 2019; Holland, 2019; Porumbescu, 2016; Twizeyimana & Andersson, 2019; Zhao & Fan, 2018).

One of the partnerships in weather observation that has been carried out by BMKG is manual rainfall observation in various rainy posts distributed throughout Indonesia, including in South Sulawesi Province. Currently in South Sulawesi there are 257 rain posts. In general, this rainfall post is located in the office of BMKG partner agencies such as the Office of Agriculture, Seed Centers and so on. When viewed from the spatial distribution, the network of rain posts in South Sulawesi is also not quite evenly spread. With an area of around 46,717.48 km2, it can be said that 1 (one) rain post represents an area of around 182 km^2.

At present the partnership model built between BMKG and the land-owning agency is in terms of the provision of equipment by BMKG and the provision of land by the relevant agencies and the observation process by the community around the rain post which is given the task of making observations. However, this partnership model has not clearly described the benefits that can be taken by each party and the opportunities for development that can be done. This study tries to find out the recognition of the existential partnership model between BMKG, related agencies and observer communities and try to find the development of an ideal partnership model in observing this rainfall. This article aims to: Improve the quality of weather and climate information services; 2) Increase community participation in weather observations.

LITERATURE REVIEW

Partnership Theory

The term partnership has a very broad scope both in terms of concept and application. There are various assumptions that underline the definition of the partnership itself. First, opportunities for synergy in various forms, resulting in an understanding that the results of joining will be greater than separated. Second, partnerships involve elements including the development and implementation of strategies or a set of projects/operations, although each party may not have the same level of involvement at each stage (Ahmad, Dirawan, Akib, Kahar, & Malik, 2015; Husain, Akib, Gani, & Guntur, 2018; Mappasere, Imbaruddin, & Akib, 2014; Smith & Akib, 2015). Third, in public and private partnerships, the public sector is not only pursuing commercial goals. Therefore the criteria of the partnership can also be interpreted as the existence of social partnerships (McQuaid, 2002).

In the perspective of economic development, the partnership is a scheme with involvement or funding from more than one institution (Sellgren, 1990). Whereas (Bennett & Krebs, 1994) emphasizes the same thing, namely the existence of shared objectives of several institutions and defining partnerships as cooperation agreements between several actors to work together to achieve the economic goals that have been determined together. Until now there has been a lot of developing definitions of partnerships taking into account the policy perspective.

One definition of a partnership is a collaboration between business people, non-profit organizations and governments where all risks, resources and capabilities are shared in a project which can ultimately bring benefits to the parties involved and also to the community (Stratton, 1989).

In the perspective of national development in Indonesia, partnerships in development contain the essence of justice in the acquisition of benefits and benefits, the imposition of costs and the handling of risks that arise in such business activities (Linder, 1999). Thus, the partnership developed is an equal partnership between actors by their contribution capabilities.

Although not required by law, partners may benefit from a partnership agreement that defines the important terms of the relationship between them. (Andrews & Entwistle, 2010; Chen, Chen, Vertinsky, Yumagulova, & Park, 2013; Day, 2004; McQuaid, 1999). Partnership agreements can be formed in the following areas:

1. Business: two or more companies join forces in a joint venture (Bamford, Ernst, & Fubini, 2004; Luftman, 2004; Tuten & Urban, 2001) or a consortium to i) work on a project (e.g. industrial or research project) which would be too heavy or too risky for a single entity, ii) join forces to have a stronger position on the market, iii) comply with specific regulation (e.g. in some emerging countries, foreigners can only invest in the form of partnerships with local entrepreneurs (Coispeau & Luo, 2015; Luftman, 2004; Tuten & Urban, 2001). In this case, the alliance may be structured in a process comparable to a Mergers & Acquisitions transaction.
2. Politics (or geopolitics): In what is usually called an alliance, governments may partner to achieve their national interests, sometimes against allied governments holding contrary interests, as occurred during World War II and the Cold War.
3. Knowledge: In education, accrediting agencies increasingly evaluate schools, or universities, by the level and quality of their partnerships with local or international peers and a variety of other entities across societal sectors.
4. Individual: Some partnerships occur at personal levels, such as when two or more individuals agree to domicile together, while other partnerships are not only personal, but private, known

only to the involved parties.

Partnerships present the involved parties with complex negotiation and special challenges that must be navigated unto agreement. Overarching goals, levels of give-and-take, areas of responsibility, lines of authority and succession, how success is evaluated and distributed, and often a variety of other factors must all be negotiated. Once the agreement is reached, the partnership is typically enforceable by civil law, especially if well documented. Partners who wish to make their agreement affirmatively explicit and enforceable typically draw up Articles of Partnership. Trust and pragmatism are also essential as it cannot be expected that everything can be written in the initial partnership agreement, therefore quality governance (Zadek & Radovich, 2006) and clear communication are critical success factors in the long run. It is common for information about formally partnered entities to be made public, such as through a press release, a newspaper ad, or public records laws.

Partnership Models

In building partnerships there are 5 (five) main dimensions that need to be considered, namely: a). What you want to achieve from the partnership, b). Who is involved, c). When is the implementation, including phasing, d). Where the partnership will be carried out, and e). How this partnership will be carried out. Referring to the theory above, we can identify early partnership models based on these five dimensions.

In this study, the author will begin the identification of the partnership model by referring to the second dimension, namely who is involved or the actors in the partnership. By identifying the actors involved, the partnership models can be categorized into:

Two-party Partnership Model. The two-party partnership model includes public-private partnerships, public-community partnerships, government partnerships with professionals, such as academics, researchers, engineers and so on (the Public Professional Partnership).

Multiple Parties Partnership Model. As the name suggests, the partnership model of multiple parties is carried out by more than 2 (two) parties. The forms of partnership models of many parties are very varied, for example, among others, Public Private Professional Partnerships, Government-Private Partnerships, Professional and Community Partnerships. Variations in partnership models, both two-party partnerships and multi-party partnerships are very diverse, this can be determined by 4 (four) other partnership dimensions of the partnership mentioned above.

National Policy in the Field of Meteorology, Climatology, and Geophysics

The legal basis of national policy in the field of weather and climate information services is listed in Regulations No.31 of 2009 concerning Meteorology, Climatology and Geophysics. It was stated that the government in this case the Meteorology, Climatology and Geophysics Agency (BMKG) must provide meteorological, climatological and geophysical services, which include weather and climate information services (Undang-Undang Republik Indonesia, 2009). And in the Act it is also stipulated that the services provided must meet standards, both national and international standards.

As a derivative of this regulation, the following rules have been produced which organize weather and climate information services, both government regulations, in this case the Meteorological Climatology

and Geophysical Services as well as the rules below, namely the rules of the Head of the Meteorology and Geophysics Agency (Peraturan Pemerintah Nomor 11, 2016).

In carrying out its duties and functions, the Meteorology, Climatology and Geophysics Agency as a weather and climate information service provider has 3 (three) components, namely: 1) Component of technical infrastructure, which includes Observation Networks, Equipment, Calibration, IT Systems, Software, Office Buildings, System Integration, Communication and Maintenance Networks. 2) Production Components, including observation, processing and data analysis, forecasting, supervision. 3)Service component that handles weather services in various fields, both scheduled (routine) and early warning information (Early Warning).

Of the three components above, it can also be said that the Components of Technical Infrastructure and Production Components are included in the Back Office component group and the Service Component is a Front Office component group.

Global Observing Networks

Management of global observation networks is currently regulated by the World Meteorlogical Organization (WMO) in a program called the Global Observing System (GOS). GOS aims to provide quality weather observations both from land, sea level and from space, which will then be used for making weather analysis and forecasting and other related applications (Menne, Durre, Vose, Gleason, & Houston, 2012)

In general, GOS consists of 2 (two) sub-systems of observation, namely surface-based observation and space-based observation. Earth-surface based observations can consist of synoptic observation stations both land, sea, and upper air, climate observation stations, agricultural meteorological stations, aviation meteorological stations and special meteorological stations. Ground weather observation stations (land synoptic station) can be either manned station or unmanned station.

In making observations, all observation stations must be equipped with standardized observation equipment and are routinely calibrated, so that the resulting data is suitable for further use.

Overview of Rainfall Observation Posts in South Sulawesi

At present, the rain gauge network in South Sulawesi covers 257 posts as shown in Figure 1), including MKG stations and collaborative rain posts. At rain stations/posts in South Sulawesi, routine rainfall measurements are carried out every day at 07.00 WITA. The rainfall data from the measurement results are then recorded and then reported to the Maros Climatology Station, which is the coordinating station for South Sulawesi Province.

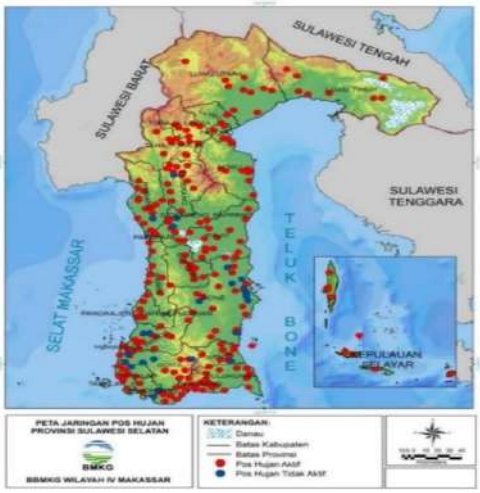

Figure 1. Map of the network of rainfall observation posts in South Sulawesi

RESEARCH METHODS

This type of research is qualitative research where in addition to the

description process of the theory and data, there is also an analysis of the data obtained. Qualitative analysis is mainly carried out at the operational level of theory, which is analyzing survey data about partnership models and variables.

Research Variables and Operatinal Definition. Partnership Variables and determinant variables:

1. Partnerships in the development of weather and climate observation networks are partnerships between the Meteorology, Climatology and Geophysics Agency as the government and other government agencies and the public.
2. An existing partnership is a partnership carried out by the BMKG with its stakeholders and stated in the collaboration text that is still valid. A total of 166 collaborative texts will be analyzed in this study.
3. Other government agencies are government agencies in the South Sulawesi region that are BMKG partners to place manual rain gauges so that they act as rain observation posts.
4. An ideal partnership model is a form or model of partnership in the field of weather and climate observation network management which is considered the most suitable to be applied in Indonesia.
5. The research area is the province of South Sulawesi with its object being a rain observation post in South Sulawesi.
6. Determinant variables are factors that influence the implementation of partnerships, namely guidance and incentive factors.
7. The Observer Group is a group of observers of rainfall. This observer group is divided into 2 (two) groups, namely, general observer groups, namely observer groups that are not yet equipped with application-based observation data technology technology facilities. This general group consists of 251 observers. While the second group, namely the special group, is a group of observers who have been equipped with technological facilities for sending observational data. This special group numbered 32 observers.

Research Period. Pre Observation Period, conducted for 1 (one) month, namely in March 2018. The activities carried out include: a) Determining the location of rain observation posts which will be facilitated with data transmission applications; b) Making data sending application; c) Preparation of survey questions — observation Period, conducted for 6 (six) months, starting from April to September 2018. The activities carried out include: a) Distribution application for observers who get guidance; b) Online training for sending data using the application; c) Period of observation. Post Observation Period, conducted for 1 (one) month which includes activities: a) Recap of observation data. Data from the observations that have been entered will be recapitulated to find out the consistency of observation and data transmission; b) Continuity observation survey. It is done to observers to find out whether they are willing to continue observing for a longer period; c) Analysis of observation data. They have performed to determine the consistency of frequency of observation and data transmission. From this consistency analysis it is expected that conclusions can be drawn while what kind of partnership model has a high level of consistency.

Objectives and Research Respondents. The research objectives are three parties, namely BMKG, other Government Agencies as land providers and the community as observers. The respondents from this study were observers who routinely observed rainfall.

Data collection technique. Motivation and sustainability variable data were obtained through a survey conducted on 28 respondents who were observers. The survey was conducted online for 6 (six)

months, namely between April - September 2018. Variable data on partnership consistency is obtained through analysis of rainfall observation data. Observation of rainfall is carried out through 2 (two) methods, namely: a) Manual observation with manual data delivery and 2) Manual observation with automatic data sending. The display of the application of automatic observation data can be seen in Appendix 6.

*Determinant Variables***.** Incentive variable data obtained through surveys conducted on 27 respondents who were observers. The survey was conducted online for 6 (six) months, namely between April - September 2018. I am coaching variable data obtained through analysis of observational data. Observation of rainfall is carried out through 2 (two) methods, namely: a) Facilitation of technology, which is sending observational data using an automated data transmission system application via cell-phone; b) on facilitation of technology, namely sending data from observations manually via SMS.

Data Analysis Technique. Variable Motivation for Partnership and Sustainability of Partnerships. The data used is survey data online. Where this survey contains several aspects, namely motivation, benefits, participation and sustainability, some of the questions asked include motivation to be a weather observer, respondents 'opinions about the importance of observing the weather, whether the respondent uses weather data for the agency's operational needs or research, as well as the respondents' willingness to be self-reliant and voluntary weather observers.

Consistency Variation of Partnership Implementation. The data used in this analysis are monitoring rainfall monitoring data, both those using technological facilities and non-technological facilitation. The consistency index of partnership implementation is calculated based on Table 1) below.

Table 1. Consistency Index Determination

No.	Percentage of Data Delivery	Consistency Index
1	0 – 25 % Data delivered on time	1 (Inconsistent)
2	26% - 50% Data delivered on time	2 (Less Consistent)
3	51% - 75% Data delivered on time	3 (Consistent)
4	76% - 100% Data delivered on time	4 (Very Consistent)

*Determinant Variable Data Analysis***.** Coaching Variable, the data used are rainfall observation monitoring data for period April to September 2018, both for rain posts that use technological facilities and non-technology facilities. Incentive variable was analyzed using data obtained from survey data.

RESULT AND DISCUSSION

Partnership Variable Data Analysis

The partnership variable data consists of 3 (three) aspects, namely Motivation, Sustainability, and Consistency.

1*Motivational Aspects.* This aspect is obtained from the analysis of survey results. Where based on the results of the survey it is known that as many as 50% of respondents stated their motivation to be weather observers was because they felt

interested in learning the weather, 25% due to work obligations, 18% due to duties from superiors, and 7% due to additional income earned. Most of the respondents received information about rain observation directly from BMKG (50%), the rest varied from the head of the agency where the respondent worked, and colleagues in their respective offices. All respondents (100%) said that they had received monthly incentives as observers of rainfall, and most respondents (68%) stated that they were still willing to carry out observations even though these incentives were eliminated.

The results of the analysis of this aspect can be concluded to be quite satisfactory, so that it can be said that additional income is not the main reason for observers to partner.

Sustainability aspects. Analysis of this aspect was also obtained from survey data. As many as 64% of respondents stated that they were late in sending data from pengatan less than three times per month. While 25% of respondents stated that they were never late in sending observational data, and another 11% stated that it was quite often late to send rainfall data. 64% of respondents said they were willing to become rain observers if the BMKG wanted to add the number of raindrops in the respondent's area, but if there were no incentives as much as 54% of respondents said they were not willing to become observers. Likewise when asked for self-help buy a rain gauge and without incentives, as many as 86% of respondents said they were not willing.

Based on the analysis of the results of this survey, it was concluded that the current sustainability aspects in the BMKG partnership are still not ideal enough, where there are still several factors that must be fulfilled so that this partnership can continue in the future, including the existence of incentives and provision of measuring devices rain if BMKG wants to increase the number of rain observation posts.

Consistency aspects. This consistency aspect is obtained from the analysis of monitoring data on rainfall monitoring, both for rain posts which have been equipped with technological facilities (data transmission using applications), and rain posts that have not been equipped with technological facilities (manual data transmission). This consistency aspect is divided into two components, namely the component of consistency in the amount of data entered and the component of consistency in the timely delivery of rainfall data.

Based on the components of consistency in the amount of rainfall data that comes in, the rain post equipped with application-based rainfall data transmission technology facilities shows the percentage of incoming data that is larger than the rain post that has not been equipped with this application. The percentage value of the data entered for raindrops with technology is in the range of 87% - 98%, while the non-technology raindrops have a lower percentage, which is in the range of 83% -90%. However, if it is converted into the Consistency Index value, the value of the component consistency in the amount of data entered for these two types of rainfall posts is still in the same category, which is Very Consistent.

Whereas when viewed from the components of consistency in the timeliness of sending data from rainfall observations, these two types of rainfall posts show a much different percentage value. At the rain post that has been equipped with technological facilities, the percentage of the timeliness of data delivery is in the range of 83% -90% while in the non-technology rainy post it is in the range of 44% -49%. So that the

Consistency Index for technology raindrops falls into the Very Consistent category, while the non-tech rainfall posts fall into the category of Less Consistent. From this analysis, it can be concluded that the element of the coaching is very influential on the consistency of the partnership.

Determinant Variable Data Analysis. This determinant variable consists of two aspects, namely the aspect of incentives and aspects of coaching. Incentive aspects are obtained from the analysis of survey results data, while guidance aspects are reviewed from the results of monitoring rainfall data.

Based on the results of the survey, the existing BMKG partnership currently has 100% incentives for its partners, meaning that every month there is an honorarium given to weather observers. And as many as 68% of respondents said they were willing to continue their role as weather observers even though the incentives were stopped. However, if the BMKG wants to add new rainfall posts and without incentives as much as 54% of respondents said they were not willing. So it can be concluded that the incentive aspect plays an important role in the BMKG partnership, where this aspect must exist if the BMKG wants to add the number of new observation rain posts.

While for the guidance aspect, it is viewed from the difference in the performance of the two types of rain posts, namely the rain post which has been equipped with technological facilities, and non-technology rain posts. Where the results of monitoring rainfall observation data from these two posts show significantly different results for the timeliness component of data transmission, where the technology rain heading falls into the category of Very Consistent while the non-technology rain heading falls into the category of Less Consistent, so that it can be concluded that in the aspect of guidance, the rain post that has been equipped with the application of automatic observation data has a better performance in terms of the amount of incoming data and the timeliness of data delivery compared to the rain post that has not been equipped with the application of observation data.

Table 2 below shows the value of the consistency percentage of partnerships for general groups (rain posts without technology facilities) and special groups (rain posts with technology facilities).

Table 2. Partnership Consistency Percentage

No.	Observer Group	Consistency (%)	Addition
1	General	65.9%	No Guidance
2	Special	91.3%	With Guidance (Technology Facilities and Monitoring)

CONCLUSION

Based on the analysis and study described in the previous chapters, several points can be taken as follows:

Based on the partnership variable analysis, the existing BMKG partnership in carrying out weather observations shows satisfactory results in the aspect of Motivation. While the aspects of Sustainability still show unsatisfactory results. Whereas for the Consistency aspect it shows very consistent results for rain posts that have been equipped with technological facilities, both in the component number of incoming data and the timeliness of data delivery. Different results are shown by non-technological rainfall posts, where the consistency of the

amount of incoming data is classified as Very Consistent while the accuracy of data delivery is still classified as Less Consistent.

Based on the analysis of the influence variables, the results obtained that the aspect of incentives is one of the motivations for most partners while the guidance aspect shows that the rain post that has been equipped with technological facilities has a performance of consistency in terms of the amount of data entry and delivery timeliness that is higher than the performance of non-technological rain posts.

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Pro-poor tourism: a new tourism policy in China for poverty alleviation

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Abstract

Poverty reduction is now a major issue for developing countries to focus on and whose success, or otherwise, will directly affect upon the achievement of development of the nation. China has made significant advances in poverty reduction since the launch of its reform and open policy in 1978, however, the poverty issue is still obviously present. The Central government of China launched a new strategic plan for poverty alleviation called 'precision poverty alleviation' in 2015. It is aimed at taking targeted measures for poverty alleviation. Moreover, most of the poverty regions overlap the famous tourism resources, which offers the best opportunity for the tourism industry to be involved in this new poverty alleviation strategy. This paper mainly focusses on pro-poor tourism as a new tourism policy for precision poverty alleviation. Specifically, this paper is divided into three themes based on the focus topic. The first theme overviews poverty alleviation in China, the processing period and the gap between the previous strategy and the poverty alleviation situation. The second theme describes the importance of pro-poor tourism for precision poverty alleviation, and explores the development model. The last theme offers academic discussion and future predictions related to this new tourism policy for precision poverty alleviation in China.

Keywords: Pro-Poor Tourism, Precision Poverty Alleviation, China

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1. Introduction

Throughout human development, the poverty issue has been most serious and prodigious around the world; finding a solution will directly impact on the development of human beings. In the 1940s, the UN announced that poverty alleviation was the most serious issue of concern for the coming new century. However, after almost 70 years have passed, the poverty issue retains its 'serious' status in the world. According to a UN report, over 1.3 billion of the world's population are still below the UN poverty line, that is their average spending is lower than $1.5 per day. Almost 18 million people die due to poverty. In China, as the biggest developing country, the poverty issue is also serious.

Luckily, the poverty issue retains a serious status in China. The government still utilize their full efforts in trying to solve the problem. An overview of the Chinese poverty area indicates that, due to its location far away from the urban areas, transportation accessibility is low, though

the natural resources and cultural diversity have been well conserved. In the western part of China, over 80% of the poverty area overlaps with either natural, national parks or culturally conserved areas. Of 70% of the tourism attractions in China, almost 50% are located in poor, rural areas. All these indicate that they show great opportunities for utilizing the tourism industry as a method to achieve the poverty alleviation goal in China. (huanfeng, 2017; Tie, 2008)

2. China poverty situation

China is the one of the largest territories in the world. This provides different cultural and social development processes throughout the various regions; however, China has the largest poverty stricken population in the world. In order to achieve the MDG from the UN, the Chinese government has used various policies to support poverty alleviation since the 1970s.(huanfeng, 2017; Li Zhou, 2004)

1) 1978—1985, this period was considered to be the first period for the Chinese government to try to solve the poverty issue. In 1982, the Chinese central government nominated one region, consisting of two states named Gansu province and Ningxia Hui Autonomous Region, as the pilot project. This initial project achieved a great outcome, the poor population was reduced from 250 million to 125 million.
2) 1986-1993, after the pilot project, the Chinese central government created a special team 'Economic development team for the poverty region' to lead the national poverty alleviation drive. This team offered several policies which included tax free, free education, technical support and others to assist the poor population in poverty alleviation. During this period, the poor population reduced from 125 million to 80 million in the whole of China.
3) 1994-2000, in this period, the Chinese central government set up 592 national poverty districts, which planned to solve the poverty issue before the year 2000. During this period, the poor population was reduced to 30 million.
4) 2001-2012, this was the most successful period for poverty alleviation in China. After China became a member of the World Trade Organization (WTO), this contributed to reducing the poor regions along the coast line.
5) 2013 till now, President Xi, announced a new policy to help the Chinese poor population to get out of the poverty situation in 2013. The new policy was named 'precision poverty alleviation'. The main purpose of 'precision poverty alleviation' is to use the strength of each industry to help the poor regions to achieve the UN MDG.

3. Pro-poor tourism as the policy

Pro-poor tourism was announced in 1999. This was the first time that it was announced to the world that tourism could help in contributing to poverty alleviation in the world(C. M. J. C. I. i. T. Hall, 2007).

Pro-poor tourism refers to tourism that is developed in a way that furthers the cause of poverty alleviation. It has been defined simply as "tourism that results in increased benefits for poor people" (Pro-Poor Tourism Partnership, 2004). This same source classifies strategies for pro-poor tourism in terms of the type of local benefits achieved: "1) economic, 2) other livelihood benefits (such as physical, social or cultural), and 3) less tangible benefits". Referring to a three-faceted understanding of poverty of money,

poverty of access and poverty of power, ESCAP declared that planners and policy makers in tourism must define the task of poverty alleviation through tourism as being broader than simply raising the income levels above the poverty line for the greatest number of people (ESCAP, 2003).

The body of literature on pro-poor tourism is relatively new(Suntikul, Bauer, & Song, 2009). In the late 1990s, a Department for Economic Development document (DFID, 1999) remarked on the dearth of attention to this topic. In tourism discourse at the time of its publication. (C. M. Hall, 2007)chronicled the evolution of thinking on the relationship between tourism and poverty. This is from the 1950s paradigm of tourism as a modernizing factor that intrinsically benefited the poor of developing countries. Through discourses of the disenfranchisement of the poor from tourism that were prevalent in the 1970s and 1980s, to a renewed belief, in the 1990s, of the potential for tourism in poverty alleviation, albeit with a focus on bottom-up local initiatives rather than by top-down 'modernization' schemes.

Frameworks for pro-poor tourism have been emerging over the past decade. Roe gives a summary of the conceptual and historical bases of pro-poor tourism, and discusses in detail the roles of different stakeholders – including the poor themselves as well as businesses, government and NGOs. He also provides a critical assessment of what can be done by these different stakeholders to support the success of pro-poor tourism(Ashley, Roe, & ODI, 2002). The Pro-Poor Tourism Partnership (PPT) is a cooperative research initiative of the International Centre for Responsible Tourism (ICRT), the International Institute for Environment and Development (IIED), and the Overseas Development Institute (ODI), responsible for much of the groundbreaking work in establishing research into pro-poor tourism(Ashley & Roe, 2001). The Pro-Poor Tourism Partnership has also published an Annual Register tracking developments in this type of tourism over the previous year.

As described by Mowforth and Munt, pro-poor tourism is an outgrowth of the broadening scope of the idea of sustainable tourism to encompass socio-cultural, economic, as well as environmental sustainability(Fennell, Woodward, Mitchell, Pickles, & Conformity, 2005). Yunis (2004) articulates the importance of tourism for poverty alleviation within the broader endeavors of sustainable tourism and discusses the links between the environmental, socio-cultural and economic aspects of sustainable tourism.

3.1 Tourism as the tool

As previously indicated, an overview of the Chinese poverty area, due to its location being far away from the urban areas, indicates transportation accessibility to be low, with the natural resources and cultural diversity being well conserved. In the western part of China, over 80% of the poverty area overlaps with either natural national park or culturally conserved areas. Among 70 % of the tourism attractions in China, almost 50% of them are located in poor rural areas. All these indicate a great opportunity for using the tourism industry as the tool to achieve the poverty alleviation goal in China.

Since the Chinese central government set their poverty alleviation policy, the tourism industry has been treated as a great contributor towards poverty alleviation in the country. After using tourism as the tool for poverty reduction, some impacts

have been found (huanfeng, 2017; shuqi, 2001):

1. Full utilization of the tourism resources in the poverty regions, and well conserved tourism resources in the poverty area.
2. Tourism industry is a comprehensive industry which includes accommodation, restaurants, entertainment, etc. Once applied in the poverty regions, it could offer more jobs for the local residents.
3. Improvement of the local incomes, improvement to the local living standard.
4. Able to modify the local industrial structure, improve the local eco-environment, make the local economy more sustainable.
5. Improve the quality of local labor and also improve the local cultural/spiritual environment.
6. Able to improve the local facilities and open up for urbanization.

However, some the negative impacts from tourism might also occur. As poverty status is the greatest concern for poverty alleviation, some of the efforts might also be limited by this poverty status, such as a lack of financial support, supply chain, and talented experts, which will create difficulties in achieving the poverty alleviation goals. Some of the other negative impacts might include damage to the local environment, local corruption, etc.

3.2 Pro Poor Tourism as a policy for precision poverty alleviation in China

As the tourism industry has served Chinese poverty alleviation for some decades, negative impacts have occurred, continually. Especially after President Xi mentioned ‘precision poverty alleviation’ in China; a suitable way to use the tourism industry for poverty alleviation needs to be seriously considered(shuqi, 2001; Tie, 2008).

Pro-poor tourism is different from other ways of using tourism for poverty alleviation as it focuses particularly on ‘bringing net income for the poor’(Bowden, 2005), and ‘guaranteeing the tourism development contributes to poverty alleviation, especially promoting the conservation of the economy, society, and the environment (Scheyvens, 2009)’, etc. The core of pro-poor tourism is to help the poor get a net income, rather than to expand the tourism industry in to the poor areas(Ashley et al., 2002).

Pro-Poor tourism is neither a special tourism product, nor a tourism department, it is a true method to improve how poor people get benefit. The strategic focus of pro-poor tourism is to let the poor achieve economic benefit, to provide surviving skills and an opportunity to be part of the decision making. As concluded, pro-poor tourism is a platform supporting the national policy of using strategic planning in order let the local residents participate in the tourism system.

From a theoretical view, pro-poor tourism connects with sustainable tourism development. Especially, it connects with the three dimensions of sustainable tourism development, which are economic, socio-cultural, and environmental.

Moreover, pro-poor tourism focuses on equality. This equality ensures that the local residents share the local resources with the different stakeholders, such as the government, tourists, tourism operations, tourism companies, etc.

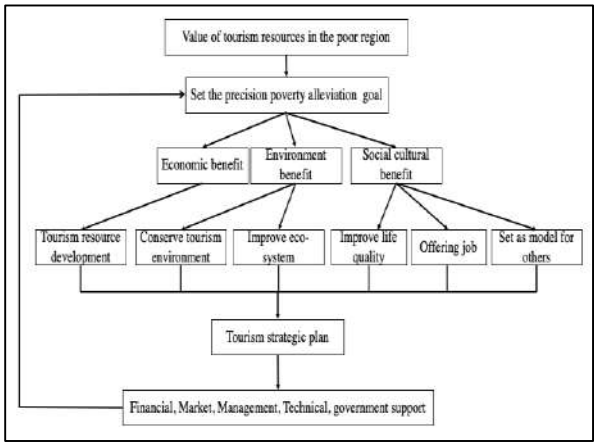

Figure 1 Theoretical framework of pro-poor tourism as policy for precision poverty alleviation in China by author

As indicated above, most of the poor regions are located in the rural areas, while most of the rural areas overlap the tourism resources. The model under pro-poor tourism is explored as below,

3.2.1 Company + local community model

Company, this is specifically a company that focuses on tourism development, tourism promotion, and tourism attraction management. Under China's current situation, Tourism Companies have two categories, 'State owned Enterprise' and 'Private Tourism Company'. These offer financial support to operate tourism activities and maintain tourism construction, upgrade community public facilities and hire local villagers be a part of their tourism activities. These are the major operating methods of a tourism company. State Owned Enterprises (will use SOE instead), due to the government background, they have more advantages in dealing with the tourism attractions. Moreover, the advantage for this SOE tourism company is in policy support, such as tax-free. tourism attraction reconstruction, updates to tourism facilities and applying for a special budget are easier. With the government involved with the Tourism Company, it will benefit from development as a tourism attraction under government supervision. With support from government, the tourism attraction could expand market awareness to attract more tourists. For the second category of 'Tourism Company', Private Tourism Company (will use PTC instead) also plays an important role in tourism management of rural areas in China, such as Xishuangbanna, China (XSBN). As XSBN was one of the first tourism destinations in China, tourism has been operated there for over 50 years. To better stimulate the tourism development in XSBN, the local government set some policies to encourage and guarantee private tourism companies involved in tourism management. Compared with the SOE, PTC is more fixable in applying and using their financial budget. For the villagers, specifically the ones who stay inside the ethnic community of the XSBN area, they offer landscapes, their traditional buildings as a tangible museum, the natural environment, traditional way of life, historical Theravada Buddhism religion, and colorful ethnic culture as the background for a Tourism Company to operate tourism related activities. The research by scholars and tourism income evidence suggest that this 'Company + Villagers Management' approach is the most successful operating experience in ethnic cultural tourism and rural tourism in China. It also contributes to the local residents' income and quality of

life(Chuanchen, Yongvanit, & Thawornwiriyatrakul, 2016).

4. Conclusion and discussion

As pro-poor tourism is quite a new thing matched with precision poverty alleviation in China, this paper mainly states the importance of pro-poor tourism, and the difference between pro-poor tourism and other methods of tourism for poverty alleviation in China.

Pro-poor tourism has been applied in several developing countries, such as Turkey, Malaysia, South Africa, etc. The greatest achievement offered is the evidence for other developing countries to apply this method of poverty alleviation(Ab.Hadi, Roddin, Razzaq, Mustafa, & Baser, 2013; Pillay & Rogerson, 2013; Zarandian, Shalbafian, Ryan, & Amin Bidokhti, 2016; Zeng & Ryan, 2012).

At the end of the paper, the author mentioned one model under pro-poor tourism, I also want to draw the academic scholars and researchers' attention. As the poverty situation maintains a serious status in China and around the world, how do we find a suitable way to solve this problem in order to achieve the UN MDG? We should pay more attention to this.

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EMPLOYING TRANSFORMATIONAL LEADERSHIP CHARACTERISTIC TO ENHANCE SUCCESSION PLANNING PROGRAM IMPLEMENTING IN PUBLIC UNIVERSITY IN TERENGGANU

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Abstract

The higher education plays a vital role as the engine of the nation, largely depends on good management practices and governance, however this sector is plagued by numerous challenges including technological development as well as administrative issues with increased pressure from globalization and public. In view of that, the implementation of governance is seen as a catalyst for good management. Integrity, transparency and accountability remain at the center of sound public sector governance and it is important for public sector entities to make appropriate investments in systems and processes that support effective management. There is no doubt that Administrators shall continuously change and develop transparent, accountable, equitable, effectiveness and responsible to enhance the quality of good governance in administrative. Therefore, one of the important factors in creating good governance is by employing a leadership characteristic behavior. In this sense, this research aims to investigate how the effect of four dimension of leadership characteristic influence the leaders enhancing the implementing succession planning at Public University in Terengganu. The main purpose of this research is to determine that transformational leadership has a positive relation in implementing the succession program in University by focusing on the four dimensions of idealized influence, motivation inspirational, individual influence and intellectual stimulation. This research will be conducted among employees at grade 41 till gred 54 (Academic and Non-Academic) at Public University in Terengganu by using survey questionnaire. The result of this research will new understanding of the importance of leadership style in order to implementing succession planning program in university.
Keyword: Good governance, Leadership. Succession Planning, Public University

1. **Introduction**

One of the driving forces for the development of a nation is higher education with good management and governance. The fusion of academic mission and executive capacity is the cruel way to be developed rather than using those disciplines substituting each other (OECD). Moreover, one of the governance reforms in higher education is New Public Management (NPE) in higher education such as lessen the regulation, increasing aggressive pressure, building up the executive leadership, and forcing the outside strategic goals (Bleiklie et al, 2011). Among these strategies, strengthen executive leadership is one of the effective strategies in order to implement succession planning. There is no doubt that Administrators shall continuously change and develop transparent, accountable, equitable, effectiveness and responsible to enhance the quality of good governance in administrative. Therefore, one of the important factors in creating good governance is by employing a leadership characteristic behavior.

1.1 Role and management of University in Malaysia

Current condition of rapidly changing and globalization in the world leads to the expansion of the definition of the role of knowledge triangle including research, education and innovations The role of universities plays as one of the vital roles for the creative economy of the country and it has changed rapidly from teaching center to corporate entity acting as an economic and innovative institution (Kok, et al., 2011). National Higher Education Strategic Plan (2007-2010) set with the objective of important role of human capital supply by higher education.Therefore, the role of the universities in Malaysia is not only providing knowledge and education also plays an important role of human resources and the country's economy. The good management practices and effective administrative role in the university management system is the urge to develop the succession planning for the management. To live and flourish under extreme uncertainty, workforce with high performance should be strengthen by the service provided by universities. Focusing on customers, quality services, effective accountability etc. are the important characteristics by the high performance workforce.

1.2 Succession Planning and Transformational Leadership

There is a dire need for management servants to change their mindset to enhance the quality of good governance. Therefore, one of the significant factors that influence good governance practice is the existence of good leadership attribute in the leader behavior. There are a variety of fields in which leadership management account for such as instruction, inspirational motive, executing on the performance and strategic university, becoming to add the innovations whereby the universities needed to practice the

planning by employees (Abdulla, Ramdane & Kamel,, 2011). However, in order to create the future leader with high performance of career growth, succession planning is one of the most influencing media essentially important in leadership. Among other types of leadership management methods, transformational leadership style applied in recent years and the studies indicated that transformational leadership positively related with the performance of the employee (Wong et al., 2011). Moreover, Bass and Avolio (2004) found out that transformational leadership exhibit the related behaviour with four leadership styles such as Idealized Influence, Motivational Inspiration, Motivational Inspiration, Individualized Influence and Intellectual Stimulation.

The procedure of leadership management is succession planning and it could address the talent of the members of the organization and the future of the people ((McCauley & Wakefield, 2006). There are two measurements in succession planning such as constructing on future leaders and career growth (Rothwell, 2005) and many other models of succession planning are introduced by the researchers (Bjorkman et al., 2013; Allan et al,. 2015). Succession planning is a series of actions by management and manage the talent scheme for the development of both people and organization in the future (McCauley and Wakefield, 2006). The model used for the succession planning proposed by Rothwell, 2005 is the most useful. In the model, the critical management positions are identified and the stages at the manager and supervisor are initiated and extended

until to the stage of prominent performance in the organization.

One of the leadership management styles is transformational leadership application and that can alter an individual's social system and it also can build the positive change in the followers and, in the end, the followers could become the leaders. Bunn (1978) introduced the concept of transformation leadership and in which the process of " helping each other between leader and follower" in order to achieve the morale and motivation. There is another leadership style different with transformational leadership is transactional above self-interest, encourage creativity and innovation, are highly attentive to followers' needs, offer a clear vision, create trust, recognize the need for and precipitate change, and finally institutionalize that change. As a leadership theory, it is very close to being a change model, clearly viewing leadership and change as inextricably bound together. On the nature/nurture debate, transformational leadership swings the pendulum back towards the nature end of the spectrum in that it depends to some degree on the charisma of the leader. It is a leader centric approach, for in spite of part of the model being about the needs of followers, it is still centered on the leader doing things to move the followers. Transformational leadership is often contrasted with transactional leadership, which rather than focusing on the needs of subordinates or their personal development instead trades rewards and/or punishments for desired behaviors. In even greater contrast is laissez-faire leadership, which is essentially the absence of any leadership.

1.3 Hypotheses and research objectives

leadership and the main distinct outcome by transformational leadership is the changes on life of people and organization significantly. The leaders make the changes in the culture of the organization and try to become the moral leaders for the followers with the objective of improving the team.

The leaders focus on the needs and motives of followers and connect with them with the full potential by the followers in order to transform to the new levels of motivation for both leader and followers. More specifically, transformational leaders are strong role models, highly moral/ethical, inspire others to rise

To enhance and improve the quality of good governance, changing the mindset of the servants or the followers is crucial. Practising good governance is the most influential factor for the good leadership attributes in the behaviour of the leader (Abdulla, Ramdane & Kamel, 2011). Positive employee work outcomes such as work presentation, dedication and devotion to the job and career development could be probably assure by the specific and effective leadership management styles (Ali, Ong & Elsadiq,, 2013). There are limited studies about the effect of leadership styles with succession planning program. Therefore, the study aims to meet the gap of relationship between leadership styles and career development in the university. The purpose of the research is to decide whether transformational leadership gives the positive relationship by using the four succession planning programs such as idealized influence, inventiveness in motivation, typical influence and knowledgeable stimulation. Therefore, this study to determine the influence of

transformational leadership characteristics on performing succession planning.

The hypotheses of the study include: the relationship between transformational leadership styles with the preparation of future leaders; and transformational leadership style relationship with career development. The research questions of this study are does leadership characteristics have any significant influence with preparation of future leader? and does leadership characteristics have any significant influence with career development? The specific objectives of the study include: (1) to examine the influence of leadership characteristics on preparing future leaders, and (2) to examine the influence of leadership characteristic on career development.

2. Theoretical background and research framework

There has been amazing growth in research interests in leadership, especially on transformational leadership. This study contributes to the succession-planning program by conducting a systematic evaluation on subordinates' perceptions and perceptions towards leadership that affects their career path. For the purpose of this study, it is assumed that leadership qualities have a significant influence on policy implementation to future leaders in the Public University. This research focuses on the development of a more holistic understanding of the four types of leadership factors that influence future leaders in the Public University. Transformational leadership derives from the belief that charismatic leaders as assumed by their followers that leaders will always retain their followers because of the great soul leaders (Abouraria & Othman 2017; Krishnanathan & Mangaleswaran 2018). For an example, Bennis and Nanus (1985) and Zhao et al. (2016) argues that transformational leaders are people who have the ability to touch the hearts of their subordinates. According to Bass and Avolio (1999), Bass & Riggio (2006), Wu (2017) and Xu et al. (2018), transformational leaders are always encouraging leaders, capable of delivering and setting standards of behavior that can be emulated by subordinates. Burn (1978) the founder of the concept of transformational leadership, has set transformational leadership as "a mutual stimulus that transforms followers into leaders and can transform leaders into moral agents". Previous studies have shown that transformational leadership contributes positively to the effectiveness and efficiency of the organization (Guay 2013). However, now most leaders in public organizations have tried to combine transformational leadership in their management style because leadership style inspires its followers (Gennaro 2018).

According to Bass (1985), transformational leaders instil inspiration to his followers to put the organization's interest beyond self-interest. Thus, the leader of this type has deeper insight and reward each member's contribution. Transformational leaders are more focusing on motivational methods for staffing and encourage employees to think critically to solve problems and to encourage employee engagement in organizational activities. Besides, it also gives full confidence to employees to create loyalty to leaders and organizations. In addition, to ensure a good relationship between leaders and subordinates, organizations need to create a vision that understood at all levels

(Lythreatis, Sayed & Wang 2017; Tahir et al., 2017). Practicing bilateral communication and promoting promotion opportunities and ongoing training so that employees can improve their skills and provide room for career development (Mcknight 2013, Ho 2011). Hence, this study is based on the Leadership Theory of Bass and Avolio (2004) with four components; the ideal influence, the inspired motivation, the intellectual stimulation and the individual's influence. The concept framework is as shown in Figure 1.

Idealise Influence

According to Abdulla, Ramdane and Kamel (2011) and Chong (2014) the ideal influence refers to leaders capable of self-identifying as eminent leaders and with noble character. This view is also in line with Riaz and Haider (2010) which states that this leader becomes a "role model" and seeks to influence his followers. Hence, the way leadership it has seen has a relationship with subordinates' perceptions of their leaders. In fact, subordinates see the extent of the ability of the leaders to realize the needs of the employees while providing guidance and motivating towards career advancement. Inspirational Motivation

Inspirational Motivation refers to a leader who is capable of promoting his or her employees to achieve the objectives of the department or organization. It is charismatic, confident and has a clear vision to ensure that organizational goals can be achieved. In fact, this leadership feature not only stimulates but challenges employees with high standards, speaks with full-fledged and optimistic and encourages employees to do their best to what they do (Russell 2013; Cerni et al 2014). This leader is not only motivated but allow subordinates to make decisions, study and view situations according to the current situation. According to Ubben, Hudges and Norris (2004) leaders with motivational inspirational give freedom to individuals as well as encourage reform in decision-making individualized Influence.

Leadership based on the style of an individual's influence is a leader that emphasizes the emotions of subordinates with counselling and encouragement for the advancement of his career. Each employee assigned based on their respective abilities and the knowledge available to the employee (Bass & Avolio 2004) to give employees the opportunity to work and gain a better chance of promotion (Ismail, Awis & Mohd Amin 2011). The leader who has this style, portrait a good attitude by being a good listener, charismatic, often considering subordinate needs as well as advising and also being a trustworthy leader. In addition to the support of workers' actions, leaders also give freedom to their subordinates in decision making (Zhu, Avolio & Walumbawa 2009). Intellectual Stimulation

The next dimension of leadership is the intellectual stimulation of the leader, using his wisdom in solving the problem. In certain situations, subordinate given the freedom by the leader to use their creativity as well as their innovations to overcome the problems (Bass & Avolio 2004). This approach allows employees to use their intellectual attitudes to think critically if they have problems and able to settle without expecting other people's help. Abdullah and Ainon (2007) point out that in this way, leaders train subordinates to gain confidence in facing challenges.Leaders

with this style of intellectual stimulation make the organization in the right tract of competence (Hall et al., 2010).

Career Development

Career development is one of the dimensions of a succession plan that is an important element for an employee. The replacement plan according to Rothwell (2010) is a 'systematic distribution' by an organization aimed at ensuring there is leadership incentive in top management positions, career development as well as stimuli to sub-coordination. This replacement plan is also a process that helping employees for career success and organizational stability (Falkiner et al, 2017; Earls & Hall 2018). It is even an attempt by the organization to ensure the organization's performance is outstanding with the satisfaction of employees with the frequency of implementing a succession plan. Marshall (2005), states that a succession plan should be viewed as a career development process that starts with individual intake throughout the service. Zepada, Bengtson & Parylo (2011), agreed upon this opinion and Barton (2019) with reference to succession planning is a systematic process of providing individuals to fill the vacancy of the organization in the future.

Additionally, Melo (2011) sees a succession planning as a systematic and choices of three (3) approaches to a succession plan that is to implement a simple replacement plan, plan the development of a succession plan and create talent planning.

Preparing Future Leader

critique work process in identifying key management positions within the organization. The replacement plan is also the process of identifying potential and highly skilled employees, competence, knowledge and experience and at the right time (Rothwell 2010).According to Kirk et al. (2000) and Chauhtai (2018), career development is a mechanism fulfilling the vision of both employee and organization containing the job information providing in helping employees with job opportunities, job satisfaction and productivity of the employee. While Bowers (2008) and Maurer, Hartnell & Lippstreau (2017) point out that career development is an important strategy that facilitates internal promotions as well as planning and implementing career goals. The study conducted by Adewale et al. (2011) on Nigeria's Private Higher Education Center indicates that there is a significant relationship with employees of the organization in relation to career development. Career development also can be defined as career planning (Mehrabani & Mohamed 2011). Meanwhile, Weare (2015) also noted that a replacement plan should be considered in the university library. In this regard, the factors that lead to career development are the career planning that organizations and leaders should take into account (Rothwell 2010; Megheirkouni, 2018). Ibarra (2005) recognizes that leadership in the organization can make

Preparing future leaders are the key to assuring that an organization keeps its ability to compete and prosper. Rothwell (2005) highlighted that succession plan as a critical post. He stressed out that future leadership are the strategic planning of the organization by designing the provision of competent individuals by identifying

possible nominees. Zimmerman (2010) indicate that the succession plan is a process for identifying and finding potential, experienced and efficient employees for the future. Hence, in an ideal situation, following the best practice, the best place to start grooming future leader would be with the recruiting and selection system.

Mehrabani and Mohamad (2011) in their research explained that key factors affecting the succession plan are the role of human resource management including organizational development. Therefore, the evaluation process is important to see how the person is progressing and performing. While McCauley and Wakefield (2006) believed that succession planning is a tool to develop the organization as well as develop the human capital. An organization needs to have an ongoing commitment to train and develop their potential top executive. As the finding of Adnan and Mubarak (2010) disclosed that job success had strong relationship with transformational characteristics. Leadership development isn't only about acquiring knowledge, skill and experience, but it also about attitude resilience.

In Malaysia there are studies conducted on succession plans such as Julia (2009) organizational and career linkages and Fatimah (2012) in relation to the effectiveness of the succession plan. Nevertheless, there has been no research conducted along the leadership style of leadership towards the carrying out of a succession plan in a public university. Thus, this study examined the relationship between transformational leadership styles in the public university affects the execution of the succession plan. Therefore, this research examines the four-dimensional relationships of independent variables with two dependent variables in the context of leadership style and succession planning.

H1a There is a significant relationship between transformational leadership styles with the preparation of future leaders.
H1b There is a significant relationship between transformational leadership styles with career development

3. Research Framework

The framework of this study based on Bass and Avolio (2004) leadership theory and Rothwell's (2005) succession planning as well as the findings of empirical studies conducted by previous researchers. In this regard, the theoretical framework looks at the relationship between the ideal influence leadership style, the influence of inspired motivation, the individual's influence and the intellectual stimulation toward career development and preparing future leaders as in Figure 1. Hypothesis testing will be conducted on the dimensions of leadership characteristics, to capture the dominant leadership influence on the implementation of career development and the preparation of future leaders.

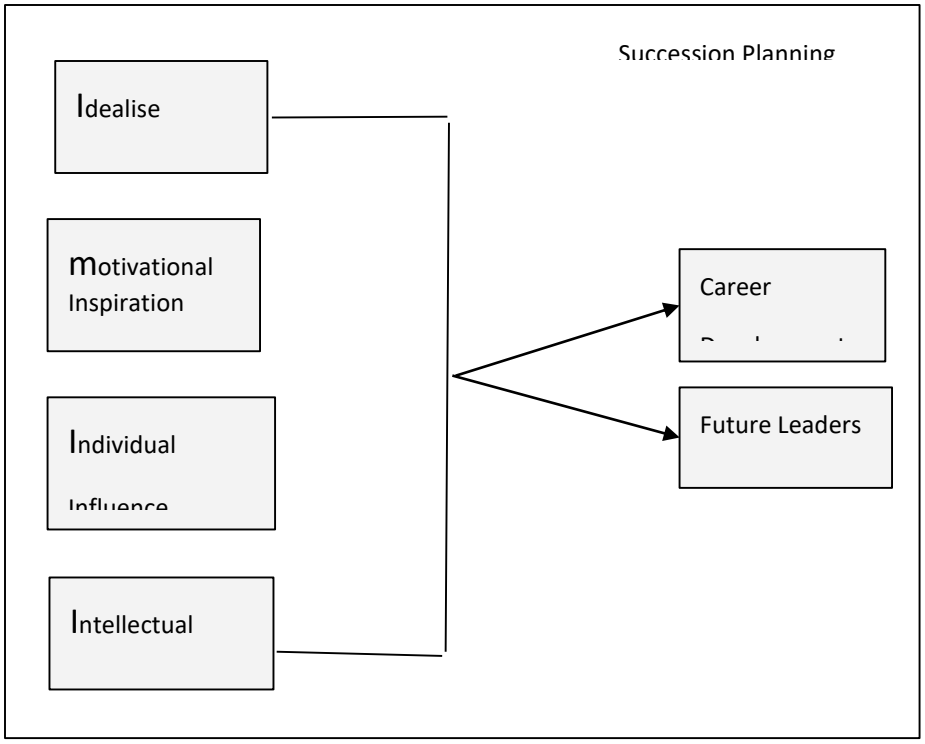

FIGURE 1. The concept of study of transformational leadership influences based on the concept of Bass and Avolio (2004)towards Succession Planning program (Rothwell 2005)F

3. 1 Research Method

The respondents for this research are amongst public university employees in Terengganu Malaysia at grade of 41 till 54. A sample of 400 respondent was selected in the survey from three (3) public Universities in Terengganu as respondents by using stratified random sampling. Out of 400 questionnaire are distributed, 200 respondents were returned and useful for statistical analysis.This study contains two variables, independent variables are transformational leadership styles and independent variable succession plans. Questionnaire using Multifactor Leadership Questionnaire (MLQ) with Five-point Likert Scale was used for independent variables. This MLQ has been pioneered by Bass and Avolio (2004) for measuring the leadership of transformational. This MLQ has 20 items: idealise influences have 8 items, inspired motivation has 4 items, 4 items for individual influence and intellectual stimulation have 4 items. To maintain legitimacy, pilot studies have been conducted. The Cronbach alpha value is from. 714 to .890 is acceptable (Hair et al.1998). While the replacement plan instrument uses the instrument introduced by Rothwell (2005), Succession Planning and Management (SPM). A total of 10 items are used to measure career development with the Five-point Likert Scale method. Results of the pilot study, alpha Cronbach values ranging from 0.699 to 0.904 are acceptable.

4. Data Analysis

This study shows that transformational leadership involves four of the most effective leadership characteristics, idealise influence, the influence of inspired motivation, the individual's influence and the influence of multiple regression analysis methods using statistical SPSS 24 software. Multiple regression analysis was regressed to determine the significant relationship between leadership style and succession planning

4.1 Descriptive Analysis

Descriptive analysis in Table 1 reveals positive results for all variables. The highest calculated mean value 3.80 (SD = 0.80) of motivational inspiration indicates that subordinates think that their supervisors always encourage them in career intellectual stimulation. Hence, the formation of the hypothesis in this study is to predict the relationship between the characteristics of leadership and succession planning. The data of this study uses

satisfaction. This is followed by the mean value for idealized influence, calculated at 3.74 (SD = 0.73), portraying the perception level of subordinates toward implementing succession planning in public sector. The aggregate mean of 3.68 (SD = 0.75) for intellectual stimulation clarifies the subordinate's perception oriented leadership style drive subordinates to right career paths. The mean value of 3.59 (SD = 0.74) for individualized influence signifies that subordinates consider that career success is related to leadership.

Table 1 Mean and standard deviation for the study variables

Dimension	Min	Max	Mean	SD
Idealized Influence	1.50	5.00	3.74	0.73
Motivational Inspiration	1.00	5.00	3.80	0.80
Individualized Influence	1.50	5.00	3.59	0.74
Intellectual Stimulation	1.75	5.00	3.68	0.75
Career Development	1.00	5.00	3.46	0.76
Future Leader	1.00	5.00	3.53	0.83

4.2 The Relationship between the Characteristics of Leadership and Future Leaders.

Multiple regression analysis was used to test whether the four dimensions of transformational leadership styles predict future leaders. The results are summarized in Table 2 and 3. The results indicated that out of four dimensions, two dimensions were found to significantly predict future leaders. The variables were idealized influence (β=0.37, p=.001) and intellectual stimulation (β=0.20, p<.05). As shown in

Table 3, the regression model was found to be fit, $F(4,195) = 31.60$, $p<.001$. While motivational inspiration ($\beta=0.19$, $p>.05$) and individualized influence ($\beta=0.25$, $p>.05$) were not significant, the results indicated that the correlation of all Independent Variables and Dependent Variables is moderate (r=0.63), which accounting for 39.3% of the variability in future leaders (adjusted $R^2 = 0.38$). The strongest predictor is determined by looking at the absolute biggest beta value (Hair et al., 1998). The inspections of the beta values in Table 3 revealed that idealized influence showed the biggest and significant beta value of 0.37 ($p<.001$), followed by intellectual stimulation, $\beta = 0.20$ ($p<.001$) .This supports for that idealized influence variable influence most of the variance in preparing the future leader program perceived by subordinate. The finding provided full support for hypothesis. Therefore, this finding is consistent with Bass and Avoilio (1994) transformational leaders are leaders who inspire their followers to work for their career path.

Table 2: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.63[a]	0.39	0.38	0.44

a: Predictor: Idealize influence, Motivation, Individualize, Intellectual
b: Dependent Variable: Future Leader

Table 3: Summary of Multiple Regression Analysis: Independent Variable and Future Leader

Independent Variable	Standardized Beta	*t*	Sig
Idealized Influence	0.32	3.57	.001
Motivational Inspiration	0.18	1.90	.060
Individualized Influence	0.02	0.29	.770
Intellectual Stimulation	0.18	2.16	.032
F Value			31.60
R^2			0.63
Adjusted R^2			0.38
Sig.			.001

4.3 The Relationship between the Characteristics of Leadership and Career Development

Multiple regression analysis was conducted to examine if transformational leadership as independent variable predicts career development as the dependent variable. The result indicated that two dimensions significantly contributed to career development. The variables were idealized influence ($\beta=0.23$, $p<0.05$) and intellectual stimulation ($\beta=0.28$, $p<0.05$). As presented in Table 4, the regression model was found to be fit, $F(4,195) = 31.60$, $p<.001$. The result yielded that the correlation of all Independent Variable and Dependent Variable is moderate ($r=0.56$),

which explains 31.2% of the variability in career development (adjusted R^2 = 0.30). The strongest predictor is determined by examining the absolute biggest beta value (Hair et al., 1998). Table 5 showed that, intellectual stimulation showed the biggest beta value of 0.28 (p<.05), followed by idealized influence (β=0.23, p>.05). This supports for that intellectual stimulation variable influence most of the variance in career development program perceived by subordinates. An explanation can be concluded that the followers relies on the leader to provide a better reference on making good use of work support for enhancing their career opportunity as well as preparing to be a future leader. Also, the positive impact of transformational leadership characteristics and relation's support were found in this research to examine a strong influence on the subordinate career path.

Table 4 Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.56[a]	0.31	0.30	0.64

a: Predictor: Idealize influence, Motivation, Individualize, Intellectual
b: Dependent Variable: Future Leader

Table 5 Summary of Multiple Regression Analysis: Independent Variable and Career Development

Independent Variable	Standardized Beta	t	Sig
Idealized Influence	0.23	2.25	.026
Motivational Inspiration	0.07	0.72	.472
Individualized Influence	0.09	1.03	.303
Intellectual Stimulation	0.28	3.06	.003
F Value			22.06
R^2			0.31
Adjusted R^2			0.30
Sig.			.001

5. Discussion and conclusion

It takes excellent on the job training, careful career management and motivation by competent and bright human resources leaders to build diversified, motivation and skilled work forces in organization. This research is one of the steps towards understanding relationship toward leader and implementing succession planning. A significant result of this research identified in succession planning is influenced by the leadership characteristic of the employee perceptions of the four dimensions of leadership styles. Hence, based on respondents' perceptions, analysis demonstrated that idealised and intellectual stimulation are the most dominant dimensions affect the implementation of succession planning programs. But more importantly, the findings of this study provide some practical insights on the needs of the public university to review the succession planning and leadership style as a tool of enhancing employee career development. The planning and selection could be achieved as a reward by implementing expertise management function with the perspective of continuity. Leaders need to understand that prejudices and subjective performance assessments

affairs will increase the perceptions of subordinates towards organizational success. The findings are also consistent with other researchers (Voon et al., 2011; Hinduan et al., 2009; Chi et al., 2017).

Theoretically, this study has contributed to the relevant literature on succession planning. The findings show that charismatic transformational leadership should lead the success of career development. However, subordinate action can pose a negative impression of subordinates.

Changes at community level also required to support a high performance workforce. The leaders needs to actively participate in the management and development of their employees in helping to chart the course that takes the employee to a higher level of prosperity. It is consistent with Spendlove (2007) and Soane et al. (2015) that leadership intervention should start much earlier in the career path, so that success is built from below, rather than from above. Therefore, top management should decide the competencies that the organization will need in the future leader for an example; those who initiative, strong ethics and visionary thinking aligned with the organization's objectives. This important finding is in line with previous researchers who examine the relationship between transformational leadership and well-being (Skakon et al., 2010). The findings seem to be in parallel with Soane et al. (2015), Floyd (2010) and Notgrass (2014). In fact, the findings of this study also confirm leadership plays an important role in parallel with the study of Yusniati et al (2018) and Hasel & Grover (2017). According to Bass (1990), leaders who show clear vision and facilitate should be effectively driven by the strong support given by the transformation leader. The current study contributes to team creativity in the context of relationship leadership and succession planning. It is shown that this study is important to be relooked by public university to implement succession planning in University. In particular, leaders in public university could play a pivotal role in employee career development and preparing future leaders. Leaders can also enhance work unit

creativity by forming organizational climate. Leaders could also help employees to accept performance management tactics constructively by providing constructive feedback and developing trust between leaders and subordinates. In addition, leaders must also make sure that the rewards offered are in the form of motivation factor to the subordinate. The results of the finding on transformational leadership characteristics found that motivational inspiration character have a strong influence significant associated with implementing succession planning. Sekaran (2003) mentioned there is one limitation for cross-sectional study which is cause-effect relationship amongst variables.

Empirical studies have been carryout to evaluate both independent and dependent variable. Therefore, the purpose of the study is to fill the gap of succession planning in the role of leadership management in the public university. Based on the findings, there are some suggestions that need to be addressed. First, leaders need to share the same vision and goals between leaders and subordinates. Organizational vision and mission need to be clear to every employee and to be the main pillar of the organization. Employees should also be directed to achieving the goal and leaders need to inculcate innovative thinking to subordinates to increase productivity. Second, leaders need to be aware of pathways to leadership. Career replacement plans to produce a future leaders should be conducted in long-term succession plan program to meet the diversity of interests. Third, conducive organizational environment also plays an important role. Bolman and Deal (1997) point out that organizational weakness is also due to focus too much on the actors and too little on stage they play their role. Fourth is the reduction of power (Empowerment). The majority of respondents through the study stated that the succession of the implementation plan is depend on the Administration department. Hence the highest leader of the organization should be autonomous to act and make decisions as to the success of the succession plan in public university. Replacement plan planning will not mean that the organization's climate and top management flexibly prevent the initiative and trickle the creativity of the employee.

Organizational culture, capacity and capability to transition is the frames for the good succession planning and with that individuals could operate in new and seniors' role. The competence set of assessment tools could be created by the performance management process as a basis for the development of the organization. Moreover, organization should amend the leadership development with the process design in alignment with the task priorities. Therefore, every organization should develop the capacity to withstand "brain-drain" by developing a robust talent pipeline by matching skills available internally with higher level roles. In today's global place of growth, this understanding must be enlarged to span cultures and to be innovative perhaps even be willing to revolutionise the rule.This explanation can be concluded that the subordinate is totally dependent on the leader to provide clear guidance on how to improve career opportunities. Hence, the findings of this study are important as it can be used by the public university in Terengganu in implementing a succession planning program and promoting organizational effectiveness.

In addition, regarding the fact that leadership style affects the process of subordinate career path, an organization can consider it worthwhile to invest in leadership training.

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Room 2

Overall
Program 2019

The Banking Sector to Promote Agricultural Sector and Poverty Reduction in Lao P.D.R.

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ABSTRACT

The paper will provide the overview of banking sector, agricultural sector and poverty in Laos for the period 2013-2018. The paper also provide the evident of the role of banking sector to promote the agriculture for poverty reduction in Laos. Addition, paper will explain the challenges and prospects of agricultural sector and poverty reduction in Laos as well as the challenges of banking credit for Small and Medium Enterprise (SME). According, the result the paper will discuss the measures to promote the role of banking sector to promote agricultural sector and poverty reduction of Lao P.D.R. in future to ensure that Laos could reach sustain development goal (SDGs) in 2030.

The paper will divide in to 4 sessions like: (1) introduction, (2) the banking sector to promote agricultural sector and poverty reduction, (3) some measures to promote banking sector for agricultural sector to poverty reduction in Lao P.D.R. and to ensure Laos could reach the sustain development goal (SDGs) in 2030, and (4).Conclusions.

Key word: Bank credit, banking sector, agricultural sector, poverty reduction and sustain development goal (SDGs).

I. Introduction

According the SDGs for Lao PDR are: (i) End poverty in all its forms everywhere; (ii) End hunger, achieve food security and improved nutrition and promote sustainable agriculture; (iii) Ensure healthy lives and promote well-being for all at all ages; (iv) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; (v) Achieve gender equality and empower all women and girls; (vi) Ensure availability and sustainable management of water and sanitation for all; (vii) Ensure access to affordable, reliable, sustainable and modern energy for all; (viii) Promote sustained, inclusive and sustainable economic growth,

full and productive employment and decent work for all; (ix) Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; (x) Reduce inequality within and among countries; (xi) Make cities and human settlements inclusive, safe, resilient and sustainable; (xii) Ensure sustainable consumption and production patterns; (xiii) Take urgent action to combat climate change and its impacts; (xiv) Conserve and sustainably use the oceans, seas and marine

resources for sustainable development; (xv) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; (xvi) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; (xvii) Strengthen the means of implementation and revitalize the global partnership for sustainable development; and (xviii) reduce impacts of unexploded ordnance in Lao PDR. We see that poverty reduction become the first target of sustainable development of Lao PDR.

Economic growth relies on industrialization and modernization. Agricultural production must be significant in terms of quantity and highly competitive in terms of quality. Norms and regulation must be improved and enforced, inflation must remain stable and food security and safety guaranteed. Agricultural production contributes to various areas such as: employment creation, income generation for communities and people, it also decrease disparities between urban and rural areas. It contributes to rural development preserves the Lao culture, protect the environment and contribute to the stability of ecosystems.

In order to achieve food and nutrition security people will be able to consume 2,600-2,700 kcal/person/day. This will be achieved through an increased availability, accessibility and stock of products such as: rice, vegetables, beans, sesame, fruits, sugar, meat, fish and eggs. Quantitative targets were formulated in terms of production and consumption of food products up to 2020 and to 2025.

The objective is to make agricultural sector growth ensuring both quantity and quality of products with focus on the domestic, regional and international markets, through the combination of various factors including the development of

farmers' organizations and the associations of producers and processors.

Implementation was in pursuit of the Resolutions of IX Party Congress, particularly stability building for the People's Democratic Republic state and promoting local ownership. Therefore, the Party's Central Politburo issued the Resolution No.03/PCP dated 15 Feb 2012 regarding "Building province as a strategic unit, district as a strong comprehensive unit and village as a development unit" and the Government issued the Prime Minister's Instruction No.16/PM dated 15 June 2012 regarding identification of 15 ministries, 51 districts and 108 villages for piloting from 2012 to 2013. Through three years of the implementation, various sectors at central and local levels, together with the population, have put their attention to the practical side of the 3-builds, which are the contributing factors in the development of local infrastructure and overall change, which can be seen as follows:

• Target ministries and all provinces developed legislation with regard to the division of responsibility between central and local levels, and between provinces, districts and villages, especially on benefit sharing on revenue and expenses management at the local level and budget allocation at the district level. There has been a committee in charge of supervising piloting activities in each sector and locality, acting as a focal point for coordinating, supporting and monitoring the actual progress of target districts and villages, particularly the division of responsibility to each level that resulted in gradual increase in local ownership.

• Fifteen target ministries have sent their officials for local visits, both short and long term, in order to build stronger localities, especially in the areas of administration, justice, district- and village-level fund management, and to build a socio-economic development plan and manage government invested projects at village level.

• Patriotism competition was encouraged and development village built, to actively support the 3-builds works nationwide.

• 943 government-invested projects were implemented at the 3-builds district and village levels, with total investment funding of 248 billion kip, to support and build conditions for various developments.

• The Policy Bank has supplied loans to people for the amount of 261.65 billion kip to promote commercial productions.

• Party organization and those at village level as well as other working units within the experimented 3-builds villages have been reorganized for the sake of all aspects, strengthening political thinking, leadership and management working styles,

implementation of support policy towards unwaged staff and encouraging greater sense of ownership and responsibility of staff at village level.

• The potential of localities has been explored and expanded, especially the increase in goods production; organization of production groups linking with professionals, bank credits and marketing also increased. Granting of ownership, responsibility and interest sharing to targeted districts and villages has been started; especially, the collection of income for the national budget increased in every district and the targeted 3-builds villages.

• Poverty reduction of the population and the construction of development villages have progressed, as shown in poverty evaluation and development results from Decree 309/PM in 2014, that there remained only four poor villages (Saiphuttana village, Sing district, Bokeo province; Phienghong 8th FIVE-YEAR NATIONAL SOCIO-ECONOMIC DEVELOPMENT PLAN (2016-2020) 68 village, Nonghad district, Xiengkhouang province;Pajudon village, Taoy district, Salavan province; and Xiengluang village, Dukkung district, Xekong province).

There are 1,322 poor families, 82 development villages, 109 crime-free villages and 98 traditional villages. Nevertheless, the actual implementation has been slow and was not sufficiently effective due to the legislation on delegation of authority and responsibility of some central sectors still being too general, some localities did not take ownership at their local level and were waiting for instruction from the central level; there is limited capacity of district staff in developing financial management and a district staff plan; the identification of the pilot districts and villages was not in accordance with the conditions of the resolution and the instruction from the higher authorities; and, at the same time, the dissemination of the resolution and instruction at the local level was delayed, leading to weak practical implementation by local people (The 8th Five-Year National Socio-economic Development Plan (2016–2020) “8th NSEDP”). Therefore to ensure the implement of 3 built of Lao *People's* Revolutionary *Party* (LPRP) “B uilding province as a strategic unit, district as a strong comprehensive unit and village as a development unit” that the bank sector also become a necessary sector beside other sector. Particularly to supply credit for public project and private project as well as SMEs. In order to reduce the poverty of Lao people in the future.

Therefore, authors chose to research ***“The banking sector to promote agricultural sector and poverty reduction in Lao P.D.R.”*** to explorer the role of bank system to promote agricultural sector in

order to reduce the national poverty in the future.

II. Statement of the banking sector to promote agricultural sector and poverty reduction.

After the banking system had reformed since 1990. The banking system has developed as quality and quantity. It became the elementary of factor for national economic growth. According to the foundation function of banking system as fund channel for economic. The banking system plays an important role in the modern economic world. Banks collect the savings of the individuals and lend them out to business- people and manufacturers. Bank loans facilitate commerce. Manufacturers borrow from banks the money needed for the purchase of raw materials and to meet other requirements such as working capital. It is safe to keep money in banks. Interest is also earned thereby. Thus, the desire to save is stimu-lated and the volume of savings increases. The savings can be utilized to produce new capital assets.

Thus, the banks play an important role in the creation of new capital (or capital formation) in a country and thus help the growth process. Banks arrange for the sale of shares and debentures. Thus, business houses and manufacturers can get fixed capital with the aid of banks. There are banks known as industrial banks, which assist the formation of new companies and new industrial enterprises and give long-term loans to manufacturers. The banking system can create money. When business expands, more money is needed for exchange transactions. The legal tender money of a country cannot usually be expanded quickly. Bank money can be increased quickly and used when there is need of more money. In a developing economy (like that of India) banks play an important part as supplier of money. The banking system facilitates internal and international trade. A large part of trade is done on credit. Banks provide references and guarantees, on behalf of their customers, on the basis of which sellers can supply goods on credit. This is particularly important in international trade when the parties reside in different countries and are very often unknown to one another.

Until now, the banking system of Lao PDR is very necessary for national poverty reduction in Lao PDR. By contribute bank credit for society and movement's project for remote areas and prior villages and city as well as household. The banking system actively provide the credit to private sector which increasing trend year by year. The bank credit for private sector not only contribute to a large enterprise but also Small Medium Enterprise (SMEs). The bank credit for private sector not only provide credit for the large city and large province

but also contribute credit to rural areas forward facilitate for enterprise and households access formal financial services and reducing poverty (ADB, 2015). Furthermore, the bank credit for private sector contribute directly to private enterprises improve themself to enhance their efficiency, extend business operation and promote their competitive capacity on globalization context.

Therefore, in period 1983-1986, GDP average was approximately 53.77 billion kip (US$ 6,437,978.93) and GDP growth rate average was around 4 percent (ADB, Key indicator, 1985-2017). In period between 1986 and 2017), Economic of Lao P.D.R had transited from the centrally planned economy to market-oriented economy under New Economic Mechanism (NEM). We recognized several of owned enterprise in economy. In this period, the bank credit for private sector had growth in every year.

Therefore, the private sector becomes a largest contributor to economic growth and plays a key role in creating economic. Average GDP increase as follow: 53.8 billion kip, 682,06 billion kip, 81,609.9 billion kip in 1982, 1992, 2012 and 2017 which growth rate average around 6.5 percent in period from 1990 to 2017 (ADB, key indicator, 1985-2017).

The Lao PDR economy is still heavily reliant on natural resource sectors. The economic growth has been largely resource-driven and capital-intensive, but not broad-based and inclusive generating sufficient productive employment. Labor productivity grew significantly from 1995, but remains low and without sufficient impact on the agriculture and fishery sectors, 88 which account for about 70 percent of employed persons. 89 The agriculture sector has low productivity (4 to 10 times lower than non-agricultural sectors in 2010). 90 In this context, the further development of local SMEs are key to diversifying the economy (see SDG).

During the past five years, agriculture and forestry was one of the sectors that generated a number of significant achievements despite the impacts of natural disasters, fluctuation of agricultural product and production input prices, and others. These accomplishments include food production, the promotion of commercial production for domestic consumption and exports, and enhancement of quality and productivity.

Over the past 27 years, Lao PDR has made tremendous progress in reducing poverty. By 2012/13, Lao PDR had already halved the poverty rate from 1992/93 levels, achieving MDG target 1A ahead of time. Household welfare improved in terms of ownership of assets, condition of housing, and access to services and markets. The poor on average have become less poor, as

shown by the steady reduction in the poverty gap and poverty severity over time. The government's drive to expand rural infrastructure, roads and services have led to poverty reduction in these areas, enhancing market access for agricultural produce and improving livelihood opportunities. 16 Challenges remain, with a significant proportion of the population at risk of falling into poverty. Households in agriculture are twice more likely than non-farm households to fall back into poverty, as they are highly vulnerable to shocks. The limited health insurance coverage and social protection limit the ability of households to mitigate risks. Overall, poverty reduction and consumption growth lag behind the country's GDP growth, the growth being resource-intensive. 17 Inequity patterns emerge from differences in location and access, which affect education and livelihoods. The poverty rate in rural areas is 2.9 times that of the urban areas (2012/13). One-third of the population in upland areas is still below the poverty line, while in lowland areas, only about one-fifth of the population is poor. The ethnic groups, who traditionally live in mountainous and remote areas difficult to access, have seen slower progress in poverty reduction. The lowland groups, with the highest levels of education, have the lowest poverty rate. Inequality has grown: in 2012/13, consumption of the richest quintile was 6.4 times that of the poorest, while two decades ago, the difference was 4.7 times

Over the past five years, each sector at national and subnational levels has given great attention to developing village and focal areas in accordance with the four concepts and four targets together with the implementation of the "3-builds" directive (building provinces to become strategic units, districts to become comprehensively strengthened units and villages to become development units), which is being piloted in 52 districts and 109 targeted villages.

This piloting is ongoing and has contributed to strengthening local capacity and poverty reduction.

Some highlights are:

• The process of dispatching government experts to help work at grass-roots level has been

strengthened. To date, 15,135 government officials have been dispatched to villages and Kum Ban

to work on building the political base, 1,065 of whom are from the central level, 1,196 from the

province and 12,874 from the district level, and some are students.

• The political system at the village and Kum Ban levels has been significantly strengthened. The proportion of villages with solid political organization with strong provincial Party unit leadership has increased to 68 percent of all villages in the

country; of these, 80.98 percent were security villages, 68.25 percent were drug free villages and 74.47 percent were case-free villages.

• The Government has focused on building necessary infrastructure such as road access to districts and village to village; to date, 84.51 percent of all villages have road access. In relation to the target set for 2015, road access to all villages with essential conditions is highly achievable. At present, road improvement and construction is under way to access six districts: Kaleum, Dakcheung, Samouay, Saychamphone, Saysathane and Phonethong. At the same time, attention has continued to be paid to expanding the education network, health services and sanitation to poor and remote rural areas.

Based on the poverty assessment and village development criteria, the number of villages which achieved compulsory education (primary education) increased from 80 percent of all villages in 2011 to 99.63 percent of all villages in 2014, and health model villages increased from 24.5 percent of all villages in 2011 to 64.84 percent of all villages in 2014.

• Settlements and permanent job creation have been achieved through concentration on bordered and priority areas of the Government. Many families in the area shifted from slash-and-burn rice cultivation to commercial production using their local potential skills and new techniques, to secure permanent jobs as well as ensuring improved livelihoods. This consequently tackled poverty issues through progressive development villages, priority areas and establishment of new towns.

In summary, over the last five years, rural development and poverty reduction has been achieved to a large extent. A poverty assessment in 2014 (Decree No. 309/PMO regarding poverty and rural development 2012–2015) suggested there were 76,604 poor households and 1,736 poor villages which accounted for 23.09 percent of all villages nationwide. However, LECS5 indicates that the poverty rate fell from 27.6 percent in FY2007–2008 (LECS4) to 23.2 percent in FY2012–2013, and it is expected to remain at approximately 20 percent in 2015.

Based on the Lao Expenditure and Consumption Survey (LECS5) by LSB, it can be seen that the poverty ratio has been reduced from 27.6 percent in FY 2007–2008 (LECS4) to 23.2 percent in FY 2012–2013; compared with the target of 24 percent in 2015, it can be inferred that this target will be achieved and even exceeded. Nevertheless, the poverty disparity ratio is still very wide.

Nutrition is associated with several factors including access to sufficient, hygenic and nutritious food. The

implementation target to reduce the ratio of underweight children under 5 years old has been very slowly; it clearly requires more time and increased efforts to move towards this goal. The Multiple Social Indicator Survey (MICS) in 2011 found that the ratio was 27 percent while in 2006 there was 37 percent.

It is estimated to achieve 24.51 percent in 2015 (the Plan target is 22 percent by 2015); the prevalence of stunting in children under 5 is also still lagging behind: in 2006 it was 40 percent and in 2011 it was percent, while the target for 2015 is to reach 34 percent. On average, the reduction has been only 1 percent per year. There are high inequities in stunting and underweight levels between children from the poorest and the richest quintiles. Stunting is more pronounced in rural areas and among children from ethnic groups living in remote mountainous areas, which is caused by insufficient food consumption.

As a result of increased incomes from rice farming and other rice- related activities, there should be a reduction in the poverty. In addition, there is significant potential for export earnings from the sales of specially targeted niche markets in the region and globally suggestions.

❖ Measures

Sustainable and inclusive economic-centered development, poverty reduction and modernization of the economy

• Rural development and poverty eradication, and gap reduction of the urban-rural area and the rich and the poor

• Education reforms, human resource development and livelihood promotion, with emphasis on the expansion of educational opportunities, the improvement of health and sanitation and training to produce skilled workers

• Increased effectiveness of public administration through rule of law and prevention of corruption

• Competitiveness by optimizing the use of natural resources, increasing regional cooperation and integration and developing investment promotion policies and industrialization strategies.

Promoting agriculture sector productivity and increased earnings for farm workers. This is key to poverty reduction and livelihood improvement in Lao PDR. Measures include (i) improving design and maintenance of irrigation systems, (ii) improving access to infrastructure (SDG 9), (iii) increasing value capture by smallholder farmers through partnerships with private enterprises and government linkage support, (iv) improving production and processing facilities with private sector involvement, (v) promoting labor-saving technologies suitable for small-scale farms and producer groups, (vi) organizing producer groups and cooperatives for improved access to input and product

markets, (vii) facilitating rural finance, and (viii) incorporating the value chain approach into extension services to promote private investments in the rice value chain, and possibly in higher value- adding crops. Promote the One District, One Product Strategy. This is a government strategy to reduce poverty, create jobs, equip people with relevant skills, and bring Lao products to the regional and international market. In May 2017, the Trade Department under the Ministry of Industry and Commerce recorded more than 484 products from 17 provinces and Vientiane Capital, and awarded more than 130 businesses with the One District, One Product trademark.

Suggestions

Japan provides its assistance to increase productivity with irrigated agriculture and promote the cultivation of commercial crop with the aims of achieving a stable economic growth in Lao PDR and narrowing gaps between the urban and the rural generated by economic growth through enhancing the agricultural sector that is the key industry in Lao PDR and increasing the earnings of farmers who constitute a huge majority of poor people. At the same time, Japan extends its assistance for sustainable use of forest resources toward forest conservation and livelihood improvement toward poverty reduction.

The analysis identifies five principal elements of a poverty reduction strategy for Lao PDR. These include (1) reduced numbers of dependents in households, (2) investments in (female) education, (3) efforts to stimulate entrepreneurship, (4) adoption of measures to raise agricultural productivity, and (5) improved infrastructure. In addition, it is clear that stable macroeconomic development is a precondition for generating growth and alleviating poverty,

Apply a policy promoting linkage between land use and land protection to ensure people's rights by law on land use for their livelihood, housing and production; harmonize land allocation, land capitalization and use as a source of wealth for the people and the nation; ensure public centralized authority and ownership; combat and minimize any actions that abuse and misuse the law on bribery.

Apply policy on development of a finance mechanism that ensures all rural areas enjoy the benefits from economic growth, to reduce social exclusion and environmental impacts as a result of forest invasion and non-timber forest exploitation. Collection of natural resource fees shall be reviewed to ensure the benefits from this source of revenue contribute to basic infrastructure development and socio-cultural and environmental protection

Lao PDR has achieved the MDG target of halving the proportion of hungry people. 21 The proportion of

undernourished in the population 22 has declined from 42.8 percent in 1990 to around 18.5 percent in 2015. 23 Lao PDR reaffirmed its commitment to fight hunger and under nutrition through the launch of the National Zero Hunger Challenge in May 2015, and through its Agricultural Development Strategy, National Nutrition Strategy, and the NSEDP.

❖ Challenges

The network of financial- banking sector of Lao is still limit, particular in rural and countryside. In other hand, people access the financial –banking service are still small number, particular the people who lives in rural and countryside. The high cost of accession the financial –banking service is elementary challenges for people who has low income. As well as challenges remain, with a significant proportion of the population at risk of falling into poverty. Households in agriculture are twice more likely than non-farm households to fall back into poverty, as they are highly vulnerable to shocks. The limited health insurance coverage and social protection limit the ability of households to mitigate risks. Overall, poverty reduction and consumption growth lag behind the country's GDP growth, the growth being resource-intensive

❖ Suggestions

The government's drive to expand rural infrastructure, roads and services have led to poverty reduction in these areas, enhancing market access for agricultural produce and improving livelihood opportunities.

To reduce the national poverty in the future as well as promote national economic growth, the government should implement some policies:

1). Agriculture Investment (irrigation schemes, lab.)

2) Land management and development (land titling..)

3) Promotion of production and processing (value chain).

4) Finance and banking. (credit schemes…)

5) Good Agricultural Practices (comparative advantage…)

6) Energy (price of electricity for processors…)

7) Marketing & price stability (coordination with commerce..)

8) Agricultural Labor (shortage of labor, youth…)

Intellectual Property Standards and Measurement

(rice brand…)

10)Research and Production of Improved Seeds.

11)Monitoring and Evaluation.

12)Integrate Rural Development Planning.

13)Promotion of Foreign Investment.

IV.Conclusion:

All sectors are essentially involved in the socio-economic development under the market economy mechanism with the government administration. It is important to increase the coordination between economic growth and employment generation to reduce poverty by promoting SMEs quantitatively and qualitatively, for them to become a firm economic. Foundation and generate employment while providing the favorable condition for them to access finance services, to continue to improve and construct the basic infrastructure in the rural areas to improve people's livelihoods and to create the conditions for narrowing the unequal access to the public and private services. Building a political foundation from the grass-roots level and rural development shall follow comprehensively the 4 concepts and 4 targets, in a continuous and prioritized manner by boosting the economy domestically and internationally. Explore and use local potentials and uniqueness to develop rural areas and address poverty for the people; sectors, provinces and even the people in all classes shall jointly raise accountability and place emphasis on politics and development of the rural areas to be a battlefield for the national development and become a fundamental factor for rural development and poverty eradication. Rural development and poverty alleviation need to be closely linked to the 3-builds activities and shall continue to be carried out with high results.

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Curbing Agricultural Child Labor: Challenges and Initiatives of the Local Government in the Province of Bukidnon

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Abstract

This inquiry sought to find out the challenges and initiatives of the Local Governments in the province of Bukidnon in addressing issues on child labor in the agriculture sector. The data were gathered through a structured survey questionnaire to determine the profile of households whose children are engaged in child labor, including the Childs reason for entering into work and working condition that may affect their physical, intellectual and social development. The key informants were also interviewed to determine the challenges encountered and initiatives done by the local government to minimize or even make their locale child labor free. The study utilized quantitative and qualitative method to analyze the data.

The study revealed that despite the effort done by the government, there are still a significant number of children that are involved in child labor. The primary reason why children entered into work is to supplement the income of the household head that are insufficient to support the family. Although, the program and strategies on child labor adapted from the international framework may have slightly decreased the number of working children but it did not ensure long-term outcomes. The insufficient budget that resulted in the inefficiency of local implementation showed that the national government failed to prioritize in addressing the issue. For the government to provide long term and sustainable outcomes, it is crucial to review the child labor policies and set-up child-centred programs that promote the rights and well being of working children.

Keywords: Agricultural Child Labor, Local Government Units, Local Initiatives

INTRODUCTION:

Even as a signatory to the said UN declaration, the Philippine remains to have a high incidence of child labor as identified by the International Labor Organization (ILO) in their survey conducted in 2011. According to the survey, there is 5.59-million child laborer in the Philippines, and almost all of them are working in hazardous conditions (ILO, 2011). In another survey conducted by the National Statistics Office (NSO), it was reported that in about 29.019 million Filipino children aged 5-17 years old, about 18.9 percent were already working. Of this number of working children, 2.993 million child laborers are exposed to a work environment that is considered hazardous (NSO, 2011).

The agriculture sector is deemed to be the primary employer of children in the world. A global estimate on child labor shows that of the 52 million children who are laborers ages 5-17 years old, 69% of them are involved in agriculture (ILO, 2016). In the Philippines, reports showed that out of 2.1 million children who are engaged in child labor, 95% are involved in a hazardous job (PSA 2015), and 60% of these were in agriculture, particularly in the production of sugarcane, bananas, coconuts, corn, hogs, palm oil, rice, rubber, and tobacco (DOLE 2014).

In Bukidnon province, ILO in 2011 had identified 13 barangays in cities of Malaybalay and Valencia and municipalities of Quezon and Maramag as having the most rampant child labor incidence (Balane, 2011). Accordingly, one out of five (5) children between the ages of 5 and 14 in the Province are considered by ILO as child laborers, and 9.3 of the figure are engaged in the worst form of child labor, as cited by UNICEF Country Program for Children. Bukidnon is dubbed as number one hotspot in child labor incidence around the country, especially in terms of agriculture.

Responding to the growing number of child laborers, serious efforts by the government of the Philippines have been made to join the worldwide campaign of eradicating child labor. Policies such as RA # 9231 adopting standards set by the International Convention against child labor and other sets of national laws and programs were enacted and implemented. In line with the national government, the local governments have enacted policies and initiated programs and activities to minimized if not solve child labor. Thus, this study endeavors to determine the interventions and initiatives of Local Government Units in curbing the agricultural child labor in the Province.

OBJECTIVES OF THE STUDY

1. To determine the household socio-economic profile of children engaged in agricultural child labor.
2. To determine the causes of engagement in agricultural child labor.
3. To determine if there are programs of local governments to address the incidence of agricultural child labor.
4. To determine the challenges and initiatives done by local government officials to lessen if

not make the respective locale child labor free.

RESEARCH METHODOLOGY

The study made use of the quantitative and qualitative method of research. The structured questionnaire adapted from SIMPOC National Child Survey (2007) produced by International Labor Organization-IPEC to determine the socio-economic profile of children was modified to suit the need of the research. The key informants' interview was also used to determine the challenges and initiatives done by the local government in response to child labor. Since there was no exact data as to the number of child laborers per barangay, purposive sampling was used to collect the data for the investigation. The data in the survey was analyzed through frequency and percentage distribution.

The study utilized three sets of respondents to get the data. For each household, the questionnaires were intended for parents/guardians and children between 5-17 years of age living with the parents. There were 130 household respondents and 140 child respondents aged 17 years below. The key informants were from DOLE personnel of the Province, Certified Development Workers, CSWD or MSWD personnel, a representative from the mayor's office and executives of selected barangays of cities of Valencia and Malaybalay and Municipalities of Maramag and Quezon, Bukidnon.

The study was conducted in the barangays Linabo, Managok, and San Martin in Malaybalay City, Barangay Butong, San Jose, Salawagan, and Mirangeran in Quezon and Barangay Panadtalan, Kuya and San Roque in Maramag. These Barangays mentioned does not only constitute an agricultural economy but were also listed by ILO and Barangay Council for the Protection of Children (BCPC), to have rampant child labor incidence. There was no identified barangay for the said survey in Valencia City since the barangay listed by ILO with child labor was not agricultural. Figures show the map of the locales of the study.

Figure I: Map of Quezon Bukidnon

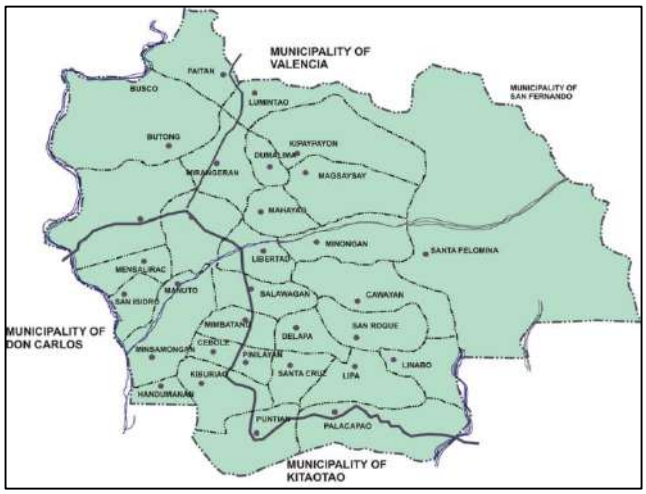


Figure II: Map of Malaybalay City

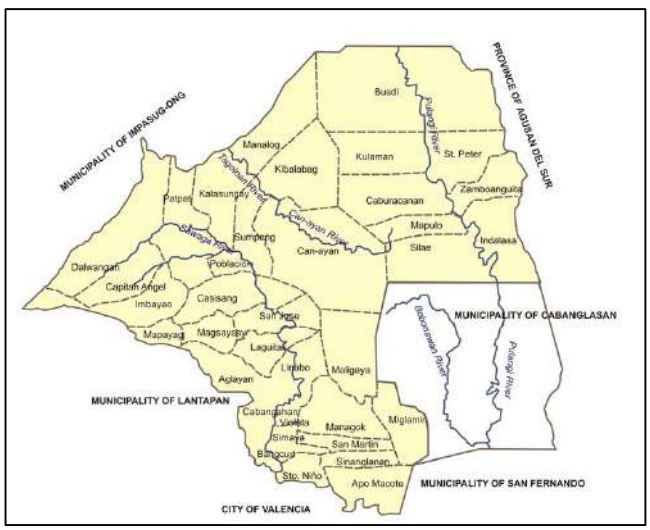
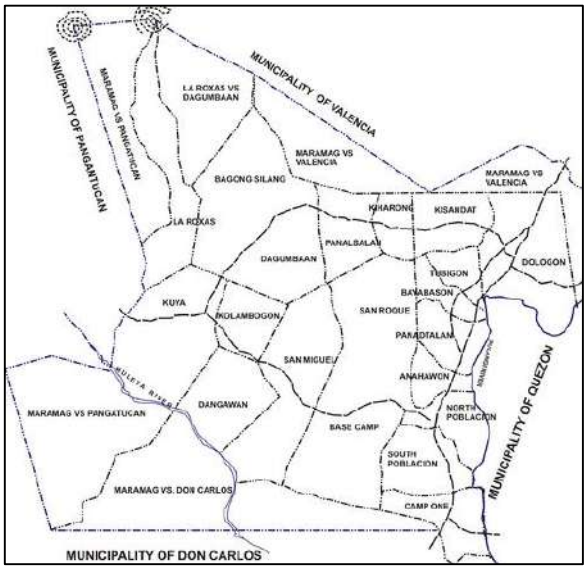


Figure III: Map of Maramag



**Source: Google Maps*

REVIEW OF RELATED LITERATURE

Child labor is characterized by a child that is economically active (Ashagrie, 1993), or one that works for a regular or part-time basis and gets paid (Basu,1999). Based on ILO, child labor is *"defined as (work that) is mentally, physically, socially or morally dangerous and harmful to children which interferes with their schooling by depriving them of attending school; obliging them to leave school prematurely; or requiring them to attempt to combine school attendance with excessively long and heavy work"*. In referring to the most extreme forms of child labor, it involves children that is subject to slavery or perform task that are exposed to hazards and illnesses. Aside from that, child labor determination also depends on child's age and number of working hours. As emphasized by the universal standards, child labor refers to every child who; "(1) aged 5-14 years old engage in an economic activity that could not be permissible to light work, where light work are non-hazardous of less than 14 hours per week, and (2) aged 15-17 engaged in hazardous work in designated industries and occupations, who work more than 43 hours per week and work involving exposure to hazardous conditions" (ILO, 2015). Thus, the national legislation of countries around the world defines child labor according these categorizations such as type of work, age and working hours.

Causes Of Child Labor

There are many push factors that put children to work. According to the Global Partnership for Education (2016), poverty often pushes children to work to contribute to family income (Siddiqi and Patrinos (n.d.). Naeem, Z., Shaukat, F. and Ahmed, Z. (2011) reiterated that parents compel to send their children for employment in order to earn some extra income for family survival, most notably those with, low-income parents with more children (Kale, S., 2013). In Webbink et al. (2013), their study found out that children work more if they have more siblings, especially if there are brothers. In the same vein, Rena (2009), and Methora and Biggeri (2014) posited that the problem of child labor is associated with poverty and underemployment. Their studies emphasized that child labor occurs because poor household cannot ensure themselves adequately on household income fluctuations. Even Soledad, ILO project manager in the Philippines, pointed out that lack of decent work for parents is also one of the leading push factors why children engage in child labor (TUCP, 2015).

Mehrotra and Biggeri (2014) used inter-generational transfer as a framework in their study. They argued that children in poor households are caught in a vicious cycle of poverty is often impossible to

overcome because children, even if they are young, are burdened with carrying responsibility equal to that of the adults to contribute to the family income. On the other hand, working on the effect of the inter-generational child focusing on child labor traps, Emerson and Souza (as cited by Khan and Manzar, 2016) concluded that parents who were previously working at an early age would have more likely to have children as a child laborer. It is most particularly true to parents who had fewer years of schooling. It is also posited in the study of Webbink et al. (2013), where households whose parents have higher educational attainment have a lesser possibility of children that are working. It means that the educational attainment of parents or guardian of a child has a significant link to child labor. Child labor is likely to be perpetuated if parents lack education as illiteracy causes of child labor (Kale, S. (2013). As Rena summarizes it (2009) *"the causes for the child labor are complex and include mainly economic, social, and cultural factors."* She agrees with Kale, S. (2013) who provided significant reasons behind this issues such as; poverty and overpopulation, lacked education, cut back production costs, apathy by the government, gender biases, migration and children as debt peons to pay the debt. Hence, child labor has grave effects on children.

Approaches In Addressing Child Labor Issues

The persistence of child labor issues prompted governments around the world to draw out measures and strategies to curb child labor problems. The ILO for one calls on countries to take on immediate actions to eliminate worst forms of child labor, as part of Sustainable Development Goals of 2025. Most policies and program framework of intervention are patterned under the backdrop of international conventions, and various approaches and strategies are done according to these universal standards. Mazhar (2008) laid down approaches that are used by the government to resolve issues on child labor, such as, participatory approaches, micro-financing approach, and liberation through education approach, subsidized education approach, and sustainable Rural Livelihood Approach. Nadvi, K. (2004) also explained related approaches to address the root cause of child labor through intervention on family alleviation and education such as support for schools focusing on income generating activities in collaborated efforts for eliminating child labor issues.

In Brazil, the government program geared towards external financial incentive to parents on condition that the children go to school. It is observed that positive outcomes of the program have benefitted families such that most schools in Brazil almost had no dropouts (Denes, 2003). Education, as perceived, is dubbed as powerful instruments in reducing poverty; therefore, liberating children through education may be an appropriate tool to address the elimination of the worst form of child labor.

However, in the study conducted by Okaja (2008), Uganda shared a different story. Despite the government move to Universal Primary Education (UPE), child labor remains an issue. This is because quality education and increasing cost of education that is barely affordable to parents justifies them to take on the decision to send their children to work than in school. Thus, the study suggests, that the government should look

into the underlying issues of the implementation of UPE to genuinely address child labor problems. In India, Weiner, M. (1991) stated that, although education is the policy instrument by which effectively remove children from labor, primary education is not compulsory nor child labor is not that illegal. Even its laws prohibit the employment of children in factories; it does not prohibit children from working in cottage industries, family household, and restaurants or agriculture.

Consequently, India has many bonded laborers particularly children who are tending cattle's or working as an agricultural child laborer for local landowners. As traditionally perceived, children in rural areas are economic assets to poor households. In their perspective, children should work with their hands and not with their heads. As such, primary school is not a priority of both parents and government (Wiener, M. (1999).

Policies and Programs on Child Labor Issues in the Philippines

The Philippines also take on the normative framework on child labor intervention. It ratified three significant international standards relating to child labor such as ILO Convention No. 182, “Worst Forms of Child Labor, ILO Convention No. 138, on Minimum Age and UN Convention on the Rights of the Child (CRC). Most recently, the Philippines ratified the ILO Convention No. 189 Domestic Workers Convention (2011). These international commitments have been domesticated into national statutes and supporting issuances such as; RA # 9231 series of 2003, an act provided for the Elimination of the Worst Forms of Child Labor and DOLE Order No. 6504 (2004) on Implementing Rules and Regulation for this Act.

RA No. 9231 provided for the minimum age, where children below 15 years old shall not, be employed except when directly under the sole responsibility of their parents or guardians, where only members of their family are employed and ensuring that their employment does not endanger their life, safety, health and morals or impair their development and they should have access to primary and secondary education. It also sets a limit of not more than 4 hours/ day or less than 20 hours/ week of work performed by children and works at night is prohibited. This act does not conform to ILO convention No. 138, which states that "no one under the minimum age specified shall be admitted to employment or work in any occupation, even directly employed by the family.

RA #9231 states that no child shall be engaged in worst forms of child labor where worst forms refer to the following; (1) all form of slavery and all practices similar to slavery; (2) the use, procuring, offering or exposing of a child for prostitution, for the production of pornography or for pornographic performances; (3) the use, procuring or offering of a child for illegal or illicit activities; (4) Work which, by its nature or the circumstances in which it is carried out, is hazardous or likely to be harmful to the health, safety or morals of children. Work in particular is performed underexposure of the child to physical danger, unhealthy environment and any hazardous working conditions, elements, substances, co-agents or processes involving ionizing, radiation, fire, flammable substances, noxious components and the like, or to extreme temperatures, noise levels, or vibrations; or under particularly difficult conditions.

The act also enumerated work types that have characteristically considered a hazardous form of work.

Moreover, Department Administrative Order (DAO) No. 149 series of 2016 provided of identification of the type of work children are involved that are considered hazardous work related to agriculture which involved 4 processes in growing plants which are the following; (1) Preparatory activities such as clearing of land, ploughing, harrowing, irrigating, grafting and cutting; (2) Tending activities such as handling, spraying, and application of harmful fertilizers, pesticides, herbicides, and other toxic chemicals and the loading and carrying of heavy loads; (3) harvesting activities such as cutting picking, spreading for drying, hauling, topping, tumbling, tuxying, stripping, burning of field, sticking and classifying, threshing, loading and carting of produce; (4) Post-harvesting activities such as de-husking, scooping, sacking of products, charcoal making, hauling of products as led by animal guide, loading and unloading of packed farm products, coconut kilning and de-meating of crops from shell or core, sealing and carting of produce for warehousing and transport to market and all ancillary work such as clearing, cleaning, and re-cycling of farm waste in its preparation as animal food and other related processes. In animal procedures, it includes rearing, harvesting, post-harvesting activities, and working in slaughterhouses or abattoirs are also prohibited. In DOLE DAO # 149A series of 2017, an amended provision added such constructing paddy dike, plant propagation activities that involved grafting, budding and marcotting, and lastly weeding, such activities perform by children are considered hazardous in this order.

Recently RA # 10361 series of 2013 provided for Domestic workers, which is directly relevant to child labor. The act prohibits the domestic work employment of children below years of age, mainly if the worker is under debt bondage.

RESULTS AND DISCUSSION

Socio-economic Profile of Children in Rural Bukidnon

This section features the socio-economic details of children living in barangays that were considered by the International Labor Organization Survey in 2011 that have a high incidence of child labor. First, it looks into the structure to give us an idea of how family or parental socio-economic condition affects the decision of entering into child labor. Second, it highlights the everyday engagements of children, the work they do, why they work, and how these works are consequential to their lives. Using the survey questionnaire to interview 130 households among selected barangays mentioned, 140 children are respondents of the study. The discussion here only referred to the numbers of household and children mentioned above as respondents.

Household profile of the respondents

Table 1. *Summary of Household Profile of the Respondents*

Profile Indicator	Description	Frequency	Percentage

			Distribution
Family structure	Nuclear type	90	69%
Household size	5-8 members	48	37%
	9-12 members	34	26%
Highest Educational attainment of the household head	Elementary level	78	63%
Occupation household head	Seasonal Worker/Laborer	54	44%
	Farmer	35	28%
Income/day household head	100-300 pesos/day	97	78%
Household without land ownership	No land owned	106	82%
Household change of residence	All respondents	62	48%
Household change of residence	Within Bukidnon Province	33	15%
	Did not change residence	69	53%
Main Reason for transfer of residence	Driven away by landlords and migrate with relatives in the area to look for better income		

Table 1 shows the results of the household profile of the respondents. As a summary, this study revealed that in the Province of Bukidnon, the prevalence of child labor incidence still prevailed despite the effort done by the government. It is particularly true in the agricultural sector since the main income in Bukidnon is agriculture. As evidence, looking at the socio-economic profile of households in this study, the agricultural child laborer is characterized by nuclear families that have an average size of 5-16 members whose parent that have the educational background of elementary level with a job that is seasonal and only earns an unstable income of 100-300 per day. Most of them (82%) of the respondents do not own a piece of land, which is surprising since the majority of the household has not changed residence ever since birth. So, these explain why children need to work for a family to have an additional income. As a result, the payment received by children goes to the family coppers for food or school expenses. Children also are obliged to help the family, as this is perceived to be morally right among the majority of rural Filipinos.

Child Labor Engagement Of The Respondents

For clarity of figures, there are 393 total numbers of children in 130 households wherein 291 or 74% of them have experienced working in the farm either full time or part-time. This survey only takes 140 children between 5-17 years old living in the household since they are available during the time of the survey. For profiling purposes, the highest age bracket of the respondents is 14-17 years old (55%) and second highest is 10-13 years old (41%). As to gender, the male (66%) was more than female (41%). The table 2 below shows the picture of child respondents' engagement in child labor.

Table 2: Summary of Labor Engagement of Child Respondents

Indicators	Profile/engagement	Frequency	Percentage Distribution
Sex	Male	93	66%
	Female	47	34%
Age started to work	10-13 years old	92	66%
Place of work	Someone else farm	88	63%
Work performed by children	Weed and thin	86	65%
	Plant	92	66%
	Harvest and collect products	82	59%
	Fertilize the field/ plant	79	57%
Number of hours working in a week	20 hrs./less than 20 hrs./week	100	71%
	More than 20 hours/ week	39	28%
Salary per day	101-200 pesos	60	46%
Receiver of salary	Self	48	34%
	Parents	51	36%
Person who supervised children	No supervision	64	46%
	Parents	34	24%

while they work

As indicated in Table 2, most of the children entered into farm work at the age of 10-13-age bracket. Majority of them works on someone else farm and get paid at around 100-200 per day, which is smaller than the parents' wage. Under the Department Order # 149A series of 2017, most of the children who are engaged in farm work are considered hazardous. Their typical job involves preparing the land for planting, planting, clearing/weeding, fertilizing, harvesting, and tending farm animals with less supervision from adults. Also, since most of them are attending school at present, they work less than 20 hours a week. However, the nature of their works does not prevent them from hazards as they are exposed to injuries, extreme heat or cold, chemicals and illnesses. Generally, the children are involved in corn production as a result of the programs implemented by ILO and government agencies that are targeted only to workers of the sugar industry. It means that while workers for sugarcane is minimized, children working in the production of corn became rampant.

In addition, the study also reveals that there is higher engagement among male in farm labor than female. However, this does not mean that more female children are attending school than their male counterparts and have less interruption from school activities. This study reveals that in rural households female children tend to do more housework such as fetching water that may require walking for miles, wash farm clothes which need more effort, cook for a large family, tend to farm animals among others. Thus, by putting into account the gender dimensions of agricultural child labor, girls also work as much as the boys.

Predominantly, children work for their parents (78%), to supplement the income of their families (71%). Accordingly, since they said they are old enough to work, they might as well help the family to ease their parents' burden, or buy for their expenses, and to afford school expenses and fees. They also think they its better to learn new skills while at work. There are also cases that children were asked by parents to help, or sometimes to pay outstanding debt.

Moreover, about 87% of children perceive that their work is not dangerous. However, in the survey, it is found out that most of them are exposed to the chemical or physical hazard while at work. Chemical hazards that the children are exposed to include dust/smoke (73%), fertilizers and pesticide (63%), this is because some of them work in fertilizing the field which is perceived as easier work compared to clearing or preparing the land or harvesting. Also, physical hazards include exposing oneself to prolong exposure to sunlight or extreme heat and cold (98%), cuts (56%) and sometimes carrying heavy loads or endured bites from insects. As such, children are vulnerable to injuries and illnesses related to their work activities such as dengue for example, from mosquito bites.

Children experienced injuries while doing their farm activities. 71% of them have been injured on the job such as scrape/cut or puncture (86%), sometimes sprain (46%) or bruise (32%) and occasionally includes broken bone, burn or dislocation of body parts. These injuries ensued while they are doing farm activities such as weeding or tilling the field (65%) planting or sowing (47%), harvesting, fertilizing the fields, weeding. Sometimes, work also includes pruning, carrying produce and digging trenches. On the other hand, the majority of the

children, 68% also experienced illness because of work. These illnesses include body aches and pain (47%), mild respiratory diseases (49%) and stomach illnesses (35%). Most of those who were injured or sick are restricted from their normal daily activities for less than seven days that may interrupt their school attendance. While they are ill or injured, few of them received treatment from the community health worker (19%) while most of them (28%) are cared for by members of the family or by traditional doctors or take herbs as medicines.

In term of education, most of the children can read and write (96%) since most of the respondents are currently attending school in elementary (26%) and high school (38%) while 36% of the respondents stopped attending school due to economic or personal reasons. Furthermore, most of the children said that their work did not intervene in their studies, however, when asked again if their work intervenes their study time or doing homework, 41% of them answered positively. Some of them (44%) cannot go to school every day or absent for 1-3 days (37%) due to injury (86%) or illness (53%), to do farm work (30%), household chores (30%) or take care of animals at home.

In this survey out of 140 respondents, 50 or 36% leave school at the age of 10-13 years of age (50%), due to work (44%), of their own choice (30%) or financial problem (16%). Most of them leave school while they are at the elementary grade (48%) and some while they are in high school (22%) or even at primary grade (22%). Thus, this survey tells us that even with government efforts children are still involved in such hazardous work within the agriculture sector, which hampers their overall well being and development potential.

Programs Of The National Government On Child Labor

Since the Philippine government has international commitments regarding child labor policies, these have been domesticated into national statues and supporting issuances such as RA #9231 s. 2003 and Department Order #6504 s. 2004. Thus, programs and project implemented are following international standards as described in the Philippine development plan for 2011-2016. Strategies to program implementation focus more on the elimination of the worst form of child labor such as Child 21 or Philippines National Strategic Framework for Plan Development thru various approaches patterned from a normative framework. Child 21 guides toward ensuring the protection of every Filipino children from violence, abuse and exploitation including child prostitution by 2025. Child 21 social protection program relevant to child labor includes, Pantawid Pamilyang Pilipino Program (4P's), Kapit Bising Laban sa Kahirapan-Comprehensive Integrated Delivery of Social Services (KALAHI-CIDSS), DOLE Integrated Livelihood and Emergency Employment Program, KaSaMa or Kabuhayan para sa Magulang ng Batang Mangagawa.

In the Micro-financing approach this includes providing micro-credit to parents or guardians of child laborers to help them augment income by financing income generating activity to replace income earned by child laborers, such example as DOLE livelihood programs. On the other hand, Subsidized Education Approach includes conditional cash transfers such as 4P's, where parents are given financial incentive with the condition

that their children should go to school. The Project Angel Tree created a venue where children are given gifts they wanted to have on Christmas day and distribute school supplies at various schools that have high child labor incidence. In addition, the Alternative Learning Systems provided out-of-school youth with a modular system that would allow them to go to school while they work to afford school expenses.

Moreover, Participatory Approach takes into account that children works contributed significantly to support family income so that when they are removed from their jobs will have financial implication to their households. Thus, in this situation, children were taken gradually from their work and responsibly rehabilitate them through coordinated efforts of various concerned agencies, such as DOLE, DSWD, DepEd, DOH, LGU's.

The National Child Labor Committee coordinates national efforts to combat child labor headed by DOLE to implement and monitor the Philippine Program against child labor. Under a MOA, the 25 agencies with members including the government departments, international organizations and trade unions organizations agreed to participate in the national committee. The Philippine Program Against Child Labor is an overall framework for initiatives and program to eliminate child labor and its worst forms and to promote and protect the rights of working children. Headed by DOLE, it aimed to create a Child Labor-Free Philippines, thru a three-pronged approach. It involves Child Labor Free Establishment, Child Labor-Free Zones and Child Labor-Free Barangays that are given certificates on the basis set by Department Order No. 115C-2014. Under this award, the DOLE gave Employee Assistance Programs and Trainings as an incentive to businesses and Zones that are declared child labor free. In 2012, DOLE launched a Campaign for Child labor-free Barangays aimed to transform pre-identified barangays nationwide into child labor free communities (ILO Report, 2015)

Lastly, HELP ME is developed in 2012 as a strategy whose aim is to eradicate child labor through the provision of focused and coordinated strategies through a community-based approach. This program provides of (H) health, (E) education, (L) livelihoods, and (P) prevention, protection and prosecution, (M) monitoring (E) evaluation to the lowest level of governance closest to child laborers and their families (ILO Report, 2015)

Initiatives Of The Local Government To Resolve Issues On Child Labor

In general, most of the programs implemented, are in coordination with various local units and departments such as DOLE, CWSD or MSWD, Health office, PNP, and Barangay units. Most of these programs are in line with national goals and objectives. The programs implemented in the area of the study to curb child labor are the following;

a. Conduct massive awareness, advocacy, and campaigns against child labor by giving awareness lectures among barangay officials and families on policies, laws, and programs of the government. DOLE and CSWD do the Information Education Campaign (IEC) activity, respectively.
b. Barangay Council for Protection of Children (BCPC) was reinforced. BCPC was

organized to bring work closer to where the issue of child labor happens. Although BCPC works for the overall welfare of children, one of their tasks is to check and monitor the number of child laborers in their specific barangays and address specific intervention to child labor cases and referred them to the proper office that can solve the problem. Such as the City Health in Valencia, which provides social protection services to the child and their families through healing development process and reintegration into the community to abuse children at work.

c. Provide educational assistance to child laborers by giving them school supplies and scholarship. The Alternative Learning System caters to out - of- school youth to provide them with alternative education, particularly those who wish to go to school but were forced to work.
d. Project Angel Tree as a program distributed school supplies, grocery items and granting the wish list for children on Christmas. This event happens once a year.
e. The Pantawid Pamilyang Pilipino Program (4P's) provides cash transfers to low-income families to keep their children in school. This program also relates to the issue because most of the beneficiaries have children engaged in child labor. In this program, families up to 3 children who are in school were given monetary incentives for the purpose.
f. At present, child profiling is done by DOLE in pilot areas, a project implemented in coordination with World Vision.

Challenges And Issues In Addressing Child Labor Issues

Various discussions came out as to the challenges faced by the government in curbing child labor issues in the Bukidnon, particularly on agricultural child labor. Although many of the policy and program priorities in addressing child labor are already reflected in the development agenda of the country, the problem is in the effective implementation of the program. According to Mr Batica in a personal interview (September, 27,2018), he stated that *"the problem with child labor is in the implementation of the program since we do not have adequate resources such as funds and trained manpower*." For the record, with Bukidnon Province that has 22 municipalities and two cities, there is only one person who has the sole responsibility for child labor in DOLE. Social Welfare department personnel in cities (CSWD's) and municipalities (MSWD's) also have many other social concerns aside from child labor.

The lack of trained workforce may also result from the lack of funds. International Organizations funded most of the previous program and the projects implemented by national and local units, such as ILO and World Vision, where programs mostly time-bound and activities are limited to their goals and objectives. When the ILO project ended, the program also stopped because there was no fund to sustain it. Moreover, when World Vision came after ILO, their focus was on

nutrition and development for children but not the eradication of child labor (Calaw, Personal Interview, April 5, 2018). The ILO project also failed to convince child laborers in going to back to school. For the children and their families, they believe that going to work is better than going to school because work can put food on their table while school sometimes will give them the burden of paying school fees.

The decision in bringing children to work is in the backdrop of an impoverished household. According to Doc Pol Murillo, a councillor from LGU Valencia (personal interview, April 2018), he said that *"More often than not child labor is not only a social problem but more specifically an economic problem. No parents would want their children to work, as a father, why would I? As a parent I would, of course, send my child to school, common sense would tell us, but since these parents do not have enough income, they would otherwise urge their children to go to work for their survival, perhaps send them to the farm, in this case, in Bukidnon rural areas where it is the only alternative for children."*

The parents send their children to do child labor because they can help to augment their income. As a result, parents become resistant to government policies because there was no alternative income choice. The parents may perceive that the government programs are hindering them from such alternative. As one parent during the interview reiterated, "*It would be OK if the government can feed my children, who will feed our children if they do not help us to work?"* Thus, although there are laws implemented at the municipal and barangay level, the program cannot be sustained, since, the capacity of implementation and provision of adequate resources are not ensured even from the national level.

It is also important to note that the family is most important in the process of elimination of child labor. In the study, most households that are identified have parents or guardian who has only reach elementary level. Households whose parents lack education may not have a stable income, and any interest in sending their children to school may challenge their choices over income to make ends meet. Besides, parents themselves may not find education as necessary. In this case, enforcement of laws in the barangay level may not be rigorous. For one thing, aside from lack of funds, the barangay officials also find it challenging to criminalize parents who allowed their children to engage in work. For private individuals also who had employed children, in most cases, it is the parents who bring their children to work. For some employers, to help the family, they will reluctantly employ their children even if it is against their will. They justified that it is better for the children to have worked rather than stealing from people if they have no access to food. The livelihood program, such as DOLE that was given to parent was not that successful since the family gets all their food from their income.

In addition, in the course, this study, the barangays, and municipalities have no recent data on child labor. It means that monitoring on the issue is not a priority at the local level. In the Province, the Social Welfare Officer showed that the annual report submitted by a municipality had only one (1) child laborer and two (2) street children. Escosura, J.J., CSWD personnel in Valencia City discuss one explanation on the issue of data gap; he stated, *"there is no program for monitoring, in the case of the existence of child labor. First, someone should file a*

complaint in the office of such existence, as personnel we cannot just go directly to the children concern unless there is a complainant, at present we have no complains, so we have no data" (personal interview, October 16, 2018).

Moreover, according to Ivy Urbina (personal interview, October 5, 2018), a CSWD officer in Malaybalay city, she said *"it is impossible to solve the problem on child labor since there is no close coordination between implementing agencies."* It means that although child labor in the department is in the development agenda, the implementers from a different department (CSWD, DOLE, DOH, NGO's and others) act exclusively rather than collectively to address the issue. From the words of PSWD officer, "*since we do not give the budget to the local government, they also do not have an obligation to submit reports. I think this is one loophole of devolution."* Besides that, even there is Provincial Council with various institutional members that were organized intended to combat child labor, the organization does not have funds to operate.

Furthermore, the projects implemented by the government are not for long-term outcomes. The conditional cash transfer (4P's) for example, may have shown a reduction of dropouts and put children in school, but this cannot be seen as a sustainable long-term solution. Likewise, the Project Angel Tree, which only happens once a year, is more of a dole-out system scheme than a solution to the problem. Also, the livelihood project's is subject to bureaucratic processes, which may take long pursue. Parents may lose motivation in these projects. As seen in the pilot programs from DOLE, project on livelihood failed, as families did not prosper in their chosen endeavor. Lastly, the constant change of local administration undermined the term plan and budget allocation since the newly elected officials will implement another project. Change of administration also compromised the sustainability of the project.

CONCLUSION

The following conclusions are made from the findings of the study;

1. Based on the evidence showed in the survey conducted in the number of target household that agricultural child labor incidence is still prevalent despite the effort done by the government.
2. The cause of child labor is due to poverty, which is highest among rural communities with agriculture as and the main source of income. Children are compelled themselves or by their parents to work to supplement their income.
3. The programs and strategies on child labor adapted from the normative framework of a universal standard may have slightly decreased the number of child labor, but most of it is short term and did not ensure long-term outcomes.
4. The issues of program implementation on child labor are derived from the inadequacy of budget, which stressed that the government lacked prioritization on the issues even from the national government. On the other hand, the constant change of administration undermine sustainability of the projects, as each officials may have different project priorities.

RECOMMENDATION:

This study suggests that there is no single measure to get rid of the issues of child labor. Its persistence is an indication that there is no easy way out. Thus, this study recommends that;

1. The Philippine government has to deepen its political commitment and strengthen its political will to prioritize the issue in the pursuit of practical implementation and meaningful development. The government policies need to be reviewed and set-up policies that are more child-centered to promote outcomes that are more effective and meaningful.
2. The government programs may also intensify the promotion for children to have access to quality education that should tackle poverty and employment among households and lay the basis of sustainable development.
3. Programs should go beyond a dole-out system scheme to establish a better long-term outcome. A poor household should focus more on the skills development of parents. Microfinance should be an enabling instrument for independent economic empowerment, mainly, to support mothers who do not have an income.
4. The household participation in the issues of child labor is very significant in the achievement of child labor objectives that the government should also take into account. The parental socio-economic condition and decision on sending to work are of critical consideration. The reluctance of parents in the participation of government programs of child labor may have a basis from household finances.
5. To have a more effective outcome, the government may also ensure adequate resources and workforce to tackle the problem of child labor. Political commitment to long-term plans should be pursued. Strategies may focus more on mobilizing social consensus beyond the level of the household by strengthening the roles of schools and community-based responses. Also, intensify monitoring within the level of barangays, which will be more appropriate since they are the ones who can directly observe community activities. Linkages and networks should be expanded and demand greater coordination among various stakeholders from private and public institutions.
6. It is also recommended that comprehensive research on the socio-economic condition of the community where the child labor incidence maybe rampant will help improve the evidence base to help established broader database to develop a well-inform measure by policy-makers and various stakeholders alike.

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TO STRIVE A SUSTAINABLE SMART CITY: LESSON LEARNT FROM SALATIGA CITY GOVERNANCE, INDONESIA

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Abstract

The United Nations (UN) 2030 Sustainable Development Agenda, signed in 2015 and backed-up with its seventeen Sustainable Development Goals (SDG's), mentions cities as key players for evolving actively towards more sustainability. This underpins that living in the cities of the urban age is increasingly becoming the focus of sustainability discussions, which is particularly reflected in SDG's number 11 "Making cities and human settlements inclusive, safe, resilient and sustainable". Indonesian Ministry of National Development Planning revealed in the 1st Conference e-Indonesia Initiative (eII) and Smart Indonesia Initiatives (SII) Forum in 2015 that there are three pillars of the city that are sustainable and competitive; Decent city which is safe and comfortable, green city which is resilience to climate change and disasters, and smart city that is competitive and technological based. Indonesia Smart City Index (ISCI) releases Indonesia's smart city rankings every year and on 2018, Salatiga ranks second for the medium city category. Salatiga also achieved an Adipura award (environmental *awards* for clean and green cities) for three years straight on 2016, 2017 and 2018. This study aims to analyze the progress of Salatiga City's achievements in realizing a sustainable city.

Keywords: SDG's, Smart City, Sustainable city, Salatiga

INTRODUCTION

According to Indonesia's Statistical Center Agency (2014), the population growth rate in urban areas in Indonesia is 2.75% per year, greater than the national population growth of 1.17% per year. Indonesia's Statistical Center Agency also stated that on 2015, 59.35% of the Indonesian population already lived in the urban areas. Calculation of projections based on these data shows that it is estimated that in 2045, 82.37% of the Indonesian population will live in the city. This number is higher than the world number which according to the United Nations (2014) by 2050, 60% of the world's population will be living in urban areas.

The ongoing urbanization in the city would also increase the burden on the environment and the urban areas' natural resources. Various city problems arise along with the rapid urbanization. Urbanization which is characterized by a growing population density makes the city have to be prepared to face problems due to high population density. The problem of scarcity of resources, the emergence of slums, waste and pollution, traffic congestion, environmental degradation, are some of the physical problems the city poses. Not only that, the problems of the city are not only physical, in line with the continued decline in the physical quality of the city, the inability of a city to improve conditions will create public distrust of the government which will trigger

social problems. These social problems are related to various stakeholders, can not be solved by only the government itself, but in its resolution requires the role of various parties, so that it is increasingly complicated to resolve. The emergence of physical problems and coupled with these social problems make the city increasingly uncomfortable to live in.

In solving city problems and maintaining their performance, various concepts of development and management of cities continue to be developed by academics and practitioners. Various emerging concepts continue to be developed in order to obtain appropriate formulations on the concept of city development and management that can provide comfort for the population and can continue to be sustainable. The SDGs, though not legally binding, can serve as a normative framework by which cities may achieve sustainability, as countries are expected to take ownership and implement them nationally and locally. The United Nations (UN) 2030 Sustainable Development Agenda, signed in 2015 and backed-up with its seventeen Sustainable Development Goals (SDG's), mentions cities as key players for evolving actively towards more sustainability. Indonesian Ministry of National Development Planning revealed in the 1st Conference e-Indonesia Initiative (eII) and Smart Indonesia Initiatives (SII) Forum in 2015 that there are three pillars of the city that are sustainable and competitive; Decent city which is safe and comfortable, green city which is resilience to climate change and disasters, and smart city that is competitive and technological based.

Salatiga as a city certainly also has a demand to become a smart city that is sustainable. Population growth in Salatiga continues to occur, with the population growth rate in 2010-2017 amounting to 1.71%. Besides that, the conversion of paddy fields is something that cannot be avoided in Salatiga City. Every year there is a decrease in paddy land area due to the shifting of functions into settlements or other infrastructure such as roads or industries. Rapid technological developments are also a challenge for Salatiga to be able to become a city that is competitive and technological based. The objective of this study is to analyze the progress of Salatiga City's achievements in realizing a sustainable smart city.

TO STRIVE A SUSTAINABLE SMART CITY: SALATIGA

Salatiga City is a medium city with a population of 188.928 (BPS Salatiga, 2018). Salatiga City is located in Central Java with all its territory surrounded by Semarang District. Salatiga is a city that has quite a lot of achievements, both in terms of the environment such as adipura awards and in terms of society such as the award of a tolerant city. Salatiga City won the most tolerant city award in 2015, 2017, and 2018 and also won Adipura awards (Indonesia's environmental awards for clean and green cities) in 2016, 2017, and 2018. Another notable achivements that Salatiga City has includes Wahana Tata Nugraha Award for Transportation, Indonesia Healthy City Award, National Award of Clean Healthy Living Behavior, and various other achievements. Salatiga City government has already implemented e-government as well as implementing public information disclosure through the Salatiga City Government Website. Salatiga City Government also has provided services for community members with information and communication technology (ICT) in every local government institutions / agencies.

Salatiga Smart Governance

Salatiga's approach to smart city investment is more of a citizen centric, and emerged from their work in creating e-government services. There are several website addresses managed by the Salatiga City Government with different objectives for each website. The official website of the

Salatiga City Government is www.salatiga.go.id. This address provides general information about Salatiga City, such as history, regional symbol, geographical conditions, territorial division, and other general information. The website also contains information on elementary and junior high school education institutions in Salatiga City. Tourism information, public transport routes and the latest news related to Salatiga can also be seen on this page.

Figure 2. Display of Salatiga City Government Official Website

On 2018, Salatiga City Communication and Information Office launched dataku.salatiga.go.id. This website is disbursed as an action to realize the one-data policy owned by the Salatiga City Government. The data that can be accessed through this page includes; Sectoral statistical data, quarterly strategic data, sub-district statistical data, Salatiga City Government performance indicator data, e-library, up to data on prices of basic commodities in the markets in Salatiga City. Data on prices of basic commodities contained on the website are updated regularly by staff so that the information obtained by the public is always up to date. The website dataku.salatiga.go.id is a tangible manifestation that the Salatiga City Government has sought to achieve Public Information Openness so that data from all government offices / agencies can be accessed by the public.

Figure 3. Display of dataku.salatiga.go.id

The Salatiga City Government in June 2018 inaugurated a Traffic Control System managed by the Transportation Agency. The control center room was placed in a building close to the mayor's office. With the traffic control system the authorities can regulate traffic lights from the control center room, so that priority vehicles such as ambulances, VVIP, convoys and others can take precedence. Through the traffic control system, monitoring of events in CCTV locations can also be carried out, so that if there are extraordinary events such as accidents and crime, it can be known quickly. The results of recording the incidence of accidents or crime can be used as evidence of the authorities so that the security and safety of the citizens of Salatiga are increasing. In the meantime, the location of CCTV is only available at the national road intersections that are located in Salatiga City.

Achievement that Salatiga City has to realize good governance can also be seen in the management and accountability of regional finance. Salatiga City first gained appreciation for the results of financial management by the Supreme Audit Agency of the Republic of Indonesia in 2017 on examination of the 2016 Regional Government Financial Statements. Then in the examination of 2017 Local Government Financial Reports conducted in 2018, Salatiga again received the same award. Furthermore, in examining the 2018 Regional Government Financial Report conducted in 2019, Salatiga City was able to get an appreciation from the Supreme Audit Agency of Republic Indonesia again.

Figure 4. Mayor Salatiga Yuliyanto when receiving an appreciation document report from the Supreme Audit Agency of the Central Java Province in Semarang (jateng.sindonews, 2019)

Another indicator in realizing smart government is the presence of electronic-based payments. At the present, there are several public services in Kota Salatiga where payments can be made electronically. Electronic payments that can be made in Salatiga include payment of land and building taxes, payment of electricity bills, and payment of water to regional water company.

Regional Water Supply Company (PDAM) in Salatiga City in 2017 is considered as the best regional drinking water companies in Indonesia, based on the category of financial operational capabilities and services provided to consumers. On this basis, the Salatiga City Regional Water Supply Company received the 2017 Perpamsi Award Certificate, issued by the Central Indonesian Water Supply Company (Perpamsi). Salatiga City PDAM Director Samino said the 2017 Perpamsi Award certificate he received is under category of best operational city with a population less than 200,000 (Suaramerdeka, 2017).

Salatiga Smart Environtment

An important dimension in realizing sustainable smart cities is the environment. To strive for a sustainable smart city, it is important to become a green city which is resilience to climate change and disasters. This means that Salatiga city needs to find solutions to environmental challenges that ere faced by the city such as climate change, decreasing in paddy land areas, and disasters in the form of droughts, fires, and landslides.

The effort that has been made by the Salatiga city government as a solution to the reduction of private green space such as rice fields is to increase green open space. Until now, the Green Open Space that has been built in Salatiga City includes Bendosari City Park, Tingkir City Park, Salatiga City Forest, and parks along the protocol road and sub-district road. The green open space is also used as a public space and can be used as a place for recreation and education.

Figure 5. Tingkir City Park (Rynari, 2016)

Figure 6. Salatiga City Forest (Arisarmu, 2017)

Drought and fires are disasters that prone to occur in several areas in the Salatiga City during the dry season. Head of Disaster Management Unit for the Salatiga City Civil Service Police Saryono said in 2018, there were approximately 5-10 fire incidents in Salatiga City (Jateng.tribunnews, 2019).

Facing the dry season which is prone to droughts and fires, the Salatiga City Civil Service Police Unit held a disaster management training for dozens of members of the Disaster Preparedness Unit on June 2019. The training that was held involved fire fighters, Indonesian Red Cross Salatiga, and the Salatiga City Health Office. Water supplying for residents affected by drought by Regional Water Supply Company is still the solution that is currently being carried out by the Salatiga city government.

Salatiga City is an area prone to landslides which includes a number of sub-districts: Blotongan, Sidorejo Kidul, Kutowinangun Lor, Kutowinangun Kidul, Bugel, Rancuacir and Kumpulrejo. Management of landslide vulnerable areas that will be carried out by the Salatiga City Government based on the 2017-2022 Local Government Medium-term Development Plans, includes:

1. Establishing the level of danger of land movements and landslides in each region;
2. Limiting the development of public infrastructure and facilities in areas that are vulnerable to landslides;
3. Relocating residents in some areas prone to land movements and landslides;
4. Establish areas prone to land movements and landslides as green environment safeguards;
5. Cultivation activities are directed at being able to support and develop the function of the area as a disaster evacuation area.

The performance of environmental management in Salatiga City has been running well. This condition is shown in terms of environmental planning, Salatiga City already has a document on Environmental Protection and Management Plan. Supervision of the implementation of the Environmental impact assessment, provision of training and environmental counseling, as well as the follow-up and enforcement of environmental laws against community complaints due to suspected environmental pollution and / or destruction has reached 100% (Salatiga RPJMD, 2017). Some indicators that still need attention to the environmental conditions in Salatiga include monitoring water quality status. Domestic waste or household waste generated from all community activities in Salatiga City is also a crucial problem that must be addressed and improved in handling. This is needed to prevent environmental pollution whether air, water and soil pollution caused by excessive or untreated domestic waste.

Salatiga City's achievements in the field of environment are quite prominent with the acceptance of Adipura Award (Indonesian environmental awards for clean and green cities) for three consecutive years in 2016, 2017 and 2018. In 2016, Salatiga City also received 2 (two) environmental awards for the city / district level. With this achievement and award, motivation in improving the environment remains a priority, especially in preventing environmental damage and climate resilience planning. Climate resilience planning is one of the important indicators to reach Salatiga smart environment.

Salatiga Smart People

According to Giffinger (2007), smart people is not only described by the level of qualifications or education of the citizen, but also seen from the quality of social interactions regarding integration and public life and openness towards the outer world. Factors mentioned in smart people dimension include level of qualifications, affinity to lifel ong learning, social and ethnic plurality, flexibility, creativity, cosmopolitanism / open mindedness, and participation in public life. Meanwhile, according to Cohen (2014), the dimensions of smart people in smart cities include inclusion, education, and creativity.

Social inclusion as one of the indicators of the smart people dimension can be seen through the presence of internet connections in the community. In Salatiga, there is already a "Smart Home" service provider which is Salatiga City branch of Public Limited Company Telekomunikasi Indonesia. Indonesia Digital HOME (abbreviated as IndiHOME) is one of the service products from Public Limited Company Telekomunikasi Indonesia in the form of a package of communication and data services such as home telephone (voice), internet (Internet on Fiber or High Speed Internet), and interactive television services (USee TV Cable and IP TV). This company serves offices, banks, hotels, stores, and homes that need internet services. This product (IndiHome) was launched as the government's efforts to meet the community's need of the internet service. All Salatiga City government offices are already connected by intranet and internet through fiber optic networks, Virtual Private Network networks, and wireless networks. Free WiFi is also available for residents of Salatiga City in public spaces such as government hospitals, city libraries, city parks, and government schools.

Social inclusion can also be seen through community involvement in public life. Creating a smart people society also means realizing a community that has an awareness to be involved in making a difference in the civic life and improving the quality of life in a community, whether through political or non-political processes. One of the easiest indicators to see is the percentage of community involvement in the 2019 general election and the local election in Salatiga City. The participation of Salatiga City voters in the 2019 general election was 87%, which if compared with the 2014 general election, voter participation increased by around 7%. This number is also higher than the participation of the residents of Salatiga in the 2017 local elections which amounted to 82.69%. The participation rate is far higher than the national target set at 77.5 percent. This proves that Salatiga City residents have high civic engagement.

Education is the most important indicator in order to realize a smart people society. The educational conditions of a region can be seen from several aspects such as the percentage of students completing secondary education, expected years of schooling index, and mean years of schooling index. The percentage of students who completed high school / vocational school in Salatiga City based on 2018 data reached 96.81%. Expected years of schooling index in Salatiga over the past five years has continued to increase and is always above the numbers for Central Java and Indonesia, with 2018 index reaching 15 years (Figure 6). Mean years of schooling index in Salatiga on 2018 is 10.4, and like expected years of schooling index, in the past five years the mean years of schooling index are always higher than Central Java and Indonesia (Figure 7). The mean years of schooling index in Salatiga City in the past five years has also continued to increase every year.

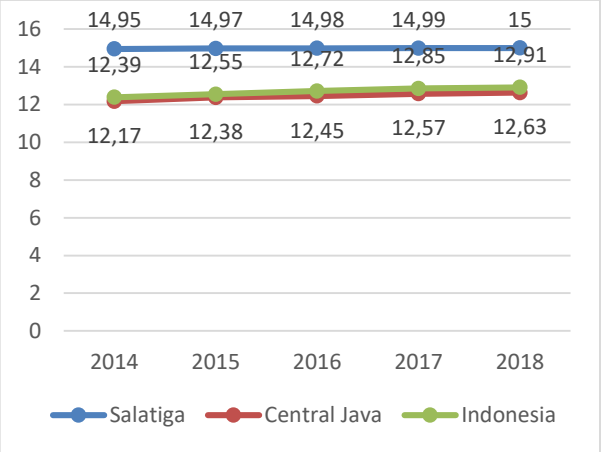


Figure 7. Expected Years of Schooling Index of Slatiga, Central Java, and Indonesia

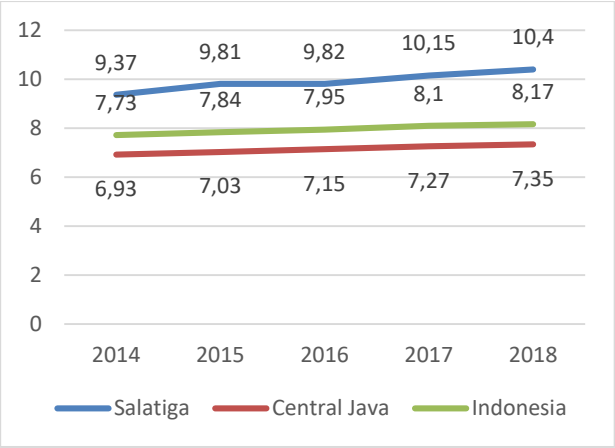


Figure 8. Mean Years of Schooling Index of Salatiga, Central Java, and Indonesia

Another achievement of the Salatiga City in realizing a smart people community is the high plurality and tolerance that exists in the community. Salatiga City won the title as one of the most tolerant city in Indonesia in 2015, 2017, and 2018. This achievement shows that Salatiga City residents have a high level of openness to the 'outer' world. There are 33 (thirty three) different ethnics living peacefully side by side in Salatiga City, hence one of the nickname that Salatiga has is "Mini Indonesia". The presence of international school for foreign residents in Salatiga is also one of the proof of social and ethnic plurality in Salatiga City.

Salatiga Smart Living

Smart living comprises various aspects of quality of life as culture, health, safety, housing, tourism, etc (Giffinger, 2007). To become a sustainable city, it is important for the city to provide a sense of comfort and safety to its citizens. Salatiga City Government in the 2017-2022 Local Government Medium-term Development Plans has a mission to realize urban housing, settlement and sanitation facilities that are evenly distributed to the community in order to improve the quality of life. Based on 2016 data, the proportion of households with proper sanitation access in Salatiga City is 79%, and the proportion of households with access to clean water is 94.16%. It is targeted that by 2022, the proportion of households with access to proper sanitation and access to clean water can reach 100%. Meanwhile, based on 2016 data the coverage of decent housing which is affordable in Salatiga City is still at 16.3%. The affordable and decent housing is targeted to reach 83% in 2022.

One of the notable achievements achieved by the Salatiga CIty in order to create a comfortable and safe place to live is the change of village which is known as a place that is rife with crime activities into a tourist village. A small village located in Pancuran, Kutowinangun Lor, Tingkir Subdistrict, Salatiga, was officially opened as a Pancuran Tourism Village at the end of 2018. The village used to be famous for being slum, densely populated and has a high crime rate, but in the last five years, the crime rate has decreased by 90%. Social development to the community is carried out routinely and continuously. After successfully reducing crime rates, socialization about environment began to be carried out. Irrigation channels that were once dirty, repaired and cleaned. As there are already many locations filled with various paintings, village officials met with the Mayor of Salatiga to ask for support so that Pancuran could become a tourist village. Now the Salatiga City Government listed it as one of the tourist centers in the middle of the city for its colorful and artistic of appearance.

Community development carried out in the village includes making different types of murals. Not only the walls, the corners of the stairs and the river banks near the village are also decorated in colorful colors. The painting project takes around eight months with a total area of around 10,000 square meters (m2) which consumes more than 3,000 liters of exterior specialty paint. One hundred (100) villagers and several artists are involved in the mural painting process in this village.

Figure 9. Pancuran Tourist Village, Salatiga

Poverty alleviation is also an effort carried out in order to realize a city that is decent, safe, and comfortable. The Salatiga City Government has spent 9 billion rupiah in each sub-district in order to reduce poverty. The poverty rate in Salatiga according to official data issued by the Central Statistics Agency has decreased over the years. In 2017, the poverty rate of Salatiga City was recorded at 5.07 percent, decreased from the previous year of 5.24 percent. The poverty rate in Salatiga on 2018 declined again to 4.84 percent. The poverty rate in Salatiga is relatively small in Central Java, just above Semarang CIty who has the lowest poverty rate in Central Java.

Health condition as one of the factors from smart living dimension can be measured based on several things, including life expectancy. Salatiga City's achievement in the health sector in general can be seen from the continued increase in life expectancy in Salatiga City from 2012-2017 (Figure 9.). If compared with life expectancy in Central Java and Indonesia, Salatiga always has a higher number over the years. Based on the availability of health service facilities in Salatiga City, existing and accredited hospitals in 2016 amounted to 83.33% or as many as 5 hospitals out of a total of 6 hospitals in Salatiga City. For public health centers, in 2016 accredited public health centers has only reached 16.6%.

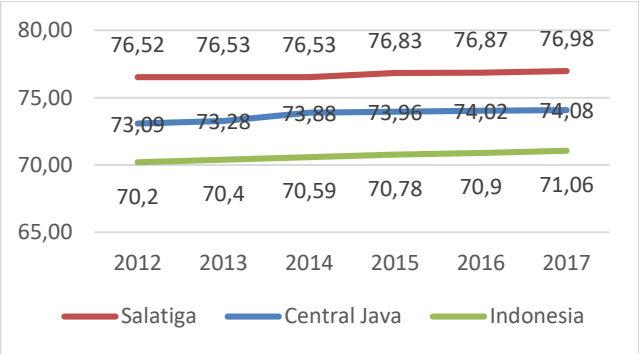


Figure 10. Life Expectancy of Salatiga

Salatiga Smart Mobility

Smart Mobility emphasizes efficiency and innovation in urban population movements, which include transportation efficiency (clean-energy transport), the existence of multi-mode (public transport), and the presence of technology infrastructure such as smart cards and acess to real time informaton. The realization of Salatiga City related to the use of environmentally friendly vehicles is the existence of a plan to develop a bicycle lane. The bicycle lanes in Salatiga have been available in several sections including on Jalan Kartini, Jalan Adi Sucipto, Jalan Kalinongko, Taman Bendosari, Klaseman, Warak, and Pancasila Field. Plans for the construction and revitalization of bicycle lanes on several other roads in Slatiga City have also been announced.

The presence of public transportation in the city of Salatiga is very much felt by the community with the existence of public transportation that operates with 17 (seventeen) different routes. Public transportation routes can be accessed through the official website of the Salatiga City Government http://salatiga.go.id. However, public transportation that operates in Salatiga City still does not provide electronic or card payment facilities, unlike in most of major cities in Indonesia.

On the other hand, urban public transportation which is currently dominated by bus and mini-bus transport for some people is still considered to be uncomfortable, not safe

and less efficient. Answering these community needs, currently there are several online transportation application providers. Online transportation offers efficiency, lower costs, convenience and more secure security, so it is not surprising that many people are shifting from conventional modes of transportation to online transportation modes.

Salatiga Smart Economy

Entrepreneurship and innovation, productivity and flexibility of labor market, and local and global connection are some indicators that need to be considered in realizing Salatiga Smart Economy. Entrepreneurship and innovation, also local and global connection are indicators that are still quite difficult to measure in Salatiga due to limited data available. Productivity and flexibility of labor market can be measured by GRP per capita and unemployment rate in Salatiga.

GRP per capita of Salatiga City in the period of 2011-2015 continued to increase, namely in 2011 amounting to Rp.38,133 thousand and in 2015 it rose to Rp.53,030 thousand. This shows that there is an increase in people's income in Salatiga City. The positive condition of the per capita GRP of Salatiga City is in line with the conditions of Central Java Provinces and National, in full, can be seen in Figure 10.

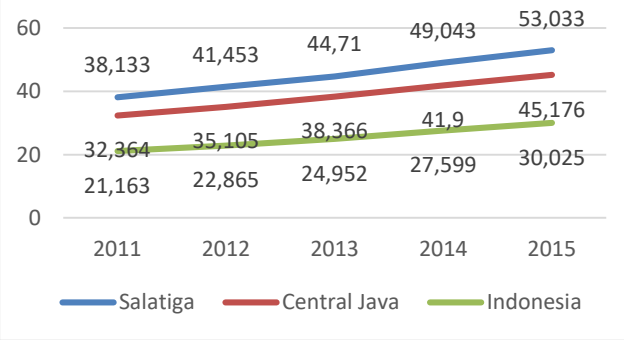
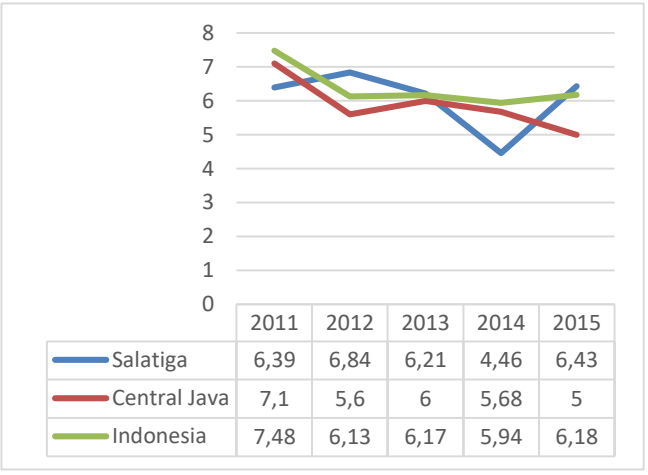


Figure 11. Development of GDP per Capita of Salatiga City, Central Java and Indonesia 2011-2015 (thousand rupiahs)

The development of the Salatiga City unemployment rate in 2011-2015 showed a negative condition, namely in 2015 it increased to 6.43%, higher than the condition in 2014 which had reached 4.46%. The conditions of the Salatiga City unemployment rate from 2014 to 2015 differed from the condition of Central Java Province which fell to 4.99%, but similarly increased with the National condition to be 6.18%. In detail, the development of unemployment rate in Salatiga from 2011-2015 can be seen in the following figure (Figure 11).



	2011	2012	2013	2014	2015
Salatiga	6,39	6,84	6,21	4,46	6,43
Central Java	7,1	5,6	6	5,68	5
Indonesia	7,48	6,13	6,17	5,94	6,18

Figure 12. Unemployment Rate of Salatiga City, Central Java Province, and Indonesia 2011-2015 (%)

In general, there are still many indicators that need to be developed in Salatiga to be able to reach Salatiga Smart Economy. Innovation in creating or generating new startups is needed so that Salatiga City can become a competitive city at the international level. Salatiga City government also needs to allocate a percentage of GDP expenditure for the purposes of research and economic development in Salatiga. Holding an International event to promote Salatiga City products can also be considered as an accelerator of economic development in Salatiga.

CONCLUSION

The achievement of Salatiga City in realizing a sustainable smart city is already remarkable and is expected to continue to grow in the coming years. The prominent

dimensions of smart city in Salatiga are mainly smart people, smart living, smart environment, and smart government. Several things that need to be considered to realize Salatiga Sustainable Smart City are:

1. Smart City Branding

The urgent thing that must be done to strive / realize Salatiga Smart City is to make Salatiga City branding. Branding or city branding can be interpreted as a strategy or process of forming a city brand in various forms of promotional media, so that it is known by the wider community. Branding in the context of Salatiga Smart City is needed for socialization and increasing motivation for the success of smart cities.

2. Alignment of Salatiga Smart City's Policies and Strategies

Alignment of Salatiga Smart City's policies and strategies is carried out through synchronization, harmonization and policy synergy in Salatiga City. The preparation of Salatiga Smart City policies and strategies can be preceded by the preparation of the Salatiga Smart City Road Map. The Smart City Salatiga Road Map has to be integrated into the Salatiga City Local Government Medium-term Development Plans. Thus the implementation of Salatiga Smart City through programs and activities carried out by related local government agencies can be realized.

3. Elemental Arrangement of Salatiga Smart City

The development and progress of each dimension of the smart city in Salatiga City continues to occur, but each dimension is still tingling separately and not yet synergized. Thus, the arrangement of the Salatiga Smart City elements includes institutions, networks, and smart city resources needs to be done. The organization needed to formulate policies and strategic directions for the construction and development of Salatiga Smart City is the Smart City Board of Salatiga. The Smart City Board acts as the partner of the Salatiga City Government (Government-CIO) in the construction and development of smart cities. The formation of the 'Smart City Salatiga Board' needs to pay attention to capacity, role and budget support. Regulations on Salatiga Smart City need to be prepared primarily related to sharing ICT resources, funding, documentation, as well as cooperation / investment guidelines for third parties.

The structuring of the Salatigaa Smart City network is carried out through the interaction and synergy of stakeholders: Academic, Business, Community, Government, and Media. Salatiga Smart City's resource management is done through brainware, software, and hardware structuring. Brainware arrangement needs to pay attention to expertise, expertise, competence, and skills. Structuring software and hardware needs to pay attention to interoperability, scalability, and reliability.

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Social Engagement and Social Innovation Promotion through Design Thinking Framework and AIC Technique

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Abstract

Education is one of the most powerful and a proven vehicle for sustainable development as nowadays Quality Education (Goal 4) is one of 17 Sustainable Development Goals (SDGs). As a University, Rajamangala University of Technology Lanna (RMUTL) tried to enhance quality of education by adding 21st Century skills into the new courses to prepare students to be equipped for working efficiently in the society. Therefore, RMUTL agreed to collaborate with TFI SCALE (Temasek Foundation International Specialists' Community Action and Leadership Exchange) program to conduct an initiative project which could enhance 21st century skills and improve the quality of education. This research paper was the result of TFI SCALE 2017, based on the framework of Design Thinking (DT) which was developed by Singapore Polytechnic and using AIC technique; Appreciation Influence and Control, which is one of the most appropriate techniques used in Community-Based Participatory (CBP) research. The objectives were to promote social engagement and social innovation in terms of comprehending better participants' potential and implementing DT and AIC to social innovation. AIC technique and a semi-structured interview about teachers' perspectives on participants' performances throughout 4 phases of DT: Sense and Sensibility, Empathy, Ideation, and Prototype, were applied to collect data. The sample consisted of 30 villagers in 3 villages: Pong Krai, Kong Hae and Mae Sa Mai, in Pong Yaeng sub district, Mae Rim district, Chiang Mai province, Thailand, 23 Thai and 23 Singaporean undergraduate students who attended TFI SCALE at RMUTL in Thailand, during the second semester of the academic year 2017. Students in this program engaged in cross-cultural learning especially community issues, then apply practical abilities, technology and research in community social innovation projects. The data were analyzed using descriptive and content analyses. The study findings showed that after attending TFI SCALE, participants showed positive perception toward social engagement, social innovation understanding, cultural awareness, communication skills and critical thinking ability, which were increased significantly. As the result, integrating DT and AIC was one of the good practices to engage all stakeholders to work together to enhance their skills as mentioned above as well as bonding stronger relationship among them.

Keywords: design thinking, social engagement, social innovation, AIC technique, community-based participatory.

1. INTRODUCTION

Education is one of the most powerful and a supported vehicle for sustainable development as nowadays Quality Education (Goal 4) is one of 17 Sustainable Development Goals (SDGs). Once Thailand was joined with the ASEAN Economic Community to heighten the business benefit of the region and distribute an educational resource which helped promote social and economic growth in 2015, Thailand does need to develop human resources to achieve International standard and get Thai people ready to have 21st Century skills (Upper Secondary Education Bureau, 2016). As a University, Rajamangala University of Technology Lanna (RMUTL) tried to enhance quality of education by adding these skills into the new courses to prepare students to be equipped for working efficiently in the society. It's exactly tough to contribute such skills to students in the traditional classroom.

After Thailand was integrated with the ASEAN Economic Community (AEC) to enhance the business advantage of the region and sharing an educational resources which promote a social and economic development and a single market in 2015, Thailand must develop the human resource to achieve ASEAN or International standard and prepare Thai students to have the three main skills for living in the 21st Century (Upper Secondary Education Bureau, 2016). They comprised of 1) learning and innovation skills 2) information, media and technology skills and 3) life and vocational skills. In addition, according to the International Engineering Alliance, there were 12 vital personality that graduates must establish and one of these personality is problem-solving skill which can be shown via applying project-based learning, case studies and workshops (Swart, 2016).

Integrated learning management is a way to encourage Rajamangala University of Technology Lanna (RMUTL) students to be able to form their identity that can link multidisciplinary knowledge together. In order to achieve this learning experience in the practical way, we apply the knowledge and the ability in everyday life properly as Progressivism theory of Dewey's (1920's) with learning management. This theory believed in definite knowledge and think that the ultimate reality knowledge is always evolving. Knowledge is also assumed to be in charge of helping people to solve problems, being most beneficial to the community, being used effectively as a philosophy of education that could attribute importance to the learners. Learning occurs when learners have direct experience, learners are free to choose their own decisions as Bloom's Taxonamy (2001) mentioned about Cognitive Domain which involved brain processes in terms of intellectual. The problem solving emphasizes on learning experiences to the existing knowledge in the learner's brain. Students use the process skills to train the thinking process by engaging participatory teaching to encourage learners to create their own knowledge as Constructivism Approach which is based on meaningful learning Theory of Ausubel (1963)

The program was designed to enhance students' 21st Century skills. There are 2 main phases of the program. The 1st phase, Thai students needed to attended the workshop at Singapore Polytechnic for 3 weeks with another selected countries (all expenses supported by Temasek Foundation). In Singapore, they have learned about leadership, Design Thinking framework, social innovation and cross cultural through the real experiences with their buddies and facilitators in Singapore. The 2nd phase was conducted in RMUTL Chiang Mai Thailand. In the study, we did collect data only from the 2nd phase that was held in Thailand.

TFI SCALE 2017, the 2 weeks program includes workshops, visits and specially designed activities and encounters to achieve the learning objectives; 1) Governance,

Economics and Social Issues of host Countries, 2) Conceive-design-implement-operate Skill Sets and 3) Cognitive, Social and Emotional Development, (Temasek Foundation Specialists' Community Action and Leadership Exchange @ Singapore Polytechnic, 2013)

For now, Design Thinking is a content which is used to teach learners how to design social innovation for community or society. It is a new course content which intends to explore creative ways to develop solutions to a certain coursework or project.

Design Thinking has gained more popularity in this generation where technology and innovation are at hand. Brown (2009), the CEO of IDEO, affirmed that Design Thinking looks at the non-conventional practices on problem-solving. He further added that "It is not only human-centered; it is deeply human in and of itself. Design thinking explores on someone's 'ability to be intuitive, to recognize patterns, to construct ideas that have emotional meaning as well as functionality, to express ourselves in media other than words or symbols.' Design thinking helps learners to create new social innovation together with designers and users to get new things that satisfies the need of the users rather than the learners.

For that reason, this study would like to find out the extent of using Design Thinking framework and Community-Based Participatory approach. It mainly looks for answers to the following research questions: 1) How does Design Thinking framework enhance participants' skills in social engagement and social innovation? 2) How does Community-Based Participatory enhance participants' skills in social engagement and social innovation?

2. Literature Review

2.1 Design Thinking

It has for decades that the term of Design thinking has extended in business and develops a specification for the concentration that any kind of business and association can spread from the designers' ways of thinking and working. As stated by Khan (2015), the emphasis of businesses currently is to make better products with people for others which mean creating products with real data to offer users' responses they essentially require.

In accordance with Gruber, De Leon, George and Thompson (2015), they stated that Design thinking is a human-centered method to innovation which places the observation and discovery greatly varied, could be implicit that human desires right at the lead of the innovation process. As well as Lawson (2004), he claimed that Design Thinking was not just only described as a method or methodology but also as a paradigm. Design Thinking paradigm should be comprehensible by users since it is the main deep tool in the analysis of designers' thinking process. The Design Thinking paradigm illustrates the definite method employed by designers in providing answers to the issues in their designs. As indicated by Tschimmel (2012) , Design Thinking was supposed as a way of thinking which clues to renovation and development and innovation to new processes of living and to diverse ways of conducting business.

Nowadays, In Southeast Asia like in Singapore; Singapore Polytechnic provides a course, an oversea study, which offers a Certificate in Design Thinking. Similarly as a company called *Emerge Creatives* by Daniel

Ling (2018) also provides Design Thinking course training for firm which target to train and enable professionals and individuals with Design Thinking. As well, the Prime Minister of Singapore, Lee Hsien Loong (2018) said, " We didn't call it Design Thinking then, but with each of these major policies, our founding fathers had to understand the issues, define the problem, come up with creative ideas and solutions, prototype the idea, test out the innovations, and constantly review the thinking and the solutions" , stated at the Ministerial Forum of the Singapore University of Technology and Design in Changi. This can be implicit that the best country for education in Southeast Asia like Singapore contributes much importance to Design Thinking. Therefore, this leads us to study and try to implement more the processes of Design Thinking framework to our context.

2.2 Community Based Participatory

Referring to Ward et al., (2018), Community-Based Participatory (CBP) is a collaborative approach to research that comprises of stakeholders who are community members, academic researchers, practitioners, local organizational representatives, and others in all aspects of the research process. CBP is situated within the broader field of community-engaged research, emphasizing collaborative partnerships between researchers and community partners to discourse health risk factors and social inequities by engaging community strengths (Ward et al., 2018; Wallerstein, Yen, & Syme, 2011).

Likewise, Bell et al., 2016 also claimed that CBP is an approach that aims to enable co-learning and partnership between university-based researchers and community members at every stage of the research process, to not only anchor community programs in the local context, but also promote community capacity building. Community-engagement was also stated by Wang et al., (2017) that it was the process of working collaboratively with and through groups of people associated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It required the development and maintenance of a working relationship between individual representatives of the community and of the researchers as well. This represents a shift from conducting research about a specific population, to conducting research with that community (Bell et al., 2016; Koster et al., 2012).

The study used a Community Based Participatory (CBP) approach to inform study designed (Bernet, Warren, & Adams, 2015) though Design Thinking process. The CBP method is progressively used in the evaluation of programs of social engagement and social innovation. CBP begins with an issue selected by the community members, students, academic researcher and involves community stakeholders throughout the research process. This represents a modification from conducting research about a specific population, to conducting research with the

community (Bell et al., 2016; Koster et al., 2012).

2.3 Appreciation Influence Control (AIC) technique

Appreciation Influence Control (AIC) technique is one of effective instrument that usually used in CBP The A-I-C process is a collaborative effort to develop a plan and is a way to open up opportunities which let the participants has a discussion forum. Knowledge of experience provides information that will help to understand the problem state and the potential of those involved. It is a process that helps to mobilize, brainstorm in education, alternative development analysis for using in problem solving and development. It could build up the decision making, the power of creativity and responsibility for local community development due to the A-I-C process (Sanpakdee, 2013). It can be explained as: A-The research team and expertise (facilitators) provide knowledge to make participants understand Design Thinking process and exchange experiences with participants. I- Developing approach, goals and objectives together as well as understand the context of setting and community. Then the participants help design and find ideas for solving problem together and C- Practicing on doing prototype together and implementing for the social innovation (Teerawisit, 2018).

Therefore, to help search for evidence on the effectiveness of using Design Thinking framework and Community-Based Participatory approach, this study purposes at investigating participants' social engagement, social innovation understanding, cultural awareness, communication skills and critical thinking ability.

3. Methodology

3.1 Participants

Table 1 shows participants' number and inclusion criteria

Participants	Number	Inclusion Criteria
Villagers	30	Villagers who get involved and related to project statement *Project 1 "The elderly at Bann Pong Krai"* *Project 2 "The handicraft and products of Bann Kong Hae"* *Project 3 "The handicraft and products of Bann Mae Sa Mai"*
RMUTL students	23	Hold TOEIC Score 500+ 3 weeks trained in Singapore
SP students	23	Singapore Polytechnic students who attended TFI SCALE 2017 program in Chiang Mai, Thailand
RMUTL facilitators	3	RMUTL lecturers who were trained from Singapore Polytechnic and had experiences in conducting Design Thinking Camp at least 2 times
SP Master facilitator	1	Master facilitator from Singapore Polytechnic who had experiences in conducting Design Thinking Camp outbound at least 5 times
Total	**80**	

3.2 Research instruments

There were four phases of the Design Thinking framework via Toolkit by Singapore Polytechnic Department of Educational Development (2011) which included sense and sensibility, empathy, ideation, and prototype (Fig. 1).

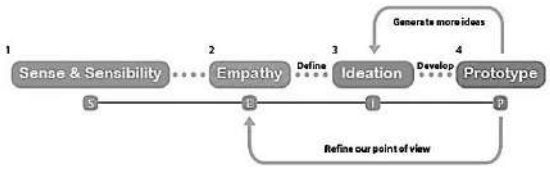

Fig. 1 The 4 phases of Design Thinking Singapore Polytechnic (2011)

This study is based on the framework of Design Thinking and Community-Based Participatory (CBP) approach. Appreciation Influence Control (AIC) technique is one of an effective instrument that usually used in CBP was applied to collect data on the brainstorming session and workshop (Fig. 2).

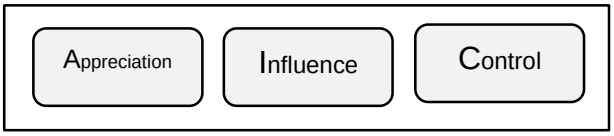

Fig. 2 Appreciation Influence Control technique diagram

Since we used 2 instruments to collect data; Design Thinking framework and Appreciation Influence Control (AIC) technique, they were applied and were related perfectly the sequences (Fig.3)

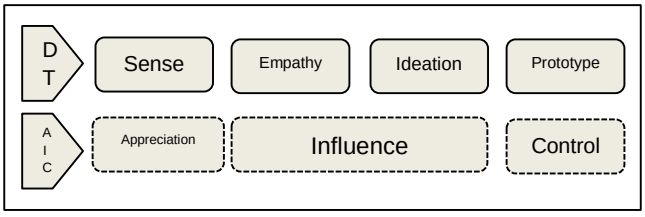

Fig. 3 The 4 phases of Design Thinking compared with AIC technique

Semi-structured interview: Perceptions of teacher-facilitators on the performance of participants during the program

Facilitators' perception regarding the performances of participants (students and villagers) towards the research was done through a semi-structured interview. Facilitators had to assess the performances of participants throughout the four phases of the Design Thinking and Appreciation Influence Control (AIC) technique (Fig. 3) which includes social engagement, social innovation understanding, cultural awareness, communication skills and critical thinking ability.

3.3 Data collection

This study has collected data from the TFI SCALE 2017 program which ran for 14 days, from the 1st to the 14th October 2017, during the second semester of the academic year 2017. The program was divided into two parts: the intensive workshop which was conducted in RMUTL, Chiang Mai, Thailand and the immersion program which was conducted in three villages in Chiang Mai, Thailand: 1) Pong Krai, 2) Kong Hae and 3) Mae Sa Mai, in Pong Yaeng sub district, Mae Rim district.

According to research instrument, while DT and AIC (Fig.3) was used to collect data from villagers, RMUTL and SP students, Semi-structured interview was used to collect data from the perceptions of facilitators on the performance of participants.

3.4 Data Analysis

In the analysis stage, the 4 stages of DT and AIC were produced on the research assumption. The members of the program,

who are the identified stakeholders from SP, RMUTL, and local communities, were the representatives in the study. The content analysis divided in stages (Fig. 3). The data collected from facilitators who participated in the study were gathered and analyzed using content analyses. They were written and explained respectively.

4. Results and Findings

The results and findings of this study were described as it affected in ways of social engagement and social innovation through DT and CBP.

The perception of facilitators regarding to all the four phases of DT and AIC technique, the results of improvement in their social engagement, social innovation understanding, cultural awareness, communication skills and critical thinking ability are as follows:

4.1 Sense and Sensibility

In term of Design Thinking, in this phase, after Thai and Singaporean student got to know each other and pair up buddy, students learned to use their multisensory senses and started to open their mind . Students were provided games and ice breaking activity to make them feel comfortable and ready to learn new thing. In this stage, it was observed that Thai students were able to categorize cultural differences between them and Singaporean students. Thai students had to try their best to make sure that their buddies could understand the culture and be able to use some easy Thai phrases. Similarly, Singaporeans students had to share some of their culture to Thai students, so they both nations could learn and adapt themselves to each other.

In this stage, it was obvious that some Thai students still had problem with language barrier since it is not their official language . Nevertheless, Thai students tried to use gestures and pictures for explaining things to their Singaporeans friends. Therefore, communicative skills were employed during this phase enabling the students to convey some ideas to the Singaporean students. In addition, some Thai students used translation applications in their mobile phones. Resulting from the interview among facilitators, they confirmed that the 23 Thai students were able to understand and enhance more about cultural awareness as well as communication skills.

This stage can be similar to Appreciation stage of AIC. Since this is the process of creating knowledge, learning and exchanging experiences, this step allows every participant comments, hears and draws conclusions creatively. As well as villagers, they needed to open their mind and get ready to learn new thing. They have right to speak up and share knowledge and background knowledge to students and facilitators. Communication skill is very significant in this stage and social engagement skill starts to play the main role from this point.

4.2 Empathy

The main concept of the Empathy stage was to make students understand the users till they feel like they are one of the villagers there. Empathy, Ethnography, Interview and Observation, Analysis Tools, Insights Generation Mechanism are focused in this stage.

After discussing on project statement, each team had to prepare themselves for conducting interview. In-depth Interview was such good way to expose assumptions to understand the deeper thoughts and feelings of the users . In-depth interviews helped the students understand the users as well as using Type A questions (open-ended) helped to keep interviewees at simplicity while building rapport with users before moving to Type B questions (closed-ended) which asked deeper information about the users.

Each student had their own role of interview; interviewer, note taker and observer. Students had to go in teams with 3 or 4 members. One Thai student was the lead interviewer who observed and engaged with the interviewee while one Thai note-taker wrote down the interview data in word for word . The observers, Singaporeans students, took note also of the environment, interviewee's body language and even the place they were assigned to . After the interview, Thai students translated all data into English for the benefit of the Singaporeans students. For the observation while interviewing, students used an observation worksheet (POEMS) tool and Empathy study plan to help them collecting data. In this phase, it was observed that the students needed to use communication and cultural awareness skills in formulating questions to ask users. The teacher-facilitators added that since in Thai context, users seemed to have difficulty speaking English, Thai students had to take the major role of interview and being the interpreter at the same time that was so challenging for them.

Critical thinking skill was used pretty much in this phase. They had to think through their project statement and what they wanted to find out then planned their interview questions . Facilitators also claimed that students had to be flexible and be reasonable enough to ask their questions as well as finding appropriate answers. Social engagement was actual obvious in this stage since all stakeholders; students, villagers and facilitators need to communicate to each other to share and explain what situation was and what the exact problem villagers faced was. Likewise in AIC technique, Influence step which was slightly used to gather information for setting a vision of the community from the villagers' perspective.

Insights Generation Mechanism was the hardest part in this phase, the participants had to cluster data, analyze insight and use a lot of critical thinking cautiously. After all of processes, they got Persona and could distinguish Insight and Deep need statement.

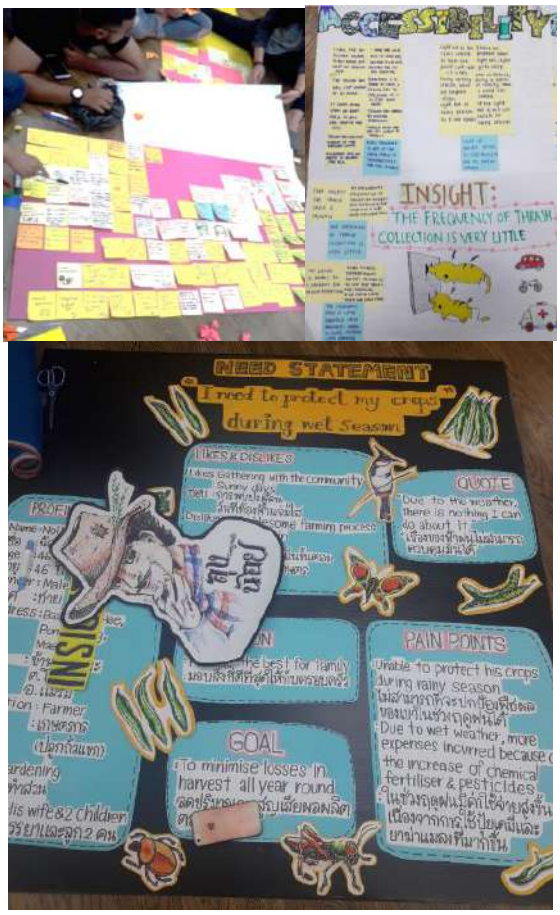

Fig. 4 Empathy's activities

4.3 Ideation

Ideation is about creating a range of ideas and concepts using suitable ideation tools. Comparing with Influence step of AIC which was the process of finding ideas and solution for the community. In this phase, participants generated a large volume of ideas and then developed these ideas into concepts and select one final concept to work on. The villagers played important role in this phase since they were the real users who know well their context and community, so they have to collaborate to help each other to find the appropriate way.

In the brainstorming process, students wrote one idea in a piece of post-it paper . Ideas should be as clearly transported as possible, so some expressive text was required . Drawing or sketching was also encouraged in place of or in combination with words. It conveyed action, environment, and other elements that words could not efficiently do in a small space.

After getting loads of ideas, the participants clustered and grouped ideas in to categories then selected 3-5 ideas that they could produce as a concept. A concept may be defined as "the big picture", something formed by combining all its characteristics or particulars, "a construct" of different ideas.

It was evidently perceived that the participants could show their social innovation knowledge for finding suitable ideas for the user as well as the communication skills in English for expressing ideas and negotiating with Singaporean students. Critical thinking was also significantly employed as they had to think and create an appropriate concept for their project. Influence step is noticeably applied in this phase. The villagers and students helped to create ways and propose an alternative development for solving problem.

Actually, participants usually come up with 3-4 ideas, not just one, so there are suggested ways of choosing the most suitable one for the project by using the following tools; 1) 2x2 Matrix Tool (Fig. 5) and Pugh Matrix Chart (Fig. 6)

A 2X2 matrix is a tool that is used to help scaffold a conversation about insights and findings. Designers create a 2X2 matrix with opposing characteristics on each end of the spectrum (ie. high impact vs low impact, chep vs expensive), then they sort their ideas/insights according to where they fall along the spectrum. The discussion of determining where to place each of the ideas will often lead to new insights and clarity.

Fig. 5 Selection Criteria – 2x2 Matrix

Beside the 2x2 matrix, the deeper and more detailed one is the Pugh Matrix which is a systematic technique, devised by Prof Stuart Pugh (1996), to evaluate design concepts to find a solution which best meets the customer need before working on detail design and development. Two inputs are needed: customer requirements and a number of possible solutions to satisfy these requirements. The technique helps to extend both the requirements and solutions by showing where the requirements have not been fully defined and by helping to generate more possible solutions.

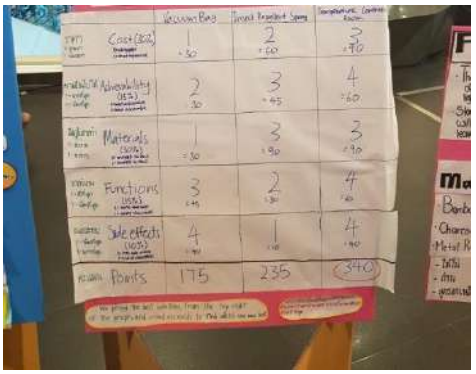

Fig. 6 Example of Pugh Matrix Structure for choosing final prototype

4.4 Prototype

The last phase of Design Thinking is Prototyping. It is the process of making concepts tangible and real, it is also about communicating the concept and user experience. Therefore, participants were asked not to be too much focused on jumping into implementation but spend time exploring with users in the early stages. As Control step of AIC technique, participants needed to assign the roles and responsible for their task. They used the result of the brainstorming process (Ideation phase) to plan for the thing they have to do. In term of Design Thinking, it's a prototype step. The villagers also had major role on suggesting the method and materials for doing prototype. Both students and villagers helped test and finish prototype in just a few days

During prototyping, they had to test their prototype with the users, which called “Co-Creation” and getting feedback from the villagers. Students were asked to do the *Gallery Walk*, an exhibition style, to implore feedback from experts, visitors and users. Teams asked users some questions when they sought for feedback on each concept (e.g. What works for the users and why? What doesn’t work for the users and why? What could be improved and why?, etc.) By the observation, the facilitators stated that the students were open to feedback, proactive at eliciting feedback from users and visitors and ready to receive negative feedback during the whole immersion program. Moreover, the students were truthful, and they allowed their audience to make their own decisions. They were seen to have let the users freely express their opinions and invite the participants to help improve an idea or give additional critique.

Social innovation knowledge was largely exercised in this phase. According to the facilitators, the students had to prepare a lot and they were requested to be expertise in their own project so that they could explain every single step of their project . Communication skills in English was also observed from the students since Thai students had to express their work to some audience which were foreigners, they needed to understand all the processes and should be able to explain and response immediately for questions. Critical thinking was significantly used by the students. It was observed that the students needed to think quickly to reply to the responses of the visitors. Cultural awareness was also employed mainly just to inform the Singaporeans students about the cultural aspects of the Thai users.

5. Conclusion

As the result of this study, integrating DT and AIC was one of the good practices to engage all stakeholders; villagers, RMUTL students, SP students, Thai facilitators and SP master facilitator to work together. By performances’ observation of participants throughout all processes, by using this methodology, it’s claimed that most of the participants were able to engage themselves to communities, understand more about the social innovation, use more communication skills and cultural consciousness as well as bonding stronger relationship. This is in line with Tongkaemkaew et al., (2017) who conducted research on Evaluation Participatory in Research Clusters Management System. They found that best practices in community cluster were successful as the facilitators and all stakeholders played important role in developing young researcher to discover themselves, they also worked continuously to the community’s performance: the researchers were able to convey experiences by creating knowledge together with the community and staff of government agencies, including transferring the experiences of local philosophy to them. These procedures generated local knowledge and local wisdom and resulted in increasing groups and networks in the communities and transmission of local knowledge.

The study findings showed that after attending TFI SCALE, participants showed positive perception toward social engagement, social innovation understanding, cultural awareness, communication skills and critical thinking ability, which were increased significantly. As the result, integrating DT and AIC was one of

the good practices to engage all stakeholders to work together to enhance their multiple skills as well as bonding stronger relationship among them. Like Ling (2018) undoubtedly supported the previously stated subject that Design Thinking suggests a great opportunity for learners and professionals to enhance their skills not only in design and innovation but also to critical thinking approaches.By the way, even a positive impact, it should be given emphasis among specific field instructors to use this new approach to teach subjects to their students.

Recommendations for Further Studies

As this study commonly focused on the quantitative approach, it is hence suggested for further studies to consider more into deeper aspects of the project, add some statistic and tools for quantitative research. It is recommended to collect students' notes, diaries, journals and the 2 weeks observation process among the students both in class and at the villages. Furthermore, a more in-depth interview and experimental approaches could be done to prove more on the affectivity in Design Thinking. Besides, it is also suggested to study more on the development of students as they learn the contents of the four phases of Design Thinking, how they apply to their class or their further study.

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REVISITING PUBLIC MALL VICINITY AS BASIS FOR TRAFFIC COMPREHENSIVE PROGRAM

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ABSTRACT

Traffic congestion has been considered as one of the society's major problem. The metropolitan places like Ozamiz City is not an exemption of such problem. The researchers aimed to know the present condition of traffic in public mall vicinity, the common traffic problems that further delayed the transport operations, to draft a proposed comprehensive traffic program that will help lessen congestion. The researchers used both quantitative and qualitative research instrument specifically triangulate method where the researchers conducted interview, distributed research-made questionnaire and documentation in a form of video and pictures in conducting this study.

The analysis showed that minimal parking areas, inadequacy of loading and unloading stations, narrow barangay roads, poor discipline of drivers, lack of traffic education, existence of slow moving trisikad and the proliferating number of vehicles causes vehicular saturation along the roads in the public mall. The traffic congestion in the Public mall vicinity is a major problem and there is a need for a solution in a form of comprehensive program like These were known as Traffic Course Plan (Traf-COP), Continuous Learning Program (CLP) and Motorcab and trisikad Comprehensive Program (MSCP). The strict implementation and enforcement of these programs are necessary in promoting a smooth vehicular inflow along the roads of the public mall.

Keywords: Traffic congestion, Vehicular saturation, Traf-COP; CLP; MSCP

1. INTRODUCTION

In developing state, transportation is one of today's needs for different human activities. People need vehicles in any form as a mode of transportation to reach to their target destination. Before, people used animals to travel from one place to another but at present fuel and solar automobiles have been invented to make transportation more convenient, comfortable, and faster. With the recent development of these technologies, demand for vehicles increases as said by the American Public Transportation Association (2007). As a result, metropolitan areas experience traffic congestion. The phenomenon increase of number of vehicles on the roads leads to the increases in traffic problems. (Shang, R., 2008).

The Philippine government enacts R.A. 4136, which is known as "The land transportation and traffic code". This act contains provisions that shall control and regulate the registration, licensing and operation of motor vehicles. This serves as the basis of traffic enforcers in implementing smooth road operations in the vicinity of the city, and alleviates the unending congestion.

In regards to the implementation of R.A. 4136, the researchers would like to conduct a preliminary analysis of the present condition of the traffic flow in Ozamiz City, most particularly along Renato Parojinog St. corner Zamora St. in the vicinity of public mall. Further, if the vehicular flow rate within the vicinity causes congestion, the researchers would further conduct an analysis on the cause based from the level of perception of the respondents in the road perimeter of the public mall. From the level

of perception data being gathered, the researchers will propose and create suitable and sustainable programs that can alleviate the problems on traffic congestion.

OBJECTIVES OF THE STUDY

1. To know the present condition of vehicular congestion in the Public Mall vicinity of Ozamiz City.
2. To know what are the common traffic problems that delays the transportation operations during peak hours.
3. To implement a comprehensive traffic program to regulate the traffic problem in the city.

2. REVIEW OF RELATED LITERATURE

Traffic congestion is an exceptionally unfavorable experience with negative impact, especially in one's society and nature. Traffic congestions in expansive urban areas are turning into a critical issue for business and social development (Wen, H., Su, J., & Zhang, X., 2014). Traffic Congestion is well known to most inhabitants of urban and rural zones in both industrialized and developing nations. It is used to be a one-direction, constrained territory, restricted time concern that is usually occurred for a couple of hours (Rao, K. & Grenoble IV, W., 1991). Congestion is one of the most prevalent transport problems in large urban areas (Rodrigue, J.P., 2017). It is also a situation in which an extra vehicle adds into traffic flow that will increase the journey times of others (Thomson and Bull, 2001). Traffic congestion is a situation on road that happens as people's use of vehicles increases, and is describe by slow speeds, long trips timings, and high vehicular queuing. It happens when a volume of traffic or modal split creates demands for space greater than the accessible road capacity (Dr. Tripta Goyal and Dinesh Kataria, 2015).

3. CONCEPTUAL FRAMEWORK

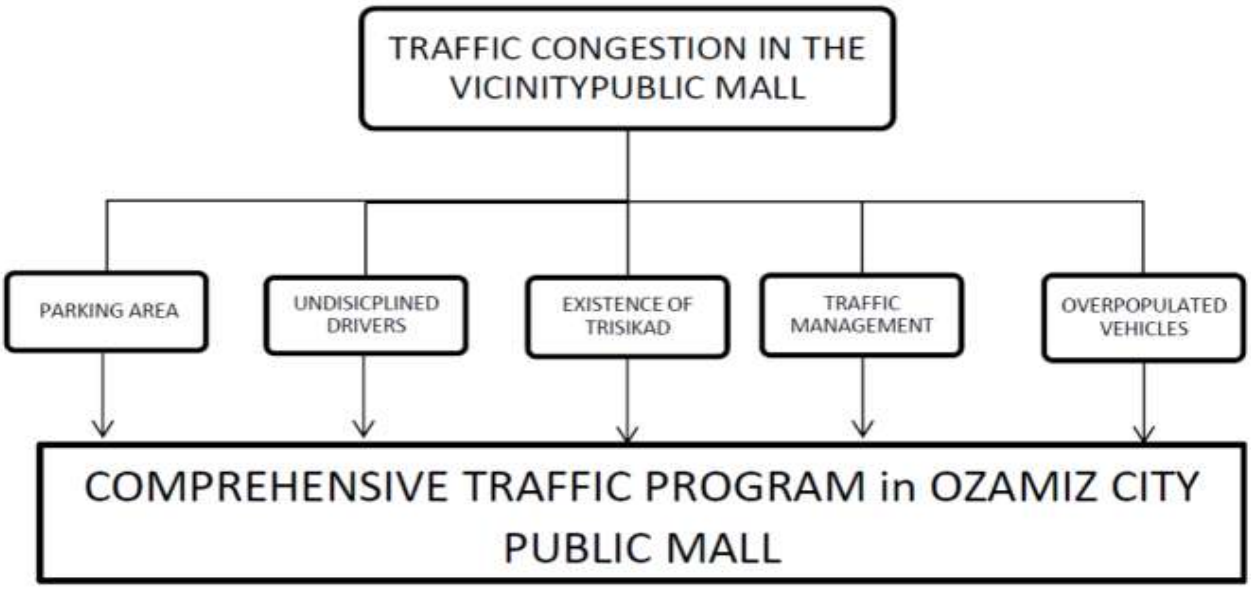

Figure 1. Schematic Model of the Study

This schematic diagram shown in Figure 1 presents the different factors that contribute to the existing traffic congestion in Ozamiz City public mall vicinity. It shows that the following independent variables: parking area, undisciplined drivers, existence of trisikad, traffic management and overpopulated vehicles, have to be considered in identifying its effect to the traffic condition in the vicinity of the public mall as based on the perception of the commuters, motor cab drivers and traffic management unit officers.

A comprehensive traffic program should be proposed to lessen the problem of transportation. It will address the major factors that cause the delays of transportation in the said vicinity.

4. METHODOLOGY

4.1) Research Design

The researchers used both qualitative and quantitative descriptive method in the study. The current traffic condition of the public mall can be shown by qualitative descriptive method through appropriate interviews and documentations. Further, quantitative descriptive method was employed, since this study emphasized the objective measurement, through numerical analysis of the collected data using the questionnaires.

4.2) Research Respondents

The respondents of the study were purposely selected from the population, who have been accessing in and out of the Ozamiz City public mall. The researchers took 100 motorcab drivers, 100 commuters and 30 TMU officers, within the vicinity of Ozamiz City Public Mall to answer the questionnaire provided.

4.3) Research Instrument

The researchers used triangulate method to gather data for the study. For the first method, research-made questionnaire was provided and was given for the commuters, motor cab drivers and TMU officers. For the second method, the researchers conducted interviews for the three (3) respondents. Lastly, the researchers observed the condition of the traffic in the public mall.

4.4) Scoring Procedure

The data gathered from the respondents were treated and interpreted using the hedonic scale (1-9) in which 1 is the EXTREMELY DISAGREE and 9 is the EXTREMELY AGREE.

5. FINDINGS

Figure 3. Vehicular Flow Rate of Private and Public Vehicles

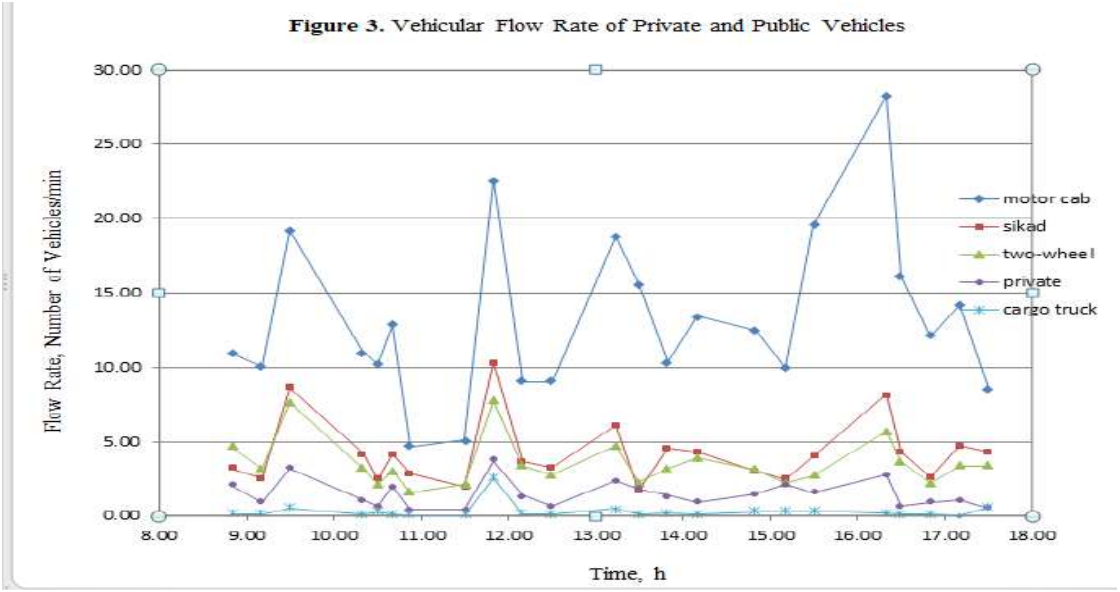

Figure 2. Vehicular Flow Rate of Private and Public Vehicles

The following figures below showed that congestion during the 3:00 to 5:00 PM ranged were caused by illegal parking, double parking, entry in a "NO ENTRY LANE" and inappropriate parking in the front of the Ozamiz City public mall.

Indicators	Average Weighted Mean	Verbal Interpretation
They do not practice road courtesy.	7.81	Very Much Agree
It lacks proper parking area.	7.61	Very Much Agree
Most of the Trisikad drivers do not have enough knowledge about the traffic laws and signage.	7.39	Very Much Agree
There is minimal parking area caused by proliferating establishments along the road.	7.37	Very Much Agree
The drivers load and unload their passengers everywhere.	7.23	Very Much Agree

Table 1. Higher Average Means of the Level of Perception of the Respondents

a. The parking area was considered as one of the contributing factor of traffic congestion within the vicinity of public mall.
b. The attitudes of the drivers towards transport operations affect the vehicular flow in the vicinity of public mall because they were seen to have poor discipline and lack of traffic education.
c. The existence of sikad cause traffic congestion in the vicinity of public mall based from the perception of the respondents since most of the drivers load more passengers that results to the slow movement of the vehicle
d. TMU officers implement the laws on traffic and were fully equipped with deeper understanding and skills in regulating the traffic flow. But there is a difficulty in performing its function properly because there was only few number of Traffic Management Unit Officers (TMU).

The following traffic management programs are thus, drafted by the researchers to solve the traffic congestions:

PROGRAM A: TRAFFIC COMPREHENSIVE PROGRAM (TRAF-COP)

Objectives/Intent: It will promote smooth flow of vehicles. It will provide proper designated parking area for private vehicles, delivery vans, cargo trucks, sikad and motorcabs; provide loading and unloading areas of commuters for motorcabs and sikads; designate a routing scheme that reduce vehicular intersection and follows "keeping on the right way".

Legend:
Parking Are for Cargo Trucks –
Parking Area for Motor Cab –
Parking Area for Private Vehicle (2 wheeled and 4 wheeled) –
Parking Area for Sikad –
Loading Area for Public Vehicles -

PROGRAM B: CONTINUOUS LEARNING PROGRAM (CLP)
Objectives/Intent: This program is designed to further educate the drivers of both private and public vehicles about traffic laws as stipulated in RA 4136, also known as Land Transportation and Traffic Code.

PROGRAM C: Motor Cab and Sikad Comprehensive Program (MSCP)
Objectives/Intent: The program is purposely designed to control the number of motor cab and sikad that are occupying the area in the vicinity of public mall and to lessen the time of congestion and to provide quality of service for commuters. With this program, there will be rescheduling of the operation motorcabs and sikad using their corresponding color codes.

- **WHITE – Monday and Wednesday**
- **BLUE - Tuesday and Thursday**
- **RED - Friday, Saturday and Sunday**

6. CONCLUSION

The existing traffic congestion along the perimeter of Ozamiz City public mall can be resolved sustainably by changing the current mechanisms of the traffic flow and the behavior of the drivers, not only towards the motor cab drivers but to the entire population of vehicle drivers, entering and leaving the perimeter. This can be solved through physical enhancement and restructuring of the parking, loading and unloading areas; through regular training and upgrading of traffic education as enacted in the “R.A. 4136: The Land Transportation and Traffic Code”; and finally

through regulating vehicular inflow in the vicinity of the public mall. There is a need for a traffic comprehensive program to resolve the case of congestion in the area for the benefit of the commuters, the drivers for both private and public, and the pedestrian so that they could perform their daily activities without hassles and delays.

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Room 3

COLLABORATIVE GOVERNANCE IN ADMINISTERING HEALTH FOR PEOPLE WITH DISABILITIES (CASE STUDY IN SURABAYA CITY)

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Abstract

Equitable health services are the rights of every human being and citizen, including disability community groups such as those contained in the The Constitution of the Republic of Indonesia of 1945 and 17 goals SDGs UN. One of the efforts made by the government is the establishment of regional regulations that can provide a legal protection for people with disabilities at the regional level. Local regulation no. 2 of 2017 concerning health for persons with disabilities of Surabaya is one of the example of regulation for disabilities people in regional level. This study explain the implementation of health services for people with disabilities in Surabaya based on local regulation no. 2 of 2017 using the concept of collaborative governance. The method used in this study was interviews with stakeholders, observation, and literature review. Results from this study indicate that there are health facilities and services that have been established by Surabaya City Government and private parties such as the establishment of disability service centers, service rooms for family with disabilities children, disabled child development foundations, "Suroboyo Bus" disabled-friendly buses, etc.

Keywords: *Disabilities, Implementation, Collaborative Governance*

INTRODUCTION

Health is the right of every people. As stated in one of 17 Goals Sustainable Development Goals United Nation, that are good health and well being, also reduce inequalities to ensure a healthy life for people is important for sustainable development. Therefore, every individual has the right to get health services, and one of it is accessibility to health facilities, including people with disabilities.

The right to get equal health is a mandate from preamble of The 1945 Constitution of The Republic of Indonesia. Health gains not only limited at equal service provision. Equality at accessing health services with ease like direct access to support such as the availability of health facilities tailored to persons with disabilities or Indirect support such as the ease and accessibility of public facilities used to get to health facilities.

In 2016, Law no.8 of 2016 about People With Disabilities was stipulated. From that, is expected to be a legal umbrella in meeting the needs of persons with disabilities. For this reason, each region in Indonesia is expected to be able to ratify regional regulations that can facilitate the needs of persons with disabilities, one of them is East Java. East Java itself is one of the provinces with the highest number of persons with disabilities in Indonesia. (Syukria & Suprianto, 2016) The number of disabilities in East Java in 2010 was 2,689,055. In the capital city of East Java, Surabaya has around 0.2% of persons with disabilities from the total number in East Java. In addition, the number of people with disabilities in Surabaya has increased from year to year (Thohari et al., 2017). Based on Central Bureau of Statistics (2016 in Thohari et al., 2017), there were 4.838 people with disabilities from the total population of

Surabaya, which amounts to 2,599,796 people. With a ratio of 1: 537, it shows that every 537 Surabaya residents have 1 disabled people.

As the capital of East Java, Surabaya is expected to be able to become a model from other cities, especially in health management for persons with disabilities. Although there is no Surabaya City Local Regulation or Surabaya Mayor Regulation that specifically addresses people with disabilities. At least there are 6 policies contained in the form of Surabaya City Local Regulations or Surabaya Mayor Regulation that discussing about disability. One of them is Surabay City Local Regulation no. 2 of 2017 article 13 concerning health for people with disabilities. From these regulations, policies emerged that could protect the health needs of persons with disabilities. One of them is establishment of Center of Study and Development The Child With Special Need and Suroboyo Bus, disabled-friendly bus that can help persons with disabilities to get and acces health services.

However, in practice there are still problems in fulfilling health rights for persons with disabilities, one of which is the low use of Community Health Centers for children with disabilities in the Sub-Districts of Gubeng and Mulyorejo by 31.82%. When Gubeng and Mulyorejo sub-districts are the sub-districts with the highest percentage of disabled people in Surabaya (Syukria & Suprianto, 2016).

In addition, there is a lack of relevant research regarding the implementation of health policies for persons with disabilities using Collaborative Government in Surabaya can lead to lack of deep understanding of the provision of health services for persons with disabilities. This can affect the appropriate coping strategy related to the provision of health services for persons with disabilities. Even though, Colaborative Government in Surabaya has the potential to solve disability problems. So that a deeper understanding of implementation can now be an evaluation platform for policies related to disability in Surabaya's future

The success of a policy program is not only determined by the quality of its policies but also the institutional system or its application in society (Kurniasih, Setyoko & Imron, 2017). To create an effective institutional system for a policy it is necessary to seek community involvement with the process. In building an effective institutional system, a strong network is needed in the community. In relation to the implementation of community-based programs, collaboration between various parties is needed. Therefore Collaborative Governance approach is relevant to be developed (Kurniasih, Setyoko & Imron, 2017). In addition, in the Surabaya City Local Regulation no. 2 of 2017 article 13 section 2 of the article states that local governments and communities are responsible for the implementation of health efforts for persons with disabilities. So it can be concluded that the involvement of the third party in the implementation of health for persons with disabilities is crucial. In addition, it can be interpreted if the Surabaya Government requires the use of the principle of collaborative governance in the article. Therefore, this study aims to look at the implementation of the Surabaya City Local Regulation no. 2 of 2017 article 13 concerning health for persons with disabilities using the collaborative governance approach.

LITERATURE VIEW

1. Collaborative governance

There are several concepts related to governance, one of which is the concept of

Collaborative Governance. In the opinion of Ansell and Grash "Collaborative governance is a type of governance in which public and private actors work collectively in distinctive ways, using particular processes, to establish laws and rules for the provision of public goods ". (Ansell & Gash, 2007)

In their journal Ansell and Gash also defined collaborative governance as “A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets” (Ansell & Gash, 2007)

Another opinion states that collaborative governance is a horizontal collaboration between multi-sectoral participants done voluntarily. This collaboration was carried out because of the demands of the public which sometimes exceeded the capacity and role of a single public organization. So that it requires interaction between various organizations related to public activities (Agranoff & McGuire in Chang, 2009 in Anshar, 2018).

Collaboration in Collaborative Governance involves the community constructively within the boundaries of public institutions, levels of government and/or society, the private sector and civil society to implement public interests that cannot be achieved with only one organization or the public itself in making public policy decisions and management (Emerson, Nabatchi & Balogh, 2011).

Seigler (2011 in Kurniasih, Setyoko & Imron, 2017) delivered 8 main principles in implementing Collaborative Governance : (1) Community members must be involved in the production of public goods, (2) Communities must be able to mobilize resources and assets to solve public problems, (3) Professional staff must share their expertise by empowering community members, (4) Policies must public deliberation, (5) Policies must contain sustainable collaborative partnerships, (6) Policies must be strategic, (7) Policies must change institutions for community empowerment and solving public problems, (8) Policies must contain accountability.

According to Goldsmith & Kettl (2009), a collaboration can work if there are certain common elements included in a network or collaboration. These elements include:

1. Networked structure and technology

   Each stakeholder has a joint relationship in making and managing a government product. In collaborative governance, the network element must not form a hierarchy, namely the existence of power from one party. So that in collaborative governance, networks must be organic with the network structure involved, namely no hierarchy of power, domination, and monopoly. So, all parties have equal rights, obligations, responsibilities, authorities, and opportunities for

accessibility in achieving common goals.

2. Commitment to a common purpose or mission
   Commitment in the network helps each stakeholder to achieve positive goals that agreed upon previously. Generally these objectives are found in the general mission of a government organization.
3. Trust Among the participant
   Trust is the thing that make stakeholders stick together in the network. In collaborative governance, trust in the network or other stakeholders is important because with it they believe and can rely on information or the efforts of other parties in the network to achieve common goals.
4. Governance.
   In aspects that need to be considered in governance, there are rules and sanctions agreed upon by each stakeholder, and there is freedom to determine how collaboration is carried out. In addition, governance can be said to be governance if there is clarity about who is a member and who is not a member..
5. Network management
   In a network in collaborative governance there needs to be network management that includes mechanisms for resolving internal disputes, resource allocation, quality control, organizational maintenance, and other agreed administrative issues necessary for the smooth functioning of the network.
6. Access to authority
   Access in this case is the availability of clear and widely accepted measures or provisions of procedures. So, clear rules of authority have been established and accepted by each stakeholder to carry out their roles according to their authority
7. Distributive accountability and responsibility
   It is structuring, managing, and manage together with stakeholders and sharing a number of decision making for all network members and sharing the responsibility for achieving the desired results. So, in collaborative governance there must be a clear division of responsibilities.
8. Information sharing
   Information sharing includes easy access for members, privacy protection, and limited access for non-members as long as it can be accepted by all parties. So that in collaborative governance there must be clear information sharing, and easy access to information can be obtained for each stakeholder.
9. Access to resources
   Is the availability of financial, technical, human, and other resources needed to achieve network

goals. So, there must be clarity and availability of resources for each stakeholder involved

In collaborative governance there are three focus phases or three stages which are collaborative processes in governance (Ratner, 2012 in Irawan, 2017)

1. Identifying Obstacles and Opportunities (Listening Phase) At this stage the government and stakeholders or stakeholders who collaborate, namely the private sector and the community, will identify various types of obstacles that will be faced during the governance process. At this stage each stakeholder explains each other about the problem and other stakeholders listen to each other's problems explained by each stakeholder involved. Then take into account about opportunities in solving each problem that has been identified, such as the solution to the problem that will occur.

   Each stakeholder has the same authority in determining policies on each problem that has been identified and takes into account opportunities in the form of achievments that can be obtained from each of the parties involved. Basically, this phase is a phase of listening to each other about problems and opportunities to be able to take advantage of every problem explained by each stakeholder.
2. Debating Strategies For Influence (Dialogue Phase)

   At this stage, stakeholders or people in governance doing a dialogue or discussion about the obstacles that have been explained in the first phase. Discussions conducted by each of the stakeholders involved included a discussion of the steps chosen as the most effective steps to solve the problem. Then discuss about the parties who are able to support the resolution of problems in governance that have been explained.
3. Planning Collaborative Actions (Selection Phase)

   After going through the stage of listening to the problems that will be faced in the governance process and conducting discussions on determining an effective strategy to anticipate the problems, at this stage the stakeholders involved will begin planning on the implementation of each strategy that has been discussed in the previous stage, such as the initial steps to be taken in the collaboration process between stakeholders, namely the government, the private sector and the community. Then identify the measurement of each process carried out and determine the steps to

keep the collaboration process in the long term.

2. Disabilities

2.2.1 Definition

The term disability itself is a new term, especially in Indonesia. Before in Act. No 4 of 1997 about people with disabilities define individuals who have physical and / or mental disorders as handicapped people. However, in its development of this term many experienced changes in diction because the word ‘handicapped’ is considered to give a negative connotation. In addition, handicapped people are seen as legal subjects who are considered less empowered (Paikah, 2017). From Act no. 4 of 1997 also give a paradigm if there handicapped people are objects, not subjects that should have the same rights as others (Luluhima, 2018).

Indonesia's participation in the Convention on the Rights of Persons with Disabilities by signing this convention in 2007 shows Indonesia's seriousness in respecting, protecting, fulfilling and advancing the rights of persons with disabilities. So as a reflection of Act No. 4 of 1997, the Government established Act No. 8 of 2016 by using the term 'disability' instead of the word ‘handicap’

According to Law No. 8 of 2016, Persons with Disabilities are those who experience physical, intellectual, mental, and/or sensory limitations for a long period of time who interact with the environment can experience obstacles and difficulties to participate fully and effectively with other citizens based on equal rights

WHO defines disability as a general term that includes impairment, limitation of activity, and restrictions on participation (WHO, 2015). Impairment itself is loss or abnormality related to psychological, physiological or anatomical structure or function (Sholeh, 2015). Activity limitation is the difficulty faced by someone in carrying out a task or action. While restrictions on participation are problems experienced by individuals involved in life situations where their participation in society is limited. (Goday, 2019)

Disability is not only related to health problems. Disability is a complex phenomenon. This because disability reflects the interaction between a person's body organs and the condition of the community in which he lives. Overcoming the difficulties faced by people with disabilities requires interventions to eliminate environmental and social barriers. So that disability is a condition of physical, intellectual, mental and/or sensory limitations that can prevent a person from being able to play an active and full role in society. Where the obstacles they experience are not solely because of their internal. But because social factors include one of the accessibility of existing facilities.

2.2.2. Type of Disabilities

There are several types of people with special needs/disabilities. This means that each person with disabilities has their own definition which all need help to grow and develop properly. The types of persons with disabilities are based on the Act.

No. 8 of 2016 Disabled Persons are :

1. Persons with Physical disabilities.
   Physical disability is a condition of disruption of movement function, including amputation, paralysis or stiffness, paralysis, celebral palsy (CP), due to stroke, and dwafism. Body Disorders or *Tuna Daksa* are also classified as physical disabilities.
   Tuna Daksa are individuals who have movement disorders caused by neuro-muscular and bone structure abnormalities, pain or due to accidents (loss of body organs), polio and paralysis.
2. Persons with intellectual disabilities are disrupted thinking functions because intelligence is below average, including slow learning, mental retardation and down syndrome
3. People with Mental Disabilities.
   Mental disability is a condition of disruption of thought, emotion, and behavior, among others because of :
   a. psychosocial include schizophrenia, bipolar, depression, anxiety, and personality disorders.
   b. developmental disability that affects the ability of social interactions including autism and hyperactivity.
   c. High Mental. Often known as intellectual gifted people, where in addition to having intellectual abilities above the average he also has creativity and responsibility for the task.
4. People with Sensory disabilities.
   People with Sensory disabilities is the disruption of one of the five sensory functions, including netra disability, deaf disability, and/or speech disability.

In addition to the type of disability described in Act no. 8 of 2016. In the guidelines for the implementation of the National Socio-Economic Survey in 2009 explains if the type of disability is divided into seven groups. First, blind people or visual impairments, namely in the form of total blindness or lack of awareness in seeing even though using tools and adequate lighting. Second, speech impairment or speech disorder, can be inability to speak or the conversation is not understood (articulation is not clear). Deaf or hearing impaired, physically disabled (bone abnormalities, paralysis or incomplete limbs), and mental retardation (intelligence development disorder). Other types of disabilities can be physical or mental disabilities, namely a combination of disability and mental disability. The last type of disability is *tuna laras* or psychiatric disorders (BPS, 2009 in Syukria & Suprianto, 2016).

METHOD

This research is a qualitative descriptive study. Data collection techniques used are document studies, observations and interviews. Observations were made at the Mojo Health Center, Gubeng Sub Health Center and Mulyorejo Health Center in East Surabaya. This choice was based on data from the Social Service Office of the City of Surabaya in 2012 if the majority of persons with disabilities were in the Sub-Districts of Gubeng and Sub-District of Mulyorejo.

Interviewees were selected based on the purposive sampling and snowball technique which included PLD (Disability Service Senter) Officers in Surabaya 2 (East) Region, Coordinator of Volunteer of the Disability Service Study Center (PSLD) of Surabaya State University, and 5 persons with disabilities. Demographic data from persons with disabilities is presented below

Interviewee 1

Initial	: I
Sex	: Male
Age	: 23
Status	: College Students
Domicile	: Tandes
Type of disability	: Total Blindess

Interviewee 2

Initial	: P
Sex	: Male
Age	: 22
Status	: College Students
Domicile	: Mulyorejo
Type of disability	: Total Blindness

Interviewee 3

Initial	: R
Sex	: Female
Age	: 19
Status	: College Students
Domicile	: Karang Pilang
Type of disability	: Moderate Deaf

Interviewee 4

Initial	: D
Sex	: Female
Age	: 20
Status	: College Students
Domicile	: Wonokromo
Type of disability	: Moderate Deaf

Interviewee 5

Initial	: A
Sex	: Male
Age	: 22
Status	: College Students
Domicile	: Bubutan
Type of disability	: Moderate physically disabled

To test the validity of the data, researchers used the source triangulation technique. Data analysis in this study was done by reducing, and organizing data, and drawing conclusions.

RESULTS AND DISCUSSION

Local Regulation of Surabaya City No. 2 of 2017 about Health Efforts was ratified on March 15, 2017. From the Regional Regulation which discusses disability health, there is Article 13. Article 13 section 1 describes the provision of quality health services according to the needs of persons with disabilities.

Based on the results of interviews with Disabled Persons as users of health services, the five responses stated that they were quite satisfied with the health services provided by health workers both in the health center and in the hospital. Aspects that include their satisfaction are the attitudes of health workers such as doctors and nurses, the ease of administrative processes related to patient registration and health insurance membership registration such as Health Social Security Organizing Agency. In addition, Respondent R do check-up every 2 months for an ENT doctor and he also receives subsidies for the purchase of hearing aids. In addition, from the five

speakers, they never found difficulties when consulting with health professionals both when they were with assistants or independent consultations

However, according to the Respondent I, more in-depth attention and knowledge regarding the needs and conditions of Persons with Disabilities, especially blind people is still considered lacking

> *"So some of the officers sometimes tell me the direction just says 'there'. Well, I'm confused where 'that' is. At least, tell the direction like 'go straight when there is a pot then turn left' if they really can't escort."*

Regarding the condition of health facilities, 2 out of 5 responses, namely Respondents I and Respondents P claimed to be less satisfied because they felt they were not yet accessibility to their condition. Respondent I admitted that he was not satisfied because there were no guiding blocks in the hospital or health center that could provide direction for them to walk. In addition, the Mojo Health Center and the Mulyorejo Health Center do not have guding block in it. Both Health Centers only provide special stairs for wheelchair users at the entrance to the puskesmas. Even the Gubeng Sub-Health Center does not have any facilities for the accessibility of persons with disabilities.

In addition, the five respondents also claimed to have never received education or information regarding health efforts planned by the Surabaya City Government. Even all responses did not know if there was a Study Center and Development of Children with Special Needs in Surabaya and the Disability Service Center (PLD). Only Respondent I and Response P know if there is a Service Center for Children with Special Needs in Siola, Surabaya.

According to respondents, education and information related to health efforts that they have been getting only through informal communities. One of them was the training held by the Disability Service Study Center (PSLD) of Surabaya State University. The training organized by PSLD included training for volunteers, talk shows, and outbound activities for students with disabilities at Surabaya State University and PSLD volunteers.

Furthermore, the efforts of the Surabaya city government in implementing health efforts for persons with disabilities can be seen through several programs, that are

1. Disability Service Center (PLD or Pusat Layanan Disabilitas)

   PLD is a Surabaya City Government program through the Education Authorities that provides free services to residents / communities with disabilities. There are 5 PLD in Surabaya including PLD Surabaya 1 (South), PLD Surabaya 2 (East), PLD Surabaya 3 (Central), PLD Surabaya 4 (West), PLD Surabaya 5 (South)

   As a sampling, researchers conducted observations and interviews only in PLD 2 (Timur) which houses Gubeng and Mulyorejo sub-districts.

   The principle of collaborative governance in health management in the PLD program can be seen through the collaboration between the Education Authorities and the Health Authorities in providing services such as interventions and assessments. In day-to-day handlers carried out directly by PLD officers who came from graduates of psychology and

special education. However, some treatments such as speech therapy and physiotherapy need to involve other parties, one of whom is a doctor and a therapist. In addition, in providing education for parents with children with disabilities, they also collaborate with lecturers. One of them is the Special Education Lecturer in Surabaya State University. PLD 2 also conducted socialization regarding PLD services to the community in collaboration with the urban village office and sub-district office. In addition, the people around there also played a role in the information dissemination process related to PLD through the formation of volunteers for disabilities at the sub-district level.

In this case the implementation of PLD has fulfilled the principle of collaborative governance, namely the involvement of the community and professional assistance to empower the community. This marks the existence of network structure and network management. However, the element of commitment to achieving a common goal is still low, with some kelurahan responding slowly to the licensing for the socialization of the PLD program. Therefore the socialization of the new PLD program was socialized in 1 of 7 sub-districts in East Surabaya and has provided treatment for around 100 children with disabilities in East Surabaya. Factors such as lack of staff in PLD and the large number of patients and the process of surveying persons with disabilities in the area around PLD. When surveying only can take 1 month also giving an effect in slowing down the process of socialization to the community.

2. Center for Study and Development of Children with Special Needs
   The Center for Study and Development of Children with Special Needsis a program initiated by the Surabaya City Government Health authorities that provides health services specifically for children with disabilities and having collaboration with Ngagel Rejo Health Center. This Center for Study and Development of Children with Special Needs is located on Jl. Ngagel Kebonsari 1 no. 10-12, Surabaya. The services provided are free for people with disabilities in Surabaya

3. Pusat Pelayanan Anak Berkebutuhan Khusus
   This service center provides a special team consisting of psychologists, psychiatrists, and therapists with the facilities of 5 room for therapy rooms, 3 counseling rooms and 1 playground. The service is free for Surabaya residents. This Service Center is located in Siola, Surabaya
   The element of collaborative governance can be seen in cooperation with communities of persons with disabilities in the process of procuring socialization and data collection for persons with disabilities. These elements include network structure and information sharing

4. *Suroboyo Bus*, disabled-friendly bus.

Suroboyo Bus is an icon of transportation from the city of Surabaya that uses plastic bottles as a ticket to ride it. In its implementation, Suroboyo Bus is a form of commitment of the Surabaya City Transportation authorities in supporting the accessibility of persons with disabilities to get to health facilities center. However, in practice special seats for persons with disabilities are often not used properly and are instead used as a place to store passenger plastic bottles. This shows if the governance element is still low where there are no sanction for violators of the stipulated regulations related to the function of special seats for persons with disabilities. In addition, the commitment of Suroboyo Bus officers is also low.

CONCLUSION

Based on the findings of data in the field that have been presented and analyzed previously, it can be concluded that the implementation of Regional Regulation No. 2 of 2017 concerning Health for Persons with Disabilities has fulfilled several elements of collaborative governance. They are network structure and network management. Other criteria such as Commitment to a common purpose and governance are still lacking. This can be seen from the process of implementing several programs such as PLD involving collaboration between the Health Office and the Education Office. Other programs such as the procurement of Suroboyo Bus, disabled-friendly buses which is the icon of Surabaya City transportation, also contain elements of collaborative governance, although it has not been implemented optimally, yet. In addition, there are elements of collaborative governance in the implementation of Child Service Centers with Special Needs such as network structure and information sharing

RECOMENDATION

Suggestions for further research to consider taking interviewee from the Surabaya City Service. In addition, widening the number of samples from interviewees and health centers in Surabaya can strengthen the results of the research so that generalizations can be made. In addition, researchers need to know the factors that influence the optimization of collaborative governance elements from the implementation of regulations so that the research discussion becomes more in-depth.

Suggestions for the Surabaya city government to involve more stakeholders both from the private sector and from the community so that the implementation of a policy can be more implemented. Especially efforts in raising public awareness especially regarding the rights of persons with disabilities in public places

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COLLABORATIVE GOVERNANCE: OPTIMIZATION STRATEGY OF TOURISM DESTINATION IN SUMENEP, MADURA

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Abstract

The purpose of optimizing tourism destinations not just to increase community empowerment but also to be a potential sector in increasing Original Local Government Revenue Sources. This study explains various contradictions that occur on building collaboration in tourism field, so government synergy in tourism field is the main focus of this paper. This paper was written using literature review, with in-depth conclusions through selected sources in data collection, as well as taxonomies in data analysis techniques. The results from literature review shows that the tourism sector has become a development priority program by the Sumenep Regency Government. Development of tourist destinations is carried out through collaboration with various stakeholders. Plan for the activities that will be carried out include revitalizing tourism objects, improving infrastructure, improving the quality of tourism implementing resources, and empowering communities. Optimization of tourist destinations will be carried out in Gili Iyang, Gili Labak, Gili Genting (Beach 9), Lombang Beach, Kasur Pasir (Sand Mattres), Keraton Sumenep (Sumenep Palace), Sumenep Kings Cemetery and Sumenep Great Mosque.

Keywords: *Tourism Destination, Collaborative Governance, Empowerment*

INTRODUCTION

Tourism is a leading sector and plays an important role in development in Indonesia. Tourism besides being an economic driving sector is also a vehicle for reducing unemployment and creating employment opportunities. This is in line with the statement of Schumacher (2007): "Tourism is the leading and the single largest industry in the world of today. This sector has been recognized as one of the main important service industries in the world "(Bhuiyan et al., 2013).

The Government of the Republic of Indonesia has issued Law No. 10 of 2009 concerning Tourism. In the law it is said that: "Tourism is an integral part of national development carried out systematically, planned, integrated, sustainable, and responsible while still providing protection against religious values, living cultures in society, sustainability and quality environment, as well as national interests ".

Tourism development policies must be seen as an integral part of national development and must not damage the local cultural order and environmental sustainability and quality. Liu & Wall (2006) said: "Tourism is a potential matter in social, environmental and economic levels of many government agendas.

Government sees tourism as a tool for development giving priority to protecting environments and traditions with minimum negative impacts (Bhuiyan et al., 2013). In the framework of implementing the government law, PP No. 50 of 2011 concerning the Master Plan for National Tourism Development 2010 - 2025 has been drafted. PP No. 50 of 2011 states: "Tourism is all activities related to tourism and multidimensional and multidisciplinary in nature.the needs of every person and country as well as the interaction between tourists and the local community, fellow tourists, government, local government, and entrepreneurs ".

Based on Law No. 10 of 2009 and PP No. 50 of 2011, the District Head of Sumenep Regency has drafted a Regent Regulation (PERBUP) concerning Position, Organizational Structure, Task Function and Work Procedure of Technical Implementation Units at Sumenep Regency Environmental Office and Sumenep District Regulation Number 12 In 2013 concerning the Sumenep District Spatial Plan for 2013-2033 and listed in Chapter 2 Third Part Article 5 concerning the Purpose of District Spatial Planning the Regency spatial planning aims to realize the Regency area as the center of the Minapolitan area supported by the development of agropolitan areas, tourism, and industry.

Sumenep Regency tourism development is based on Sumenep District Regulation Number 12 of 2013 concerning Sumenep Regency Spatial Planning for 2013 - 2033 and is listed in Chapter 2 Part Three Article 5 concerning Objectives of Regency Spatial Planning Regency area spatial planning aims to realize Regency area space as the center of the Minapolitan area which is supported by the development of agropolitan areas, tourism, and industry.

As a tourism system it is multidimensional and involves stakeholder interaction. As a tourism system contains four elements as said by Christie Mill & Morrison (1985) "the system in tourism has four parts, which are marketed, travel, destination and marketing, and to them, the system is considered as a spider's web in which all parts will vibrate if they have a part of it is touched "(Anuar et al., 2013).

Tourism destinations need to be further developed so they can make a greater contribution to Regional Original Income, improving community welfare and environmental sustainability. Sumenep Regency has superior potential especially in the fields of fisheries, agriculture, culture

and tourism. This is inseparable from the geographical position of Sumenep Regency and the potential and natural wealth that other regions do not have as capital that must be managed as optimally as possible. As an area rich in marine tourism, Sumenep Regency has the opportunity to develop all its potential, especially in the field of tourism with cultural wrapping in Sumenep Regency.

The cultural potential that is also an attraction for Sumenep Regency. Like the art of Karapan Sapi, Sono sapi, Mastermind Mask Theater, Ojung Ritual, Macapatan, Rokat Tase ', Okol Culture and Rokat Culture and several religious tourism destinations such as the pilgrimage of Walisongo and the tombs of the kings of Madura. Meanwhile, for the potential of marine tourism itself there are tours of Gili Labak beach, Gili iang, Lombang beach, and Gili Genting or beach 9. Of course it is very unfortunate if the tourism potential of the archipelago of Sumenep Regency is not optimized.

This can be proven from the inadequate distribution of accommodation facilities resulting in not optimal tourism development in Sumenep Regency. Even though the tourism sector can be represented by the development of business fields in the fields of trade, restaurants and creative industries, besides being able to contribute to the regional economy, it is also a form of reality that the potential of tourism offers an opportunity to become a backbone sector in regional development with abundant resources. very big.

The problems of tourism development include the low competitiveness of tourism objects, the low quality of tourism products, both tourism objects, lodging, restaurants, transportation, services that are not prime (AMENITY - ACCESSIBILITY - ATTRACTION). The problems in developing tourism destinations are the low quality and quantity of tourism human resources, the weak empowerment of communities around tourist objects and the weak empowerment of tourism conscious groups as well as weak coordination, synchronization and good synergy between local governments, tourism businesses and communities around tourism objects and tourism publication/information institutions, and not yet optimal tourism tourism patterns in the area.

And the biggest problem is that there are no regional regulations or regent regulations related to the Sumenep Regency Tourism Development Master Plan. There is even a discourse from the Sumenep Regency Regional Representative Council to form the Sumenep Regency Tourism Development Agency (Madura Library). This further shows the weak coordination to develop the tourism sector in the area.

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The research objective is to identify tourism destination development policies and find out the inhibiting factors for developing tourism destinations in Sumenep District, Madura. This type of research is qualitative descriptive research. This type of research seeks to provide a description of a particular phenomenon in detail, which in turn will lead to a clearer understanding of the phenomenon under study, namely to produce an overview of tourism destination development policies.

According to Dunn (2003) the type of descriptive research has the purpose to explain and / or predict the causes and consequences of the choices that exist.

RESULTS AND DISCUSSION

Sumenep Regency is located in the strategic route of Madura Island tourism. As a coastal area, of course potential to be visited by tourists because it is rich in marine and cultural tourist attractions and Madura culinary snacks that are not found elsewhere. The strategic position of Sumenep Regency as one of the economic buffer zones of Madura Island, its natural and cultural conditions provide opportunities and opportunities to further develop the potential in the field of tourism wrapped in a distinctive Madurese culture. The existence of a very varied tourism potential makes Sumenep Regency feasible as a tourist destination that is in demand by tourists considering its geographical location.

To capture the opportunities that exist, the Semarang District Government has compiled a tourism development policy. Tourism development policy has been stated in Sumenep District Regulation Number 12 of 2013 concerning Sumenep Regency Spatial Planning for 2013 - 2033. Although it does not discuss specifically related to tourism development, the authors hope that the tourism development listed in Ripparda will realize Sumenep Regency as a tourist destination regional, national and international, which are advanced, dynamic and reliable, through the utilization of tourism potential while still taking into account the concept of conservation towards community independence and prosperity.

Tourism is one of the priority programs in the development plan of Sumenep Regency. Quality and integrated tourism products are an attraction for tourists. Tourists can easily find out information on tourism products, so they can plan tourism destinations to be addressed. Services to tourists must be improved continuously in accordance with technological developments and expectations / wishes of tourists. Community involvement must also be improved so that it can help the government in capturing opportunities in the tourism sector. Harmonious cooperation and synergy between stakeholders need to be mobilized by utilizing technological developments which in turn can increase Regional Original Income and community welfare.

The tourism potential is diverse which includes: Karapan Sapi art, Sono sapi, Puppeteer Mask Theater, Ojung Ritual, Macapatan, Rokat Tase ', Okol Culture and Rokat Culture and several religious tourism destinations such as walisongo pilgrimage and Madura kings' tombs. Meanwhile, for the potential of marine tourism such as Gili Labak beach, Gili iang, Lombang beach, and Gili Genting or Pantai 9 should be able to contribute to both the Regional Original Income and community welfare. The Sumenep Regency Government should be able to make new breakthroughs and innovations in improving the quality of tourism products spread across various regions.

Tourism policy has been stated in Ripparda which is valid for 20 years and will be evaluated every 5 years. Regional tourism development policies include: tourism tourism, marketing, industrial and institutional development. In writing this paper, only regional tourism destination policies will be discussed.

The development policy of tourism destinations in Sumenep Regency is carried out in stages which are adjusted to Ripparda in 2013 - 2033. The development of regional tourism destinations in this study is in the form of

tourism objects managed by the local government. The development of this tourism object is expected to be a leverage for the development of a tourism destination area. Tourism objects managed by the Sumenep Regency Government include maritime and cultural areas.

The sumenep regency tourism destination policy that does not yet have a legal umbrella certainly violates Law No. 10 of 2009 concerning Tourism. Based on Law No. 10 of 2009, the Master Plan for Tourism Development must be in the form of regional regulations as stipulated in article 9 paragraph 3: The master plan for district / city tourism development as referred to in Article 8 paragraph (1) is regulated by regency / city regulations. Sumenep Regency tourism destination policies include regional tourism destinations, development of tourist attractions, development of tourism accessibility, tourism business development, construction of public infrastructure, public facilities and tourism facilities, community empowerment through tourism and development of investment in tourism.

The Sumenep Regency tourism destination policy is in line with the opinion of Cooper et all (Sunaryo: 2013), Buhalis (Yoon: 2002). The commitment and role of the regional government in developing tourism objects is very strategic. As a form of commitment the Sumenep Regency Government has included the tourism sector in priority programs. This means that the Sumenep Regency Government allocates more funds in the Minapolitan, Agriculture and Tourism program '. This is in accordance with the direction of the central government (Ministry of Finance) that the government will implement the principle of money following a work program (money follow program) so that available funds can be allocated to units or parts that have priority programs.

The Sumenep Regency Government is determined to make the tourism sector one of the levers for other sectors in implementing development. The role of local government in tourism development includes: Land use planning, Community development, Education, training and employment (Anuar, Aris Ahmad Nazrin, et all: 2012, Brokaj: 2014).

The development of tourist destinations managed by the Sumenep Regency Government, especially in the Coastal area, is carried out by collaborating with several agencies, namely: the Regional Government of Sumenep Regency, Perhutani and BPCB (Cultural Heritage Conservation Center). Coordination between the three institutions is running well. The role of local government is very strategic in developing tourism destinations as stated by Brokaj (2014) that the role of local government is to drive sustainable development agenda within the destination sustainable development agenda.

Local governments through the DPU make infrastructure development planning for the tourism sector. Disporapar developed a tourist area along with a souvenir house by inviting MSMEs (under the guidance of the Ministry of Industry and Trade) to make souvenirs / merchandise. Community empowerment is also done by fostering tourism villages. There are several tourist villages located or adjacent to the Walisongo Cemetery and the Madura Kings Cemetery.

In order to develop and beautify the tourist area, the Sumenep Regency Government must try to package this object to be more interesting by combining natural conditions that are adapted to the supporting cultural situation. In this area it will also be equipped with culinary stalls that serve appetizing food.

The concept that can be done by the sumenep district government is through the development of the maritime

region followed by the development of natural, religious and water tourism objects. Based on the concept, a water tourism area will be structured with other supporting facilities, such as: boat dock, recreational pool, ritual pool with pavilion, stage on the water, sitting group and restaurant.

Development policy of tourism destinations in Sumenep Regency, In developing tourism destinations, commitment is needed both for the Regent and the DPRD. Commitments are manifested in the form of regional tourism development plans / RPPD. The regent composes the regent's regulation regarding the implementation of the RPPD. Based on this regulation, it can be seen the development plans for tourism destinations. The tourism sector is a priority program in the draft RPJMD. The consequence of being a priority program is the significant allocation of funds in financing the development of tourism destinations. The involvement of stakeholders is needed in funding both from the central government, the provincial government, the private sector and the community. If there is a good synergy between tourism actors, tourism destination development policy objectives can be achieved and this is what I mean as "COLLABORATIVE GOVERNANCE".

The development of regional tourism destinations in Sumenep Regency is not optimal because of several obstacles, including:

1. The object of a tourism destination requires several requirements to be visited by tourists, including the quality of good objects and easy access and adequate infrastructure. Infrastructure as a support is not fully adequate.
2. The limited quality of inadequate tourism implementing resources, most of which have not been able to provide optimal service, because this has become an important prerequisite in the era of free competition in the ASEAN region (MEA).
3. Community participation is not optimal in the environment of tourism destinations. The community has not fully been able to act as a good host in accepting tourist arrivals. Public awareness that grows and develops in accepting and serving tourists well is expected to have a positive impact on the economy and community welfare.

CONCLUSION

The sumenep regency tourism destination policy that doesnt yet have a legal certainly violates Law No. 10 of 2009 concerning Tourism. Based on Law No. 10 of 2009, the Master Plan for Tourism Development must be in the form of regional regulations as stated in article 9 paragraph 3: The master plan for district / city tourism development as referred to in Article 8 paragraph (1) is regulated by regency / city regulations. Government commitment is needed in the development of tourism destinations, namely by including tourism in the Sumenep Regency flagship program.

Destination development policies are carried out, namely: revitalizing tourism objects, improving infrastructure both towards and within locations and empowering communities. Tourism destination development will mainly be carried out in marine areas and cultural sites. The obstacles in developing tourism destinations are:

1. Infrastructure as a support is not fully adequate.
2. The quality of inadequate tourism actor resources, most of which have not been able to provide optimal service, because this is an important prerequisite in the era of

free competition in the ASEAN region (MEA).

3. Community participation is not optimal in the destination area. The community cannot fully play a role as a good host in accepting tourist arrivals.

SUGGESTION

1. It is necessary to evaluate and restructure the Master Plan for Sumenep Regency Regional Development in 2013 - 2033 in the form of regional regulations. The commitment of the local government must be supported by the DPRD so that there is no difficulty in budget planning.
2. Infrastructure improvement needs to be done so that access to and within the objects of tourism destinations becomes more comfortable. Infrastructure improvements need to be synergized with the provincial government and the central government.
3. It is necessary to revitalize tourist destination objects, especially in cultural sites, by involving the private sector. Collaboration with the private sector needs to be done by implementing a BOT (Build Owner Transfer) model for a certain period of time.
4. It is necessary to increase the participation of the tourism community by conducting periodic coaching through through tourism conscious groups about "apta Pesona Wisata ". Community participation is needed so that people become professional in accepting tourists and can help maintain the existence of tourism objects or ecology well.
5. It is necessary to provide guidance for community actors in various fields in order to obtain certificates in accordance with MEA demands.

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The Role of Twitter as a Social Media Platforms of Central Java Government for Sustainable Tourism Development

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ABSTRACT

Research Background - The role of Twitter as a social media platform used by the Central Java government to promote sustainable tourism development. Currently social media has a very important role in communication and becomes an information media in the development of tourism in Central Java. Research problem - The purpose of this research is to analyse the role of twitter as a social media platforms used by the Central Java Government optimally through its twitter official account "@VisitJawaTengah" managed by regional culture and tourism service of Central Java province to promote sustainable tourism development. Literature Review - Sustainable tourism in Central Java, Building tourism through twitter. Data and Methodology - This research uses qualitative methods by collecting data through books, journal articles, reports and websites. Data that has been collected is then analysed to satisfy the research purposes. Conclusion - Effective and optimal utilization of twitter by the Central Java Government has a significant effect then can encourage tourism development in Central Java and also to increase awareness in maintaining the environment in tourist destinations.

Keywords: *Central Java, sustainable tourism development, twitter, and social media*

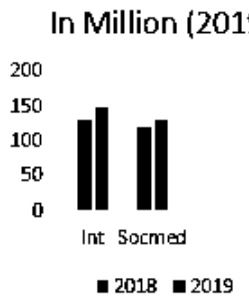
A. Introduction

In the modern digital era currently, information and communication technology has developed into an essential part of human life. Therefore, a human can access information widely more accessible, and indeed used as a tool to communicate without worrying about the distance; the internet also supports it. In order to adapt to the development of information and communication technology, a human must be able to adjust to changes that will occur in their environment. That happens because of the interactions that continue to be made by a human, the consumption of society towards technology is getting higher, especially the information flow can be accessed using technology (Kuswarno, 2015). Then, the effect of public consumption on technology is the digital lifestyle. According to (Muhammad & Yamin, 2018), the digital lifestyle is a phenomenon like millennial society in this era. Also, the digital lifestyle is a life revolution due to the rapid development of information and communication technology. The main objective of the digital lifestyle is to optimise productivity by using device sharing from the benefits of information technology, including social media. The development of social media in information and communication technology has become a crucial thing in

the modern digital era currently because social media exists for people forum to communicate and disseminate information widely, so that it becomes a new way for people to interact each other, and have a significant impact on various aspects of people's lives (Setiadi, 2016). In the perspective of the history of social media, it began with the Friendster in 2002, which at that time became the most popular social media platform. Before that, in 1997, the first website-based social media emerged, SixDegree.com and Classmates.com (Anang Sugeng, 2016).

Indonesia is a country that adheres to a democratic system; the values contained in it are material that must be applied in order to create a better society. Therefore, democracy in Indonesia supports the freedom of expression of its people in the current information era, so that Indonesians could express their opinions on social media as part of democracy in the digital era. Thus, social media have functioned as a forum to strengthen ideas and practices of freedom and spread their ideas (Rahmawati, 2018). On the other hand, The Economist in the November 4, 2017 edition entitled *Do Social Media Threat Democracy?* Concluding that social media will only bring people to endless conflict because people will abuse social media as a forum to spread a hoax and hate speech, especially those related to politics so that news consumed by the public is fake news. (Leaders, 2017). Avoid this; society needs to learn about media literacy. It is an ability to access, analyse, and evaluate messages in sharing forms of the medium. Through media literacy, one is expected to be able to know information technology and critical thinking skills to filter out information. (Livingstone, 2004). The development of social media has minimized costs and time in delivering information efficiently to the entire community, therefore, nowadays many conventional media have begun to use social media such as twitter, facebook, and Instagram to deliver their news to the public, in the tourism sector, the utilization of social media could improve the national economy. (Hamzah et al., 2013).

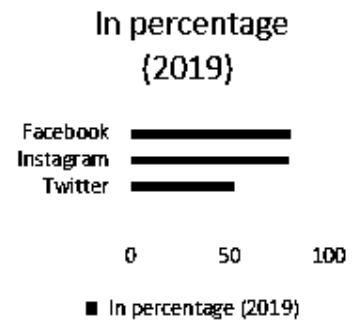
Figure 1. Data of internet and social media users (2019)



Then, according to data from APJII on the website of the Ministry of Communication and Information of the Republic of Indonesia, the number of internet users in Indonesia reached 143 million from 262 million population or 56% with the number of smartphone and mobile internet reached 90 million. Also, the market of Indonesia's digital economy reaches USD 27 billion and has the potential to be USD 100 billion by 2025. In short, the flow of investment per year is at the level of USD 20-25 billion, estimated that the digital economy and tourism sector contribute 10%. Because of that digital economic investment and tourism can rise significantly (https://kominfo.go.id/content/detail/17032/rif-2019-tawarkan-peluang-investasi-ekonomi-digital-dan-pariwisata/0/artikel_gpr). According to data from We are social Hootsuite in January (2019), they were mentioned that the total of active social media users in Indonesia reached 150 million users, and increased by about 20% from 2018. Then, the number of mobile social media users reached 130 million users and increased by about 9 % from 2018. On average, Indonesians spend time accessing the

internet through any device, which is 8 hours, 36 minutes. Then, spend time accessing social media through any device, which is 3 hours, 26 minutes.

Figure 2. Data of social media platforms user in Indonesia (2019)



Social media platforms that are often used by Indonesian people are Facebook (81%), Instagram (80%), and Twitter (52%). Also, internet users globally are 4.4 Billion active users, and there is an increase of 9.1% from 2018, then there are 3.5 Billion active users on social media, and there is an increase of 9.0% from 2018. Facebook social media platforms are ranked the first was the most widely used globally then Instagram, and Twitter (We Are Social, 2019). In the tourism industry, social media has created a significant effect. Travellers use social media to gather data on their journey, make informed choices and share their experiences on locations, hotels, restaurants and transportation.

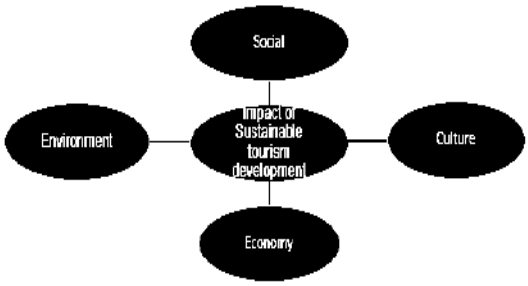
After that, Indonesia is also one of the archipelago countries that has more than 17,000 islands. That is an attraction for foreign and local tourists to explore the territory of Indonesia. The natural wealth owned by Indonesia has the potential as a leading sector for Indonesia. Regulation No. 10/2009 concerning tourism has regulated tourism development in Indonesia (Dwi W. & Subekti N., 2019). Therefore, the concept of sustainable tourism development in Indonesia needs to be applied as an effort to maintain natural balance and increase economic growth.

The concept of sustainable tourism development is indeed something sophisticated but straightforward so that its understanding becomes multidimensional and multi-interpretation. In achieving sustainable development, there is one factor that must be faced, namely how to maintain the environment without sacrificing the need for economic development and social justice (Sukma Arida, 2010).

The Indonesian government uses social media as part of the strategy of tourism development and promotion; social media is used by sharing the URL, news, pieces of information, and policy about tourism in Indonesia. Infrastructure development, the presence of social media, Indonesian people can be involved in the Indonesian government's plans for developing tourism is one of those is to promote Indonesian tourism globally; tourists will know the potential of tourism in Indonesia through social media (Sabon, Perdana, Koropit, & Pierre, 2018). According to data of the Central Statistics Agency of Indonesia published on tirto.id, the number of foreign tourists who visits Indonesia during 2018 reached 15.81 million, there was an increase from 2017 which reached 14.04 million, and the realisation of foreign tourism exchange amounting to 16 million USD in 2018 (https://tirto.id/bps-indonesia-dikunjungi-1581-juta-turis-sepanjang-2018-dfGP).
Then, in the context of tourism development in Indonesia, and regional autonomy, local government, have the authority to manage their regions for planning, utilisation, control. Therefore local governments must utilise the potential of natural resources for regional tourism development, and arrange to fund for the sector (Nur, 2018). The objectives of regional autonomy in the tourism sector

are to create and improve the efficiency and effectiveness of natural resource management and economic growth and open opportunities for communities to participate as part of sustainable tourism development (Zuhdiati Ermy Putri, 2017). The concept of sustainable tourism development in Indonesia is regulated in policy and legal documents but does not need to be implemented based on international minimum standards such as those agreed. Regulation number 10/2009 has provided an indication of awareness of the concept of sustainability with multi-dimensional aspects (environmentally friendly, providing benefits in the economic sector, acceptable in social and cultural sectors, and society have the role as the core subject in development). Also, regulation no 32/2009 made to the protection of the environment. Through the regulation, tourism development in Indonesia must protect the environment so that environmental damage does not occur which in turn will affect other factors (economic, social and cultural). The translation of the law becomes a regulation, among others, government regulations concerning environmental impact analysis, which become a large-scale activity. In order to sustain benefits, success and profitability, the national and international tourism industry has its marketing activities. At this point, the efficient use of the internet and social media in tourism activities is important (Guzel Sahin & Sengün, 2015). Then, social media is not merely a marketing tool for many travellers and stakeholders, but also data source. Social media impact tourists choices and provide tourist companies with guidance on taking appropriate measures to improve their facilities and to improve satisfaction between the present and potential clients (Živković, Gajić, & Brdar, 2014).

Figure 3. Impact of sustainable tourism development



Natural resources must be used optimally, which is an essential element in the development of sustainable tourism, then maintaining ecological processes and helping to preserve nature. Respect the socio-cultural authenticity of local communities, preserve their cultural heritage and the values in which contribute to knowledge and tolerance. There are benefits from the social and economic sectors for the whole community somewhat, and there are opportunities to increase their income and then reduce poverty massively.

Central Java Province consists of 29 regencies and 6 cities, there is a need to develop further such facilities and infrastructure including easy access to information to the public and the utilization of social media by the Central Java government, therefore the role of social media such as twitter is crucial for sustainable tourism development in Central Java (Wasino. & Beng, 2017). The development of tourism in Central Java was regulated provincial regulation no 1/2012 concerning the Central Java tourism development master plan from 2012 to 2027. With the existence of a decentralisation policy of Indonesia, supported by the regional autonomy regulation, the Central Government acts as the steering framework for policy, coordination and control in addition to empowerment. At the provincial level, the coordination of tourism development between regencies and cities is still weak and deteriorating. Since regional autonomy has implemented, local governments have responsibilities, but they are often not ready to carry out their

responsibilities, and still rely on direction from the central government. Administratively, the lack of coordination between levels of government and the availability of resources so that responsibilities among partners run effectively and efficiently; this is the weakness of tourism in Indonesia. Central Java Province has 20 tourist destinations in the village which are *"Village Economics"* program created by the Ministry of State-Owned Enterprises that aim to improve the economy of the village and improve the quality of life of the local society in the village. Also, this is part of the concept of developing village-level sustainable tourism. In 2017, there are nine cultural tourist destinations that are the leading tourism: Candi Borobudur (28.47%), Kraton Surakarta (12.50%), Candi Sukuh (12.45%), Lawang sewu (11.60%), Kota Lama Semarang (9.75%), Sangiran (9.10%), Candi Gedong Songo (6.62%), Masjid Agung Demak (6.22%), and Benteng Pendem (3.29%). Candi Borobudur is the most popular tourist destination each year by local and foreign tourists, one of the factors of the success of Candi Borobudur being the favourite tourist destination is the marketing strategy carried out by the regency government and the Central Java government. Also, the Candi Borobudur applies the concept of sustainable tourism development, by maintaining cultural heritage areas from permanent damage resulting from spatial use, and preventing land conversion and protecting the character of rural areas. The total of local and foreign tourists who visit Central Java from 2014 to 2018 has increased.

Table 01

Data of local tourist in Central Java

Year	Local Tourist	Target Local Tourist	Annual Growth (%)
2014	29.852.095	34.825.055	1,43
2015	33.030.843	34.123.356	10,65
2016	36.899.776	30.679.386	11,71
2017	40.118.470	34.123.356	8,72
2018	48.943.607	34.825.055	22

(Source: Central Java Government – youth, sports, and tourism office)

Table 02

Data of foreigner tourist in Central Java

Year	Foreigner Tourist	Target foreigner Tourist	Annual Growth (%)
2014	419.584	387.511	8,10
2015	421.191	395.261	0,38
2016	578.924	403.166	37,45
2017	781.107	430.000	34.92
2018	677.168	435.000	-13.31

(Source: Central Java Government – youth, sports, and tourism office)

The presence of a total of tourist destinations in Central Java Province has made this area one of the exciting provinces to travelling. That is evidenced by the increasing number of tourist destinations so that local and foreign travellers have the option to visit Central Java; then there are also exciting events about culture and economy exhibition.

Table 03

Data of tourist destinations in Central Java

Year	Nature	Culture	Artificial	Special interest	Others	Total
2014	148	85	117	19	98	467
2015	160	82	131	27	77	477
2016	182	110	146	31	82	551
2017	209	127	173	32	74	615
2018	240	132	200	43	79	694

(Source: Central Java Government – youth, sports, and tourism office)

The Central Java government through the youth, sports and tourism office has utilised the social media platform Twitter as a tool to develop tourism in Central Java, and besides to promote tourist destinations to the entire community so that the number of tourists who visit Central Java will increase each year. Account @VisitJawaTengah managed by the youth, sports and tourism office in Central Java province has as many as 22 thousand followers, and there are 13 thousand tweets made by the account. As social media platforms, Twitter is an alternative option for the Central Java government in providing information about tourist destinations in Central Java. Also, Twitter has become a media for broad public participation to convey suggestions and criticisms, especially in the tourism sector. According to Kotler & Amstrong (2008) mentioned that promotion is a specific guide to advertising, sales (promotions and personal), public relations, and direct marketing tools used by an institution or company to communicate customer value persuasively and build a combination of customers. Youth, sports and tourism office of Central Java Government as the executor of implementing sustainable tourism promotion activities in Central Java province, with many internet and social media users in Indonesia has made it an opportunity for the Central Java government to use Twitter. The @VisitJawaTengah account in its activities always uses hashtags (#) #JatengGayeng and #VisitJawaTengah as the keyword to search for tweets that contain tourism in Central Java, including culinary tours, natural attractions and cultural tourism.

B. Research Methods

This research uses secondary data types. In the simple term, secondary data is data obtained from another source that still exists, meaning that it could search for existing data such as journals, books, archives, or websites. In short, researchers need to collect data from intermediary media that have been published in a place such as a library or an office (Library Research). If the data source has expired or not relevant anymore, then the data cannot be the source in secondary data. So data that has been collected is then analysed to satisfy the research purposes.

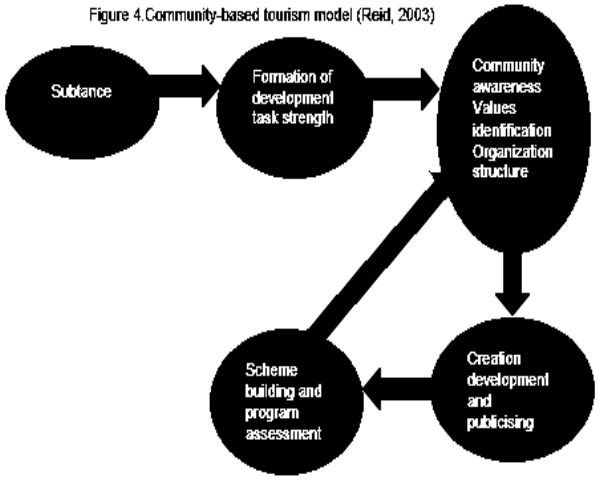
C. Theoretical Framework

1. Sustainable tourism in Central Java

Sustainable development is 'development that meets current requirements without compromising future generations' capacity to fulfil their requirements; then Sustainable tourism development meets the requirements of current visitors and host areas while safeguarding and strengthening future opportunities (Dangi & Jamal, 2016). In this field, which is an object and subject for development itself, the success of tourism development cannot be separated from the society role. Development as a social change process aims to improve the overall quality of life or the majority of people without damaging the surrounding environment and cultural sites. The society tries to involve many community members and make them determine their objectives (Sunuantari, 2017). In many countries, tourism has a potential to be a significant contributor to sustainable development, so it must be managed well so that it benefits local communities and natural and cultural environments on which it depends (Puja & Amit, 2016). Then, Sustainable tourism development could be accelerated by strengthening society through a partnership with the private sector in the management of tourism, especially in

Central Java; it could be through social media and the internet. The society also plays an active role in economic activities (Sihombing, 2016). According to the International Labour Organization (2012) mentioned that the sustainable strategy offers the community and individuals the main topics of tourism, converted into the qualitative measurement of the achievement indices. This development aims to improve the quality of life of the host groups, while simultaneously providing tourist satisfaction. Regional and local tourism plans are crucial to evaluate their approach to sustainability and to take

Figure 4.Community-based tourism model (Reid, 2003)



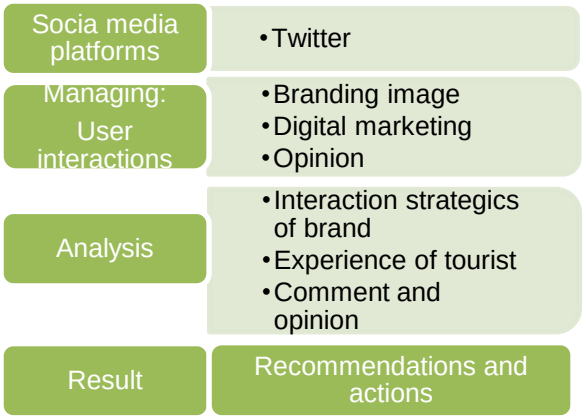
In Reid's theory, he focused on a social learning/mobilisation framework; these projects can support implementation and sustainable development since they often have more significant support from the community. Social learning is based on using local collective knowledge related to action (social mobilisation) and the political context underlying the planning; it can be through digital platforms. The approach is based on common values and on the transforming power to use these values and knowledge in order to find solutions to local problems (Koster, n.d.). On the other hand, rural tourism development is also crucial for the central java province because "Diversity and' uniqueness' of Central Java attractions are critical to the province's general viability as a tourist destination such as rural areas. Potential tourists need to have a variety of options, and a critical mass of attractions is needed in order to attract and circle tourists enough to guarantee that the region receives financial benefits (Faulkner, 1995). Tourism in rural areas involves restoring and rebuilding the disappeared phenomenon of ancient history and heritage while retaining rural peace and unique social culture, active tourism in rural areas requires no massive and costly building and infrastructure construction. Increased or abandoned resources and amenities in current installations are restored to anticipate visitors with special interests. (M Aslam & Awang, 2015). For example, in Dieng, Wonosobo regency, Central Java. Since Dieng was founded as rural tourism, society has started to create knowledge of rural tourism. In the DCF (Dieng Culture Festival) as part of community-based tourism, homes of the resident become homes. During the event, almost every house is occupied by domestic or international tourists. It encourages local people to focus more on cleanliness, settling, and comfort as a denial of tourism. Then, the concept of community-based tourism in tourism sustainable in Dieng has encouraged the participation of the community in the realisation of rural tourism. Dieng rural tourism is promoted through various media social (Sunuantari, 2017). Sustainable tourism should uphold the high level of tourist pleasure and guarantee a meaningful experience to the tourist, raising their mindfulness about sustainability issues and supporting sustainable tourism, then promoting to another.

2. Building tourism through Twitter

As social media platforms or microblogging, Twitter allows for the free

exchange of thoughts, at the national and international level, among individuals interested in comparable fields of knowledge. Twitter is a popular free social media platforms that provide real-time news feeds that provide data to each (Maclean, Jones, Carin-levy, & Hunter, 2013). Twitter unlike other social media platforms such as Facebook or MySpace, to follow other users, there is no need to wait for confirmation except for a private account, then the user does not have to follow back another account. Also, there are several features in Twitter, RT stands for retweet, "@" is a sign to look for the user's address in the search column, and "#" hashtag is a sign for a keyword, it can also search for trending topics. The use of "#" hashtag on Twitter to attract people's participation and attention, and is used to index, accumulating public dialogue to be an exciting topic and coherent. Many words use a hashtag to be accessible (Goswami, 2018). In 2018, the number of characters on Twitter to make a tweet 280 words, previously only amounting to 140 words. Tweets are part of the expressions of users and also to disseminate information in real-time (Kwak, Lee, Park, & Moon, 2010). According to data of Sysomos (2009) revised in 2014 mentioned that 85.3% of all users of twitter post less than a day, 21% of users have never posted tweet, 93.6% of users have under 100 followers, while 92.4% under 100 people, 5% of users account on Twitter for 75% of all activity, Women users on Twitter are 53%, and men users on Twitter are 47%. America became the first country with the most users, then followed by the UK in second place. Twitter is not just an excellent way to keep up with friends on mobile devices. It has rapidly gained ground to make some of the search engines with its human-driven. Twitter is the more prominent platform for microblogging, enabling users to compose short messages (or tweets). Each tweet has two information pieces: a text message and metadata itself. Twitter was selected explicitly because Twitter information is accessible through the Twitter Application Programming Interface (API) to companies and scientists. Twitter has attracted researchers from various fields to focus on topics such as social networking, information dissemination, customer participation, and product promotion (Park, Ok, & Chae, 2016).

Figure 5. Building tourism through twitter



(Source: Effect co-creation in a tourism destination brand image through Twitter Revilla Hernández, Santana Talavera, & Parra López, 2016)

Twitter, as social media platforms, make it easier for travellers to share their experiences and recommendations that can be highly worthwhile if they are positive. Comments, reviews, and experiences by other travellers in social media, especially Twitter, have heavily influenced younger generation tourism choices. Today many tourism companies efficiently use social media platforms (Karim, 2018). The development of a strategic tourism plan for a destination refers to the strategic priorities and directions identified for the development of a destination by stakeholders and is essential to the long term success and sustainability. The strategy's fundamental aim is to improve the competitiveness of destinations (Kiráľová & Pavlíčeka, 2015). Then, the role of Twitter in tourism is

perfect for travellers and tourism service providers.

D. Analysis of the material

Social media play a role in many aspects of tourism, especially in searching information and making a decision and promoting tourism, which focuses on best practice for interacting with consumers through the use of social media channels (Zeng, 2016). Because of that, Central Java government through youth, sports, and tourism office has made use of the Twitter account (@VisitJawaTengah) as a medium of information and strategy for sustainable tourism development and attracts travellers to visit Central Java. Twitter account of @VisitJawaTengah joined in November 2011. There are social media platforms such as Twitter; the Central Java government can connect with the society at large, especially the Central Java society who use Twitter without feeling worried about distance and time, in short, there is a direct communication between them via Twitter. Also, the account @VisitJawaTengah is used as a place to accommodate the aspirations of Twitter users as a form of people participation, and also they can provide an assessment of the positive or negative of the account. There are twenty-two thousand Twitter users who follow the account, and there are thirteen thousand tweets made; it means, the Central Java government can use Twitter effectively and efficiently to promote the destination of tourism, and places that have implemented the concept of sustainable tourism development and community-based tourism such as Borobudur temple and Karimun Jawa. There are particular keywords or hashtag in each tweet created by the @VisitJawaTengah account, namely #JatengGayeng and #VisitJawaTengah.

Table 04

Data analysis of Hashtag (July 16 – July 30)

Hashtag (#)	Post	Users	Potential reach	Impression
#JatengGayeng	755	225	1,554,928	6,063,776
#VisitJawaTengah	79	52	170.263	318.857

(Source: Keyhole.co)

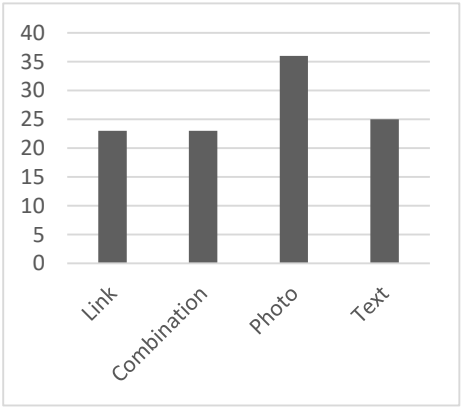
- Post: Number of posts using the hashtag
- Impression: Number of times that users have seen the hashtag
- Potential reach: Number of users who have seen the hashtag.
- Users: Number of users who tweeted the hashtag.

#VisitJawaTengah Hashtag has a message that the province of Central Java has something interesting to enjoy, one of which is tourism, besides that it also indicates that #VisitJawaTengah tweets are a matter of conversation between Twitter users. Then, #JatengGayeng has become a slogan for Central Java because the slogan is drawing the public's attention that the Central Java is a province that has a distinctive feature in the cultural field, while also indicating that the province of Central Java is excellent in the economic, social and environmental sectors.

A lot of Twitter conversations also contained tourism hashtags with #VisitJawaTengah and #JatengGayeng. Particular keywords or hashtag are used to make it easier for Twitter users to search for tweets related to tourism in Central Java. The hashtag has an impact on public attention, and they could be collecting information about Central Java tourism through the hashtag, then to mark their contributions in order to maximise their audience. In addition to making

tweets, the @VisitJawaTengah account also do retweet from individual accounts, as well as official government agencies that also promote tourism in Central Java, so there was feedback made by the @VisitJawaTengah to another account. The @VisitJawaTengah account is a recommendation by Twitter users to find information about tourism in Central Java; it has been seen from the feedback made and also the account becomes an alternative media that is very effective in creating new ideas in promoting tourist attractions in real-time, without any regional boundaries. The various benefits provided by Twitter have become social media platforms that are quite efficient and effective for delivering short but fast messages. Twitter could be used to increase mobilisation potentially for tourism, and people participation in tourism as well.

Figure 6. Types tweet of @VisitJawaTengah (April-July 2019)



(Source: Keyhole.co)

During three months from April to June 2019, the @VisitJawaTengah account has shared the type of tweet consisting of link, combination, photo, and text. The link in the tweet of the account shared with the user is a link that contains from other social media belonging to youth, sports, and tourism office; there is also a link that contains events in Central Java. Then, the combination is a tweet that contains text, photos, and links together in a tweet. Photo, a tweet with visual design shared by an account @VisitJawaTengah which contains an event calendar, and information about tourism in Central Java. Text, only contains posts relating to promotional activities, information and tourist attractions in Central Java and consists of several parts including emoticons, URLs, RT stand for retweet, @ to mention another user, # for hashtags used in determining twitter topics and keyword related to tourism.

Table 05

Data tweet of @VisitJawaTengah on Twitter

Users	Tweet	Retweet and Favoured	Date
1. @HumasJateng 1.1 @VisitJawaTengah	Central Java is part of 10 regions in Indonesia that have best halal tourism with a global standard in 2019. let us support together, advance tourism in Central Java #JatengGayeng RT with the comment: Let us support Central Java tourism	Retweeted by @VisitJawaTengah	April 10th, 2019
2. @VisitJawaTengah	BOROBUDUR MARATHON entered in the category of the top 10 national events, while SIPA, DCF, Cheng Ho Festival, and Indonesian umbrella festival are in the category of 100 wonderful events #VisitJawaTengah #Pesonaindonesia	Retweeted by 14 users and favored by 28 users	April 29th, 2019
3. @Disporaparjtg	Realizing the tourist attractions of several events in the regency/city (in Central Java province) at tourism destinations in order to establish synergy to support the development of strategic tourism areas, aimed increasing tourist visits to the Regency/city #VisitJawaTengah #JatengGayeng The Karetan market digital destination won an ASEAN award at the ASEAN Tourism Forum 2019 in Ha Long city, Vietnam. The Karetan market is a pioneer of digital destinations in Indonesia. The Karetan market is located in Boja Kendal, Central Java #PasarKaretanJuaraATF2019	Retweeted by @VisitJawaTengah Retweeted by @VisitJawaTengah	May 2nd, 2019 Jan 18th, 2019
4. @VisitJawaTengah	Jateng Vlow 2019 is back Enjoy enormous benefits from discounts to free night stay in more than 150 industries encompass hotel, resort, spa, tourist spots, transportation, tour packages and many more Let us travel to Central Java! #VisitJawaTengah #jatenggayeng #pesonaindonesia	Retweeted by seven users and favored by 12 users	Jan 9th, 2019
5 @disporaparjtg	UNESCO has appointed @candiborobudur as the world cultural heritage and @kemenpar_RI has appointed it as one of ten priority destinations. These provisions show that Candi Borobudur is a world-class destination that is worthy of encouragement for the welfare of society.	Retweeted by @VisitJawaTengah	July 2nd, 2019

User number three/five (@disporaparjtg) and one (@HumasJateng) which are the official account of the Central Java government made a tweet containing Central Java tourism information and its potential; then the @VisitJawaTengah account retweeted to forward the information for those followers and retweeted by users of @VisitJawaTengah. They are interacting with each other to promote tourism in Central Java. Tweet number five by @disporaparjtg show that Candi

Borobudur as the tourist destinations has an impact on the welfare of society, because of that, sustainable tourism development in Central Java is developed currently. The Central Java government and its society and companies can use social media to find out who travellers are interested in Central Java tourism and look for what they want. Hashtags can identify topics and keywords that are relevant for planning travel to a place; besides that, words in a tweet also become an essential part related to Central Java tourism. In-depth analysis of tweet by three official accounts (@HumasJateng, @disporaparjtg, and @VisitJawaTengah) shows that businesses have similar objectives in mind and activity when using Twitter in the context of Central Java tourism. The information that has been shared by the three accounts becomes valuable information as marketing and promotion as well as efficiency in its activities because it can be accessed easily. Also, there are several contributors (Table 05) that support tourism development in Central Java; in short, there is a positive response from society and. Twitter requires the development of applications in the massive data industry in customer participation, crisis management, service assessment, and sentiment analysis (Park et al., 2016). The influence of tourism information sources usually depends on how credible it is, the tweet on Twitter where information is published also affects trust (Munar & Jacobsen, 2013).

An alternative concept that becomes an exciting thing from @VisitJawaTengah is being able to convey information with an informative visual design as part of communication to Twitter users. Providing information about all tourist destinations in Central Java (table 03) through Twitter by communicating with followers using language and exciting content will contribute to sustainable tourism development. Sustainable tourism development will obtain popularity and strength through enhanced awareness of travellers or people widely.

E. Conclusion

Twitter plays a significant role as a social media platforms of central java government affects sustainable tourism development because it will contribute for tourism development, and increase economic growth, awareness of society on the environment, social, culture and its potential such as decision-making, the virtual conversation of society, and promotion tool. The Central Java government can optimise Twitter effectively. Also, they could use Twitter to collect suggestion and criticism from society as part of participation in the tourism field; it will develop tourism in Central Java. If society is aware. They will protect the environment surrounding them, then look for ways of sustaining. Local economies will increase significantly. Sustainable tourism needs promotion and feedback from society. The information has a competitive advantage in global tourism development, only tourism that has fast information will be the main attraction on a large scale and low cost, The Central Java government, has processed information through Twitter creatively and vigorously to reach tourists. Also, twitter can help tourist destinations keep on competitive with interesting information content, and always interact with their followers. The tourism industry must be developed to take benefit of social media, this industry is one of the sectors that are profitable for economic growth, and culture in Central Java, therefore the tourism industry is always dependent on destinations reputation, consumer view, information flow, and digital promotion.

Twitter can be an excellent way for sustainable tourism development.

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Room 4

APPLICATION OF THE PRINCIPLES OF PUBLIC ENTREPRENEURSHIP IN PUBLIC ASSET MANAGEMENT IN SOUTH SULAWESI PROVINCE, INDONESIA

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Abstract

This article explains the intensity of the application of the principles of public entrepreneurship in the management of Public Assets - Tempe Lake - in South Sulawesi Province, Indonesia. The research method used is a survey. Data was collected using observation, questionnaires, interviews and documentation techniques. Data were analyzed descriptively statistically. The results showed that the intensity of the application of the perspective and principles of public entrepreneurship at four levels of organizational analysis in the context of the behavior of actors or stakeholders in the management of Tempe lake was classified as "quite high / quite effective" seen from: decentralization of authority for stakeholders; excellent service for clients or stakeholders as internal and external customers; the application of a price (value) market mechanism to the public; focus on value creation, money, profits, benefits or positive externalities; minimizing the occurrence of problems or costs, both economic and social costs; orientation of activities based on vision and mission objectives, not by rigid procedures; empowering citizens as a public element in the collaborative framework of actors or stakeholders; strengthening the spirit of "coopetition" or competition that results in cooperation; catalyzing all sectors or stakeholder elements; and measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input.

Keywords: Public entrepreneurship, public assets, integrated tourism destinations.

INTRODUCTION

Management of regional assets based on public-entrepreneurship is the focus and locus of mindset changes, changes in the pattern of dhikr and mental revolutions in Indonesia that need to be studied (Rengifurwarin, Akib, Jasruddin, & Salam, 2018; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). The urgency of the perspective of public entrepreneurship as the focus of changes in the public mindset is indeed important so that it has long been established as one of the strategic agendas in "Tri Conception as a Development Strategy for South Sulawesi" (Amiruddin, 1990). Meanwhile, the urgency of the perspective of public entrepreneurship as the focus of changing dhikr patterns, according to Akib (2005, 2011), is to balance the weight of basic values and at the same time the orientation of human values as the subject and object of development. While the urgency of applying the perspective of public entrepreneurship as the focus of mental revolution (Widodo, 2014) which is in the "last carriage" concept of strategic development of national and regional development is interesting because it is suitable with the current development context. Therefore, a number of experts (Bernier & Hafsi, 2007; Fennimore & Sementelli, 2016; Isenberg, 2011; Kirchheimer, 1989; Klein, Mahoney, McGahan, & Pitelis, 2010; Lewis, Hoover, Moses, & Rickover, 1980; Ostrom, 2005; Schnellenbach, 2007; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018) agree that the principle or perspective of public entrepreneurship is important in the management of public assets and resources owned by a country or region improve creativity, productivity and

effectiveness of its utilization.

The results of previous research and expert opinion (Dharma, 2009; Slaughter & Leslie, 1997; A. Syam, Akib, Yunus, & Hasbiah, 2018) state that entrepreneurship is often conceived as innovation, creativity, the establishment of new organizations or activities, or some kind of novelty. Under this conceptualization, entrepreneurship occurs in markets, firms, government, and universities. According to Shockley & Frank (2011), public sector entrepreneurship accours wherever a political actor is a model and acts on potential profit opportunities, thus moving the system in which the actor is embedded toward equilibrium. Public entrepreneurship is related to the utilization of opportunities, because the ability to exploit opportunities can maximize profits.

Based on this understanding, the concept of entrepreneurship at the locus of important public organizations is incorporated into the mindset of the actors or stakeholders. The concept of entrepreneurship can also be used to change the value orientation of actors to be more anticipatory, creative, innovative and able to take advantage of opportunities. Therefore, the article from this research explains the intensity of the application of perspectives or principles of public entrepreneurship in the management of Public Assets, Tempe lake in South Sulawesi Province, Indonesia.

LITERATURE REVIEW

Conceptually, entrepreneurship can be understood as the performance of institutions and the performance of individual actors who carry out productive activities to direct changes in the organization and the people incorporated in it as a form of adjustment, innovation and risk management. Therefore, the concept of entrepreneurship in the public sector emphasizes aspects of creativity, innovation and the creation of values or benefits for the public. The concept of public entrepreneurship is believed to be one of the perspectives that can trigger and spur improvement in the competency and performance of the actors or stakeholders of the organizations that implement it (Bartlett & Dibben, 2002; Bernier & Hafsi, 2007; Clark & Brennan, 2012; Dharma & Akib, 2009; Foss, Klein, Kor, & Mahoney, 2008; Isenberg, 2011; Ostrom, 2005; H. Syam, 2007; Windrum & Koch, 2008).

The concept and spirit of public entrepreneurship are considered important in management or governance (Daraba, Cahaya, Guntur, & Akib, 2018) and the utilization of public assets and resources owned to increase productivity and effectiveness. According to Shockley & Frank (2011), public sector entrepreneurship accours wherever a political actor is a model and acts on potential profit opportunities, thus moving the system in which the actor is embedded toward equilibrium. Public entrepreneurship is related to the utilization of opportunities, because the ability to take advantage of opportunities can maximize the expected benefits. Whereas according to Kearney, Feldman, & Scavo (2000) that public sector entrepreneurship refers to state enterprise / civil service is defined as individuals or groups of individuals, who undertake desired activity to initiate change within the organization, adapt, innovate and facilitate risk. Personal goals and objectives are less important than the generation of good results, the state enterprise / civil service.

Without denying the differences in the locus of the public sector and the private sector, the analytical perspective focused on the perspective of public entrepreneurship is based on (Klein et al., 2010).

1) Rules of the game. Public entrepreneurship identifies goals and objectives, sets rules and vice versa entrepreneurial behavior establishes a

framework to meet personal interests and other public interests. Public entrepreneurship establishes the rules of the game that are considered good or bad, while private entrepreneurship is a game.

2) New public organizations. The manifestation of public entrepreneurship is the creation of new public organizations (Bartlett & Dibben, 2002; Schnellenbach, 2007). This new institution is rooted and limited by resources that are owned where the rights of its citizens are ambiguous and subject to agency rules.

3) Creative and sustainable management of public resources. This effort is carried out through the identification, creation and development of potential new resources that are owned by public actors or integral parts of the public interest (Lewis et al., 1980; Morris & Jones, 1999; Roberts & King, 1989; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). The focus and locus of research on public institutions - in addition to the field of public management - is focused on public bodies and public or asset management activities.

4) Spillovers from private actions to the public domain. This takeover is done because (private) entrepreneurs pursue personal goals and try to create and clarify public interests so that their absence limits their interests. Meanwhile, through the public domain, in and at all levels of public entrepreneurs (creative people) carefully take advantage of opportunities to gain profits, assess the use of private and public-owned resources, and create innovative products, processes and press / environment (Agarwal, Audretsch, & Sarkar, 2010; Dharma, 2009; Isenberg, 2011; Klein et al., 2010; H. Syam, Gani, & Akib, 2019).

Principles of public entrepreneurship at the level of institutions (organizations) according to experts (Box, 1999; Denhardt & Denhardt, 2000; Kearney et al., 2000; Morris & Jones, 1999; H. Syam et al., 2019) based on ten (10) generic principles of entrepreneurial bureaucracy (Osborne & Gaebler, 1992), namely: 1) decentralization of stakeholder authority; 2) Clients or stakeholders are given satisfactory excellent service or "happy" (Akib, Guntur, & Salam, 2016) as internal and external customers; 3) using market mechanisms based on price (value) for the public; 4) focused on obtaining benefits (profit money, positive externalities, etc.); 5) prevent problems or costs from arising, both economic and social costs; 6) vision-mission based goals, or directed by objectives and not by rigid rules or procedures; 7) empower citizens as public elements, or support the "7-P partnership model" - public, private, people, person creative-innovative, press, police, partnership (Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018); 8) instill a spirit of "coopetition" or competition that results in cooperation; 9) catalyzing all sectors or stakeholder elements; and 10) measuring the performance of agents (institutions, individuals) by focusing on output (output) and its impact, not on the input.

RESEARCH METHODS

This study uses a survey method (Singarimbun & Efendi, 1996; Sugiono, 2017; Sugiyono, 2010) with a focus on analysis on the application of perspectives or principles of public entrepreneurship at the organizational level in public asset management, Tempe lake, in South Sulawesi Province, Indonesia. Data was collected using observation techniques and questionnaire techniques that were submitted to respondents representing actors or stakeholders in the management of Tempe Lake. Similarly, interviews were conducted with informants representing stakeholders, non-governmental organizations (NGOs) and community members who lived along the coast of Tempe Lake. The key informant

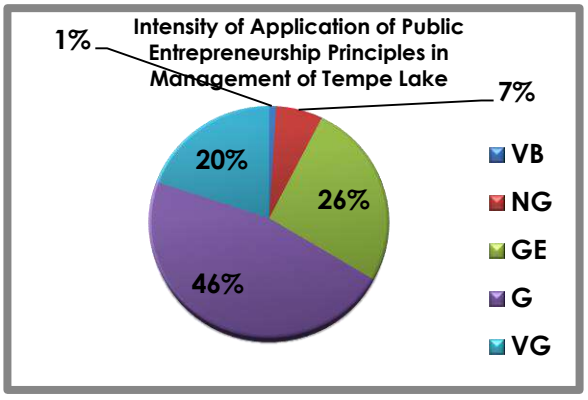
specifications included employees representing each of the South Sulawesi Provincial Development Planning Agency (1), Wajo Regency (1), Soppeng Regency (1), Sidenreng Rappang / Sidrap Regency (1). Likewise employees represent each Tourism Office (3); Dinasi Trade, Industry and Creative Economy (3); Community Empowerment Service (3); Office of Cooperatives and MSMEs (3); Regional Finance Agency (3); Forestry and Environment Agency (3); Public Works Agency (3), Agriculture Service (3), Fisheries Service (3), Legal and Human Rights Agency (3). Then the informant represented the Balai Wilayah Sungai (BWS) of South and Southeast Sulawesi (2) and the Lake Management Agency and Watershed (2). Furthermore, the sub-Regency government or village / *kelurahan* government in each "owner" area of Tempe Lake (6), Community Leaders (6), legislative members of South Sulawesi Province and in each "owner" area of Tempe Lake (4), as well as chairmen / group members community empowerment (3). In this study a focus group discussion (FGD) was also conducted with stakeholders who were members of the Tempe Lake Rescue Team. Similarly, a documentation study was carried out regarding the systems and procedures for public asset management, Tempe Lake. Data is processed and analyzed descriptively-quantitatively (percentage) as a reference for discussion and conclusion of research results.

RESULT AND DISCUSSION

The results of the study show that the intensity of the application of the principles of public entrepreneurship at the level of the organization classified as "quite high / quite effective" is seen in the focus and level of analysis, namely: 1) decentralization of stakeholder authority; 2) Excellent service for clients or stakeholders as internal and external customers; 3) the application of price (value) market mechanisms to the public; 4) focus on value creation and the acquisition of money, profits, benefits or positive externalities; 5) minimization of the emergence of problems or costs, both economic and social costs; 6) orientation of activities based on vision-mission objectives, or directed by goals and not by rigid rules or procedures; 7) empowerment of citizens as a public element in re-actualizing collaborative partnerships between actors or stakeholders; 8) strengthening the spirit of "coopetition" or competition that results in cooperation; 9) catalyzing all sectors or stakeholder elements; and 10) measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input. Visualization of the results of these studies can be seen through the following spider curve.

Diagram 1

Application of the Principles of Public Entrepreneurship in the Management of Tempe Lake



The principles or perspectives of public entrepreneurship that are applied systematically in the management of Tempe Lake - from the highest to the lowest - are first, the performance of agents (ie the performance of actors or stakeholders (individual, institutional). Actors involved in managing public assets show "Seriousness", because apart from being ratified as the "Tempe Lake Rescue Team", also at the

time of the study carried out major floods in Soppeng Regency, Wajo Regency and Sidrap Regency which originated from eighteen rivers which led to Tempe Lake.

Second, the use of a price (value) market mechanism for the public in the management of Tempe Lake. The governance of Tempe Lake provides benefits to actors or stakeholders, both during the season / when the lake waters recede (dry) and during high tide, even floods. The informant's expression language was "a blessing behind suffering", because it turned out that a handful of people intentionally built a house on the lip of the lake so that it could easily catch fish, including catching pet fish that had escaped from the pond because of flooding (Observation and Interview, 2019). The blessing is to get the caught fish easily while the suffering in question is due to flooding.

Third, the management of Tempe Lake is decentralized and catalytic. The decentralized management pattern is given to each "owner" area of Tempe Lake, namely Wajo Regency, Soppeng Regency and Sidrap Regency. Continuous decentralization can also be seen in the membership of the Tempe lake rescue team that represents stakeholders (technical agencies / relevant regional apparatus organizations, Regency level government officials, districts, village). This condition also shows the catalytic nature of the management of the Tempe lake. According to the expert, the concept of a catalyst government gave the government a role to place the bureaucracy more as a regulator and controller than as a direct implementer (Osborne & Gaebler, 1992; Tat-Kei Ho, 2002).

Fourth, the management of Tempe Lake is explained by a vision to save public/state assets and be motivated by the spirit of competition that coopetition. The results of the interview stated that the ideal vision in managing Lake Tempe was: "The earth, water and natural resources contained therein are controlled by the State and are used for the greatest prosperity of the people." God is the source of life, so that "from human land originates, on the land of living humans and humans will return (die) to the land."

Fifth, the management of Tempe Lake is directed at empowering citizens to obtain income or benefits while minimizing the emergence of problems and economic or social costs. The socio-economic institution that accommodates community empowerment programs, although not yet optimally managed (interview results, 2019) in utilizing the public assets of Tempe Lake "tied" by the spirit of competition that led to cooperation. This behavior on the one hand is a reflection of the principle of *assijingngenge* (kinship), also on the other hand as a reflection of the principle of life: *Maradeka to Wajoe Ade'na napopuang* which means a person's actions as pride that is able to organize an identity built from the concept of Bugis identity.

Finally, the management of Tempe Lake is directed at providing excellent service to stakeholders or citizens as clients who have not been optimal. Not yet optimal service for clients is in line with the ineffectiveness of the coastal lake community empowerment program. The results of observations and interviews (2019) showed that fishermen's productivity was reduced, there were even fishermen who lost because of the presence of predatory fish (broom/*sapu-sapu* fish or *tokke* fish) that lived in Tempe Lake, especially because until now there was no right solution that was efficient and effective from the local government. Without denying this reality, there are several productive businesses that are directed by government institutions and socio-religious institutions, such as making cages for fish farming, making fishing gear for fishing or fishing, planting rice and vegetables in the dry season or when lake

water recedes, and "salvation on the lake". In short, it appears that the application of the principle of public entrepreneurship and the principle of spiritual entrepreneurship based on the creativity and innovation of citizens in the management of public assets - Tempe Lake - through collaborative partnerships with actors in community empowerment programs.

The collaborative pattern of actors in the community empowerment forum reinforces the views of Naing, Santosa, & Soemarno (2009)regarding the local wisdom in the community economic system in Lake Tempe below. The economic system adopted by the Lake Tempe fishing community is a traditional economic system with a division of roles between husband and wife, namely the husband looking for fish on the lake and the wife selling it to the nearest traditional market. The fishing community has adopted this division of roles for generations. The role of women in the fishermen's economy initially only helped husbands in the dry season planting palawija on dried Lake Tempe. When Lake Tempe began to install, wives and daughters only settled in floating homes doing daily household activities such as cooking, washing and caring for children.

But along with the development of civilization and communication and the desire of women to improve the family's economic level, the rural women began to take a role in the economic field to help their husbands. The economic activities carried out are processing wet fish into dried fish above floating houses and once a week selling them to markets outside the area. As for wet fish, the fishermen sell it directly to collecting traders or deposit it to their wives for sale on the market.

In addition to processing and selling fish to the market, women in floating homes also carry out other economic activities on the water such as opening tools on floating houses, renting Rented houses for tourists who frequently visit Lake Tempe, also being traveling merchants from one house to another. The results are used to fulfill their daily needs, send their children to school and save to repair and replace floating bamboo rafts that experience weatheriness every year. According to Naing et al., (2009), furthermore, the involvement of women in economic processes on the water is traditional wisdom which is often found in several above-water settlements such as those living on the Musi River, Mahakam River and Barito River in Indonesia. Also in some water-based communities in Vietnam, Cambodia and Thailand. But the traditional uniqueness found in floating house communities in Lake Tempe is the courage of women to trade fish until outside the settlements and outside the area which is carried out in groups by traveling by boat then passing a fairly far road. Whereas people living on other water only carry out the trade process on the water inside their settlement area.

The description of local wisdom in the community economic system in Lake Tempe, Wajo Regency is by the results of observations and interviews (2019) that, the pattern of socio-economic life of fishing communities living on the water is still so today. Although it must also be acknowledged that there have been many concrete efforts and coaching carried out by local government officials, in this case the government of Wajo Regency, Soppeng Regency and Sidenreng Rappang / Sidrap Regency. Concrete efforts made are the existence of a kind of revitalization program of the functions and roles of Lake Tempe as a source of social life for the community. The program is by Cahaya's view, Akib, Said, Mustari, & Yahyaddin (2019) regarding alternative solutions for improving the quality of the socio-cultural-religious life of fishing communities.

Cahaya et al., (2019) explained that, improving the quality of the socio-economic

life of fishermen families which refers to a structural approach is carried out rationally based on modernization theory, in the form of education and training programs, providing access to business capital, accompanied by government facilities. At the same time, by referring to the cultural approach, the improvement of the socio-economic life of the fishing community is carried out by changing the pattern of thought, the pattern of remembrance and behavior so that the work ethic increases and is more productive.

According to informants and interviews (2018-2019) that improving the level of education among fishing communities, in addition to being able to increase competitiveness and productivity of work, it can also strengthen the dimensions of the rationality of attitudes and behavior in understanding and practicing the teachings of the adopted Islam. On the other hand, clarity of basic values and the value orientation of government policies to provide assistance and facilitation for productive economic activities of fishing communities can encourage efforts to increase their economic activities. The assistance in addition to providing guidance and providing technical facilities also shows the urgency of direct assistance which can ease the burden of financing his family's life, such as assistance with children's education costs, family health services, housing environment improvements, and so on. This is in line with the aspirations that they convey to improve the economic standard of living of their families, namely to expect assistance from the government, especially business assistance to increase their income in the form of capital assistance, production technical guidance, and marketing facilitation of their business products. Also, fishing communities expect government policies that can ease the burden of family expenses, including opportunities for their children to get education and family health services (Results of interviews with fishermen, 2019).

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According to Cahaya et al., (2019), that despite the attachment to cultural traditions and religious beliefs that are still quite influential on economic activities and the lives of fishing communities, their awareness of rational and technical matters to improve work productivity is quite strong. Conversely, the powerlessness of the dynamics of the economy is not in their favor, such as access to production inputs, capital, production technology, and information and product

marketing networks, so some residents of the fishing community respond in surrender as conditions that are accepted as God's destiny. Thus, the socio-cultural-religious orientation that harmonizes the life of the community in harmony and peace causes strong and weak initiatives and creativity of the fishing community to rise and spur economic activities.

The local social cultural factors of the Bugis community that blend with religious beliefs are still adhered to and function quite effectively as a reference for the attitude and behavior of the fishing community. According to experts, the cultural values and local wisdom adopted by the fishing community correspond to the value of "modern" as the basis for developing the principles and values of social entrepreneurship and public entrepreneurship. In other words, the socio-economic life of fishing communities in Lake Tempe that is "lived" as it is, is not just an embodiment of the demands of mere socio-economic life, but as a manifestation of a sense of moral responsibility, service and "social worship" as individual beings and social beings, as well as God's creatures.

The findings of this study are by the opinions of experts (Dharma, 2009; Foss et al., 2008; Kirchheimer, 1989; Ostrom, 2005) that the success of managing public asets based on a public-entrepreneurship perspective is a manifestation of development efforts "entrepreneurial community" competency-based creativity and innovation. Therefore, it can be stated that the effectiveness of the implementation of the Tempe Lake rescue program through decentralization and catalyzing the management of public assets and the realization of good society governance depends on the capacity of the institution that accommodates and collaborative partnerships built according to the public-entrepreneurship perspective.

The application of the perspective of the theory of public entrepreneurship on all segments and levels (Klein et al., 2010) in managing Tempe Lake is seen through the rule of the game, namely ethical values, aesthetics, kinestetics and work ethics based on the local cultural values of Bugis society: resopa natinulu natemmangingngi, namalomo naletei pammase Dewata Seuwae (only with hard work, diligent, and tenacious, gets the pleasure of Allah/God). Institutionally and structurally, there are national and regional regulations that are applied to realize good governance / GSG (Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). Furthermore, the concept of management of public resources is applied creatively in the form of a variety of productive businesses of local community members. Likewise, spillovers occur from personal actions to the public domain (individual competition becomes a "collaborative partnership") based on creativity and innovation in the form of economic transactions (Rubin, 1990) to proportionally use Tempe Lake land through an auction mechanism.

CONCLUSION

There are four levels of analysis applying the perspective and principles of public entrepreneurship in the context of actor or stakeholder behavior in managing public assets, Tempe lake, namely rules based on local cultural values, socio-economic-religious institutions, creative-adaptive resource management and value creation or benefits for the public. These four levels of analysis are internalized in the application of the principle of public entrepreneurship at the level of organizations classified as "quite high / quite effective" in terms of: decentralization of authority for stakeholders; excellent service for clients or stakeholders as internal and external customers; the application of a price (value) market mechanism to the public; focus on value creation and the acquisition of money, profits, benefits or positive externalities; minimizing the occurrence of

problems or costs, both economic and social costs; orientation of activities based on the vision-mission objectives, or directed by goals and not by rigid rules or procedures; empowerment of citizens as a public element in realizing the partnership-collaborative pattern of actors or stakeholders; strengthening the spirit of "coopetition" or competition that results in cooperation; catalyzing all sectors or stakeholder elements; and measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input.

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BRIDGING SOCIAL AND ADMINISTRATIVE ACCOUNTABILITY IN ENHANCING LOCAL GOOD GOVERNANCE: EVIDENCE FROM DIY, INDONESIA

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Abstract

This study aims to criticize the correlation between administrative accountability and social accountability as well as its impact on the level of prosperity of DIY's inhabitants. Since 2014 and until 2018, the DIY Provincial Government has obtained the best degree (Grade A) in its government agency performance report (LKJ). The aspects assessed by the Ministry of Administrative and Bureaucratic Reform in the performance of government agency performance accountability systems (SAKIP) include; performance planning, performance measurement, performance reporting, internal evaluation and achievement of organizational goals/performance. However, there is an irony to the predicate. Data for January 2018 show that poverty rates and the levels of economic inequality in DIY are still higher when they are compared to national achievements. Based on the data released by Bureau of National Statistics (BPS), DIY's Gini ratio figure reached 0.440, while the national figure was 0.391 (BPS, 2018). They have shown a contradiction seeing as accountability for the performance of development is ranked highest, while in reality the poverty rate and the level of economic inequality in Yogyakarta are still quite high. There are unassessed aspects of the phenomenon that occurs in Jogja, namely aspects of social accountability. If the mechanism of social accountability can be captured properly, the contradiction above could then be visibly explained.

This study uses qualitative 'case studies' research method. This study uses a desk study and interview as its data collection methods. Desk studies are carried out through secondary data tracking. Interviews were conducted with regional apparatus organizations (OPD) which acted as the leading sector in implementation of government accountability system (SAKIP), that is; local planning board (Bappeda), internal supervisory board (Inspektorat), and organizational bureau. From the research conducted, it is known that the mechanism provided by the government in order to oversee the implementation of development is not enough in contributing to social welfare improvement. This is because the mechanism relies heavily on administrative functions. The mechanism prepared by DIY Government does not sufficiently and effectively provide space for citizens' participation. Space for participation provided is just a formality. Thus, any substantive accountability that provides a way of working administrative accountability and social accountability are yet to be seen.

Keywords: Administrative Accountability, Social Accountability, Social Welfare

INTRODUCTION

This study aims to criticize the correlation between administrative accountability and social accountability as well as its impact on the prosperity rate of DIY inhabitants. Accountability is the most important—and the most challenging—element for the government and bureaucratic apparatus to navigate and master in order to effectively operate in order to govern and perform successfully without committing corruption, collusion, and nepotism (KKN). Accountability refers to the means of extracting internal organizational schemes that rely on professionalism and external relations in regards to social and political accountability. Empirically, the implementations of accountability mechanisms have put forth a variety of accountability zones. When accountability mechanisms enter the parliamentary arena, they fall under the term political accountability. In the legal arena, the term would be legal accountability. When those mechanisms enter administrative arenas, we understand them as administrative accountability. (Bovens, 2008)

Administrative accountability in the context of this study is represented by the system of accountability derived from the performance of government institutions, which will be referred by SAKIP going forward. SAKIP is a systematic network of activities, tools, and procedures designed to implement, calculate, collect data, classify, outline, and report on performances of government institution. Therefore, SAKIP's functions are to assess the effectiveness and accountability of government institution's performances. The implementation of SAKIP is carried out for the purpose of formulating the Report of Government Institution's Performance (LJK) as mandated under the Presidential Regulation No. 29 of 2014 on Accountability System of Government Institution's Performance as well as the Minister of Administrative and Bureaucratic Reform Regulation No. 53 of 2014. These regulations dictate the technical guidance on performance agreement, performance reporting, as well as how to review reports on governmental institution's performances.

Social accountability refers to the "social contract" between the government and citizens as the fundamental instrument in developing principles of accountability within government practices. (Pattiro, 2014) The core of social contract is that it requires society's participation in order to ensure that principles of accountability are implemented in each policy-making decision, evaluation effort, and public service. A tangible example of social accountability within public service is *Citizen Charter*. The essence of Citizen Charter is the materialization of mutual agreement between the government and society regarding public service carried out by the government of which society finds agreeable. However, robust efforts from the government, service providers and public society are needed to ensure "social contract" remain in existence.

Socially accountable public service would begin by discussions in a consultation forum attended by all stakeholders such as the government as the element carrying out such service as well as the public as the receiver. This forum would deliver needed and prioritized public services. From these needs and priorities, plans of services would be formulated and later implemented. These plans have to be responded by public society, whether they are in accordance with their needs and priorities previously agreed by both parties. Only after the plans reach agreement public service may take place. The plan for a public service

must be materialized in Citizen Charter after all stakeholders have reached upon an agreement, which serves as "social contract".

Furthermore, during its implementation there must be control and evaluation schemes in place in response to the outcome and impact of a public service. The control and evaluation practices must involve the public as the receiver of such service, and is called social audit. Social auditing is pertinent due to the fact that it produces feedback in response to the practices of a public service implemented. Thus, the feedback provides all stakeholders with foundational bases to assess whether the public service given is acceptable and is in accordance with the previously agreed Citizen Charter. Such feedback could also become points of discussion for stakeholders to sit together in a forum and discuss ways to improve future public services. Therefore, the cycle of social accountability of public service implementation would continuously occur, which then produce increased quality of public service, quantitatively and qualitatively. Ideally, if administrative and social accountabilities are both fulfilled, then the level of welfare of the public society within that government would increase accordingly.

As a government entity, from 2014 to 2017 the provincial government of DIY has obtained the highest grade (Grade A) for its government institution's Performance Report (LKJ). The Ministry of Administrative and Bureaucratic Reform has provided several aspects that serve as the benchmarks to evaluate and grade each government institution's SAKIP: planning performance, evaluation performance, reporting performance, internal evaluation performance and target achievement/organization performance.

For above aspects, provincial government of DIY has obtained the highest grade (Grade A) for four times for LKJ. LKJ Grade A means that on administrative level DIY government has carried out well its development planning, implementation, evaluation, reporting, and development evaluation efforts. Notably this achievement is supported by a number of applications prepared by DIY government in order to ease the data collection of performance review, as well as to ensure the accountability of performance data and to support the control process of development efforts previously planned during the planning performance stage that has been agreed on the planning performance. The application used by the DIY government is called Sengguh[1]. Therefore, following the thesis that if the administrative and social accountabilities are both fulfilled, then the level of welfare of the public society within that government would increase accordingly thus the welfare index mirrored in poverty rates and Gini coefficient would show a linear proportion. This theory applies on the context of DIY government as well.

Administrative accountability materialized in DIY government's LKJ grade is recognized on a national level. However, there is an irony that follows this achievement. The data collected on January 2018 show that DIY's poverty rate and level of economic inequality are higher than national achievements. Based on the data released by BPS, DIY's Gini ratio reached 0.440, while in a bigger scope such as nationally, it reached 0.391 (BPS, 2018). Thus, there is a contradictory phenomenon here, when the accountability of development provider's performance is ranked highest while in reality the poverty rate and economic

[1] https://sengguh.jogjaprov.go.id/sengguh-diy/

inequality in DIY are also quite high. There are unrepresented aspects from the phenomenon happening in DIY: its social accountability. If its social accountability mechanism could be sufficiently represented, then the cause of above irony should be revealed.

Thus, based on the aforementioned background, this study will focus on criticizing the relevance between administrative and social accountability as well as its impact on the welfare of DIY's inhabitants manifested on to the poverty and economic inequality rates (Gini index). This research was conducted between August 2018 and February 2019.

METHODOLOGY

This study attempts at investigating the relevance between DIY government's performance review grade and DIY inhabitants' welfare level. Therefore, a case study research with a qualitative method is conducted. A case study research is defined as an approach to study, explain, or interpret (Salim, 2001). In a book called 'Case Study Research: Design and Methods', Yin mentioned that a case study research is an approach that investigates contemporary phenomena occurring in the context of reality, where the borders between such phenomena and contexts of reality have yet to be evident and thus several sources are employed in order to reveal its existence. (Yin, 1981)

In a case study research, each researcher would pose different aims when reviewing a case. Robert E. Stake in his book 'Handbook of Qualitative Research' mentioned that in order to identify the aim of a case study research, Stake have grouped case studies into three types: intrinsic, instrumental, and collective. Case studies that fall under the intrinsic category are those aimed at a specific and particular aim. This type is chosen not because the cases represent other cases or because they portray a particular problem or character; it is due to its particularity and its simplicity within itself—which then attract researchers. (Stake, 2009)

However, the second category, instrumental, is aimed at investigating specific cases in order to gain perspective of an issue or to contest a theory. For this particular case study, the case is not the main interest, but a supporting aspect for the researcher to understand other components. In this context, cases are examined closely, the contexts reviewed in its entirety, and their daily activities are detailed. Through this lens, researcher gains more perspective in order to unveil external motives from a case. The case selection for this case study is influenced heavily on the researcher's keenness to gain understanding of those other components and interests; therefore, in this case study type a case could be seen as a typical for other case or not at all (Stake, 2009). Meanwhile, for the third category of a case study grouping, a collective or multiple case study is a case study research that uses two or more cases. (Yin, 2009) This research of this kind is developed from instrumental case study, albeit by using multiple cases. The assumption is that a general characteristic might not be immediately visible if using individual cases. Each case might show similar characteristic or entirely different ones. However, if several cases are reviewed at the same time or collectively, they might explain one conclusion among these cases, as well as explain a pattern (replication logic). The advantage of a multiple case study is the evidence shown from such study is considered stronger and more conclusive.

Based on the aforementioned aim and background of the study, the researcher would like to emphasize that the research method applied in this research is the intrinsic case study. Moreover, in this research, the researcher utilizes two data collection methods:

1. **Desk Study**

This method is used in order to examine archives relating to problems being researched; for instance local or national level regulations, letters, memorandums, meeting notes, administrative documents, announcements, scrapbooked materials, news, or articles sourced from mass media, and so on. Desk study is also employed to examine literature from the past such as books, reports, academic works, and other similar documents that relate to the research problems.

2. **Interview**

This method is used to gain information from those involved in the process of formulating documents.

DATA ANALYSIS METHOD

Data analysis method is an integral part of data collection. Moreover, this research is based on qualitative data with intrinsic case study design. Data analysis is the process of collecting and systematically formulating the data obtained from interviews, fieldwork notes, and other documentation by organizing data into categories, translate them into units, synthesize, grouping them into patterns, prioritizing important ones and further examining them, and then formulating a clear conclusion that is easily understandable by the researcher themselves and others. (Sugiyono, 2012)

The process of analyzing and understanding data begins by examining all data available from various sources, such as interviews, observation conducted through fieldwork, documentation made in the span of data collection stage, pictures, photos, and et cetera. Therefore, there would be plenty of data; however after reading, understanding and examining, the next step is to reduce those data by abstraction. Abstraction is a way to outline the synthesis of those data, including the processes and statements that needed to be preserved within. The next step is to formulate them within units. These units are categorized in the steps that follow. These categories are formulated by coding. The last step of the data analysis process is by checking the validity of the data and after that the data interpretation becomes the research outcome and therefore the substantive theory.

CONCEPTUAL FRAMEWORK

1. Administrative Accountability

Accountability in the scope of public administration literature is categorized into a number of types: administrative accountability, political accountability, bureaucratic accountability, and legal accountability (Cendon, 2000). Administrative accountability occurs within two dimensions, vertical and horizontal. In the vertical dimension, administrative accountability connects the lower level administration with the higher one(s). Meanwhile, in the horizontal dimension, administrative accountability connects the administrator with the public administration as a whole (Cendon, 2000). In this context, administrative accountability attempts to connect the administrator with public society as the subject of public service. In addition, administrative accountability also connects the administrator with external monitoring institutions, such as supervisory board, auditor, ombudsman and other similar institutions.

The required criterion in implementing administrative accountability is the judicial or legal aspect. The substance of this type of accountability, both vertical and horizontal, varies depending on regulations that apply in the country. Administrative accountability serves a substantial homogeneity among different national administrative systems in relation to criteria used for its implementation. Thus, the vertical and horizontal dimensions of administrative accountability are based on objective and strict criteria in accordance with the nature of law and its functions, for instance the obligations to 'implement or otherwise' that binds public bureaucrats. To elaborate further, public bureaucrats and/or government officials have obligations that are in accordance with their position in power: to be loyal to their superiors, to be neutral and impartial, to have integrity, to be wise and just, to use public resources within reason, to serve the public, and to act according to the constitution and other laws and regulations.

The fulfillment of loyalty and obligations mentioned above has the function to ensure the existence of vertical or horizontal administrative accountability through a series of control mechanisms and internal supervisions (Cendon, 2000). The purpose of such mechanisms is to ensure strict conformity of administrative performance in line with the regulations and procedures implemented as well as appropriate use of public resources by those in power.

The consequence of the implementation of administrative accountability in the context of vertical dimension is improved law and order through a series of internal organization procedure. Within this context, if a violation of law occurs a disciplinary procedure would take effect. The implementation of this effort would be proven effective when there is recognition of good performance from public bureaucrats and administrative units. Moreover, this effort would imply a public acknowledgement for those who have performed well in public administration.

Relating to horizontal dimension, administrative accountability is also based on formal criteria, legally implemented as well as framed several terms that connect public administration and public society, as well as public administration and monitoring institution along with external supervision (Cendon, 2000). The relations captured are based on real evident relations and formed within a certain administrative opportunity. Therefore, citizens in this horizontal dimension are identified individuals. Moreover, administrative accountability in this context provides safety, attention and equal treatment as well as certainty for citizens in relation to their connection with the administration.

Based on above elaboration, what follows below are the main characteristics of a classic depiction of administrative accountability:

1. Full submission of public bureaucrats and administrative units regarding a series of regulations and constitutional procedures, laws, administrative laws and procedures that strictly oversee public bureaucrats and administrative units' performance;
2. Full submission of public bureaucrats and administrative units regarding commands and instructions issued by their superiors and higher-level institutions within the hierarchical structure;
3. Implementation of accountability in vertical and horizontal dimensions through institutions and their superiors in a higher structural level, in accordance with internal supervisory and control mechanisms,

where financial custody and control mechanisms are most relevant;
4. Implementation of accountability within the horizontal dimension through monitoring institutions and external supervisor;
5. Evaluation based on bureaucrats and administrative units' fulfillment of regulations and procedures directed from formal laws and regulations as well as accountable and responsible use of public resources; and
6. Lawful implementation according to the most relevant consequences from administrative accountability.

Song Tao argues that there is a different definition (2005). According to Song Tao in 'On the definition of Administrative Accountability', administrative accountability refers to a system where the administrator is obligated to agree to supervision directed at them and their use of power and the administrator must agree to take responsibility of their future performance. Administrative accountability in this context has threefold connotation. Functionally, this refers to a monitoring system to maximize administrative efficiency. In the context of objective accountability and supervisory accountability, the relations between the two are the responsibility of both parties as regulated by law and institutions, which means that the process of administrative accountability must be implemented. Lastly, in the content of accountability and law and order, this includes legal accountability, political accountability, monitoring position accountability, and work ethics accountability (Tao, 2005).

2. Social Accountability

The latest discussions on accountability, transparency, and government's accountability for their citizens focus on how citizens are placed in the center of attention in the effort to improve public service for people in poverty and those who are marginalized (Joshi, 2017). Social accountability has become one of the terms that surfaced around the 2000s as a representation of such effort.

Social accountability in that context is referred as a citizen-led process where citizens demand accountability from their government outside of the formal electoral system (Joshi and Abdikeeva, 2014). On a different article, Joshi (2012) stated that social accountability provides citizens a way to be involved collectively in a sustainable and meaningful capacity alongside public institutions for the purpose of implementing accountability in public service (Joshi, 2017).

Based on that definition, important elements of social accountability should be mapped out. Firstly, even though the initiative of social accountability might originate from the government or social action, this type of accountability still requires active participation from citizens, and must be informed, mobilized as well as ready to be involved with public institutions. Secondly, the process of social accountability combines both collaborative and confrontational strategies—from discussions and problem-solving efforts about accountability, to protest and humiliate (Fung and Kosack, 2014). Thirdly, although specifically social accountability focuses on the aspect of accountability, policy advocacy is also a part of the strategy for social accountability. Fourthly, social accountability approach makes use of formal institutions whether in the general involvement and handling of complaints to work or for non-formal institutions, reputation costs, and social proximity. Based on that description, it may be concluded that the mechanisms of social accountability focuses not only on

individual complaints but also to overcome collective problems faced by public society through a collective action.

Recent research on social accountability focuses more on the issue of outcome, and hopefulness (Grandvionnet, Aslam, & Raha, 2015; Joshi, 2014). The outcome expected from social accountability includes corruption alleviation, better governance and policy designs, empowerment and citizenship of marginalized people, the ability of public service provider and policy makers to fulfill citizens' demands which will result in achievement of rights, well-being, and development (Lodenstein et al., 2013).

In their report 'Empowering the Marginalized: Case Studies of Social Accountability Initiatives in Asia' (2007), World Bank emphasized that social accountability is a direct accountability relations between citizens and the government and place them in operation. In particular, social accountability refers to various actions and mechanisms (outside the electoral ones) that are employable by citizens to demand accountability from the government, and actions from the government, civil society, media, and other social actors that promote or facilitate these efforts (World Bank, 2007).

Further, mechanisms of social accountability encapsulate a number of tools, methods, and strategies that involve citizens in general and civil society during its process of allocation, tracking, and monitoring utilization of public resources. The mechanisms of social accountability completes and improves conventional mechanisms of "internal" accountability, underlining citizens' rights of demanding the government to act for the sake of its citizens' best interests, to ensure that the government fulfill their demands, as well as using formal, reward-based, or illegitimate sanction channels.

The mechanisms of social accountability take place within these three important areas:

1. Improving governance quality. Taking into account the limitations of formal accountability mechanism, including general election, in order to promote good governance and strengthen democratic processes, the tools and approaches regarding social accountability exist as a robust strategy to monitor government's performance, demand and improve accountability, as well as expose failures and shortcomings of the government;
2. Improving quality of public policy and public service. Social accountability is often seen as a direct and straightforward process that occurs continuously between the government and its peoples; however, in reality it is a complex process that is mediated by the character of institutions and stately process, as well as the subsequent structures of the government including its civil society. The World Bank added significant depth and clarity to debates about social accountability. They redefine the arena by distinguishing accountability types based on political leaders and policy makers as service providers. The profile of social accountability mechanism that surfaced offers insights where each accountability relations could be operational. By providing information and giving citizens voice, introducing incentives for top-down accountability and creating a participatory monitoring mechanism through dialogs and negotiation with citizens, social accountability mechanisms could have a significant contribution for a more informative policy design as well as better quality of public service provision;
3. Empowerment. Initiative of social accountability may contribute to empowerment, especially for marginalized people. The World Bank argued that accountability is an

integral part of empowerment, poverty alleviation and sustainable development. By informing the citizens of their rights and introducing a mechanism that promotes their influence and affirming their voice in connecting with the government, the initiative of social accountability functions as a way to improve these key determinants of empowerment. The most important aspect is the potential of social accountability initiative to empower social groups that are systematically underrepresented within formal political institutions, such as women, youth, and poor people.

3. Community Welfare

The Great Indonesian Dictionary (KBBI) defines welfare as 'state or circumstance of prosperity; security, safety, contentment; **-** mentally healthy; **-** social; community under prosperous condition' (KBBI). In economics, welfare relates to material gain. Welfare possesses a particularly official or technical meaning (see welfare economics), for instance in terms of social welfare functions.

In social policy, social welfare refers to reach of service for the purpose of fulfilling community's needs. This is the term used in ideas about a prosperous country. In the United States, welfare refers to the amount of money paid by the government to those who need financial help, due to their inability to work, or for those whose income has insufficient amount to cover their basic needs. The amount given is usually way below the poverty line and has several conditions attached to it such as proof that the receiver is currently looking for a job, or other circumstances such as their inability or obligation to care for children which in consequence prevents them from getting a job. In some cases, welfare receiver still has to work and it is termed 'workfare' (Yunika, 2014).

In the context of development studies, development that occurs in a country is intended to increase community's welfare (Arsyad, 2014). Even though in the beginning of the 20th century development was more focused on economic development or evenly distribute the outcome of development. Then, by the end of the 1960s entering early 1970s, economic development went through a process of redefinition. A new perspective believes that the main purpose of all economic development was no longer on growth but poverty alleviation and economic disparity. The success of a country's economic development is shown by three key values: (1) the increase of community's ability to fulfill their basic needs (*sustenance*), (2) the increase of community's sense of worth as human beings (*self-esteem),* (3) the increase of community's ability to choose as sovereign beings (*freedom from servitude*) which is one of our most basic human rights (Todaro dan Smith, 2003). justice. Upholding public welfare is one of the aims of development whether in national level or sub-national ones (local).

Moreover, in Law No. 258 of 2014 on Local Government it is stated that Local Government is mandated to plan development which aims at elevating and distributing community's income, employment, opportunity to excel, access to and the quality of public service, and local areas' competitiveness (Minister of

PROCESS OF PLANNING BUSINESS IN DIY

As stated in the Preambule to the 1945 Constitution in the fourth paragraph that there are four aims of development in Indonesia: to protect the whole nation, and all peoples within, to increase public welfare, educate the nation's livelihood, uphold world's order based on sovereignty, eternal peace, and social

Domestic Affairs Regulation No. 4, Article No. 86 of 2017). According to the mandate of that regulation, local governments have the authority to implement efforts of development based on the national governmental authority that have been bestowed upon local governments as a significant part of national development.

In order to ensure that development efforts in the national level achieve their intended outcome, regulations are made as guidance in planning and enacting all development efforts. Generally, development planning in Indonesia is regulated under Law No. 25 of 2004 on National Development Planning System (Sistem Perencanaan Pembangunan Nasional). This Law includes legal basis in the field of development planning by the National Government and as well as Local Government. This Law stated that National Development Planning System consists of a big unified regulation on methods to produce long-term, mid-term, and yearly development planning that must involve national and local governments as well as citizens themselves.

In order to provide guidance in undertaking the mandate from Law No. 25 of 2004 and Law No. 23 of 2014, Minister of Domestic Affairs Regulation (Permendagri) No. 86 of 2017 on Guidance of Planning, Control and Evaluating Local Development, Guidance of Evaluation on Long-term Development Plans at local government level (RPJPD) and Local Government Medium-term (five year) Development Plans (RPJMD), as well as Guidance on Local Government's Plan Revision for Long-term Development, Plans on Local Long-term Development, and Local Government Work Plans. This Regulation became a technical guidance in planning, control, and evaluating development efforts occurring in local areas.

There are three main aspects that are regulated by Minister of Domestic Affairs Regulation (Permendagri) No. 86 of 2017. Firstly, methods of planning, monitoring, and evaluating local development; secondly, methods of evaluating plans of Local Regulation on RPJPD and RPJMD; and thirdly, methods on revising RPJPD, RPJMD and RKPD (Article No. 2, Minister of Domestic Affairs Regulation (Permendagri) No. 86 of 2017).

Planning on local government's development as mentioned above must be documented in local planning document folder, which includes RPJPD, RPJMD and RKPD. Meanwhile, planning for local government apparatus (OPD) would be documented under Strategic Plans (Renstra) and Work Plans (Renja)[2]. There are six steps of process in formulating these documents: preparation to formulate, formulation of early planning, formulation of plans, community consultations on development planning (musrenbang), final planning formulation, and implementation. As part of the sub-national and the Republic of Indonesia, regulations on development according to the ones mentioned also apply for DIY.

The process of Formulating Yearly Local Government Development Plan (RKPD) in DIY

In the context of DIY, the formulation of Yearly Local Government Development Plans (RKPD) begins with a briefing given by the Governor to the Local

[2] Regarding this regulations of development planning in local governments, including plans on local areas, it is mandated under Law No. 23 of 2014 on Local Government Articles 263-264 and Articles 272-273.

Government Budgeting Team (TAPD). TAPD is a team formed under authorization from local leaders and is led by the local secretary, whose task to prepare and conduct the governor's direction on formulating Local Government Budget (APBD), and the team is comprised by local planning government officials, PPKD[3], and other government officials or public bureaucrats as needed. During this process, the governor would convey the planning directions DIY will take. Based on those directions, TAPD will prepare relevant documents to be reviewed in accordance with the governor's directions, which would also be adjusted to be in accordance with both RPJPD and RPJMD. These documents consist of more technical and micro-based outlines of strategies and policies for organizations and local government apparatus (OPD) in DIY government area to prepare. In simpler terms, TAPD is asked to prepare more technical steps that OPD would have to take in order to respond to the governor's directions. These steps are grouped into thematic steps and sectoral steps[4].

After the documents to be reviewed are finished, TAPD meet with DIY Governor to report on strategies and policies that they have formulated as per the governor's directions. When those documents are reviewed and finalized, they will be used as materials as basis for the following steps, which are the governor's directions for OPD. These directions will consist of briefings on tasks that are expected from each OPD. For instance, if Governor gives a direction to TAPD that the development of south-coast highway networks (JJLS) must be finished in the near future, then TAPD would formulate more technical steps on what each OPD must do in order to reach that goal. The steps each OPD must conduct in order to fulfill a goal is what would become the draft for Yearly Local Government Development Plans (RKPD) for the following period.

In order for the early draft of RKPD to sufficiently fulfill the plethora of community's needs and problems, a public consultation is held. The aims of a public consultation are; firstly, is to inform the citizens of the next year's RKPD plans which include the outlines for local government's income and expenses policy, as well as the performance indicator and targets expected to achieve and the priorities for the year that follow.

Secondly, to obtain feedback for RKPD plans revisions, which include local development priorities, and indicative numbers for budgeting based on local government apparatus' functions. These updates are information on activities or events which were funded through provincial APBD, state budget, and other sources. Thirdly, in order to obtain a draft for local government apparatus work plans (RKA-PD), in particular those relevant to development efforts already synchronized in a combined forum of local government apparatus. Lastly, in order to obtain elaborations on the RKPD draft for the following year.

After consulted with the public, the early draft of RKPD will be processed in the formulation of next year's RKPD. This step begins with an RKPD musrenbang (community consultations on development planning), which aim to arrive at an equal understanding on problems related to

[3] Senior Manager of Budgeting for Local Government, which will be referred to PPKD, is the leader of the local government budget control working unit (SKPKD). The head of SKPKD is tasked with local government budget (APBD) management and acts as local government general treasury.

[4] An interview with Danang Setiyadi, SIP, MT, the Head of DIY Planning Board. Interview was conducted on 11 September 2018.

local development, priorities for local development, the directions where development policies are headed in district and city level, on programs, activities, indicative numbers, indicators and performance targets, adjustments for program and local activities to be in accordance with national level priorities and targets, clarifications of programs and activities on provincial level in comparison to those issued by district and city levels.

On this stage, RKPD Draft will be discussed in several forums in order to reach an agreement with OPD and district-city level governments as mentioned in aforementioned musrenbang goals, as well as to synchronize the Draft with other planning documents (RPJPD, RPJPD, Renstra serta Renja OPD). The forums are thematic forum, special forum, government apparatus forum, district-city forum, sectoral forum, pre-trilateral forum, and trilateral forum.

In the thematic forum, discussions will be based on themes drafted within the RKPD Draft. The yearly themes are taken from RPJMD DIY 2018-2011 vision and mission statements. For instance, in RKPD DIY 2019, DIY implemented the theme 'Development Equality for A Justly Prosperous Society'. This general theme would be narrowed down into smaller sub-themes. The sub-themes are Area Inequality theme, Income Inequality and Poverty theme, Yogyakarta International Airport theme and Development Budget theme. These thematic forums are usually held during plenary meetings attended by OPD in DIY government area, representatives from district-city governments, representatives from the community and civil society actors, as well as vertical government institutions (Ministry or Department). Moreover, the discussions related to the themes will be conducted more in depth during special forum, local government apparatus forum, city-district forum, sectoral forum, pre-trilateral forum, and trilateral forum. In these forums, each OPD and District-City governments would map out their visions and plans in accordance with their functions.

Even though in these forums each theme would be dissected more closely and in depth, there is still an emphasis on topics. For instance in the special forum, discussions are more focused on the national government's directions on Special Region Budget in 2020 as well as the policies on planning for Special Region Budget in 2020 by the Special assistant. A similar process occurs for local government apparatus forum. The discussions in this forum are focused on the support of local government apparatus for the development themes that have been finalized. Moreover, in the District/City forum, discussions will identify the contributions District and City governments could provide for DIY government themes. This identification is the outcome of thematic forums and Local Government Apparatus forums.

Thus, when an agreement is reached within aspects of local development problems, local development priorities, development directions of district-city within a provincial government, programs, activities, indicative numbers, target location performance, local areas program activities that target national priorities, clarified provincial program activities along with those advised by district/city, then RKPD enters the stage of formulating finalized plans. On this stage, RKPD is perfected by using results from musrenbang. After going through revisions, RKPD is implemented by an issue of Gubernatorial Regulation. Simply put, the formulation of yearly performance plans for DIY (RKPD DIY) is summed up below:

Figure XY. Steps of formulating the document of yearly performance planning in DIY

Source: Agency for National Development DIY (Bappeda DIY), 2017

DIY has conducted the processes as outlined above since 2017, when the guidance on formulating planning documents was still regulated by the Minister of Domestic Affairs Regulation No. 54 of 2010 on the Implementation of Government Regulations No. 8 of 2008 on Stages, Guidance on Formulating, Monitoring, and Evaluation of Local Government Development Implementation. This means that the RKPD document formulation has progressed over the years due to the fact that it has now integrated thematic, holistic, integrative and spatial approaches. In formulating RKPD in 2017, DIY has formed thematic forums, combined forums on District and City governments as well as combined sectoral and trilateral forums.

Meanwhile, these approaches have not been regulated in Minister of Domestic Affairs Regulation No. 54 of 2010 on the Implementation of Government Regulation No. 8 of 2008 on Stages, Guidance on Formulating, Monitoring, and Evaluation of Local Government Development Implementation. These approaches have only surfaced under Minister of Domestic Affairs Regulation No. 86 of 2017 on Guidance of Planning, Monitoring and Evaluating Local Development, Guidance of Evaluation on Long-term Development Plans at local government level (RPJPD) and Local Government Medium-term (five year) Development Plans (RPJMD), as well as Guidance on Local Government's Plan Revision for Long-term Development, Plans on Local Long-term Development, and Local Government Work Plans. Under Article 9 of the same Regulation, it is stated that local government planning oriented toward substance, using holistic-thematic, integrative and spatial approach.

Moreover, under Article 10 Clause (1) it is stated that holistic-thematic approach in local government planning as referred to by Article 9a, is implemented by taking into account the whole element/part/activity of development as a unified potential factor, challenge, hindrance and/or problem that are interconnected with one another. And then, in Clause (3) it is stated that integrative approach as referred to under Clause 9b is implemented by combining several authorities into one integrated process with a clear focus of the aim to achieving the goals of local development. Lastly, under Clause (3) it is emphasized that spatial approach as referred to under Clause 9c is implemented by taking into account the spatial aspect of planning (Minister of Domestic Affairs Regulation No. 86 of 2017).

The process of Formulating Medium-term Local Government Development Plan (RPJMD) in DIY

Similar with the formulation process of RKPD, the RPJMD process in DIY is conducted in 6 (six) stages: preparation of formulating, formulating early draft, formulating plans, conducting musrenbang, formulating finalized formulation of plans and then implementation. The preparation of formulating RPJPD consists of: formulating Local Government Leaders' regulations on forming a team of RPJMD

formulation; briefing on RPJMD; formulating a work agenda for the RPJMD formulating team; preparation of data and information on local development according to SIPD, and the formulation of technocratic RPJMD plan.[5]

The technocratic plan of RPJMD has to be finished at the latest before the new Local Leader and Vice Local Leader enter office.[6] The technocratic plan is coordinated by Head of Bappeda as the leader of formulation team, as well as coordinated with Local Government Apparatus in order to obtain advice and suggestions as mandated in their work obligations and functions. The technocratic plan formulation includes a general overview of the area's condition, formulation of the overview of local budget overview, formulation of the overview of local development issue, examining other planning documents, and formulation of local strategic issues. The analysis of general overview for the local area and the budget are conducted based on the data and information analysis, the last period's RPJMD achievement evaluation, and RTRW examinations in the province, district or city around DIY.

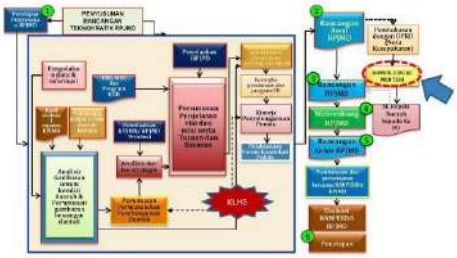

Figure XY. Steps of formulating the document of yearly performance planning in DIY

Source: Agency for National Development DIY (Bappeda DIY), 2017

[5] Ketententuan ini diatur dalam Pasal 53 Permendagri 54 Tahun 2010 dan Pasal 41 Permendagri 86 Tahun 2017.

[6] Pasal 42 Permendagri 86 Tahun 2017

The analysis of a general overview of the area's condition would be utilized later as a reference for formulating considerations in development issues of DIY. Afterwards, from that formulation, additionally a closer examination of Medium-term Local Government Development (RPJMN) would produce strategic issues. Strategic Issues are conditions or aspects that must be paid attention or prioritized in the local development planning due to its significant impact on local areas as important, foundational, time-sensitive, medium or long-term or influence the achievement on future local government business in the future. (Minister of Domestic Affairs Regulation No. 86 of 2017)

Furthermore, these strategic issues would later be the foundation for vision, mission, aim and target statements formulation of local leader in the technocratic RPJMD. In other words, strategic issues are problems or diseases that have successfully been identified/diagnosed, thus vision, mission, aim and target statements formulation of local leader in the technocratic RPJMD. In other words, strategic issues are interventions or the medication used to solve the problems or cure the diseases that the community is facing. In this context, long-term development plan (RPJP) plays a significant role, especially to ensure its synchronicity with RPJMD.

Moreover, in order to translate vision, mission, goals and target statements into a more operational intervention, strategies, development plans and policy orientations are formulated. Strategies are steps in which prioritized development programs from local government/local apparatus are included in order to reach targets. Meanwhile, the policy orientation is the summation of work outline in order to

solve development problems and anticipate local government/local apparatus' strategic issues, and is conducted within stages and gradually as part of strategy presentation.

Policy Orientation is defined as a formulation of framework or work outline that aims to solve development problems and anticipate local government/local apparatus' strategic issues, and is conducted within stages and gradually as part of strategy presentation.

The outcome of RPJMD technocratic plan is then presented with a certain systematics such as background, a general overview of the area's condition, formulation of the overview of local budget overview, formulation of the overview of local development issue, examining other planning documents, and formulation of local strategic issues. (Article 44, Minister of Domestic Affairs Regulation No. 86 of 2017). This RPJMD technocratic plan will then be discussed by the formulation team and Local Government Apparatus in order to obtain advice and suggestions as mandated in their work obligations and functions. These advice and suggestions would then be included in the activity log and agreement, and signed by Head of BAPPEDA and Head of Local Government Apparatus. The RPJMD technocratic plan will then be perfected based on the activity log and agreement. (Article 45, Minister of Domestic Affairs Regulation No. 86 of 2017)

And then, when the elected Local Leader is chosen and is appointed, the next step is to perfect the RPJMD technocratic plan. In the context of RPJMD formulation in general, this action is included in the stages of early formulation of RPJMD (Article 47, Minister of Domestic Affairs Regulation No. 86 of 2017). Clause 2 of that Article states that the formulation of RPJMD as stated in Clause 1, is a perfecting step for RPJMD technocratic plan as intended under Article 46 Clause 2 with guidance from vision, mission, goals and target statements of its Local Leader and Vice Local Leader elect. (Clause 2, Article 47, Minister of Domestic Affairs Regulation No. 86 of 2017)

Clause 3 of the same Article states that the formulation of early RPJMD plan as stated in Clause 1 include: to perfect the RPJMD technocratic plan, vision, mission, goals statements of Local Leader; formulation of strategies and policy orientations; formulation of local development programs; formulation of Local Government Apparatus programs; and KLHS (Clause 3, Article 47, Minister of Domestic Affairs Regulation No. 86 of 2017).

The outcome of the early plan is then presented with a certain systematics such as background, a general overview of the area's condition, formulation of the overview of local budget, formulation of the overview of local development issue, examining other planning documents, and formulation of local strategic development issues, outline of program and development budget, performance implementation of Local Government Apparatus programs, and closing argument. (Clause 5, Article 47, Minister of Domestic Affairs Regulation No. 86 of 2017).

The early draft of RPJMD must be floored with all stakeholders in a public consultation forum. This must be conducted at the latest 30 days after the early draft is formulated, and coordinated by BAPPEDA. The public consultation forum in the provincial level involves district/city level BAPPEDA, provincial apparatus, and stakeholders. This forum is intended to gain advice on perfecting the early draft of RPJMD. The results of this provincial forum would then be

formulated into an activity log agreement signed by district/city BAPPEDA, provincial apparatus, and stakeholders. (Article 47, Minister of Domestic Affairs Regulation No. 86 of 2017)

The next stage is submitting the early draft of RPJMD rom Bappeda to Local Leader in order to obtain approval for a discussion with the Indonesian Local Government Legislative Assembly (DPRD). And then, the Local Leader would submit the early draft to DPRD to be floored in a forum and reach agreement. The submission of RPJMD draft has to be delivered at the latest 40 days since Local Leader and Vice Local Leader was appointed to office. And then, a forum discussion and agreement was conducted on RPJMD draft by the leader of DPRD at the latest 10 days since it was received by the DPRD leader. The outcome of the discussion and agreement would be included in the agreement note signed by Local Government Leader and DPRD leader. The next step is to revise the early draft based on the agreement note. If there is no agreement, then Local Leader could progress to the next step of planning. (Article 49, Minister of Domestic Affairs Regulation No. 86 of 2017)

After the discussion with DPRD is concluded, it is followed by a consultation with the Ministry of Domestic Affairs through General Director of Regional Planning. The consultation has to be conducted at the latest 50 days after Leader/Vice Leader is appointed. This forum is intended to gain advice on revising the early draft of provincial RPJMD. The consultation has to be conducted at the latest 5 (five) days since the documents were all logged and received.[7] The consultation is coordinated by Bappeda.

After that, the Minister through General Director of Regional Planning provides the suggestion on revision for the early draft of provincial RPJMD to the governor at the latest 5 (five) days since the consultation was conducted. (Article 55, Minister of Domestic Affairs Regulation No. 86 of 2017) The governor then revised the early draft based on the revision suggestions provided by the General Director of Regional Planning. (Article 56, Minister of Domestic Affairs Regulation No. 86 of 2017)

Alongside the revision of RPJMD, BAPPEDA submits the early draft of RPJMD to the Local Leader as the basis for Local Leader's circular letter on the local apparatus Renstra draft formulation to the leader of local apparatus. (Article 57, Minister of Domestic Affairs Regulation No. 86 of 2017)

BAPPEDA submits the Local Leader's circular letter to the leader of Local Apparatus alongside with the early draft of RPJMD which would be the foundation for Local Apparatus to revise the early draft of Local Apparatus Renstra Perangkat Daerah. (Article 58, Minister of Domestic Affairs Regulation No. 86 of 2017) The Renstra early draft for Local Apparatus is discussed in a forum consisting of Local Apparatus/intra-apparatus in order to gain suggestion and

[7] The completion of this document consists of a consultation request from the governor to the minister through the General Director of Regional Planning; early draft of provincial RPJMD; agreement note for the early draft of provincial RPJMD with DPRD; and the results of control and evaluation in policy formulation of medium-term development planning for local provincial government (Clause 3, Article 53 Minister of Domestic Affairs Regulation No. 86 of 2017).

advice regarding future revisions. The early draft of Renstra is revised based on the forum's outcomes. (Article 59, Minister of Domestic Affairs Regulation No. 86 of 2017) After that process, the leader of Local Apparatus submits the Renstra early draft to Bappeda for verification. Verification is needed to ensure consistency of the early draft of Local Apparatus' Renstra with early draft of RPJMD. (Article 60, Minister of Domestic Affairs Regulation No. 86 of 2017) The verification process between Local Apparatus' Renstra and the early draft of RPJMD becomes the beginning of the formulation of RPJMD planning. The formulation of RPJMD planning in the provincial level is a process of revision for the early draft based on the revision notes given by General Director of Regional Planning and the Renstra draft of provincial Local Apparatus that has been verified. (Article 61, Minister of Domestic Affairs Regulation No. 86 of 2017) BAPPEDA then submits the early draft of RPJMD to the Local Leader through Local Secretary in order to receive the approval for Musrenbang RPJMD. The approval of Musrenbang RPJMD has to be received at the latest 70 days after Local Leader's appointment. (Article 63, Minister of Domestic Affairs Regulation No. 86 of 2017)

After the musrenbang process is conducted, the process of RPJMD formulation would progress into the final draft. The final draft formulation is the last revision process for RPJMD to become the final version of RPJMD based on the agreement of Musrenbang RPJMD's outcome signed by representatives of stakeholders who attended the musrenbang. (Article 66, Minister of Domestic Affairs Regulation No. 86 of 2017)

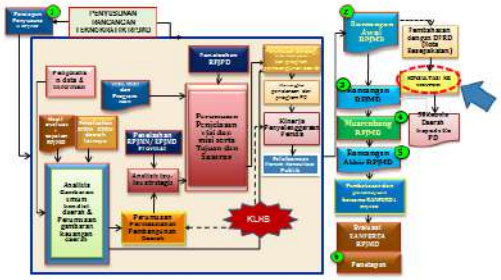

Figure XY. Stages of RPJMD DIY formulation

Source: Bappeda DIY, 2017

In the process of formulating the final draft, BAPPEDA provides the final draft of RPJMD local regulations to the Local Secretary through legal advisor of Local Apparatus. And then, the Local Secretary tasked the legal advisor of Local Apparatus to harmonize and strengthen the draft of local regulation on RPJMD. (Article 67, Minister of Domestic Affairs Regulation No. 86 of 2017) The outcome of this process will then be submitted to the Head of BAPPEDA to be signed on each page. Afterwards, the Secretary will task Head of Bappeda to inform on the draft of Local Regulations on RPJMD which has been signed to the Local Leader. (Article 68, Minister of Domestic Affairs Regulation No. 86 of 2017) The draft of Local Regulations on RPJMD would also be submitted to DPRD to be discussed in order to get a mutual agreement with DPRD and Local Leader on the draft of Local Regulations on RPJMD. (Article 69, Minister of Domestic Affairs Regulation No. 86 of 2017) When the discussion is concluded, then the Governor would implement the draft on Local Regulations on provincial RPJMD evaluated by the Minister into Local Regulation on provincial RPJMD at the latest 6 (six) months after the governor and vice governor are appointed into office. (Article 70, Minister of Domestic Affairs Regulation No. 86 of 2017)

The process of Formulating Long-term Development Plans at Local Government Level (RPJPD) in DIY

Technically, the process of formulating RPJPD is similar with that of RPJMD. The RPJPD formulation in DIY is carried out with 6 (six) stages: preparation of formulating, formulating early draft, formulating plans, conducting musrenbang, formulating finalized formulation of plans and then implementation. The preparation of formulating RPJPD consists of: formulating Local Government Leaders' regulations on forming a team of RPJPD formulation; briefing on RPJPD; formulating a work agenda for the RPJPD formulating team; preparation of data and information on local development according to SIPD.[8]

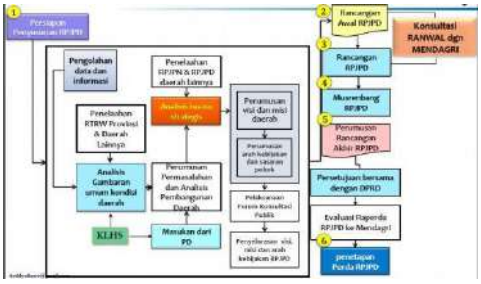

Figure XY. Stages on RPJMD DIY formulation

Source: Agency for National Development DIY (Bappeda DIY), 2017

Similar to the aforementioned document on the formulation process, RPJPD formulation uses technocratic, participatory, and political top-down and bottom-up approaches. Bottom-up approach is shown from the early process of RPJPD formulation which involves local apparatus and stakeholders in order to obtain advice and suggestions according to job descriptions and functions of Government Apparatus (Article 21 and 22 Minister of Domestic Affairs Regulation No. 86 of 2017).

Top-down approach is shown by the consultation process on the early draft of RPJPD formulation conducted by Minister of Governor through Director General of Regional Planning. The consultation is conducted in order to obtain advice and suggestions on the early draft of the provincial RPJPD formulation. The technical process are summarized under 6 (six) stages of RPJPD formulation process carried out with the same mechanisms applied to RPJMD formulation.

CONTROL AND EVALUATION MECHANISM IN DEVELOPMENT

As previously mentioned, one of the aims of development efforts in Indonesia is to increase the quality of public welfare. In order to ensure that the development efforts implemented is in accordance to the aims, a number of mechanisms take place.

Minister of Domestic Affairs Regulation No. 86 of 2017 Permendagri No. 86 tahun 2017 on 'Guidance of Planning, Control and Evaluating Local Development, Guidance of Evaluation on Long-term Development Plans at local government level (RPJPD) and Local Government Medium-term (five year) Development Plans (RPJMD), as well as Guidance on Local Government's Plan Revision for Long-term Development, Plans on Local Long-term Development, and Local Government Work Plan' has put forth a detailed control and evaluation stages within local governments. The purpose of evaluation and control of local development is to maintain consistency between policy and implementation, as well as the outcome of local development plans; consistency among RPJPD with RPJPN and national RT/R; consistency

[8] Article 17, Minister of Domestic Affairs Regulation No. 86 of 2017

among RPJMD and RPJPD as well as local RT/RW; consistency between RKPD and RPJMD; as well as compatibility of local development's achievements with the implemented performance indicators.

Technically, control and evaluation are conducted in stages. The Minister through General Director of Regional Planning carries out control and evaluation for inter-province local development plans.[9] The Governor conducts control and evaluation for local development planning in regards to provincial area, district/city, and interdistrict/city.[10] Control and evaluation as previously mentioned are carried out over summarization of local development planning policy, implementation of local development planning and the outcome of local development planning[11].

The implementation of control and evaluation on the implementation of development effort in DIY is technically regulated under the Gubernatorial Regulation of DIY No. 48 of 2009 on Technical Guidance of Local Development Program/Activity Implementation under Gubernatorial Regulation No. 73 of 2013 on Technical Guidance on Local Development Program/Activity. This Regulation aims to equate the mindset and understanding of the development program and activity implementation, control and monitoring as well as evaluation within the Yogyakarta Special Provincial Government Area; as well as providing a guidance to budget users/those with authorization to utilize budget, Head of Work Unit/Person in charge of the Program/Person in charge of Activity/PPTK in implementing, managing, monitoring, and evaluating Program/Activity thus it is in accordance with targets regulated in Budget Implementation Document.

The implementation of program control and evaluation is conducted over the development activities of DIY government that receive funding from local government budget and state budget. The implementation of control, monitoring and evaluation is conducted through a number of mechanisms, starting with formulating an operational activity planning (ROPK).

According to the implementation of local government work unit/department/agency (DPA-SKPD), Head of SKPD creates ROPK in accordance with a certain format/systematics. Such ROPK comprises of the planning for Monthly Budgeting and Trimonthly Recapitulation according to Activity Implementation (based on DPA-SKPD format); weight of each activity within the program; achievement target for each activity within the program; achievement target depicted by the S Curve or in another form; and an alternative of target achievement if the previous version experiences obstacles; figure of structure of person(s) implementing the activity.

ROPK implementation has to be in accordance with DPA-SKPD. If it is otherwise, the Control Team informs the Head of SKPD who would be in charge of revising it, with that information also passed to the Inspectorate, BAPPEDA and DPPKA. OPK is finalized at most 12 (twelve) working days after the DPA-SKPD is finalized. If any part of the DPA-SKPD is changed, then the Head of SKPD revises ROPK for at most 6 (six) working days. The ROPK is one of the control components included in Sengguh application.

[9] Article 180, Minister of Domestic Affairs Regulation No. 86 of 2017

[10] Article 180, Minister of Domestic Affairs Regulation No. 86 of 2017

[11] Article 183, Minister of Domestic Affairs Regulation No. 86 of 2017

The second mechanism through the functioning of Acting Technical Officer (PPTK), Budget User (PA), Proxy of Budget User (KPA) in overseeing the activity implementation. This action is conducted by a mandatory reporting Monthly Budgeting from PA/KPA through <http://intranet.jogjakarta.go.id/monev_apbd>; and dan End of Year Budget Accountability Report.[12] This report consists of thorough activity reports and the outcome of performance targets which include income performance indicators, outcome, results, impact and benefit. This report is informed to the governor through BAPPEDA as the basis for control and evaluation which will be the reference for next year's local development plans.

In the process of reporting, PA/KPA also identifies problems during program implementation. If problems are found, it is mandatory for PPTK to report it to PA/KPA by also providing an alternative activity through Person in Charge. From the report, PA/KPA implements one of the program alternatives to be enacted by PPTK. If PA/KPA fail to carry out their duty as regulated, then Local Government Apparatus (OPD) would be sanctioned with a decreased grade of institutional performance in the aspect of program planning and control which would reflect poorly on the local apparatus performance report.

The next mechanism for control and evaluation of development planning is conducted by overseeing the process of goods and services provision from the beginning to the end of its implementation. Technically, this control implementation is carried out by the governor with assistance from local apparatus. The local apparatus which assists the governor in this matter are the Head of SKPD/work unit[13] for the program and/or activity as regulated under their job descriptions and functions; BAPPEDA for the entirety of local development planning; and Local Development Control and Evaluation Team formed under the Gubernatorial Regulation, as the advisor on problems and obstacles faced during the program and/or activity implementation. Local Development Control and Evaluation Team is led by Local Government Secretary with members from Local Government Secretary assistants, BAPPEDA, Inspectorate, DPPKA, Bureau of Development Administration, Bureau of Economics and Natural Resources, and the Bureau of Social Welfare and Civil Society.

REPRESENTATIONS OF ADMINISRATIVE AND SOCIAL ACCOUNTABILITY FROM DEVELOPMENT IN DIY

As previously mentioned in the beginning of this document, a good quality development is the one with accountability. The long process of development business as elaborated in

[12] The monthly report is delivered at the latest on the 10th of the following month. The end of year budget accountability report is delivered at the latest on the 1st of February of the following year.

[13] Every trimonthly the Head of Department/Section also carries out the duty of monitoring and evaluation in analyzing reports in order to examine performance achievements from each program/activity along with the challenges/obstacles and solution needed. The outcome of such analysis would be delivered to the Head of SKPD/work unit, and then to the Head of BAPPEDA at the latest on the 10th day of the following month through http://intranet.jogjakarta.go.id/monev_apbd and through a consultation session on program/activity implementation. This report will then be analyzed and reported by Head of BAPPEDA to the Governor along with recommendations and steps needed in order to maintain effectiveness of program/activity implementation.

the previous chapters is part of the efforts to uphold accountability within the development sector.

In the national context, the aspects that influence the grades assessed by the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (Kemenpan-RB) regarding the implementation of government accountability system (SAKIP) comprises of; performance planning, performance measurement, performance reporting, internal evaluation and achievement of organizational goals/performance. This applies in the context of DIY as well.

This is due to the President Decree No. 29 of 2014 on SAKIP. On this Decree, it is stated that local government's planning documents (RPJP, RPJMD and RKPD) and local government apparatus' planning documents (Renstra and Renja) must be consistent and synchronized to one another due to the fact that these documents are the foundations in the implementation of development accountability. Consistency and synchronization of these documents are part of the assessment on performance planning as well.

Furthermore, when these planning documents are formulated including government apparatus' performance planning documents—of which are yearly performance planning documents—thus work and budget planning documents that would be finalized as budgeting documents would also be available. From that document, a performance agreement document would be drawn up and would include performance indicators and performance targets. This performance agreement document becomes the basis for OPD to function and fulfill their duty in order to support the goals envisioned by DIY government.

When the performance points put forth in this agreement are realized, then the next step is performance measurement. Performance measurement is conducted by utilizing Performance Indicators previously finalized in the Performance Agreement document.

Performance measurement is carried out by comparing the implementations of 'Performance with Targets' performances included in the Performance Agreement document mandated by current year's local government budget implementation; and by comparing the implementations of Program Performance on the current year along with five-yearly Target Performances planned under Strategic Planning of State Ministry/Institution/Strategic Planning of SKPD. The performance reporting as elaborated here becomes an aspect assessed in the implementation of SAKIP.

The next aspect that is assessed is performance reporting. This is an activity of formulating and presenting Performance Reports on work goals that have been achieved based on Budget Allocation. Performance reports consist of interim performance reports (formulated every three months), and yearly reports. In these reports, some parts of information obtained during control and evaluation of development planning is also included. This information is challenges that were found as well as solutions or alternatives offered for successful development efforts.

Internal evaluation and performance targets/organizational performance are aspects that are assessed in the implementation of SAKIP, obtained from activities of control and evaluation when overseeing development planning implemented in the current year. During the evaluation process, Internal Government Monitoring Apparatus, in this context is the provincial inspectorates, undergoes a review on DIY government's Performance Reports in order to ensure the validity of information presented, prior to it being presented to the Minister of

Domestic Affairs. Inspectorates also conduct evaluation on SAKIP implementation and/or performance presented by DIY government.

Based on the aspects assessment in SAKIP and the elaboration of such processes, as well as administrative accountability implementation, thus vertically and horizontally the administrative accountability criteria have been fulfilled by the DIY government. This could be explained by the process of development conducted by DIY government, from planning until reporting, and the government has consulted, synchronized, controlled and evaluated their performances. The reality of development implementation as occurred in DIY is in correspondence with the concept of vertical administrative accountability that explains that the vertical dimension in administrative accountability connects lower-level administrations with higher-level ones.

The consequence of administrative accountability in this particular context is the improving quality of legal structure of which a series of internal procedures have been formulated. From this context, if a legal offense is committed, a disciplinary measure would be implemented. This action would have a positive impact if there is recognition of good performance from public government officials and administrative units. Moreover, this action would imply public recognition for those who have performed their best during the implementation of public administrative duty. The SAKIP assessment grade DIY has received for the last five consecutive years has become one of the evidence of public recognitions of development implementation applied in accordance with the regulations.

Furthermore, in the horizontal dimension, administrative accountability of DIY government has fulfilled its criteria as well. Based on the accountability concept argued by Cendon (2000), it is stated that horizontal accountability connects administrators with public administration as a whole. In this context, administrative accountability attempts to connect the administrators with citizens as the subject of public service. In the context of DIY, the process of connecting administrators with citizens are carried out in different forums made available by the Government in order to gain aspirations, in the form of public consultation and/or musrenbang, as well as development planning suggestion forms that are available through Jogjaplan application. There is one aim: to provide a channel for people's aspirations to be involved and captured by administrators.

Still in the context of horizontal accountability; the presence of external supervisory institutions in order to supervise and implement development efforts such as the supervisory board, auditor, ombudsman and other similar institutions is also a form of horizontal accountability application. The fulfillment of submission and duty as conducted by local government in accordance with Laws mandated by national government is enacted to ensure that vertical and horizontal administrative accountability is functioning through a series of control and internal supervision. The goal of this mechanism is to ensure strict submission from the administrative performance with regulations and procedures that have previously been put forth and the appropriate utilization of public resources. DIY government's efforts in obeying the laws and procedures that regulate administrative performance becomes the reason for DIY's exceptional grade for the last consecutive years.[14]

[14] The DIY government receives the highest grade (A) in SAKIP implementation for the years 2014-2017. In 2018, DIY government receives grade AA.

However, there is an irony around this predicate. The data from January 2018 shows the rates of poverty and economic inequality in DIY are higher when compared with national achievement. Based on data released by the Bureau of National Statistics, DIY's Gini ratio reach 0.440, while nationally it is 0.391 (BPS, 2018). There is contradictory situation when the performance accountability of development implementation is given the highest grade while in the field the poverty and economic equality rates in DIY are still quite high. There is an aspect missing from the phenomenon in DIY, which is social accountability. Conceptually, social accountability is defined as citizens being able to be involved collectively in a sustainable and meaningful capacity alongside public institutions for the purpose of implementing accountability in public service (Joshi, 2017).

In the context of development in DIY, citizen involvement exists through public consultations, musrenbang and the availability of development suggestion forms in the Jogjaplan application. These channels are made available so that the DIY government could be made aware of the many facets of citizens' aspirations which would later be summarized and formulated in the development planning. With aspirations that come from citizens, the hope is so citizens' problems could be answered by policies within the development planning documents. However, this is not the case for DIY.

The development process conducted based on planning documents formulated in reference to regulations by National Government has yet to completely solve citizens' concerns. The issue of poverty and inequality is still found.

Based on observations and understanding a variety of documents by the researcher, it is understood that the fact that poverty and economic equality rates as well as the Gini index are quite high is due to the matter of citizens' participation in development. Participation has remained a formality. Deliberation spaces that could be utilized by citizens to confirm, demand, examine, and monitor the use of public resources have been less than optimally accessible.

The concern and energy of DIY government has been directed at efforts to fulfill administrative duties as mandated by National Government in a number of laws. More substantive aspects, such as those related to involving citizens not only as objects but also development subject has been neglected.

Ideally, the process of development implemented by DIY should involve citizens from the process of planning until evaluation. If this is effectively carried out, there would be a corresponding relationship between policies formulated within the planning documents with empirical condition that citizens experience. If these conditions are included, then development implementation carried out by DIY government could be socially accountable.

The mechanism of social accountability completes and improves the mechanism of conventional "internal" accountability, underlining the citizens' rights to demand the government to act and govern based on citizens' best interests, and to ensure that such action is carried out, by using formal channels, reward-based channels, or unofficial sanctions.

COCONCLUSION

Based on this research, it is understood that the fulfillment of administrative accountability in the efforts

for development implementations have had no significant impact in solving any development problems specifically the issue of poverty alleviation and inequality. This is the case due to the administrative accountability dimension found in DIY is founded on strict and objective criteria originated from the functional character of the law, for instance the obligation to follow directions as mandated under President Decree No. 29 of 2014 on SAKIP. This circumstance impacts on the energy spent by DIY government—which is supposed to be optimized to solve poverty-related problems—and in turn spent to fulfill the pressure of following regulations mentioned above, as well as regulations that follow afterwards. Thus, the long process and procedure DIY government has to carry out has not resulted in any significant outcome on alleviating poverty and inequality (the Gini index).

In order to compensate for such administrative accountability, a procedure and mechanism where citizens become the main concern and attention for the purpose of increasing the quality of public service is much needed, especially for the marginalized and underprivileged group. The procedure and mechanism mentioned previously exists within the social accountability framework.

The mechanism of social accountability encapsulates a number of tools, methods, and strategies that involve citizens in general and civil society during its process of allocation, tracking, and monitoring utilization of public resources. The mechanism of social accountability completes and improves the mechanism of conventional “internal” accountability, underlining the citizens’ rights to demand the government to act and govern based on citizens’ best interests, and to ensure that such action is carried out, by using formal channels, reward-based channels, or unofficial sanctions.

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IMPLEMENTATION GARBAGE BANK OF THE FLOODS PANGKALPINANG CITY

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ABSTRACK

Pangkalpinang city is the small province in Bangka Belitung 2 (two) island separate between strait "Bangka", the Pangkalpinang city still have mayor call name "Maulana Aklil" and vice mayor the call name "Muhammad Sopian" You know in 2017 Pangkalpinang can get a big flood for years never happen in Pangkalpinang city, more or less 7-10 meters its depth in too home civil person. the flood disaster can make effect"trauma" to child, person, parents and etc. As long as the mayor pangkalpinang city make a program via clean department the program given name "Garbage bank", Garbage bank like a bank the civil persons must get a garbage and than get point if beverage packaging have more high value than others, with this program can make civil person make be motivation to collect garbage the function make city be clean, disaster flood repressed.

Key Word : Garbage Bank, Civil person, Pangkalpinang city.

INTRODUCTION

A. Background.

The issue of disaster management is inseparable from the three main premises, namely power (power), justice (Justice) and power legitimacy (legitimacy), the power relationship to disaster management, namely by looking at the country's response to disasters and their impact on society. The issue of justice with regard to meeting social needs for the community and the issue of poverty is related to the level of public trust in the government in overcoming disasters (Douglas, 2001).

Public service is a basic right for citizens that must be fulfilled by the state. This is done because public service is an inseparable part of the state's obligation to improve the welfare of its people. Public services do not merely prepare instruments for the continuity of the bureaucracy to abolish the obligations of the state, but more than that, that public services are the basic essence to realize social justice (Puspitosari et al., 2016: 179. Furthermore, the rights inherent in the public include (Sedarmayanti, 2013: 244).

1. Public Service: aimed at public service needs.
2. Public Utilities: providing goods and services using public property.
3. Public interest: the form of work duties carried out in the public interest.

Planning made by involving the community becomes more effective in development In terms of waste management, planning involving many people has advantages.

Apart from being able to enjoy a clean environment, the community can also get financial benefits, for example in Malang city through the poor waste bank program, in Pangkalpinang through the Pangkalpinang waste bank program. The government as the person in charge can reduce the cost of waste management due to community

involvement while at the same time being able to open up space for the creation of new jobs. However, as we can see, services in terms of waste management in almost every local government still look not optimal, even seeming to be neglected. This is related to environmental issues, especially in big cities in Indonesia.

Community involvement from planning to implementation of waste management will be able to answer environmental problems and waste. People as citizens who live side by side with the environment have the greatest interest in environmental sustainability and waste management so that they can live with a good level of environmental health.Normally, Law No.23 of 1997 concerning the management of the Environment and Law No.18 of 2008 concerning waste management and Law No. 32 of 2009 concerning protection and related to the environment.

Government regulations issued for the implementation of household waste management and similar types of household waste are also issued, namely the Republic of Indonesia Government Regulation No. 81 of 2012 concerning the management of Household Waste and Home-like Waste.The issue of waste is a serious problem, especially in large cities with densely populated people. Planning must be made appropriately according to the right technology. Garbage that was once a disgusting item and caused disease and damaged the environment

The basic concept of waste planning, a variety of waste carried out by the government, from the central government to the regional government is a derivative of development planning in general. Planning becomes the initial process and also becomes a basic guideline in various activities carried out to achieve a target of the government development. Planning determines the success or failure of a development that will be carried out in other words, good planning will lead to good implementation and achievement. Conversely, if planning is not done well and is only a formality.

Modern city planning in the City Beautiful concept, public Health Reforms, and Garden City is the beginning of the emergence of planning theory. Planning theory is the subject of study involving various disciplines so that there are many opportunities in the development of broad theories. Obstacles in planning theory such as social, economic, political and cultural aspects. Various aspects in people's lives should not be separated from planning so that the preparation and implementation must always be based on the characteristics of the community where the planning is made and implemented. From the introduction above, the author makes this paper with the title: IMPLEMENTATION GARBAGE BANK OF THE FLOODS PANGKALPINANG CITY

LITERATURE REVIEW

A. Theoretical study

Taken from TAPM (master's final project) NourelIslamynim. 014938345 entitled increasing community participation in the

management of household waste in North Lampung Regency, this chapter describes the concepts related to the problems revealed in this study including the analysis of public policies, new concepts regarding public services, community empowerment in waste management.

1. Definition of Waste

Waste is a part of something that is not used, is not liked or something that must be disposed of, which generally comes from activities carried out by humans (including industrial activities). Grindle (1980: 7) states that implementation is a general process of administrative action that can be examined at a certain program level, while Van Meter and Horn (Wibawa, et al. 1994: 15) state that policy implementation is an action carried out by the government and the private sector both individually or as a group intended to achieve the goal. Grindle (1980: 7) adds that the new implementation process will begin if the goals and objectives have been set. The activity program has been arranged and the funds are ready and have been channeled to reach the target.

Negative things that can be caused by garbage (1). In general, garbage can affect the health of the local community because of its influence

Waste reduction can be done through limiting waste generation (reduce). Reuse of waste (reuse) and recycling of waste (recycle) waste handling activities include:

1. Sorting in the form of grouping and separating waste according to type. Amount and nature of waste.

2.

Waste management is all activities carried out to handle waste since it was generated until the final disposal. (True.2009) Waste handling is not easy because it is very complex, includes technical, economic and sociopolitical aspects. There are five management aspects in waste management, namely:

1. The institutional aspect that moves, activates and directs the system.
2. The financing aspect which is the source component in the sense that the system has a good performance.
3. Regulatory aspects (legal basis). In the form of components that maintain the pattern or dynamics of the system in order to reach the target effectively.
4. The aspect of community participation is a component that is not subsystem but is tightly bound as providing work capacity and funding.
5. Aspects of operational techniques are the components closest to waste management consisting of facilities and infrastructure, planning and technical procedures.

RESEARCH METHODS

1. Research Methods used.

The research method used in this study is qualitative research is a research method based on postpositivism philosophy, used to examine the condition of natural objects where the researcher is a key instrument, taking data sources purposively, collecting techniques with triangulation, data analysis is qualitative and the results of qualitative research emphasize meaning rather than generalization. Qualitative research rests on a natural background holistically.

Bogdan and Taylor (1975: 5), as quoted by Moleong (2004: 3), define qualitative methods as research procedures that produce descriptive data in the form of written or oral words from people and observable behavior. Qualitative research is descriptive, meaning that the data being analyzed and the results are in the form of descriptive phenomena.

2. Focus of Research

In qualitative research requires the establishment of boundaries on the basis of research problems. "Problems in qualitative research are called focus" (Moleong 2002: 62) focus thinking includes background formulation. Study and problems. This means that the focus is the determination of the breadth of the problem and the boundaries of the study.

This study took a case study in the cleaning service of the city of Pangkalpinang and its own location in the village under the bacang village of Pangkalpinang city.

3. Information Sources and informant selection

In this study the authors chose informants and various sources related to waste management, especially in the village of Bacang, Pangkalpinang city

There were several informants and key informants who were the source of the author's information in this study, namely:

1. Head of Sanitation Office of Pangkalpinang City;
2. Staff of the waste bank staff at the Sanitation City Office of Pangkalpinang

3. Research Instruments

1. Observation

Observations in garbage bank locations, especially in the TPA of Bacang village, Pangkalpinang city.

2. Interview technique

The interview technique is intended to collect primary data through in-depth interviews (in-depth interviews) with reference to interview guidelines as a guide for researchers in developing open-ended questions.

3. Documentation Techniques

In addition to using the techniques above interviews and observations, documentation techniques are also intended to collect secondary data obtained through collecting various written documentation (laws and other provisions).

RESULTS AND DISCUSSION

Waste is an environmental problem that has not been resolved to date. According to Ecolink (as quoted by Basriyatna, 2007), waste is a material that is wasted or disposed of from the results of human activities and natural processes that do not have economic value. Garbage is currently a serious problem in Indonesia, including in the city of Pangkalpinang. The issue of waste in the city of Pangkalpinang has always been in the spotlight of various parties to date, garbage still leaves many problems because the arrangement and handling has not been maximized, giving rise to a lot of buildup on several roads in the city of Pangkalpinang. Various programs have been carried out by the Pangkalpinang City Government to

deal with the waste problem, one of which is to build a Waste Bank.The Waste Bank is a social activity that teaches the community to sort waste and to raise public awareness in wisely processing waste and in turn reducing waste transported to Final Disposal Sites (Ministry of Environment, 2012, para. 5). This Waste Bank has been established in Indonesia, one of which is in the city of Pangkalpinang. This Waste Bank has the tagline "Savings and Smart Processing and Making Waste Into Power" (GESIT BEDEPOR).

The existence of the Papin Bank (Pangkalpinang Waste Bank) is facilitated by the Government of Pangkalpinang City through the Sanitation Office of Pangkalpinang City. On November 24, 2012 which was inaugurated by Mr. Sudirman (Assistant Deputy of the Ministry of Environment).Initially it was named the Rusunawa Waste Bank because the Waste Bank is located on Jl. PangkalpinangRusunawa complex mackerel, after ± 3 years operating in Rusunawa in early January 2016 The Waste Bank moved behind the Office of the Environment Office and changed its name to Pangkalpinang Waste Bank, in June 2016 Pangkalpinang Waste Bank kept new buildings more feasible and to date customers there are almost 1000 people in the Pangkalpinang Waste Bank.The vision of the Papin Waste Bank is:

"The realization of an independent Waste Bank to build a people's economy and a clean and green environment so as to create a healthy society.

Creating jobs.

Cultivating popular economy.

BENEFITS OF SAVING WASTE IN PANGKALPINANG SAMPAH BANK.

Your waste savings are guaranteed. Management is managed clearly and transparently.Friendly service. Competitive and profitable prices. The environment is clean and free of garbage.Waste can be exchanged for electric pulses/HPEtc. REGISTRATION TERMS.Fill in the Waste Bank FormSubmit a KTP copy PROCEDURE FOR SAVING IN WASTE BANK, She customer comes to the Waste Bank by carrying the garbage as the initial balance. Waste carried is recorded and weighed, The customer immediately gets a savings book, Done Then we will see the places of our own garbage in Pangkalpinang then we see the rivers in Pangkalpinang.

GARBAGE GO TO TPA

SURVEY TO TPA

CONCULATION AND ADVICE

Based on the discussion it was concluded that the waste management planning towards Pangkalpinang Kota means based on the existence of a waste bank, a waste bank that is very useful for the residents of Pangkalpinang because the problem is that the existence of waste management banks can be overcome, and income can be increased by being able to exchange it for funds.

It can also be suggested, that promotion to waste banks must be echoed again to the people of Pangkalpinang because many do not know.

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EMPOWERING WOMEN THROUGH GENDER AND DEVELOPMENT IN SOME VILLAGES IN SOUTHERN PHILIPPINES: PROBLEMS AND PROSPECTS

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ABSTRACT

Gender and development (GAD) in the philippines focuses on two agenda, gender equality and gender empowerment. In line with the government thrust of gender mainstreaming in the national and local levels, this article zeroes in on organized women's groups in 15 villages (barangays) in the city of iligan in southern philippines. The research describes the nature of women's organization, their livelihood programs, sources of funds, problems and prospects.

The implementers and beneficiaries of GAD programs and projects shared the same problems. Both groups identify the limited GAD budget as a major constraint in the implementation of more programs and projects specially those which pertain to livelihood. The lack of business skills among organization officers and members particularly in management and marketing which led to non-sustainability of livelihood projects is another major difficulty of women's organizations. As a result, many members and officers became inactive in the organizations.

There are indications in the data gathered that governance factors account for highly politicized GAD project implementation in the city/barangay level. Barangays in which the leaders are not affiliated with the current city political administration do not receive funding support for a project proposal/implementation. The laws are laid into the structures of the city and barangay political landscape but the implementation is painstakingly immersed with certain governance and organizational limitations. Transparency, fairness and responsiveness and ethical issues are weak when viewed within the purview of good governance. Within the level of womens' organization, poor leadership, leader-centeredness, lack of members' participation are the dominant modes that challenged the GAD policy implementation at the barangay level.

Once these challenges are addressed properly, women's organizations, serve as essential means to achieve gender equality and gender empowerment in the community.

Key terms: *Gender and development (GAD), women empowerment, gender equality, gender - responsive governance*

I. INTRODUCTION

The most valuable resource of a country is its people, and every person has equal rights. It is based on the concept that all human beings, both men and women, are free to develop their abilities and make choices without the limitations set by stereotypes, rigid gender roles and prejudices. It does not mean that women and men have to become the same, but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female (https://www.un.org/womenwatch/osagi/conceptsandefinitions.htm) . Women should be treated fairly with men, according to their respective needs. In short, men and women should have identical rights and chances regardless of gender and should be treated fairly.

As a fundamental right for women, the Philippine government pledge commitment to the Convention on the Elimination of All Forms of Discrimination against Women's (CEDAW) Committee in its 36th Session in 2006 and to the UN Human Rights Council on its first Universal Periodic Review in 2009 (https://pcw.gov.ph/law/republic/act 9710). It is the local translation of the provisions of the CEDAW, particularly in defining gender discrimination, state obligations, substantive equality, and temporary special measures. It also recognizes human rights guaranteed by the International Covenant on Economic, Social and Cultural Rights (ICESCR).

To concretize this mandate, the Philippines through Republic Act 9710 - An Act Providing for the Magna Carta of Women (MCW), seeks to promote the equality between men and women and eliminate discrimination through the recognition, protection, fulfillment and promotion of the rights of Filipino women, especially those belonging in the marginalized sectors of the society.

As embedded in RA 9710, all government-owned and controlled corporations and local government units are mandated to implement the law, policies, regulatory instruments, administrative guidelines, and other appropriate measures and adopt gender mainstreaming as a strategy to effectively stop discrimination against Filipino women and to attain its objectives. Besides, the law provides that the Philippines government must "ensure the substantive equality of men and women" and mandates the State to take steps to review, amend or repeal existing laws that are discriminatory towards women (http: www.chanrobles.com RA 9710).

`In support for RA 9710, the Philippine government allocated funds through Republic Act 8760 -the General Appropriations Act (GAA) of 2000 for the implementation of programs and projects related to Gender and Development (https://pcw.gov.ph/law/republic-act-8760). In general, the Philippine Plan for Gender and Development, 1995-2025, which is a National Plan, signed on September 8, 1995, through Executive Order 273 by then President Fidel V. Ramos, contains the long term vision of women's empowerment and gender equality and translates the Beijing Platform for Action into policies and strategies and programs and projects for Filipino women (http://evaw-global-database.unwomen.org/fr/countries/asia/philippines/1995). The National Plan for GAD 1995-2025 addresses, provides and pursues full equality, for the development of men and women.

A. Objectives of the study

1. To describe existing women's organizations in selected barangays of Iligan City who are recipients of GAD projects its goals, objectives, projects and source of funds.

2. To find out problems encountered in the

implementation of GAD projects and programs from the perspective of the implementers as well as from the perspective of the beneficiaries

3, To provide recommendations for successful and sustainable implementation of GAD projects and programs for the improvement of the lives of women

B. Significance of the study

In the Philippines, Executive Order 273 provides the 5% budget for GAD projects and programs. To empower women at the barangay level, the local government units of Iligan City implemented special projects with women's organizations.

This research is very significant and proves to be timely, appropriate and relevant. Timely, in the sense that the findings will contribute towards the achievement of the global goals set by the United Nations Programme .of which everybody in this world is mandated, particularly the fifth goal of the 2030 Sustainable Development Goals (SDGs)- which is the gender equality and empowerment of all women and girls.

Since GAD policy is more than 20 years from its establishment, it is appropriate to assess the extent on how GAD projects and programs are being implemented and mainstreamed from the implementers and the perspective of the beneficiaries. Identifying the challenges encountered during the implementation helps determine actions to be taken by what is mandated along with what is needed for gender empowerment, good governance, accountability and sustainable development for all.

Figure 1. Map of the Philippines showing Iligan City

Source: Google Map

Figure 2. Map of Northern Mindanao

Source: *Google Map*

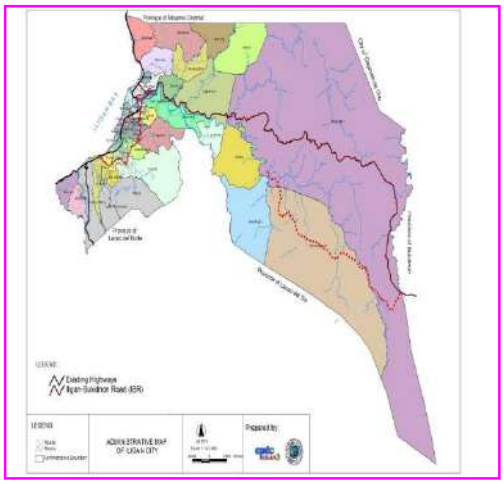

Figure 3. Administrative Map of Iligan City

showing the 44 barangays

Source : City Planning and Development Office (CPDO) , Iligan City Iligan City is limited on the north by the 3 districts of Misamis Oriental

C. The locale of the study

The study was conducted in Iligan City, Southern Mindanao Philippines Lugait, Manticao and Opol), toward the south by the 3 regions of Lanao del Norte (Baloi, Linamon and Tagoloan) and the 2 regions of Lanao del Sur (Kapai and Tagoloan II), toward the north-east by Cagayan de Oro City, toward the east by the region of Talakag, Bukidnon; and toward the west by Iligan Bay.

Figure 4. The most famous waterfalls in Iligan City, Maria Cristina Falls is also a source of electricity aside from being a major tourist destination.
Source: *https://en.wikipedia.org/wiki/Iligan*

D. Methodology and limitations

Out of 44 barangays in Iligan City, 25% are classified as urban and the others are classified as rural based on the 2007 census data . Majority of these barangays (27 or 61%) are found in the lowland areas. Fifteen barangays were randomly chosen as the sample barangays categorized as follows: 1.) 6 rural-lowland barangays which include Acmac, Dalipuga, Hinaplanon, Tambacan, Sta Elena, Kiwalan, 2.) 6 urban-lowland barangays which include Buruun, Ma. Cristina, Sta. Felomena, Suarez, Santiago, Tubod, and 3.) 3 rural- upland barangays of Pugaan, Tipanoy, Upper Tominobo .

Two Hundred Twenty Five (225) respondents who are recipients of GAD Projects and services were interviewed using survey questionnaires. Respondents were evenly distributed
With 15 respondents in each barangay. As for the Key Informant Interview (KI), a total of 39 individuals were purposively chosen and interviewed from the sample barangays consisting the barangay captains, chairpersons on the committee on women, focal persons, VAWC Desk Officers and Presidents of women's organizations. Information gathered the covered year 2016-2018.

Quantitative data from the survey were processed using the SPSS and qualitative data were subjected to thematic analysis.

II. Analytical framework

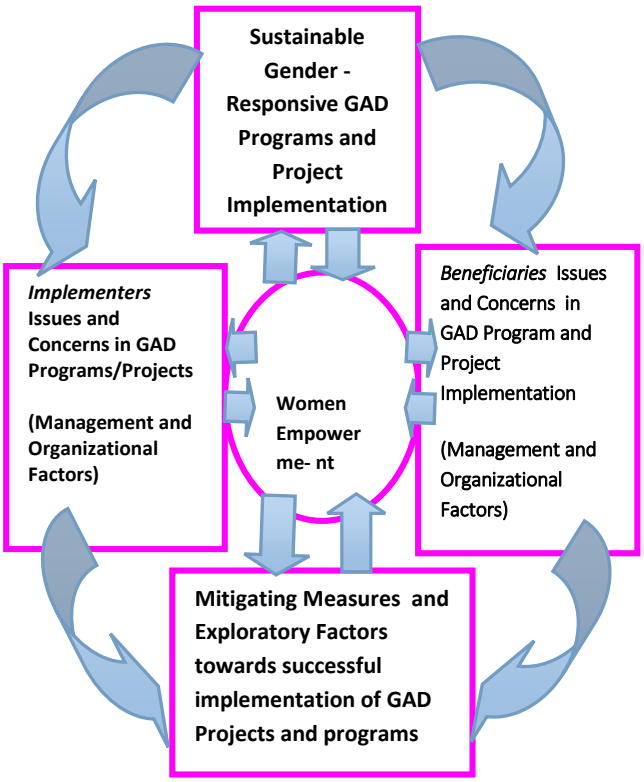

Figure 4. Analytical Framework of GAD Responsive Barangay Governance

The Republic Act 9710- Magna Carta for Women, mandates the State to ensure the full integration of women's concerns in the mainstream of development by giving them opportunities to enhance their potentials maximize their potentials and obtain jobs. To concretize the main agenda of the RA 9710, the Philippine Government obtain a substantial budget from foreign development assistance and funds were utilized by the implementing agencies to support programs, projects and activities of women, to empower them and participate directly in the development programs and projects

Establishing a sustainable gender-gender-responsiveness depends upon the management structures and systems; and organizational structures and processes. They will be the one to decide their fate with the guidance of the implementers. There is a need to identify the challenges encountered by both the beneficiaries as well as the implementers during community engagements, to improve and sustain GAD projects and programs for the welfare of women and justice and equality of all. Empowering women encapsulates the idea that a gender-balanced world benefits everyone. GAD is not only about women, but how the planners and implementers relate to them https://www.weforum.org/agenda/2019/.
Active participation of women in decision making processes from project identification, planning, implementation, monitoring, and evaluation is very crucial for the sustainability of any programs and projects, to developed women empowerment and for gender-responsive local governance.

III. Review of related literature

The Global Gender Gap Report 2018.
The World Economic Forum's most recent *Global Gender Gap Report 2018* presented the Global Performance on Gender as shown in the figure 5.

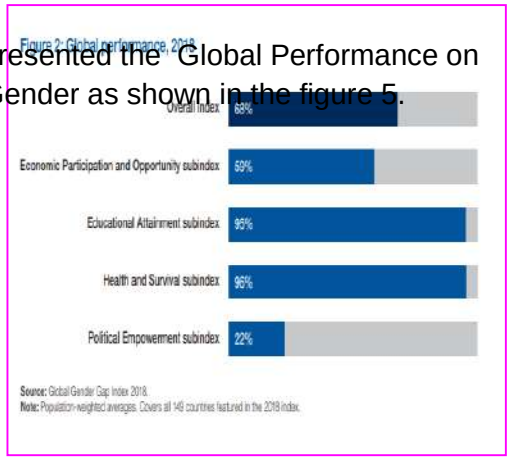

Figure 5. Global Performance Index 2018

The above data covered the 106 countries around the world. As reflected in the report, political empowerment marked the lowest percentage in performance and at the current rate of progress, it will take another 108 years to reach gender parity, It was presented in the report that there are huge differences in the types of inequality faced by women in different parts of the world - and there are works that remain to be done in order to achieve gender equality .

However, the report emphasized that it's up to everyone, for men and women, to make it happen to achieve gender equality in the soonest possible time. As stated, through collective action and shared ownership, CHANGE is possible (Global Gender Gap Report 2018).

The Magna Carta for women

The Magna Carta for Women or RA 9710 which was approved in 2009 promotes empowerment of women and pursues equal opportunities for women and men, and ensures equal access to resources and development. The law also stipulates that the State realizes that equality of men and women entails the abolition of the unequal structures and

practices that perpetuate discrimination and inequality. With this, the State shall provide the necessary mechanisms to enforce women's rights and adopt all legal measures necessary to foster and promote the equal opportunity for women to participate in and contribute to the development of the political, economic, social, and cultural realms. The Law also recognizes the responsibilities of the duty-bearers in protecting the rights of women in various circumstances/conditions, as well as other marginalized sectors. Institutional mechanisms are also defined to ensure the implementation of the law, involving the various agencies, offices, and persons to carry out the act (http//www.chanrobles.com RA 9710).

Gender mainstreaming in local governance

In July 1997, The United Nations Economic and Social Council (ECOSOC) defined the concept of gender mainstreaming is the process of assessing the implications for women and men in any planned action, including legislation, policies or programs (https://www.un.org/womenwatch/osagi/pdf/e65237.pdf. 2002). It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in political, economic and social spheres so that women and men benefit equality (http://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming

Bringing gender issues into the mainstream of society is a primary goal in promoting gender equality. In the Fourth World Conference on Women held in Beijing in 1995. the necessity to ensure gender equality was emphasized in the Platform for Action. Good local governance cannot exist without giving due attention to gender equality and women's empowerment. The Secretary-General of the United Nations Mr. Ban Ki-Moon, (2010) asserted that efforts should strengthen commitments and be able realize them though action. He highlighted three priority areas for urgent attention: jobs; food security; and investing in women. He expressed the view that the lack of attention to achieving gender equality and women's empowerment, including maternal health, may put peace, security, and sustainable development in jeopardy. He was optimistic that the creation of UN Women would expedite progress and the realization of the international community's commitment to women's empowerment and gender equality(https://www.un.org/en/ecosoc/docs/pdfs/10-50143_)

Mainstreaming is not about adding a woman's component or even a gender equality component into an existing activity, but rather, it goes beyond increasing women's participation; bringing the experience, knowledge, and interest of men and women to bear on the development agenda, Thus, the goal of mainstreaming gender equality is the transformation of unequal social and institutional structures into equal and just structures for both men and women(https//www.un.org. ecosoc).

In the same manner, the United Nations Development Programme (UNDP) defines gender mainstreaming as: "Taking account of gender equality in all policy, program, administrative and financial activities and in organizational procedures, thereby contributing to a profound organizational transformation." The mainstream is defined as an "interrelated set of dominant ideas and development directions and the decisions or actions taken in accordance with such ideas and directions". Accordingly, there are two aspects therefore to the mainstream: ideas (theories and assumptions) and

practices (decisions and actions). As elaborated by UNDP, gender mainstreaming then, is a process which encourages or ensures: (a) The legitimacy of gender equality as a fundamental value that should be reflected in development choices and institutional practices; (b) That gender equality is recognized not as a "women's issue" but as a societal one; (c) That gender equality goals influence economic and social policies that deliver major resources; and (d) Women participate as decision makers about social values and development directions (https://repositorio.cepal.org/bitstream/handle/).

The Philippines has comparatively performed well in providing the overall policy environment favorable to women's issues however, having policies does not automatically translate the mandate into reality. Challenges and concerns in the implementation always exist. In spite of the passage of the Philippine Local Government Code in 1991, providing a legal mandate for mainstreaming GAD concerns and placing the local government units (LGU's) at the forefront of mainstreaming, GAD policy in the local governance, remains a problem area. Findings of the study entitled "Gender Mainstreaming in Local Governance: Focus on the Cities in Northern Mindanao (2004-2010) concluded that there is a gap between GAD policy versus GAD implementation. Accordingly, having policies is one thing; and implementation is another (Aguja, et al, 2010).

The legal framework has provided basic frameworks and processes for women empowerment and gender fairness but the dynamics of political and social institutions reinforced by the cultural standpoints continue to provide a push-pull effect on gender equality (Anonuevo , 2000).

Gender equality and women empowerment issues

One example for gender discrimination or inequality is the case of women in Camboadia. The women in Cambodia are active in inland fisheries. They engage in fishing, fish cage operation, fish grading, fish processing, fish selling, and fishing gear and fishing equipment construction and repair. Despite their contribution on the Tonle Sap which directly support one million people in terms of food security, income and employment and ranks first in the world in terms of productivity and fourth in terms of catch, their contribution is considered not significant because of the perception that they do not go out fishing. Women received minimal assistance, in terms of training and extension services. Information on their contribution to inland fisheries is regarded as sparse, unreliable, and does not do justice to their centrality. Moreover, hey have few opportunities to take action because of traditional gender roles in Khmer (ADB, 2006).

In the same manner Tulsi Xharan Bisht (2009) in his study in Tehri dam in India revealed that experiences of women in displacement and resettlement is qualitatively different from men. Women suffer most during displacement and it resulted to physical displacement and womens disempowerment. Policies and programs on resettlement in the indian context have largely remained gender-biased and failed to take into account the experiences of women.

Likewise , in the paper an "Overview of the Gender Situation in the Philippines" (Anonuevo, 2000) stressed out that the legal framework has provided basic frameworks and processes for women empowerment and gender fairness but the dynamics of political and social institutions reinforced by the cultural standpoints

continue to provide a push-pull effect on gender equality.

FINDINGS AND DISCUSSIONS

A. Sample size of respondents

A total of 225 beneficiary respondents from the 15 barangays were selected in the study. through quota sampling . Quota sampling is a non-probability sampling technique wherein the assembled sample has the same proportions of individuals as the entire population with respect to known characteristics, traits or focused phenomenon (https://explorable.com/quota-sampling).

Barangay	Frequency	Percent
Acmac	15	6.7%
Buruun	15	6.7%
Dalipuga	15	6.7%
Hinaplanon	15	6.7%
Kiwalan	15	6.7%
Maria Christina	15	6.7%
Pugaan	15	6.7%
Santa Filomena	15	6.7%
Santiago	15	6.7%
Sta. Elena	15	6.7%
Suarez	15	6.7%
Tambacan	15	6.7%
Tipanoy	15	6.7%
Tubod	15	6.7%
Upper Tominobo	15	6.7%
TOTAL	**225**	**100**

Table 1. Sample size of the respondents per barangay

B. Socio-demographic characteristics of respondents

This section presents the socio-demographic profile of the beneficiary respondents in terms of age, gender , civil stattusrital status, ethnic group affiliation, religious affiliation, highest educational attainment, monthly income, affiliation to women's organization, occupation.

Age

Most of the respondents are between ages 48-58 years old (34.67%). While respondents ag**ing between 70 and above obtained the least with 3 (1.33%). The average age is 47 years old.**

Gender

Majority (97.3%) of the respondents are females while only 2.7% are males. The representation might be an indication to the fact that men tend to earn money for their families and women tend to stay at home to do household work making them available at the time of the study.

Civil status

The data reveal that majority (83.1%) of the respondents are married, 7.6% are widowed, 4.4% are single and 3.1% are live-in partners.

Ethnic group affiliation

The data reveal that nearly half (47.6%) of the respondents are Cebuano, followed by Bisaya with 31.6% and Iliganon with 14.2%. It emphasized that the Cebuanos are widely spread in Iligan City, probably as migrants.

Religious affiliation

The results indicates that the respondents are primarily Roman Catholic (203 or 90.2%) and the rest are affiliated with Born Again, Islam, Iglesia ni Cristo, Jehovah's Witnesses and Pentecostal religious organizations. The religious group distribution reflects the modal pattern at the local and national levels where the Roman Catholics emerge as the dominant religion.

Educational attainment

The results indicate that there are 73 respondents who are high school graduates (32.4%). College level followed with 46 cases or 20.4% and college graduate with 38 cases of 16.9%.. The data may suggest that the respondents have good education. Those who have landed or finished college and pursued post-graduate degrees comprise more than a third of the respondents. Generally, the respondents are relatively highly educated.

Monthly income.

The table reveals that 40% of respondents have a monthly income of Php1,001 to Php5,000. It is followed by those who earned a monthly income of Php5,001 to Php 10,000 (29.8%) . The lowest income among the respondents is Php 500. It is also notable to cite that 15.6% of the respondents do not have income every month.

Occupation

With respect to the employment of the respondents, about half or 46.2% are housewives, followed by 17.3% who are self-employed, 6.7% employed, 5.3% vendors and 4.44% comprising of barangay workers , health worker, barangay nutrition scholar, member *of Lupong Tagapamayapa* and liason officer.

B. Sample size of <u>key informants</u>

Table 2. Number of key Informants per barangay

Barangay	Frequency	Percent
Acmac	1	2.56%
Buruun	1	2.56%
Dalipuga	3	7.69%
Hinaplanon	3	7.69%
Kiwalan	3	7.69%
Ma. Christina	2	5.12%
Pugaan	3	7.69%
Santiago	3	7.69%
Sta. Elena	3	7.69%
Sta. Filomena	2	5.12%
Suarez	3	7.69%
Tambacan	3	7.69%
Tipanoy	3	7.69%
Tubod	3	7.69%
Upper Tominobo	3	7.69%
Total	39	100%

This section present the frequency distribution of the key informants per barangay. The data reveal that 11 out of 15 barangays have three key informants namely: Dalipuga, Hinaplanon, Kiwalan, Pugaan, Santiago, Sta. Elena, Suarez, Tambacan, Tipanoy, Tubod, and Upper Tominobo. Barangays Ma. Christina, Sta. Filomena, Acmac and Buruun have two and one respondents respectively.

D. Socio-demographic profile of the key informants

This section presents the socio-demographic profile of the key informants in terms of age, marital status, ethnic affiliation, religious affiliation, highest educational attainment and occupation.

Age

Majority (14 or 35.90%) of the key informants ages between 56 to 65 years old while the least are only 4 or 10.26% who are 66 to 77 years old.

Gender

Majority (26 or 66.67%) are female and 13 or 33.33% being male.

Marital status

Majority (30 or 42.3%) of the key informants are married while the rest

consisted of 7 (or 9.9%) widowed, 1 (or 2.6%) single and lastly another 1 (or 2.6%) who is separated.

Ethnic affiliations

Majority of the KIs are Cebuanos with a number 24 or 61.54%. The other KIs consisted of 9 (or 23.08%) Bisaya, 3 (or 7.69%) Iliganon, 2 (or 5.13%) Higaunon and 1 (2.56%) Maranao.

Religious affiliation

Almost half (32) or 45.1% are Roman Catholics, followed by 4 (or 10.26%) Born Again Christians, 1 (or 2.56%) Muslim with the rest at 5.13%.

Educational attainment

There are 21 (29.6%) key informants who graduated college. College level followed with 10 cases or 14.1%, then 2 or 2.8% high school graduates. The remaining cases comprised of 1 (1.4%) Master's graduate, 1 (1.4%) High School Level and lastly 1 (1.4%) Elementary graduate. This indicates that the key informants are well-educated.

Monthly income

It shows that 33.33% or 13 of the key informants have a monthly income of Php 15,001 – 30,000 followed by Php 10,001 – 15,000 with nine respondents.

Occupation

Fifteen (15 or 38.46%) are into barangay work , 6 or 15.38% barangay kagawads, 6 or 15.38% housewives, 5 or 12.82% self-emloyed, 3 or 7.69% are Federated Women's presidents, 2 or 5.13% purok presidents, 1 or 2.56% Barangay Captain and lasty, 1 or 2.56% employed in other government agency.

C.. Barangay Women's Organizations

Findings of the study revealed that a total of 221 women's organizations were organized in the 15 barangays. Economic objective is the primary aim of these women's organization. These barangay women's organizations were created in various years.The growth or increase of women's organization is noted starting the year 2011 to 2016 with 10 out of 15 barangays and for 2017, nearly (14 out of 15) had women's organizations. These include formal and informal organizations. The proliferation of women's organizations in the 15 barangays is indicative of the interests and needs of women to improve their economic conditions.

In this study, the top three barangays with the most number of women's organizations are mostly in urban-lowland barangays: Brgy Sta Felomina with 27 organizations and Buruun with 25 organizations and one rural- lowland barangay Tambacan with 23 organizations. To improve their living conditions, there were livelihood projects launched in these organizations. Based on the findings, 12 out of 15 barangays had bigasan livelihood project. The rest of the results have multiple responses: 6 barangays had longganisa making, 3 barangays had banana chips making, 3 barangays had dressmaking, 2 barangays had soap making, 2 barangays had rug making.

There are various sources of funding for livelihood projects since there are numerous projects by the different women's organizations in a barangay. Based on the KI findings, 11 barangays had identified the City GAD Office, Iligan City Gender and Development Office (ICGDO) as the source of fund for their livelihood projects, 7 barangays had CDLO as their funding agency, 6 barangays received funds from their own barangay GAD, the other sources of funds

are government institutions and offices such as TESDA, DSWD, MSU-IIT, politicians like Varf Belmonte, and private corporations such as Republic Cement, Holcim, and Pilmico..

The identified implementers of these projects are as follows: the Officers of the Women's Organizations (11 barangays), Iligan City Gender & Development Office (ICGDO) (8 barangays), Barangay GAD (6) and government agencies like TESDA & DOLE (1 barangay). The findings are in multiple responses, thus a barangay may have a combination of project implementers such as the Barangay GAD and ICGDO, Officers of the Women's Organization in coordination with GAD Office. Monitoring of projects ranges from monthly to annually.

Lastly, women respondents claimed that their involvement in livelihood projects provided them alternative livelihood and income, and made them economically empowered attaining their self-worth. However, some organizations become inactive and the number of women's organizations decreased due to some issues and concerns that hinder its sustainability.

D. Issues and Challenges in the Implementation of GAD Programs and Projects

This section presents the problems and challenges encountered in the implementations of GAD Livelihood Projects from the perspective of the Implementers and of the Beneficiaries

A. Issues and Challenges:The Implementer's Perspective

This section presents the issues and challenges in the implementation of GAD programs and projects at barangay level.

All the responses were recorded, tabulated, and counted based on the occurrence of the responses. Due to the similarity of responses, it was subjected to a thematic analysis, a statement that captures all similar responses.

Significant findings revealed that the top three major problems commonly identified by the implementers are :

1.) ***inactive members /inactive association leaders*** . The members of the associations are observed to have lack of cooperation, lack of unity and commitment. Most of them don't attend meetings and for those who attend, came late. It has been observed by the implementers that "ningas cogon" attitude is still being practiced by most of the members of the women's associations, they are only active at the start. The lack of active leaders, weak leadership and no monitoring of livelihood projects by the leaders are some of the major issues that have bearing in the attitude of members.

Considering the limited budget for GAD, the implementers expected for women leaders to source out funding from outside agencies and institutions whether government or non-government institutions. Leaders are inefficient and weak, because they just depend on the barangay GAD budget and for the barangay to source out funds for them. Leaders failed to motivate their members to be active in the association.

Transformational leadership theory emphasize that a good leader transform his/ her followers provide a sense of belonging to the followers as they can easily identify the leader and its purpose (http://www.leadership theories). In this case, the lack of commitment and cooperation among its members and the lack of unity are outcomes of an inefficient and ineffective leadership. The leader failed to develop trust and confidence among its members to motivate them to be an active members in the organization, participate in meetings and decision-

making and able to create a solid relationship among the members.

In addition, it was pointed out in the findings that the leaders have leadership and management skills,and cannot even motivate their members to be active. Moreover, the leaders of womens associations lack monitoring on their own livelihood activity, thus mismanagement of funds observed within the organizations.

2.***) Limited GAD budget for livelihood*** **projects.** The Implementers stressed out that the 5% annual GAD Budget is not enough for GAD trainings, seminars and livelihood projects for women. The allocated budget cannot provide financial support for additional materials and tools for women's livelihood activities. They have no budget allocated for transportation of VAWC victims. They also expressed that livelihood trainings have already been conducted but not yet implemented because of limited funds. Much more women have limited knowledge about women's rights and other GAD trainings since GAD funds is not enough to support these initiatives.

The findings of the research entitled *Gender Mainstreaming in Local Governance in Eight Cities in Region 10* supports the claim that the GAD Budget allocation per annum, which is 5% is not enough to implement GAD programs, projects and activities, and it is the reason that a gender responsive governance cannot yet be fully attained. This reality has impact on the associations and members (Aguja et. al 2010). .

3.)The members lack business management skills . The third major problem that the implementers identified in implementing GAD projects is the lack of business management skills among the association members including the leaders particularly in financial management and in marketing their products to sustain their livelihood activities.

Salient findings are also revealed in the study which include issues such as: l*ack of women's participation in GAD planning and budgeting*, *men not attending GAD Symposium because according to them, it is only for women*, *vested political interest* among others. Vested political interest was expressed to have influence in the granting of livelihood projects, it affects the relationship of women's organizations and Barangay officials since it appears that there is favoritism in the approval of livelihood proposals. .

B. Issues and Challenges:The Beneficiaries Perspectives

Based on the findings the top three major problems and issues identified by the beneficiaries are: **1.) Limited Gad Budget; 2.) Weak leadership 3.) Inactive members**

Findings of the study pointed out that the ***5% budget allocation for GAD projects, programs and activities is not enough*** to provide the needs of the different women's associations.

The ***lack of good leadership*** was similar as describe d by the implementers. Statements like weak leaders and weak officers, was pointed out by beneficiaries and accordingly leaders cannot manage the associations.

The Transformational Leadership Theory states that "Leadership" is a process by which a person interacts with others and is able to create solid relationship that results in a high percentage of trust , that will later result in an increase in motivation , both intrinsic and extrinsic in both leaders and followers (http://www.leadership theories). Accordingly, everybody in the association

know very well the purpose of their association and how to achieve the purpose. A good leader plans with the members, monitors its activities, transparent and give updates to members. Above all, a leader should set herself as an example to the members by possessing good qualities of a good leader .

The third major problem identified by the beneficiaries put emphasis on **inactive members.** They lack motivation to be active members of the association.

Salient findings of the study revealed that the support and implementation of GAD projects in the barangay level is **not free from being politicized/ vested political interest interest** that derailed the GAD program/project plan and implementation. Political personalities emerged in the grant/selection of projects to be funded mainly at the city level. This condition also creates a jurisdictional dispute over which loyalty of GAD associations is determined in a certain barangay. Recognition of GAD organization is tainted with political color due to alliance with previous and current parties of the city and barangay officials.

During the focus group discussions with the respondents, issues emerged such as *non-participatory GAD planning process, lack of orientation about GAD and lack of business skills and financial management among the women. These issues are also stressed out* by the implementers during the key informant interviews.

In addition, it came out during the focus group discussions and key informant interviews that there are some barangays implying *lack of seriousness in the implementation of GAD projects.* The issue of lack of transparency has also been reported in the barangay studied.

At the organizational level, the findings revealed that *the women's organization failed to prepare financial report* or the *barangay officials are not transparent about declaring budget allotment for activities charged to GAD in which the association has no knowledge of.* The GAD records of the barangay are not systematically kept due to several factors: changes in the personnel in charge of keeping the data due to transfer of administration, those taking charge of the data do not formally turn over the data to incoming employees in-charge of GAD, absence of regular submission of accomplishment report.

These issues and concerns from the implementers as well as from the beneficiaries perspectives hinders the sustainability of women.'s livelihood projects and in the successful and sustainable GAD -responsive governance .

C. Exploring Factors Toward a Successful GAD Implementation

The results of the study yield exploratory factors toward successful GAD implementation, the **governance/management factors** and the **organizational factors**.

The *Governance/Management factor* play an important factor in GAD project implementation, It refers to the situations manifesting the exercise of political and administrative authority in the management of a country's affairs of all levels (UNDP, 1997: IV as cited in Tapales, 2002, p.51). It is all about power, the power to governed or the governance itself. It is a construct based upon reason rather than observation. Governance and management can be measured in terms of the styles of leadership exercised in implementing and managing the project, adherence to polices, rules and regulations, participation of beneficiaries in decision-making, and community

empowerment working on the common purpose (Bartle, 2012),providing source of livelihood, income and other income generating activities to improve the quality of life of women,

Likewise , there are also factors that hasten or cripple the implementation of GAD programs/projects at the barangay level and these are O*rganizational Factor.* These are: awareness of women's rights, access to resources , transparency , leadership capability, quality of member's participation, unity and cooperation, monitoring, evaluation for sustainabilityand gender responsive local government units.

IV. SUMMARY

Using a triangulation of methods in gathering the data in 15 randomly selected barangays in Iligan City, issues and challenges that hinders sustainability of GAD livelihood projects in selected communities in Iligan City were identified from the 39 implementers and from the 225 beneficiaries responses. The responses were subjected to thematic analysis to capture all the responses.

In general , the findings revealed that there are issues and concerns from the implementers and beneficiaries in the planning, implementing, and evaluating programs, projects, and activities.

From the implementers perspective, inactive members/inactive associations are commonly identified by the implementers as the number one problem in the implementation of GAD programs and projects followed by limited GAD Budget/Limited financial support for GAD livelihood projects and the third major problem is that, most of the women's association members including the leaders lack business management skills particularly in marketing their products and in managing to sustain their livelihood projects.

On the other hand. the beneficiaries identified three topmost problem enumerated such as: 1,) limited GAD budget; 2.) poor leadership/weak leadership; and 3.) Inactive members. Salient issues such political vested interest, non-participatory GAD planning process, lack of orientation about GAD and lack of business skills and financial management, lack of transparency, lack of seriousness among others are also revealed .

Lastly, after the project implementation, their is no monitoring and evaluation on how the project impact the lives of the women., thus lack of accountability on the part of the implementors and the beneficiaries.

Significant findings revealed that, there are two major factors that play a crucial role in the successful and sustainable gender-responsive local government units namely: the governance/ management factors and organizational factors both from implementers as well as in womens's organizations.

The greatest challenge facing humanities today is sustainable development. In the case of GAD in particular, efforts of mainstreaming GAD in local government units to barangay level, down to womens organizations is not as easy as we think and understand. There are always issues and challenges encountered. There are underlying factors that hinders successful implementation of GAD projects, however, it depends on how the barangay government units as well as women's organizations govern and managed GAD implementation, to sustain the livelihood activities and promote women empowerment to be able to contribute and facilitate the attainment of the *fifth goal* in the 2030 SDGs - *gender equality and empowerment of all women and girls .* (http//www.un.org 2030 SDGs).

It needs a concerted efforts from all sectors of the society to achieve and realize gender equality.

The World Economic Forum's most recent Global Gender Gap Report 2018 state that at the current rate of progress, it will take another 108 years to reach gender parity, The report highlighted that across the 106 countries covered since the first edition of the report, the biggest gaps to close are in the economic and political empowerment dimensions, which will take 202 and 107 years to close, respectively. However, encapsulating the idea that a **gender-balanced world benefits everyone, economically and socially, it's up to everyone, men and women, to make it happen.** As the following statistics show, there are huge differences in the types of inequality faced by women in different parts of the world but through **collective action and shared ownership, change is possible (World Economic Global Gap Report 2018). and the :**

"*Local government is in a unique position to contribute to the global struggle for gender equality and can have a great impact on the status of gender equality around the world, in its capacities as the level of governance closest to the citizens, as a service provider and as an employer." —International Union of Local Authorities (IULA), Worldwide Declaration on Women in Local Government, 1998*

V. Recommendations

Based on the findings of the study, the following are the recommendations for a gender responsive governance, successful implementation and sustainable GAD initiatives :

1.) The 5% GAD budget should be increased to accommodate more women's livelihood projects , trainings and seminars on GAD and other initiatives .

2.) Continuous seminar-workshops on GAD, Gender, Sensitivity Trainings, and the like be participated by all stakeholders, the barangay government , purok officers , leaders and members of the women's organizations and men's organization

3.) Barangay Officials and GAD personnel including men and women should have a thorough knowledge and understanding of national mandates, policies, rules and regulations concerning GAD.

4.) Reorientation on Women's Rights with the presence of their husbands/ men

5.) Empowering women through active involvement and participation in decision-making process especially in the identification of projects , planning and budgeting, implementation , monitoring and evaluation

6.) Capacity and Capability Building for leaders and members of the organizations such as Leadership Training, Organizational Development, Business Management, Financial Management and Marketing Skills, Simple Project/feasibility Proposal Preparation

7.) Conduct capacity and capability inventories as basis in providing livelihood trainings and assistance. Hire experts for livelihood trainings

8. Set aside vested political interests, political alliances and favoritism in granting financial assistance for women's , organizations's projects

9.) Women leaders and members should agree on the guidelines and policies for inactive members of the association and should be enforced

10.)Iligan City Gender and Development Office needs regular coordination with the barangay and the barangay to women's associations.

11.) The agencies mandated to implement GAD Initiatives should conduct a periodic monitoring and and evaluation.

12.) Sectoral identification of gender needs, issues and concerns to be addresses

13.) Policies of the barangays and of women's organizations should be strictly

enforced . Strict implementation of policies, rules and regulations such as monthly dues, attendance in meetings, participation in barangay activities and organizations activities .

14.) Linkaging and Networking for outsourcing of funds, not fully dependent on barangay GAD budget. The agencies concerned should link with other government, non-government organizations, private corporations for GAD project funding support.

15. Recognize and reward women's participation and involvement in purok and barangay activities and for to motivate them.

16.) Leadership by Example to develop trust and confidence, unity and cooperation among members.

17. Transparency and accountability should be practiced .

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SUGGESTED TOPICS FOR FUTURE RESEARCH

This study recognizes several limitations, thus, the following GAD topics for further studies are hereby suggested :

1. Impact of GAD Livelihood Projects
2. Sustainability of women's livelihood projects
3. Case studies on best practices of a successful and sustainable women's livelihood

Transparency of Local Government Bureaucracy in Licensing Service in Palu city –Indonesia

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Abstract

The research was conducted at the Spatial and Housing Settlement Department, Integrated Licensing Service Board, and the Industry, Trade, Cooperatives and Small Medium Enterprises (UKM). The type of the research is descriptive qualitative by analyzing transparency of local government bureaucracy in serving Building Construction License (IMB) and Trade License (SIUP), seen from standard aspect of service procedure, communication, and bureaucratic behavior. Informants in this research consisted of bureaucrats as service providers Building Construction License (IMB) and Trade License (SIUP) and the society as the recipient of the service. Data collection techniques are done through observation, interviews, and documentation.

The results of the research reveal that the transparency of operational standards of Building Construction License (IMB) procedures in the Office of Spatial Planning and Housing has not been implemented properly. The requirements, costs and also the time of the completion of the Building Construction License (IMB) permission have not been listed transparently on the notice board while transparency of operational standard of Trade License (SIUP) procedure in Integrated Licensing Service Agency shows more transparent result because aspect of requirement and time of settlement process have been listed on notice board. In relation to the communication aspect, Building Construction License (IMB) and Trade License (SIUP) services have not been properly executed. Informants from the society complained that they still have not obtained a clear information about the importance of getting those licenses. The pattern of communication or socialization carried out on Building Construction License (IMB) and Trade License (SIUP) is still limited to bureaucracy elements only of district and village. Then, it is forwarded to the society. The culture of local policy which is called *Nosarara Nosabatutu* internalized in the organizational culture is quite influential on the behavior of government bureaucracy.

Keywords: Transparency, Bureaucracy, Licensing Services

INTRODUCTION

Government philosophy's perspective is formed on the basis of a social contract to sole the community in order to achieve its needs and interests. Besides, the existence of government institutions as an effort to achieve state goals in accordance with the wish to be achieved by the whole society. Related to the above description, Ryaas Rasyid (1997) argued that government institutions have seven main functions and duties: ensuring security, maintaining order, ensuring justice, doing public works, improving welfare, maintaining resources and the environment. As an effort to develop these functions, the state needs an organ that can operationalize the tasks of government in real terms which is known as "bureaucracy".

Thoha (2003:15) explained that bureaucracy is a system to organize large organizations in order to obtain efficient, rational, and effective management. Government bureaucracy is often interpreted as "officialdom" or kingdom officials. A kingdom whose kings are officials of a modern classified organization in which there are offical duties that can clarify the limits of the authority of the work. They operate on the basis of the hierarchical order as embodiments of the degree of authority and power. They earn salary based on their expertise and competence.

Conceptually it can be concluded that bureaucracy is an effort in organizing various jobs to be organized regularly, where this work not only involves many personnel (bureaucrats), but also consists of various regulations in the administration of government duties.

One of the aspects that encourages the importance of examining the issue of bureaucratic transparency in governance, because transparency is a foundation and a prerequisite for good governance. The public bureaucracy is demanded openly to make room for the entire society with respect to the policies and services it will develop. Another aspect of the importance of bureaucratic transparency in governance is to respond to the implementation of law number 14 of 2008 on public information disclosure (KIP), which implies the implementation of space for the public to access information related to public policy.

Rewansyah (2011) argued that if viewed from the perspective of implementation, apparatus resources, and institutions, then public services in Indonesia still has some weaknesses, among others: less responsive, less informative, and less coordination. research result of Gajah Mada University Population Study Center, explained that people still complain about the imbalance of public services such as: unclear cost of service, existence of discrimination in service, and still length of bureaucracy chain to service delivery. Then the results of research Prasojo (2010) explained that related public services by the Government Bureaucracy there are still corrupt acts in the form of money acceleration services, still the existence of collusion and brokering.

Bureaucracy of Palu municipal government experiences various complexity in organizing licensing service. This happens because of the consequences of the dynamics or development of the city where the demands of society increasingly require services that are transparent and accountable. Of the 18 licensing services developed by the Palu municipal government, the researcher establishes the building construction license (IMB) service and the trade license (SIUP) as the object of the research, considering that both objects, the percentage and frequency of the licensing service is

relatively high. Building construction license service, as stipulated in Palu municipal regulation number 10 of 2008 on the license to construct building, philosophically as a form of government bureaucracy commitment in controlling and supervising the buildings to be consistent with the city spatial plan (RTRK). As well as a trade license (SIUP) stipulated in the Palu city regulation number 5 of 2005, as a form of legality in the trading business activities.

The results show that the arrangement of buildings in the city of Palu impressed each very chaotic. Some existing buildings are not in accordance with the designation such as; building warehouses within the city, green line areas that should be freed with buildings, but in reality packed with settlements. Store house buildings tend to spread and irregular, so it is not in accordance with city spatial plan (RTRK). Other things that become the phenomenon of the problem is the percentage of the number of buildings that do not have a building permit is still quite high about 75% of the number of buildings (67,562 units), as well as trade license (SIUP) there are still about 35% get a trading license. (Source: results of secretarial interviews Office of Spatial and Housing Arrangements and Industry, Trade, Cooperatives and Small Medium-Sized Enterprises in Palu 2011).

Based on the reality, the researcher's observation shows that this happened because among others, that the community as the service user not yet know clearly about the service mechanism based on the standard procedure that has been set.

Formulation of the Problem

How is the transparency of the government bureaucracy on licensing services in Palu?

Research Objective

This research aims at analyzing the transparency of the government bureaucracy on licensing services in Palu?

LITERATURE REVIEW

Public Bureaucracy

The concept of bureaucracy is defined as a process and system of work that is regular, sure and easy to control. The term bureaucracy comes from the French, *bureau* which means office or writing desk, and greek word, *kratein* which means to organize. Bureaucracy is a type of organization intended to achieve administrative tasks by systematically coordinating the work of many members of the organization. Rod Hague (in Said 2007: 3), states that "bureaucracy exists because of the need for an organization that manages the modern state". Modern state management is a process that requires skill, experience and expertise. These needs, can only be implemented by modern bureaucracy. Further emphasized that bureaucracy is a government institution that performs state duties.

Lapalombara (in Ismail 2009: 6) gives a sense of bureaucracy in the sense of "bureaucracy": *The bureaucrats of major interest to us generally those occupational managerial roles. who is the governor of the governing body as middle or top management*.

Hegelian analysis illustrates that state administration or bureaucracy as a bridge between the state and society (the civil society). Society in this case consists of professionals and entrepreneurs representing various special interests, while the state represents public interests. Between the two, the government bureaucracy is an intermediary (medium) that allows special interest messages channeled to the public interest.

Marx argues that the state cannot represent the public interest but represents the special interests of the

dominant class. Such perspective, bureaucracy is the embodiment of a very special social group. Or rather it is said that Marx's bureaucracy is an instrument in which the dominant class exercises its dominance over other social classes. The future and the interests of the bureaucracy according to Marx's conception of a certain degree undergo a very intimate relationship with the dominant class within a country.

The polemic between Hegel's and Marx's views can be concluded that Hegel basically wants the bureaucratic impartiality. While Marx, famous for his class theory, insisted that bureaucracy could not be neutral and should take side with a more dominant class.

Transparency of Government Bureaucracy

Transparency is a principle that ensures access or freedom for everyone to obtain information about the administration, ie information about the policies, processes of manufacture and implementation, and the results achieved. Transparency is the existence of an open policy on supervision whereas what is meant by information is every aspect of government policy that can be reached by the public. This principle has two aspects: (1) public communication by the government, (2) the right of the people to access information.

Public communications by an affirmative and government and disseminating key community decisions and explaining the reasons and considerations of any given policy.

Stiglitz in Dwiyanto (2011) explains that all information about the administration of government is public property, therefore, it must be open to the public. Stiglitz assumes that everything purchased with the public budget, such as buildings and government office equipment, is public property. Information relating to governmental activities funded by the public budget does not belong to public officials, but is public property so that citizens/society are entitled to know it.

Transparency is the opening process of public policy formulation for the community (open to society participation). All government affairs in the form of public policies both with regard to public service development capabilities in the region should be known by the public. Several indicators related to the application of transparency principles such as: (1) availability of adequate information on every process of formulation and implementation of public policy and (2) access to ready, accessible, free, and appropriate information.

As for indicators related to transparency such as: (1) regulations that guarantee the right to obtain information, (2) availability of information centers, (3) websites (e-government and e-procurement), (4) public service advertisements, (5) printed and electronic media, (6) notice borad, (7) regional development / local financial exhibition.

Dwiyanto (2008) asserts that there are three indicators that can be used to measure the transparency of public services:

1. Measuring the level of openness peroses public service delivery. It can be assessed / measured about terms, costs, and time required and mechanism/service procedures that must be met. Terms of service should be published openly and easily recognized by the user. Service provider should try to explain to the user about requirements to be fulfilled by the participant.
2. Transparency show how easy service rules and procedures that can be understood by service user. Or in other words, not only can be understood in

the context of artiliteral, but also the meaning behind all the procedures.

3. Easy to get information on various related aspects with the provision of public services. The easier the service users get the information about the provision of public services, will be higher the value of a transparency. Otherwise, more difficult the service users to obtain information related to the provision of services, will be lower the value of transparency.

Public Service

Conception of service can basically be defined as a person's activity**,** groups and / or organizations either directly or indirectly in order to meet the needs. Pasolong,(2008: 126) adduced that service is peroses fulfillment needs through others activitiey directly. Meanwhile, the Minister Utilization of State Apparatus argued that pelayanan is any form of service activity in the form of goods or services as a means to meet the needs of the society. Another perspective, Napitupulu (2007: 17) suggests that "service is a series of activities or peroses meeting the needs of others in a more satisfactory form of service products with features such as intangibles, quickly lost, more can be felt than owned, and customers are more able to participate actively in the process of consuming such services."

Conceptually, public service according to Subarsono (2006: 136) is "a series of activities undertaken by the public bureaucracy to meet the needs of the users. The meaning of the user is a citizen who needs public services. "

Lenvine (1990: 188) suggests that public service within a democratic country at least must meet three indicators namely: (1) *responsiveness* is the responsiveness of service providers to the expectations, desires, aspirations, and demands of service users. (2) *responsibility* is a measure that indicates how far the process of public service delivery is carried out in accordance with principles or administrative provisions, the right organization and have been set.

(3) *accountability* is a measure that indicates how big the process of service delivery with the interests of stakeholders and norms that develop in society.

Another perspective related to public services is that of Denhardt (2003: 25-26) offers a model of service called a new public service model. The model of new public service service is based on the theory of democracy which emphasizes the egalitarian aspect and equality of rights among citizens. Furthermore, this model confirms that public interest is formulated as a result of dialogue of the various values that exist within the society. The view of new public service model of public bureaucracy is not just be accountable to the various rules of law, but also on the values that exist in society, prevailing political norms, professional standards, and the interests of the citizens.

MATERIAL AND METHODS

The type of the research is descriptive qualitative by analyzing transparency of local government bureaucracy in serving Building Construction License (IMB) and Trade License (SIUP), seen from standard aspect of service procedure, communication, and bureaucratic behavior. Informants in this research consisted of bureaucrats as service providers Building Construction License (IMB) and Trade License (SIUP) and the society as the recipient of the service. Data collection techniques are done through observation, interviews, and documentation.

DISCUSSION

Transparency of Standard Operational Procedure of Building Construction License (IMB) and Trade License (SIUP)

Transparency of SOP is a very important aspect in public service. Because, with the transparency will make it easier for the society as a service user to know what its right and obligation are in the service process and can minimize the occurrence of irregularities such as collusion, corruption and nepotism (KKN).

Constant procedure/ *Standard Operational Procedure* (SOP) is one of the written instructions to be a guide in the completion of routine tasks effectively and efficiently, to avoid variations or irregularities in the process of completion of the activity by any apparatus that will disrupt the overall performance.

Some related explanations with transparency of standard operating procedure to trade license (SIUP) and building construction license (IMB) both proposed by the government bureaucracy as a service provider, or from the community as a service user, then there is a tendency SOP in which the terms were included, mechanism of handling, cost and time/duration of the licensing process has been implemented in a transparent manner. In the other side, based on researcher's observation show that the percentage of building in Palu which do not have building construction license (IMB) is still high enough. It illustrates that the society lacks caring and motivation to take care of building construction license. Lack of public awareness to manage and earn building construction license is because they do not really understand about requirement and cost which must be removed to get building construction license (IMB). The society concern when handle building construction license will be charged a high enough cost. The other things, researcher found that in the service room of building construction license (IMB) in *front office* Department of Spatial Planning and Housing has no information board associated with the requirement and the amount of costs that must be charged to the society as a service user. Moreover, the place of payment of licensing fees has not used banking facilities. Under such condition, then it is very likely to occurred payment transaction outside the provision.

From various explanations submitted by informants both from government bureaucracy and from society, it can be concluded that transparency of SOP, licensing services of building construction license (IMB) both from the perspective of service mechanism and in the perspective of administrative requirement, has not been done transparently

Communication and Consultation in the Service of Building Construction License (IMB) and Trade License (SIUP)

Communication is one of the prerequisite in the development of democracy. At the implementation level, communication cannot be separated from the way the government conducting the activities, formulate policy; construct the relationship with the community, media and society groups. The main focus of communication is the availability of information about the availability and benefits of service, change, arrangement, and various rights and obligations. It means that, communication have a relationship with the public service.

Observe above the statement that communication in the perspective of public administration becomes an important factor in order to achieve the effectiveness of the overall function of the public administration system, especially in the implementation of public policy.

Communication is one of the important variables that influence the implementation of public policy. Communication is crucial to the success of goal achievement from the implementation of public policy. The effectiveness of public policy implementation is largely determined by the ability of policymakers to communicate well.

Based on research results show that the aspect of communication and consultation can affect on improvement of service quality of trade license (SIUP) and building construction license (IMB). It gives an indication that any improvements made on the dimension of communication will have a positive impact on improving service quality of trade license (SIUP) and building construction license (IMB) in Palu.

Research results were related to aspects of communication and consultation in service of trade license (SIUP) and building construction license (IMB) at Department of Spatial Planning and Housing and Integrated Licensing Services Agency Palu show that, there is a tendency of government bureaucracy in this case as a communicator was lack of communication / socialization about the importance of society having trade license (SIUP) and building construction license (IMB). Some parameters that can explain about the reality such as, still high percentage of buildings which exist in Palu who do not have building construction license yet. The results of researcher's interviews with a secretary of Department of Spatial Planning and Housing (RHMN) explained that; the percentage of buildings in Palu that do not have building construction license is still relatively high.

The researcher observed, related to the aspect of communication / socialization of building construction license can be explained that the aspect of the percentage of buildings in Palu does not have building construction license (IMB) in high category because the patterns and mechanisms of socialization undertaken by the government bureaucracy of Department of Spatial Planning and Housing Palu which tends to be ineffective. According to researcher observations, should the government bureaucracy and the staff direct socialization to the community in each village.

Direct socialization mechanism with the society there will be a more proportional dialogue process between the government bureaucracy as a service provider and the community as a service user. Another thing according to researcher, the cause of the effectiveness of communication / socialization process on building construction license (IMB) in Palu because of government bureaucracy at Department of Spatial Planning and Housing have not maximized the use of mass media and electronic media (radio and Local Television) as a vehicle for socialization.

Other things that have not been maximized by the government bureaucracy related to communication / socialization of building construction license (IMB) is no regional information can explain about existence provided by each region. For example, whether the region is decided in residential areas, offices, green lines and etc? One of the related consequences, there is no regional information clearly, the society build the building carelessly because they have not received any information related to regional designation.

The researcher's results observation show that the Regional House of Representatives (DPRD) Palu do not have adequate consulting room. The society can conduct consultations related to problem faced of building construction license (IMB) services, carried out in the building construction license (IMB) registration room. The reality tends to be ineffective and less convenient, because

interfere with other society that will take care of building construction license (IMB).

Based on interviews from informants, the researcher can explain that one of the factors causing some business owners not have a trading business license (SIUP) because the government of Palu in this case Industry Offices, Trade, Cooperatives and Small-Medium Enterprises (UKM) were not conducted intensive socialization to the society about the importance of the society of business owner to have trade license (SIUP).

Related with the use of mass media and electronic in communicating service of building construction license (IMB) and trade license (SIUP) to the service users society in reality show the value of precision in media usage, only that the frequency of media usage needs to be improved. Moreover, development of Internet channels and Websites in service communication of building construction license (IMB) and trade license (SIUP) completely unused.

The above perspective, contrary with the opinion expressed by SMITH (2004) that, in order to maximize the transparency of public service delivery, the principles of communication and consultation are things to note by the government bureaucracy as a service provider. Because, by implementing the process of communication and consultation intensively, will be open a dialogue space between the government bureaucracy and the society.

Observe above the statement, it can be concluded that the aspect of communication and consulting services of building construction license (IMB) and trade license (SIUP) in Palu have not done well.

CONCLUSION

Transparency of government bureaucracy in the licensing service of building construction license (IMB), especially on the transparency aspects of standard operational procedure (SOP) has not shown good results. The facts show that the government bureaucracy has not been able to inform all forms of requirements, cost and time of completion of permissions on the information board. Furthermore, the place of payment of licensing cost should have banking facilities of transparency of standard operational procedure (SOP) in trade license (SIUP) service. The research results show that the transparency of standard operational procedure in trade license (SIUP) service on Agency for the Assessment and Application of Technology (BPPT) is passably. Some empirical which can be argued such as; standard operational procedure (SOP) related with the requirements, cost, and permissions on the information board at room service, it make easier for the community as a service user to understand. The reality show that the transparency of standard operational procedure of trade license (SIUP) service on Agency for the Assessment and Application of Technology (BPPT) is transparent compared to building construction license (IMB) service.

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THE ROLE OF WOMEN LEGISLATORS IN ACEH PEOPLE'S REPRESENTATIVES COUNCIL (DPRA) ON MAKING LOCAL REGULATIONS (*QANUN*)

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Abstract

According to the Law of Aceh Government Number 11 of 2006, Aceh became one of the regions in Indonesia which has a special autonomy to formulate regulations called *Qanun*. The aims of study is to see how the role of Women Legislators to communicate Local Regulations (*Qanun*) based on gender perspective in Aceh People's Representatives Council (DPRA). While, the theories that used in this study are Role Theory and Gender Perspective. The method used in this study is descriptive qualitative analysis, which will describe systematically how women's roles and perspectives are implemented in Local Regulation (*Qanun*) formulation process. The results of the study illustrate that there is a big involvement of women legislators in the formulation process of Local Regulations (*Qanun*), which is proved by the roles of Women Legislators while communicating the ideas in formulating the Local Regulations (*Qanun*). The role expectation showed that Women Legislators have to reflect the women interest in every Local Regulations formulation process in the view of femininity concept; so they supposed to do the roles demand that Women Legislators must take the roles as negotiator when in the institution but in other side they have dual burden role as wifes or mothers in privat life which limited their access to participate actively in every institutional activities; at the last, they must have the special role skill to prove their role ability such political skills and leadership skills. The role of women in the DPRA encourages the formation of a *qanun* that addresses protection, empowerment and resolution of violence against women and children as a priority policy. However, the role of women in the process of policy formulation is hampered by the patriarchal culture that is still inherent in the legislative body, coupled with the dominance of men who control the parliament so that they have more control over the role in the policy decision making process.

Keyword: Legislature, Women Legislators, Role Theory, *Qanun*

INTRODUCTION

Since the Law Number 11 of 2006 is implemented in Aceh Provence, the Aceh Government has the special autonomy to form local regulations called *qanun*. This specificity encouraged Aceh government institutions to formulate rules that were deemed appropriate and reflect the needs of the people of Aceh, especially in carrying out the values of government on the basis of Islamic law. This also according to Law Number 44 of 1999 concerning Implementation Privileges of the Special Region of Aceh that provide special authority for the Regional Government of Aceh to carry out special powers which include, administration religious, customary, educational life and the role of ulama in

determining regional policies (clause 3 paragraph 2).

One of the institutions that functions to design and formulate *qanun* in Aceh is the legislative institution called Aceh People's Representatives Council (DPRA). So, the involvement of competent and capable political actors in DPRA is very important to draft the *qanun* which can accommodate every elements of society in Aceh that depend on Islamic rules.

In Aceh, women have also participated in coloring political institutions or government. The existence of political parties in Aceh, both locally and nationally, has shown the involvement of women in the legislative process. Aceh Election Independent Commission (KIP) at the provincial level of the 2014 elections noted that were 81 members of political parties occupied the seats of the Aceh Parliament for years 2017-2019. Of the 81 legislative seats, 13 were women legislators (www.kip.acehprov.go.id).

The involvement and role of women in the Aceh Parliament is important to voice women's interests in the process of formulating *qanun*. The role of women in the legislature is a form of guarantee for women's equality in the political domain to be freely voice their interests. The role of women can provide different colors in political institutions.

Referring to General Elections Commission (KPU) law in Indonesia, the political parties is obligated to fulfill a 30% quota of women's representation in the list of legislative candidates as an effort to improve the role of women. The rules are contained in the number of laws: Law Number 31 of 2002 concerning to Political Parties, Law Number 12 of 2003 concerning to General Elections, Law Number 7 of 2017 clause 173 concerning to 30% Quota for women in the legislative institutions, and Law Number 2 of 2008 which contains a policy that requires political parties to include a minimum representation of 30% of women in establishment and management at the central level. This 30% figure is obtained from the United Nations (UN) study which states that a minimum amount of 30% allows for a change and impacts on the quality of decisions taken in public institutions.

Then, in Law Number 10 of 2008 affirmed that new political parties can participate after fulfilling the requirements, including at least 30% of women's representation in the management of central political parties. Another rule is to implement a zipper system that stipulates that every three prospective candidates have at least one woman. This provision is contained in clause 55 paragraph (2) of Law Number 10 of 2008. These two policies aim to avoid the dominance of one sex in political institutions that formulate public policy.

In Aceh in particular, women are one of the elements of society that need special attention in the process of formulating *qanun*. Considiring into the position of women who in the context of gender tendencies are seen as minority classes or inferior groups of society who in social reality still often get marginalized. Almost on every sides of life, women are seen as weak groups who are often made victims and get negative labeling.

In the reality, over the past few years there are social realities that show inequality towards women in Aceh. This refer to the report of Aceh Women's Empowerment and Child Protection Agency (PPPA), throughout 2015-2017 was noted 1.965 cases of violence spread across 23 districts in Aceh (source: Dinas PPPA in 2017). These cases of violence place women in a dilemmatic position, either as victims or perpetrators of immoral acts. In this regard, referring to the Regulation of the Minister of Women Empowerment and Child Protection of the Republic of Indonesia Number 2 of 20008 which states that Violence Against Women is any action that violates, inhibits, negates enjoyment and ignores women's human rights. Specifically the definition of violence

is described in *Qanun* of Aceh Number 6 of 2009 concerning Women's Empowerment and Protection, explained that every act against women which results in misery, or physical, psychological and sexual suffering and or neglect of the household, including threats to commit acts, coercion or deprivation of liberty against the law, both within and outside the household sphere.

This description is proof that the process of implementing *qanun* is still in dillema and still unable to protect the women in Aceh absolutely. The products of *Qanun* that have been formed, such as the Regional Regulations (Perda), are vulnerable to being misused and precisely redirecting among women when it is implemented in the field. Many *qanun*s that are born tend to highlight women as symbols or controlled objects, for example, the prohibition of sitting astride in Lhoksemawe, forbidding the tight pants in West Aceh, and the discourse of curfew regilation for women.

Women are one of the important elements for the process of social, cultural, political and economic transformation. There are a lot of evidence showed the role of women as important factor in the development of socio-economic societies. At the reality, there are many unresolved issues about women. So that, for empowering the women they have not require to just become the objects of a policy decision but also have to be the subject in making decisions.

So, this study is very interesting to discuss, especially to see how the form of communication of the role of the Women Legislators in the Aceh Parliament. The role of the women's can show the existence of Acehnese women in the realm of politics, especially seeing the extent of the Women Legislators is able to resist patriarchal dominance in determining public policies that are more sensitive to women in Aceh.

LITERATURE REVIEW

Role Theory

A 'role' is traditionally defined as a set of behavioral expectations attached to a position in an organized set of social relationships (Merton, 1957; Stryker, 2007; Stryker & Burke, 2000). According to Horton and Hunt (1993, roles) are behaviors expected of someone who has a status. Various roles that are incorporated and related to one status by Merton (1968) are called role sets. The society, referred as a social structure, is determined by the nature of these roles, the relationship between these roles, and the scarce distribution of resources among the people who play them.

A different communities formulate, organize, and give rewards to their activities in different ways, so that each community has a different social structure. Thus, interpreted as a role is the behavior expected of someone in a certain status, then role behavior is the actual behavior of the person who performs that role. As simply, a role in the communication process can be defined as a set of norms that apply to certain subclasses in society (L. Tubbs & Moss, 2000: 6).

Role behavior may be different from expected behavior for several reasons. Meanwhile, Abu Ahmadi (1982) defines roles as a complex human expectation of the way individuals must behave and act in certain situations based on their social status and function.

According to this theory, there are already scenarios prepared by the community in social relations that regulate what and how the role of each person in his association. Every social role is a set of rights, obligations, expectations, norms and behavior for someone to face and fulfill. This model is based on the observation that people behave in predictable ways, and that individual behavior is a particular context, based on social position and other factors. Theater is a metaphor often used to describe Role Theory.

In an institution, there are at least several communication aspects of the role that can be reviewed for each member:

1. Expectation of role expectation. Harmonization will be created if each individual behaves in accordance with the expected role which includes certain obligations, duties, and positions;
2. The existence of demand demands (role demands), is a social pressure that requires individuals to fulfill their role, if not fulfilled there are certain social sanctions;
3. Having skills in role (role skills), and avoid role conflict.

In another sides, the role played by every members of an institutions can help solve the institutions tasks, maintain a better emotional atmosphere, or only show individual interests. Beal, Bohlen, and Audabaugh (in Rachmat, 2004: 171) believe the roles of categorized group members are as follows: (1) The role of Institution's Tasks, to solve problems or born the new ideas. The role of the task relates to efforts to facilitate and coordinate activities that support the achievement of institution goals; (2) The Role of Institution Voting. Institution maintenance is concerned with efforts to nurture emotional institution members; and (3) The Role of the Individual, regarding the efforts of institution members to satisfy individual needs that are not relevant to institution assignments.

Gender Perspective

Following Ridgeway and Smith-Lovin (1999: 192), the definition of gender is a "system of social practices"; this system creates and maintains gender distinctions and it "organizes relations of inequality on the basis of [these distinctions]." (Ridgeway and Smith-Lovin 1999; Risman 1998). Gender is a trait inherent in men and women that is constructed socially or culturally (Fakih, 2012: 8). Characteristics of these traits are the traits that can be exchanged. Eckert, Penelope and McConnell-Ginet, Sally told 'gender is constructed in a complex array of social practices within communities, practices that in many cases connect to personal attributes and to power relations but that do so in varied, subtle, and changing ways' (1992: 484). Gender remains a central organizing principle of modern life:

> *"In virtually every culture, gender difference is a pivotal way in which humans identify themselves as persons, organize social relations, and symbolize meaningful natural and social events and processes"* (Harding 1986: 18).

Gender as part of social construction raises two things: gender differences and gender inequality. The formation of gender differences is caused by many things, including being formed, socialized, strengthened, even constructed socially or culturally, through religious or cultural teachings. Gender differences do not become a problem if they do not cause gender inequality. Gender inequality is a system and structure that places men or women as victims of the system. In this case, women are the ones who most often do not benefit (Nugroho, 2008: 9)

There are several types of gender inequality: marginalization, namely placing certain gender in an unfavorable position and being marginalized in various accesses to life; subordination, placing women in unimportant positions; stereotyping / labeling, giving a negative label to women's social status; double burden, in which women must play roles not only one but more than one in domestic and public; and violence, namely attacks both physically and psychologically on women.

Gender inequality arises due to the existence of a culture that tends to place one of the gender parties as the dominant party towards the other. This culture is known as patriarchy, which is a system that makes men (men) and traits inherent in it as dominant or superior gender, as social status that is more prioritized than others. In this context, men are considered as the superior figure who dominates women as inferior.

Patriarchism allows gender differences that emphasize men as in the masculine and women's viewpoints in terms of femininity. Another important development involves the growing recognition of variations among men and among women, resulting in increased attention to masculinities and femininities. The acknowledgment or multiple rather than singular expressions of gender has been accompanied by a recognition that some forms of masculinity or femininity are more socially valued than others. In this view, relations between particular kinds of masculinity (or particular kinds of femininity) are understood as relations of domination and subordination (Wharton, 2005: 5).

Femininity may be defined as a set of attributes ascribed to biologically sexed females, what exactly those attributes are, and the extent to which any given version of femininity is natural or cultural (Glover & Kaplan, 2009: 26). Sedangkan masculinity..... Men as masculine figures are closely labeled as parties who are strong, strong, rational, powerful. Whereas women with their femininity tend to be labeled as weak, gentle, calm, passive, irrational, emotional, and spoiled.

Masculinity and femininity as gender differences are social constructs formed because of the patriarchal culture in the social system of society. Not a natural thing, but socially constructed. The tendency for the dominant element of any dichotomous pairing to be associated with masculinity, while the subordinate element is associated with femininity. In the above list of examples, the first terms of the dichotomies are conventionally regarded as masculine attributes, and as having high status, and the second terms as feminine attributes, with a low status.

It is important to study gender in institutional's context because these several factors: First, gender matters because it shapes the identities and behavioral dispositions of individuals. Second, gender matters in the ways that it shapes social interaction. Identities, of course, are products of and sustained through interactions with others. Finally, gender also organizes social institutions.

Gender gives shape and meaning to individuals, social relations, and institutions. The social world cannot fully be understood without attending to gender. But the opposite is equally true: gender also cannot be understood without understanding the social world. As social life unfolds, gender is produced; as gender is produced, social life unfolds (Wharton, 2005: 9-10).

METHOD OF STUDY

This research is a qualitative descriptive study, using the method of in-depth interviews. The research subject was the Women Legislators in Aceh Parliament. Interviews were conducted to find out how the role of Women Legislators in the process of formulating *qanun* in Aceh People's Representatives Council (DPRA). Women Legislators roles can show the existence of woman in managing and producing a Local Regulations that represent to Acehnese Women's interests.

RESULT AND DISCUSSION

1. The Role of Women Legislators in DPRA Institution in Communicating Gender-Centred Local Regulations

One approach to achieving justice in the legislative institution is the approach to gender integration in the regulations making process. Because these two things are interrelated and mutually reinforcing.

However, state policy formulation often ignores this matter, so that even though policy is neutral, the impact itself is never neutral. Gender neutral policy is actually a trigger factor or it can also be a trigger factor for gaps or inequality in beneficiaries of development (Abidin, 2011: 145).

Basically, the public policies in Aceh need to involve women in the political domain to to give different voices according to women's needs. Although some women have participated in the legislature of Aceh, the involvement of women is still relatively small than men. At the provincial level, the legislative seats can only be occupied by 13 Women Legislators from 81 available seats. This means that Women Legislators in Aceh still occupy a minority position. The number of women's representation in the DPRA for the years 2014-2019 can be seen in the table below:

Table: Number of Aceh People's Representatives Council (DPRA) for the Year 2014-2019

Political Party	Man Legislator	Woman Legislator
Nasdem	6	2
PKB	1	0
Golkar	5	4
Demokrat	8	0
PAN	5	2
PPP	6	0
PKS	4	0
Gerindra	2	1
PDA	1	0
PNA	2	1
PA	25	3
PBB	1	0
PKPI	1	0
TOTAL	**67**	**13**

Source: **https://kip.acehprov.go.id/dct-dpr-aceh-pemilu-2014/**

The minority position of women in the parliament can also influence the role of women in the decision-making process of *qanun*. Women Legislators must be able to play a maximum role and have a good role skill more than what people expected for them. This role trusted them to be equal to the men legislative in every political and leadership process. While, the women-centred policies also depend on how women legislators can voice their opinions and be able to take important positions in the decision-making process.

The Roles Expected of Women Legislators in DPRA is to Voice Women's Interest

In the process of formulating public policies, communication is an important point for every member of the legislature to produce an effective policy formulation. *Qanuns* in Aceh was also formed after the communication process between the policy makers in the legislature. While, the women as part of the legislature in the People' Representatives Council (DPR) must also be able to communicate effectively. One element that needs to be done by the Women Legislators as communicators is to play their roles according to what another people expected of it. In the legislative institution, it also requires the Women Legislators to play a role in line with social expectations to form a good harmony interaction in the communications process. Likewise in a legislative body, the role playing of each member in the institution depends on the expected social expectations of them. So, the role is a set of rights, duties, expectations, norms and behaviors that a person has to face and fulfill.

In many situations, the role expected and played by a legislative member can be very different. Without being asked, each legislator plays a role. Some roles can be more central than other roles. The intensity of each legislator playing his role is not the same. Some of them play their roles mediocre, are slightly involved or not involved at all, while others play their role seriously. So if a women legislators plays a

role with a certain intensity, then communicates with that role, showed that the women legislators is ready to take certain scenes. As women, they must live up to certain expectations about how they should respond and how others respond back to them (L.Tubbs & Moss, 2000: 7).

The expectation of women legislators refers to gender role expectations concept. Eagly's (1987) social role theory defines gender roles as "those shared expectations (about appropriate qualities and behaviors) that apply to individuals on the basis of their socially identified gender" (1987: 12). These expectations derive from the positions women and men typically occupy in the social structure. For example, because women have primary responsibility for childcare and domestic work, they are expected to behave in communal ways – emotionally expressive and generally concerned with others' welfare. Men's occupational roles are the basis for gender role expectations involving agentic behaviors (i.e., stressing competence and independence). From this perspective, men legislators and women legislators behave differently because they are each attempting to comply with distinct gender role expectations.

Women legislators who are members of the Aceh Parliament are also required to carry out their respective roles in accordance with the expectations or goals of the institution. So that, from the results of interviews with several women legislators researchers found that there were some behavioral expectations that were imposed on the women legislators in running this institution, especially in the process of formulating local policies.

In terms of objectives, the involvement of women legislators in parliament is basically to voice the interests of the women's community in Aceh. Some of the things that should be voiced by women's legislators in parliament are regarding the resolution of cases of violence against women and children, empowerment and protection of women, women's health, the availability of pro-women's public spaces, and strengthening in religion and education. On the other hand, women legislators are also expected to be able to oversee and review the process of formulating *qanun* in the DPRA so that they do not essentially suppress the existence of women and protect them, such as the *qanun* concerning disputes over Islamic law. *Qanun* implementation of Islamic Shari'a must be designed not to place women in subject positions that are symbolically more emphasized, so that they tend to be distorted when applied in the field. Some of these aspects are things that are expected of women legislators so that they can influence regional policy or *qanun* formulations.

Moreover, women legislators on their gender behavioral roles are expected to be calm, caring, expressive, avoiding conflicts, and embracing other members in the process of decission-making of *qanuns* in DPRA. The femininity of women legislators in this context is an element that important to balance legislative conditions that sometimes tend to lead to some kind of internal conflicts. The expectation roles explain what must be done by individuals in certain situations in order to be able to meet their own expectations or other people concerned with that role. So that in the context of the formulation of *qanun* beside of gender role that represent to the femininity, the roles of women legislators is expected to play an active role together like as men legislators: its to discuss, explain, question about anything related to women's issues, then provide ideas or input on the development and formulation of *qanun*. Roles, as such, become the nexus for how work is designed, communicated, accomplished, evaluated, and experienced (e.g., Welbourne, Johnson, & Erez, 1998).

These behavioral expectations are subject to social construction and negotiation amongst role occupants (Mead, 1934;

Swann, 1987). While a structurally-positioned role assumes stability in behavioral expectations determined by institutional pressures, micro-processes that create these behavioral expectations exist and, as a result, are more dynamic (e.g., Reay, Golden-Biddle, & Germann, 2006). On the one hand women legislators must be able to act as caring parties, reduce conflict or embrace other members, on the other hand they are also expected to be able to compete with male legislators to be able to appear actively in giving ideas about policy formulation.

Another reality is that women legislators find it difficult to reach power because some of them are still in the category of traditional women who have stereotypes who do not know power. Some of the women legislators occupy positions that are not crucial as members of the structure due to the expectation of the role attached to them with feminine values. The concept of femininity also does not contain rigidity, courage or decisiveness which is the core of power. The classic picture of femininity is synonymous with submission, obedience, loyalty, indulgence, childishness, neglect, warmth, tenderness, and friendliness. While power is synonymous with masculinity where strength and strength and influencing other people are very important parts. The tendency for the dominant element of any dichotomous pairing to be associated with masculinity, while the subordinate element is associated with femininity. In the above list of examples, the first terms of the dichotomies are conventionally regarded as masculine attributes, and as having high status, and the second terms as feminine attributes, with a low status. It is not strange if some of the roles of female legislators are in a lower status than men, especially in formulating important policies.

The Roles Demand of Women Legislators: Be a Good Negotiator?

In playing the roles, beside the roles expectation each member in the institution also has a role demand. Its role according to the kind of role playing and social status highlighted by them. The demands of this role must be carried out by every Women's Legislators in DPRA to avoid conflicts as possible in their institution. Roles demand can showed by their attitudes, pressure them, so they have to do that as responsibilty or “obligation’.

Although the role of Women Legislators in parliament gave different outcomes of making *qanun* process, but their minority position giving less influence in providing support for women's aspirations. So that women legislators as a minority in this intitution must be able to be more active like always attend to the every meetings, give opinions, criticize, and voice their aspirations. This demands of roles provide each woman legislators with a sense of who one is and who one is becoming. This condition refer to what Structural Functionalism explained that the social structure institutionalizes stable behavioral expectations across situations and; depending upon function, hierarchy, and status; how that position influences the self-concept. Women legislators, in their status, being influenced to become like how the concept of self their or other people expected.

There are some obstacles when Women Legislators is supposed to play an active role in giving ideas to the formulation of the *qanun*. Women Legislators can not participate in all types of meetings held, it is because most of their positions are only as member of every institutional structure, only few of them which hold strategic positions. Limited access to meetings at the DPRA can be detrimental to women and the legislature of women in particular, because policies regarding regional *qanun* are usually decided at the meeting. This limited access of Women Legislators in the decision-making process can resulted policies that have not

clearly include the interests of women. The policies tend to be made from the perspective of men.

The social power (or dominance) approach allows for the interpretations of communication problems between women and men as due to the unequal hierarchical positions they hold in society. Men's speech, for example, becomes an implicit tool of patriarchal power through conscious and less conscious gender-role training where they may learn to dominate a conversation through interruptions, talk time, etc.

Its condition refer to Hakim ideas that male hormones such as testosterone are a major source of sex differences in motivation, ambition and behaviour (Hakim 2004: 4; see also Hakim 2000: 258–62).Thus men (in aggregate) are more aggressive and competitive than women in the world of institutions, and: 'Women accept hierarchy so long as it is men who are in positions of power and authority. Male dominance is accepted, as Goldberg argued: female dominance goes contrary to sex-role stereotypes and is unwelcome, uncomfortable, and frequently rejected' (Crompton, 2007: 230).

Nancy Henley and Cheris Kramarae (1991) explained 'multi-determined social context approach', they still place power in a central role:

> *Cultural difference does not exist within a political vacuum; rather the strength of difference, the types of difference, the values applied to different forms, the dominance of certain forms - all are shaped by the context of male supremacy and female subordination'* (1991: 40).

At this context, most of *qanun* decision-making process in DPRA are decided by voting. With a voting system that calculates directly every present members of the DPRA, it will benefit men. In this situation, disproportionate quantity of women legislators will lose them. For this reason, women legislators must set a strategy such 'lobbying' or 'negotiating' to the men legislators. This collaboration hope can open access for women legislators to channel their aspirations in fighting for women's interests.

Therefore, as women legislators, they have the demand to become a reliable "negotiator" to be able to express opinions, ideas and criticize decisions that are considered detrimental to women. Playing a role as a negotiator is certainly not easy to do if it is not accompanied by a good communication approach. So that women legislator need individual expertise that can support their role.

In addition, the women legislators also has a demand of role to playing roles more than expected. The reality placed women legislators into dual role --domestic an professional role of working women. Refer to this problems, women are required by their position to play a dual set of roles -- become as a legislator in their institution and the other as wife and mother at home. Women legislators as working women have to face this problem of adjustment among their varied role expectations.

This dual burden role certainly influences the performance of women legislators in institutions. They must choose the priority roles, or carry out these all roles with the risk of ineffectiveness at work. It is equally important that their domestic role must be balanced with professional role so as to avoid the chances of role conflict. The dual role of women is also the reason why some women legislators did not occupy strategic positions in the structure, thus influencing their role playing in the process of policy making.

Role conflict is a conflict among the roles corresponding to two or more statuses. Role conflict is said to exist when there are important differences among the ratings given for various expectations. Role Conflict results from the competing demands of two or more roles that vie for women's time and energy. The more statuses they have, and

the more roles they take on, the more likely they are to experience role conflict.

Political and Leadership Skills as Roles Skill that Women Legislators Must Have

The demands of this role must be carried out by every legislative woman properly to prevent the possible role mistake. If they did some mistake in playing role or did not do it properly, they will receive some role punishment. One example of the punishment is being distrust on their role of legislator. This distrust risks the influence of women legislators to provide input on the formulation of *qanun* or policy. So then, role strain or "role pressure" may arise when there is a conflict in the demands of roles, when women legislators do not agree with the assessment of others concerning their performance in their role, or from accepting roles that are beyond an their capacity.

Roles are born from the negotiation and interactive processes. The demand for the role imposed on women legislators is formed naturally when they join the legislature institution. This demand is closely related to the expectations or rules that are built together in the institution, as well as the social status that lies behind every women legislators. If women legislators do not play their roles wisely within the institution, the risks they get are rejection or even conflict. The solution is to re-establish the trust of the members of the institution, through communication and living the expectations or goals that have been built together.

Last element of the role that women legislators must have to carry out their role in DPRA is having any special skills in playing role. This role skill must be possessed by every women legislators to avoid conflict over the role and to establish credibility of them.

Skills in playing roles are become a benchmark for how women legislators in Aceh can survive in these institutions. Self-skills can encourage the development of trust in themselves, so that women legislators role behaviors should not be distrust and appropriated by their status or social identity.

Women legislators must have competence so that their existence in decision-making institutions has an impact on the birth of legislation that is pro-people's welfare, especially among women. So here women legislators who occupy seats in the DPRA also have political skills and leadership abilities. This skill is an important element that must be highlighted so that expectations and demands on their role as a legislator can work well.

Political skills are related to the ability of women legislators as conceptualists of ideas (mind mapping), or the ways they carry out political negotiations in this DPRA institution. The ability to negotiate is deemed necessary so that they are able to communicate their ideas or even give influence in making policy decisions that will be formed. On the other hand women legislators must also have adequate leadership skills, such as being able to manage a meeting, work together in teams, lead discussion forums, be authoritative and assertive in order to be considered equal to men.

These capabilities become capital for women's legislators to carry out their roles well in the DPRA. Public policies that are in accordance with women's aspirations are highly dependent on the way the female legislator is able to communicate them properly.

At the last, role behaviour is influenced by following aspects: The norms, determining a social situation; Internal and external expectations are connected to a social role; Social sanctions (punishment and reward) are used to influence role behaviour.These three aspects are used to evaluate one's own behaviour as well as the behaviour of other people.

2. Effectiveness of *Qanun* Formulation through the Role of Women Legislators in DPRA

The role of women in the DPRA is very influential to encourage the establishment of pro-women's policies. For that women legislators must be able to play a maximum role so that the policy formulation process can be effective. The obstacle is that the quantity of women's representation in the legislature in Aceh is still very limited, with various obstacles including: the constraints of the political system that permits masculine models in political life and government bodies. Where men dominate politics, formulate the rules of political games, and set standards for evaluation, even political life is governed by male norms and values. Or socio-cultural constraints, in which the socio-cultural system that is still deeply rooted is a culture that tends to be patriarchal. Therefore, taking into account the interests of women and involving men and women in the policy-making process is the basis of a democratic framework that promotes gender equality and justice.

Then, with the active role of the women legislators in the DPRA, several public policies (*qanun*) have been established which accommodate the problems and needs of women in Aceh. Aceh is the first pioneer or region in Indonesia to have a Regional Regulation or *Qanun* for the issue of Women's Empowerment and Child Protection. Although the level of violence against women and children is still high. Aceh is an area that has a legal umbrella regarding women's empowerment and child protection that is very complete. In addition to having a law that applies nationally, Aceh also has a Regional Regulation or *qanun* which emphasizes the importance of giving attention to women and children.

The Aceh People's Representatives Council (DPRA) has established 24 Draft *Qanun* (Raqan) of priority Aceh Legislation Programs in 2019. One of them, Commission VI of the DPRA submits Academic Manuscript and Draft Regional Regulation (Raperda/*Qanun* Aceh) on Procedures for Resolving Violence against Women and Children to the Ministry of Women's Empowerment and Child Protection (PPPA). The draft regulation is an initiative of the Aceh DPR (http://www.ajnn.net/news/dpr-aceh-tetapkan-24-raqan-prolega-2019/index.html.).

The draft *qanun* which discusses empowerment, protection and resolution of violence against women and children is one of the *qanun* designs prioritized for implementation. The draft *qanun* shows how the role of women in the legislature can influence the process of formulating policies. Women can provide input in the draft *qanun* which contains women's interests based on the facts experienced by Acehnese women found in the field.

CONCLUSIONS

Women legislators have an important role in formulating pro-women's policies in the Aceh legislature. The role of women in the DPRA can be seen in how women legislators play according to what people expect and how the women legislators construct their concepts. In the DPRA, women legislators are demanded to be able to become reliable negotiators in order to be able to voice women's interests. Demands for women legislators to be able to play more than what is expected because in their condition as a minority in the parliament both in quantity and social culture that is still patriarchal. So that women legislators must have good political ability and leadership to be able to be on par with male legislators and can influence the decision-making process. The role of women in DPRA institutions has resulted in a product designed for *qanun* that accommodates the needs of women in Aceh, one of which is

prioritizing namely the Procedures for Resolving Violence Against Women and Children. So it can be concluded that even though in the minority position there is a positive existence from women legislators in the DPRA through the role play they do.

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The Effectiveness of Barangay Pacification Council in Settling Disputes on the Cases of Women

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Abstract of the Study

The study sought to determine the effectiveness of the Barangay Pacification Council (Lupong Tagapamayapa) in settling disputes of women of the selected barangays in the Philippines. There were 144 women and children who served as respondents of the study. The study employed qualitative and quantitative method in the analysis of data. Based on the findings of the study, the administration of disputes in the cases of women is influenced by the time honored principle of their desire for smooth interpersonal relationship" or "SIR". The mode of settlement is effective because the Lupon were able to help declogged court dockets. However, the effectiveness of the Lupon varies with the nature of the case since it is influenced by the reluctance of women to pursue their cases because of various factors such as economic, culture and religion. The age, civil status, religion and educational attainment of women influenced the settling of disputes and aggressiveness of women to pursue their cases. In conclusion, an information drive and awareness campaign on the economic, domestic and social rights of women must be conducted. Further, members of the Lupon must enhance their paralegal trainings and skills to make them more effective in settling the disputes and update themselves with laws promulgated and implemented

Keywords: Women, Lupon, Effectiveness

Introduction

Violence against women and girls is one of the global epidemics that kill physically, psychologically, sexually and economically. It is one of the most pervasive of human rights violation, denying their self-worth and their right to enjoy fundamental freedom. Even though most societies proscribe violence against women, the reality is that violations against women's human rights are often sanctioned under the garb of cultural practices and norms or through misinterpretation of religious tenets.

The UN Declaration on the Elimination of Violence against Women (1993) defines violence against women (VAW) as, "any act of gender based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public and private life. Gender-based violence is any violence inflicted on women because of their sex." (https://www.pcw.gov.ph/focus-areas/violence-against-women/definition)

The Philippine definition as contained in Republic Act 9262 (Anti-Violence Against Women and Their Children Act of 2004) states VAW as "any act or a series of acts committed by any person against a woman who is his wife, former wife, or against a woman with whom the person has or had a sexual or dating relationship, or with whom he has a common child, or against her child whether legitimate or illegitimate, within or without the family abode, which result in or

is likely to result in physical, sexual, psychological harm or suffering, or economic abuse including threats of such acts, battery, assault, coercion, harassment or arbitrary deprivation of liberty.

The violence against women is widespread in the society that is why there is a need to punish the offender and to restore the rights of the offended. The administration of justice is thus the basic function of government. In the Philippines, the courts generals ally administers justice to the people within a system of law, rules and practices in which judges ascertain the facts in each case to determine whether the rights provided by law be enforced in behalf of the applicant. Founded on the principles of equity, local processes are designed to afford adequate remedies to all parties so that justice may be served. The system aims at a high quality of justice, capable of resolving conflicts swiftly, equitably and inexpensively.

The indiscriminate filing of cases in court, even for petty offenses has contributed to the congestion of the court of dockets that deteriorate the quality of justices dispensed by the courts. To remedy these basic flaws in the local judicial system, the late President E. Marcos implemented on June 11, 1978 the Presidential Decree No. 1508 instituting a system of amicable settlement of disputes at the barangay level a body known as Lupong Tagapamayapa headed by the barangay captain and with ten to twenty members appointed by him (Orendain, 1984). The establishment of the Katarungang Pambarangay is one of the good things that happened to the Philippine judicial system in many years. With this judicial innovation, minor cases may now be reduced at the barangay level without recourse to court action.

The effectiveness of the Pacification Council (Lupong Tagapamayapa) in settling disputes in the cases of women is affected by several factors which are vital and an interesting topic to study for the improvement of the quality of justice. The Lupong Tagapamayapa which settle cases on the method of arbitration and mediation in the barangay level, headed by the barangay captain and council members before elevating the case to the court, is instituted in the barangay level through the implementation of the Republic Act. 7160 (Local Government Code of 1991) during the administration of former President Corazon C. Aquino.

The effectiveness of the Lupon in settling disputes among women plays a vital role in the administration of justice. The researcher conducted this investigation to support her observation that the administration of justice in the barangay level has something to do with the effectiveness of the members of the Pacification Council (Lupong Tagapamayapa).

Methods of the Study

The study used the descriptive method utilizing the semi-structured questionnaire through interview schedule and document inventory in gathering data. Questions focused on the effectiveness of the Lupong Tagapamayapa in settling disputes on the cases of women using the mediation and the arbitration method as mandated by the Local Government Code (R.A. 7160). The effectiveness of the Lupon in settling disputes in the cases of women included four areas of concern: administered of disputes, mode of settlement, qualification of members and the nature of the cases. It also looked into the comparison of the level of effectiveness when respondents were grouped as to sex, civil status, educational attainment and religion.

There were 144 women respondents of the study who brought their cases to the Pacification Council (Lupong Tagapamayapa) in the selected barangays of the Municipality of Don Carlos, Bukidnon, Philippines. The level of effectiveness of the Lupong Tagapamayapa was determined using the mean. The significant relationship of sex, civil status, educational attainment and religion on the perceived effectiveness of the Lupon in the settlement of disputes in the cases of women were determined using chi-square correlated analysis

Scoring Procedure

Qualitative Description	Scale	Range of Interval	Quantitative Description
Very Effective	5	4.5-5.0	When 9 out of the 10 functions of the lupon are practiced
Effective	4	3.5-4.49	When 7-8 out of 10 functions of the lupon are practiced
Fairly Effective	3	2.5-3.49	When 5-6 out of 10 functions of the lupon are practiced
Less Effective	2	1.5-2.49	When 3-4 out of 10 functions of the lupon are practiced
Not Effective	1	.5-1.49	When 1-2 out of 10 functions of the lupon are practiced

Results of the Study

The effectiveness of the Pacification Council (Lupong Tagapamayapa) in the administration of disputes was very effective since cases were settled within 1-10 days and disputes are settled within as short period of time. The Lupon is able to implement the constitutional mandate to settle disputes to declog court dockets (Sibal, 1991). The Pacification Council (Lupong Tagapamayapa) is an effective mechanism to settle disputes at the barangay level, thereby enhancing the quality of justice dispensed by the courts. Further, the loan is able to implement the provisions of Book II, section 410 of the Local Government Code of 1991 (Tabunda & Galang, 1991) which states that " *if the barangay captain fails his mediation effort within fifteen (15) days from the first meeting of the parties before him, he shall raise the case to the Lupon and the Lupon must arrive at the settlement within 15 days unless the case is interrupted upon filing of the complaint, it must not exceed sixty (60) days from the filing of the complaint".*

Mode of Settlement

At the level of effectiveness of the Pacification Council (Lupong Tagayapamayapa) in arbitration it was very effective with a mean value of 4.16. The result indicates that the Lupon is able to implement the mandate in the Local Government Code section 413 which *states "when the parties to the disputes do not use the same language or dialect, the award shall be written in the language or dialect known to them".* The Lupon were also able to implement section 414 of the Local Government Code, which states that *"all proceedings is open to the public except if decency is needed to make it private".* It complies with the settled rule on the need for a public hearing except in certain cases. All proceedings for settlement is informal. The formal rules of evidence, civil procedure or criminal

procedure is not followed. The basic purpose is to enable the Lupon or the pangkat to know as many arguments as possible without being restricted by formal rules. The Lupon were also able to implement the mandate in the code section 416 which states *"the amicable settlement and arbitration shall have the force and effect of the formal judgment of a court upon the expiration of ten days unless repudiated or a judicial position to nullify is filed in court, the amicable settlement or arbitration shall have the force and effect of a court's final judgment".* Further, the lupons of the selected barangays of Don Carlos, Bukidnon who is exercising a judicial function was able to implement the mandate in the Code Section 416 which states *"parties must appear in person without prior assistance of a counsel or representative except for minors*". The purpose is for the Lupon or pangkat to know firsthand information about facts and issues.

The level of effectiveness of the Pacification Council (Lupong Tagapamayapa) using the method of mediation was very effective where a person may complain to the upon orally or in writing. Disputes are settled within the span of 1-2 days depending on the nature of the case. In mediation method, the lupon will issue a summons in securing the attendance of the respondents to appear during the conduct of the hearing. Based on the personal interview, the lupon gives summon 3 times and if the respondents do not appear, the case will be automatically endorsed to the municipal court. Generally, they invite the respondents during the hearing instead of issuing summons. Honoraria are given to the members of the lupon that serves as their motivations to settle the disputes plus additional honoraria are given to the most active members.

Nature of Case

The level of effectiveness in settling disputes about the nature of cases varied depending on the cases elevated to the Lupon ng Tagapamayapa. The cases which were settled as very effective were *oral defamation, acts of lasciviousness, the threat of sexual abuse or physical abuse by friends/neighbors/strangers and wife battery*. Most settlements for oral defamation is paying the minimum amount to the complainant for moral damage on installment basis. Some are settled through a written agreement by the disputing parties. In resolving disputes on the acts of lasciviousness is through written agreement in the presence of the lupon not to commit the crime again and the respondent is advised by the lupon to become a good person. Wife battery was resolved upon the lupon by reconciling the conflicting interests of the couple to preserve the family and advising the couple to understand each other. Further, the Lupon members advised the husband to become responsible. Some cases on wife battery are dismissed by the lupon, because the wives withdraw the case and are finally reconciled with their husband. The case of ***verbal abuse, unjust Vexation and custody over children*** are resolved by the lion as effectively. In resolving the disputes in unjust vexation the respondents are made to pay for the damages they have done to the complainant and a written agreement is made that the respondents should not do the offense again. The cases on ***child custody, sexual abuse by friends/ neignbors, sexual harassment, sexual abuse by family members*** were resolved by the lupon as fairly effective.. Sibal (1998) cited in the Local Government section 408 that " offenses punishable by imprisonment exceeding one (1) year or a fine exceeding five thousand pesos (5,000) are not subject to an amicable settlement. Sexual abuse which is punishable more than 1 year are beyond

the jurisdiction of the Lupon to settle for an amicable settlement. However, cases cannot be tried in the court unless there is an endorsement from the Lupon ng Barangay as stated in Local Government Code Book II, section 12 " *No complaint, petition, action or proceeding involving any matter within the authority of the Lupon shall be filed or instituted directly in court or any government office for adjudication, unless there has been a confrontation between parties before the Lupon and that no cancellation or settlement unless it is certified by the secretary and attested by the lupine"*

In the interview, there are still cases where complainant of sexual abuse opted to settle through the lupon for an amicable settlement. Cases were settled through a written agreement by paying either in kind, such as corpus or any animals, a small portion of land or cash rather than endorsing the case to the court for it is very expensive and they cannot afford to a hire lawyer. These women who opted for amicable settlement of sexual abuse are not fully aware on their constitutional rights (De Leon, 1994) under Article III, Section 2 of the 1987 Constitution, which states " ***Free access to the courts and quasi-judicial bodies and adequate legal assistance shall no be denied to any person by reason of poverty"***

In cases where the wife is forced to have sex with her husband, is not considered as a violation of constitutional rights as a woman. Women considered the act as part of their obligation to please their husbands. Whenever there are domestic violence, people in the community considered it a sacrosanct-not to be interfered by outsiders and affairs of the family are considered private. Women in these communities still believe in the traditional role of women and believe that what happen in their fate or "destiny". According to interviews, women who experience violence against their husband, whether economic, psychological and physical violence, viewed it as their fate, destiny or "suwerte" and they have to bear it for the sake of their children and preserve their family.

The individual studies of Alagui (2004) and Manalo (2010) found out that the integrated barangay justice worked extensively though coalition to strength their advocacy for reforms against domestic violence and child abuses focusing on the attainment of access to justice for the disadvantaged women and children. These results are related to the theory of Schiffield (1992) that sexual violence occurs primarily among the poor, uneducated and predominantly poor people. Men evoke powerful myths to justify their violence against women and to ensure that these acts are rarely punished. The implication is that these myths emerged because of the traditional view that men are superior to women and the motivation for the violence against women has anything to do with the need to assert a masculine image or a masculine privilege as defined by culture.

Level of Perception of Women in the Effectiveness Members of the Pacification Council (Lupong Tagapamayapa) in terms of their Qualifications

The Lupon's qualifications which are independence of mind, impartiality, probity and sense of fairness in settling disputes are rated fairly effective. According to interviews, the partiality of some lupon members is sometimes apparent, especially if the complainant or the respondents are their close friends or relatives. The human considerations on the part of the Lupon in settling disputes are inevitable that makes them biased. Some members of the lupon act immediately on the case or endorsed the

case to the court if the respondents are their close friends. Some respondents prefer that members of the Pacification Council have no political ambitions so that cases will be decided impartially. The qualifications of the members of the Lupon have something to do with the effectiveness of settling disputes. However, these factors vary in their extent of influence from one barangay to another. Since every Lupon ng Tagapamayapa in every barangay has been administered by different lupin members which have a different value system, background, leadership skills, personalities and influence. Orendain (1978) and Sibal (1997) pointed out that the effectiveness of the Lupong tagapamayapa in settling disputes is enhanced by factors such as power, influence, prestige and interpersonal relationship.

The chi-square correlated analysis revealed that age is highly significant in the perceived effectiveness of the Lupong Tagapamayapa in settling disputes in the cases of women. This finding is attributed to the perception of the respondents that the older the person, the more experience and knowledge he has in the settlement of disputes. The significance of age in the study can be related to the findings of UNICEF, Digest (2000) which cited that witnessing and experiencing violence as a child can also result in internalizing violence as a form of conflict resolution. Girls who witness their mother being abused may be more likely to accept violence as the norm in a marriage than those who come from nonviolent homes.

The chi-square correlated analysis revealed that the civil status of the respondents significantly affects their perception on the effectiveness of the Lupon in the settling the disputes on the cases of women. Perhaps, if the members of the Lupon are married, they cannot concentrate in their duties and obligations in the community problems since they have their concerns in their own family. Their attention is divided between their families and the problems in the community. In personal interviews, married women are more willing to sacrifice to keep their family intact, especially if they have children even if they are abused by their husbands. Manalo (2010) says that the crucial factor that makes married women to sacrifice is because of economic dependence on their husbands. This is the reason why most women even if they are harassed by their husbands are quick to forgive them. UNDP (2010), states due to age differences among married women, they had a high risk of being separated and widowed, with the consequent danger of being left impoverished. This is contrast to single women who brought their cases to the Lupon, since they are more assertive to claim their rights because they don't have obligations as married women and they have more opportunities to venture.

The chi-square correlated analysis also revealed that educational attainment is highly significant in women's perception of the effectiveness of the Lupon. There is a notion that the higher the education attainment, the greater is the knowledge and expertise of the Lupon in the application of the Local Government Code where the amicable settlement of disputes is derived. (Mongolia, 2000) stated that the promotion of literacy must be placed at the heart of efforts for the advancement of women. Education is the most effective means of achieving gender equality and empowerment of women. To meet those challenges, continuous efforts have been made by the local government in close cooperation with the main actors within society, including women and NGO's to forge partnership between men and women, between the public sector, civil society and private sector. United Nation Development Program (UNDP, 2012) most studies points to poverty as the

principal reason why families either fail to enroll their girls in school. Many parents in rural areas lack the interest or are openly hostile to the formal education of their daughters for reasons related to social and religious norms in general and marriage prospects in particular. The opinion is quite widespread that education spoils a girl's character and undermines her willingness to fulfill her traditional role.

Religion is highly significant in women's perceived effectiveness of the lupon in the settlement of disputes. According to Encarta (2011) the belief that women are generally weaker and inferiors to men are also sanctioned by god-centered religion. In the Bible, for instance, God placed Eve under Adam's authority and St. Paul urged Christian wives to be obedient to their husbands. Sheffield (1992) states that religion influences patriarchy. In some cultures the synthesis of religion and state has tragic consequences for women and children. Women, including widows who engage in extramarital relations face imprisonment and execution.

Conclusion

The effectiveness of the Presidential Decree 1508 known as the Pacification Council (Lupong Tagapamayapa) which settle disputes on the method of arbitration and mediation in the barangay level and implemented through decentralization of the 1991 Local Government Code (R.A. 7160) are influenced by various factors. The administration of disputes in settling cases of women is influenced by the time-honored principle of the Filipinos in their desire for Smooth Interpersonal Relationship "SIR". The effectiveness of the Lupon in settling disputes varies with the nature of the cases and assertiveness of the women to pursue the case. Most cases are settled by the Lupon but some were elevated to the municipal court with the endorsement of the Lupon especially those cases which are punishable more than one year and having a fine of more P5,000 pesos which is beyond the jurisdiction of the Lupon to settle as cited in section 408 of the Local Government Code (R.A. 7160). The age, civil status, religion and educational attainment and qualifications of the Lupon significantly affect the perception of women in their effectiveness in settling the disputes. The Lupon serve its purpose to declog court dockets in settling disputes through mediation or arbitration. However, the Lupon ng Tagapamayapa should be equipped with paralegal training and seminars to enhance their skills in settling disputes and to update themselves with the new laws promulgated and implemented.

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Appendices

Significant Difference in the Perceived Effectiveness when Respondents were grouped as to Age, Civil Status, Educational Attainment and Religion

Table 1. Significant Difference when Respondents were grouped as to Age

Areas of Concern	Age
1. Administration of Disputes	2.381-11 **
2. Mode of Settlement	
a. Arbitration	.0272*
b. Mediation	1.473-07**
3. Nature of Case	4.486-07**
4. Qualifications of the Lupon	4.486-07**

** Highly significant

*significant

NS-Not Significant

Table 2. Significant Difference when Respondents were grouped as to Civil Status

Areas of Concern	Age
1. Administration of Disputes	.0006937**
2. Mode of Settlement	
c. Arbitration	.0212*
d. Mediation	.0009100**
3. Nature of Case	4.247-07**
4. Qualifications of the Lupon	4.486-07**

** Highly significant

*significant

NS-Not Significant

Table 3. Significant Difference when Respondents were grouped as to Educational Attainment

Areas of Concern	Age
1. Administration of Disputes	. 9999 NS
2. Mode of Settlement	
e. Arbitration	.0354*
f. Mediation	.0000372**
3. Nature of Case	4.86-07**
4. Qualifications of the Lupon	4.262-07**

** Highly significant

*significant

NS-Not Significant

Table 4. Significant Difference when Respondents were grouped as to Religion

Areas of Concern	Age
5. Administration of Disputes	. 08459ns
6. Mode of Settlement	
g. Arbitration	.1283*
h. Mediation	.000228**
7. Nature of Case	4.486-07**
8. Qualifications of the Lupon	4.033-07**

** Highly significant

*significant

NS-Not Significant

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Accountability Jogya Smart Service Application in Public Sector Services In Yogyakarta 2019

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Abstract

This study was conducted to determine local governments implementation of the principles of accountability in public services. Innovations developed through information , communication and technologies or ICT. ICT growing very well in Indonesia. The Indonesian government also uses ICT in carrying out the activities of government and public service. Government in Yogyakarta developing applications named as Jogja Smart Service to improve services for the people of Yogya city. Jogja Smart Service is an application as a form of local government innovation with ICT in the public service. This application not only contains about service to the public and private sectors but also includes services to the civil servant. This application has several well-coordinated services. Yogyakarta city government in collaboration with various departments and several state-owned enterprises. Accountability itself is crucial in implementing the principles of good governance and transparency, effectiveness, and participation of the community itself. This study aims to determine how the role of local governments in the form of innovation called Jogja Smart Services or applications that can improve government accountability. This study uses the research method used is employing a literature study. The review of literature is the study of the theory by using the same approach of cultural values such as social discussion conducted in the previous survey. In the application Jogya, smart service applications can be concluded that the principle of accountability has been reached. The implications of the implementation of this application is a service to the citizens of the city of Yogyakarta more quickly, effectively, and efficiently. The study of literature is the study of the theory by using the same theory of cultural values such as social discussion conducted in the previous study. In the application Jogya smart service applications can be concluded that the principle of accountability has been reached.

Keyword : Accountability , ICT, E-Government

Introduction

Public service is not just about services but also the give of information to the public. Information is critical for the public to do checks and balances with government. The information that government give to the public was also very influential in the increase in the government's work. Because with provide of information in real-time demands of the government apparatus to continue to work well because these results will be promptly notified to the public. Provide of real-time information greatly assisted by the e-government implementation.

Public services using ICT or may be called by the E-Government aims to improve the performance of the government to continue to provide accurate and transparent information to the public (Supriyanto, 2016), With the increased performance of the government, it is expected the accountability of government officials in the public sector increases. Accountability itself is an essential thing in public sector services. Procurement service of government for the people should be in accountability properly.

Accountability is the obligation of the agent or government officials to manage

resources, reporting, and disclose all activities and events related to the use of public resources to the fiduciary (Eric Try Putra Benawan, David P.E Saerang, 2018), In this case, reveal all the activities of all existing management in a region or city must always be on time it can be done with the application. The use of the application in performing some public service activities have been done for example like Smart Asset Palangkaraya in Central Kalimantan province in asset management, application, or Quick Response CROP Public Opinion Jakarta government-owned and many more applications that exist in Indonesia. Focus at this reseach is to know how accountability of Jogya application Smart Care Service in the Public Sector in the city of Yogyakarta 2019.

Literature Review

Application of government there are many things that can be done to attract public participation in participating developing countries. The process of communication between the government and the public can be called political communication or government communications. Government communicators can use a variety of media in establishing communication with the communicant. Examples include the media in various forms of ICT. An example is an E-government in research on E-Government by Seongcheol Kim a, Hyun Jeong Lee Heejin Kim b and c(2009) which discusses the use of E-Government itself is an effort to increase transparency in the fight against corruption. Using institutional theory as an analytical perspective, this research document and evaluate the development of anti-corruption system called OPEN (Online Procedures Enhancement for civil applications).

In a study conducted by Daniel Ianegitz Vieira and Alexandre Alvaro(2018)in the journal entitled A platform of open government centralized the data as support to applications in the Smart Cities context mentioned that the concept of Open Government Data is based on eight principles open data in the journal in 2017. The first eight principles which public data is available and accessible by the public. Data and information can be accessed by the public recorded electronically, consisting of all the documents have become, an audio-visual record of the database and all existing transcripts, following the provisions of the law whether the data is the data open to the public or not. Secondly, the data provided to the public is the same data as the actual or real, so that transparency is increased. Third,The exact data needed by the community, on time, day, and year. Fourth, ease of access by the public is an essential concept in the data available to the public and remain in control by the government. Fifth, data must be reasonably structured and uniform to allow for automatic processing. Sixth, access within ODG not necessarily need identification and administration. Seventh, the data available in a format that can be accessed by the entire community and not owned by a private group or alone. Eighth, that the data does not have regulations or copyright on a trademark or industrial secrets and have privacy restrictions and entry will be regulated in the law legal.

If talking big data, then its use greatly assist the government in the implementation and evaluation of policies. Phillip Brooker, Julie Barnett and Timothy Cribbin (2016) in the study said that by analyzing big data then there will be interesting discoveries. Interesting things can help the government in implementing

policies, Andrew Schrock and Gwen Shaffer(2017) in his research entitled Data ideologies of an interested public: A study of the data grassroots intermediaries open government say officials the government can improve communication and collaboration internally and externally. For example in Ridwan Kamil government officials are already doing and take advantage of social media proficiency level or big data.

While other things found in the study Susanto (2017)in Social Media For Supporting Political Communication Network stated that social media has the ability to speed the message across to the public or other social media users for the support of communication technologies that are able to reach a wider audience and faster. These advantages marginalizing the mainstream news media, which requires a lengthy process and verification of balance information from sources believed to messages. This is very contradictory on communication and dissemination of political information in Implementation in society. Therefore communication can influence positively or negatively and significantly to public services through behavioral arrogance and apathy attitude of society, dependent in society itself(Fatanti, 2014),

E-Government and social media is part of Information, Communication and Technologies or ICT. ICT itself is very helpful in public service in Indonesia in order to improve governance to Good Governance. In John Ogidan study in the journal article, entitled ICT for Good Governance and Socio-Economic Development in Nigeria (2017) Benefits of ICT for good governance or good governance which saves costs and administrative processes. service becomes faster. This bias held by managing the performance of the process of planning, monitoring and control performance in the implementation of e-government or service-based applications. Furthermore, the public can deal directly with the government in realtime, governments can create effective communication and improve public services. to have community public access to retrieve data in for transparency and accountability of government. Build external interaction between society, government and even the private sector can be involved in the administration of government. Digitization is done so that public services become faster and easier the setting, procurement,

Information and Communication Technology or ICT in research Lloyd Waller and Aldrane Genius, (2015)entitled Barriers to transform government in Jamaica: Challenges to implementing initiatives to Enhance the efficiency, effectiveness and service delivery of government through ICTs (e-Government) that the ICT course increasing government efficiency, effectiveness and improve public services to expand and promote good governance (or Good Governance) implementation are ICT in government could also boost democracy and has broad implications for the growth and development of developing countries. In its application, e-government many done in developing countries that haventhe problem is very complex and diverse challenges and constraints in doing their implementation Alshehri and Drew in the journal title Barriers to transforming government in Jamaica: Challenges to implementing initiatives to Enhance the efficiency, effectiveness and service delivery of government through ICTs (E-Government) said barriers to the implementation of ICT in governance is concern for infrastructure, like lack of

knowledge on what is the government, lack of security and privacy of information, lack of qualified resources, cultural differences, problems in understanding and understanding, lack of partnership and collaboration, lack of maturation of a strategic plan and lack financial resources or capital to do ICT or eGov (Waller & Genius, 2015),

ICT Strategic Planning in the development of e-government is used to match the needs of the organization's business strategy and ICT strategy so that the government will get more value from a government organization (Arifin Noor Asyikin, Rahimi Fitri, 2016) that services become more leverage government and government communication to the public on target in realizing good governance or good governance.

Create a system of governance with good governance (good governence). Several ways have been done to fix the infrastructure, transport and other public services. But its nature is limited and passive because there is no direct communication between government and society. Therefore, we need to design a system of Smart City-Based Mobile Application With Technology Utilizing Big Data On Public Service(Alawiah, 2017) ,

It can be said that good governance is an organizing managamen solid construction and is responsible in line with the principles of democracy and efficient market, the avoidance of misallocation of investment funds and the prevention of corruption both political and administrative (Mahfudzoh Sinaga, 2017), Six indicators including control of corruption, legislation, regulations on quality, government effectiveness, political stability and the right to provide comments and responses by the international institutions and the status of each country, each government, and its position in the world rankings and perform transparency by making announcement every year(Wulansari, Wahyu, & Kurniawan, 2017)

Implementation of Good Governance in the study by Safrijal, M. Nasir and Hasbi Ali Basyah (2016)entitled Application of the Principles of Good Governance by the Public Service Reform in the District of North Kluet South Aceh district by UNDP and the World Bank have in common is the way the government to manage a variety of social and economic resources, good governance and can be monitored in practice. Good governance have the concept according to the UNDP (United National Development Planning) described by Rosidin in Safrijal, M. Nasir and Hasbi Ali Basyah(2016) There are eight underlying concept of good governance: participation, rule of law, transparency, responsiveness, kosensus oriented, efficiency and effectiveness, accountability and strategic vision.

In accountability of public sector services is very important. Public service or public survive has three The main function that The first function of public services, the development function, and the third function protection to (Aswati, Mas'ud, & Nudi, 2018),

Accountability is an obligation agents or government officials to:

1. manage resources
2. report
3. disclose all activities and events related to the use of public resources (Eric Try Putra Benawan, David P.E Saerang, 2018),

Accountability itself has Ellwood according to four dimensions that must be fulfilled by a public sector organization include:

1. Accountability honesty and accountability law. Which is associated with the prevention of offense positions and the creation of legal and regulatory compliance, especially in the use of public funding.
2. Accountability process, which is associated with the procedure whether it has been effective enough or not in terms of adequacy of management information systems and administrative procedures.
3. Accountability program, whether the program can be achieved a goal or not.
4. Accountability is associated with the policy of the government responsibility (Andriani, Rosita, & Ihsan, 2015)

According to UNDP, accountability is the evaluation of process implementation / performance organization for could hel d accountable as well as feedback for the leadership of the organization to be able to further improve organizational performance in the future. Accountability can be obtained through:

1. Attempt to make the government officials responsible for any conduct capable government and responsive to the identity from which they get the authority,
2. Determination criteria for measuring the performance of government officials and the establishment of mechanisms to ensure that the standards have been met.

Theory Framework

Android-Based Applications

Android-based application is the development of a subclass of computer software that is used in performing a particular task the user is in use. With software that can integrate various computer capabilities, although not directly apply these capabilities aimed as that benefit the user. Popular mobile based application is android-based application which is a new generation of Linux-based mobile platform that includes operations, middleware and application itself(Safaat, 2012),

E-Government

E-Government to refer to the definition which released World Bank is the use of information technology such as the Internet, satellite, telephone and various other media tools by officials or government agencies to improve the performance of the government in relation to society, the business community, and other related groups (Supriyanto, 2016),

Accountability

Accountability has four dimensions according to Ellwood that must be fulfilled by a public sector organization include:

1. Accountability honesty and accountability law. Which is associated with the prevention of abused positions and the creation of legal and regulatory compliance, especially in the use of public funds.
2. Accountability process, which is associated with the procedure,

namely whether it has been effective enough or not in terms of adequacy of management information systems and administrative procedures.

3. Accountability program, whether the program can be achieved goals or not.
4. Accountability is associated with the policy of government accountability (Andriani et al., 2015)

Research methods

The research method used is by means of a literature study. The study of literature is the study of the theory by using the same theory of cultural values such as social discussion conducted in previous research(Sugiyono, 2012),

Discussion

1. App Jogya Smart Service

App Jogya Smart Service (JSS) is an application that is initiated by Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta which began in 2003, this application focuses on the various sectors of public services and give priority to the principle of self-reliance or self-service. People need to download an application for the various services.

Applications access the Service in a way jogya Smart

a. Downloading Applications Jogya Smart Service

Figure 1. Alloy Application Installation JSS

Source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

b. Registration or Sign Up into service Jogya Smart Service

Figure 2. Re-registration JSS

Source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

Furthermore, the users or the public will get some of the features that can be used in the public service sector in Yogyakarta. All existing public services can be used by people who are already registered. There are five parts of each of these application services delivered to the public. The services include, emergency, public services, data and information, information and complaints latter is a partner of the city government. In addition to providing services or access to public This application also provides access to an employee with E-Performance, E-Office, Presence and SIMPEG or service personnel information.

Figure 3. JSS Service Menu

Source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

The main purpose of the application Jogya Smart Service is to facilitate the public to access public services easily. some service provided by this application has been describing by Figure 3 which contains about the service that can be accessed in the application's Smart Service. This application uses the method of self-serviceability or independent service where people can upload and makes some E-Government in one app.

The main menu in the stretcher by Jogya Smart Service Applications are E-Government into seven sections, each of which can speed up the services needed by the people in the administration and management. Furthermore, there are public services such as emergency ambulance and some information such as CCTV, the realization of the budget and a few other choice menu that can be accessed quickly by all users so that it can be monitored in a clear and transparent.

Figure 4. The main menu E-Government and Public Services application JSS

source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

2. *Accountability Jogya Smart Service Application*

As explained above that the application Jogja Smart Service is a community service application that is very complete. In the public service, accountability, this application is very fulfilling the four dimensions of accountability by Ellwodd. Accountability by Ellwodd has four dimensions: honesty and accountability Accountability of law, accountability processes, policies and Accountability Program Accountability(Andriani et al., 2015),

Honesty and Law Accountability in Jogja Smart Service

Accountability honesty by Ellwood is legal accountability. Which is associated with the prevention of manipulation positions and the creation of legal and regulatory compliance, especially in the use of public funds. In this case, the smart Jogya Application Service is already doing so by creating an open information system.

This is evidenced by the presence of menu data and information in the application Jogja Smart Service. Smart Jogya service menu service menu contains data and information services include:

1. Product of law
2. Realized budget
3. demographic information
4. Prices of basic commodities
5. statistics report

The menu in the application Jogja Smart Service is already showing honesty and law, where all the things that are in these applications already supporting the government be honest with displays of all reports and data in real time and can not be manipulated. With the data accessible to the public easily and in real time then it becomes a way of creation of legal compliance and regulatory compliance. Not only respected by the community but also government institutions itself. Because it is always monitored by the mandate giver in this community, then there is always accountability for all services and become more transparent reporting on display in realtime at JSS applications.

Accountability honesty that are in this application also include civilian personnel reporting to the relevant agencies State because in this application are also provided specialized services such as the State civil apparatus existing image below:

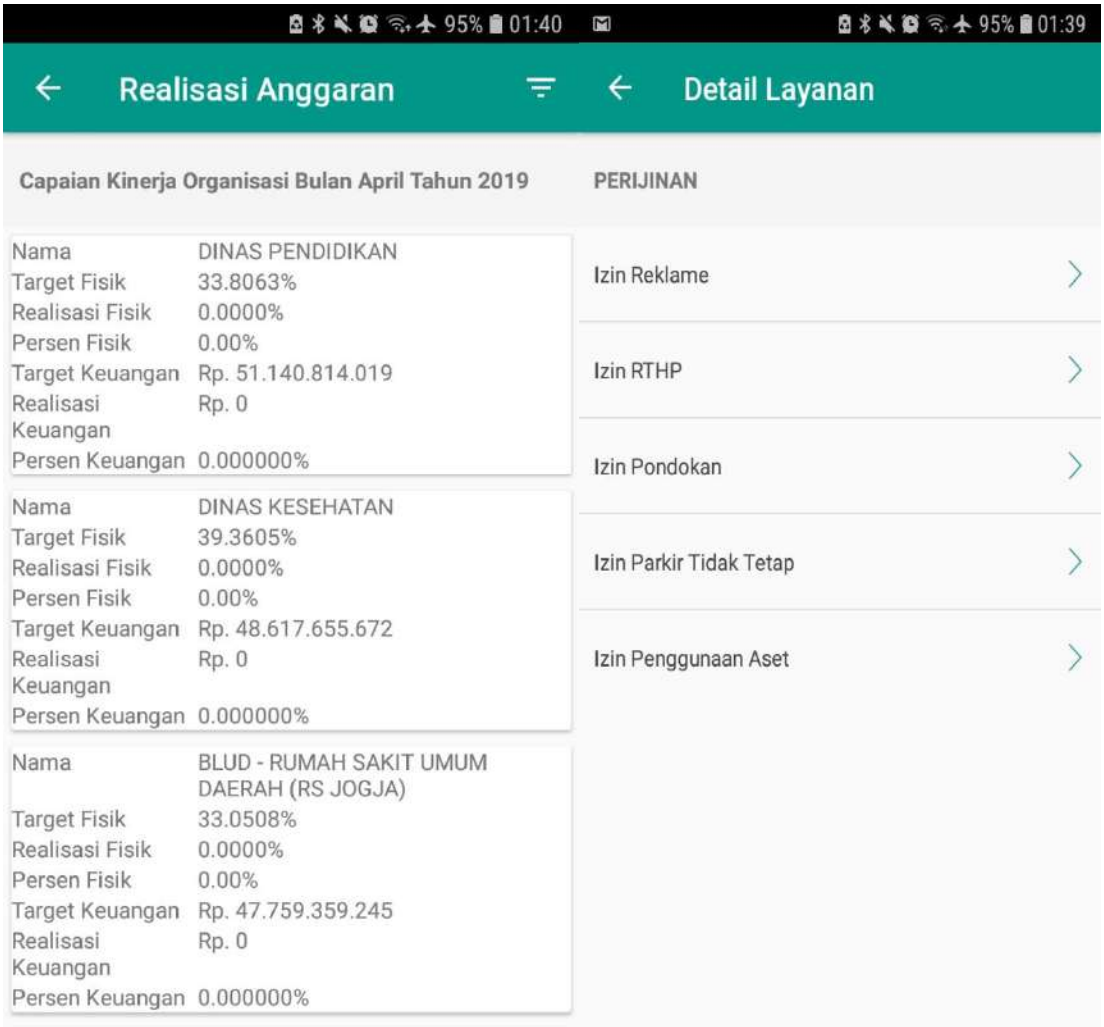
Figure 5. Employee Service Application JSS, 2019

Source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

Accountability process in Jogja Smart Service

Accountability process is the responsibility associated with the procedure whether it has been effective enough or not in terms of adequacy of management information systems and administrative procedures. In Jogja Smart Service application system has been very good sufficiency where, all menus and system information can be accessed easily and run smoothly as an example of the realization of the budget and some menu information management and administrative procedures in this application. With a system that has been very good and smooth administrative procedures the JSS application is already said to be very easy to operate and did not experience any problems.

Figure 6. Example of management information systems and applications Administration JSS



Source: Adapted author from Application JSS, 2019

Walking with pretty good idea of management information systems and administrative procedures in the application Jogya Smart Service is the dimension of the accountability process has also been met.

Accountability Program in Jogya Smart Service

Accountability Program with regard to whether the program can be achieved that goal or not. When viewed from goal Jogya Application Smart Service is to facilitate the community services the city of Yogyakarta in getting services from the government. Thus the accountability of the program can already be said to be achieved. Some services are made in the Smart Service application service jogya urban districts, hearse and some menus are intended to meet the needs of the community in this fast-paced era.

Figure 7. The public services provided by the government through the JSS

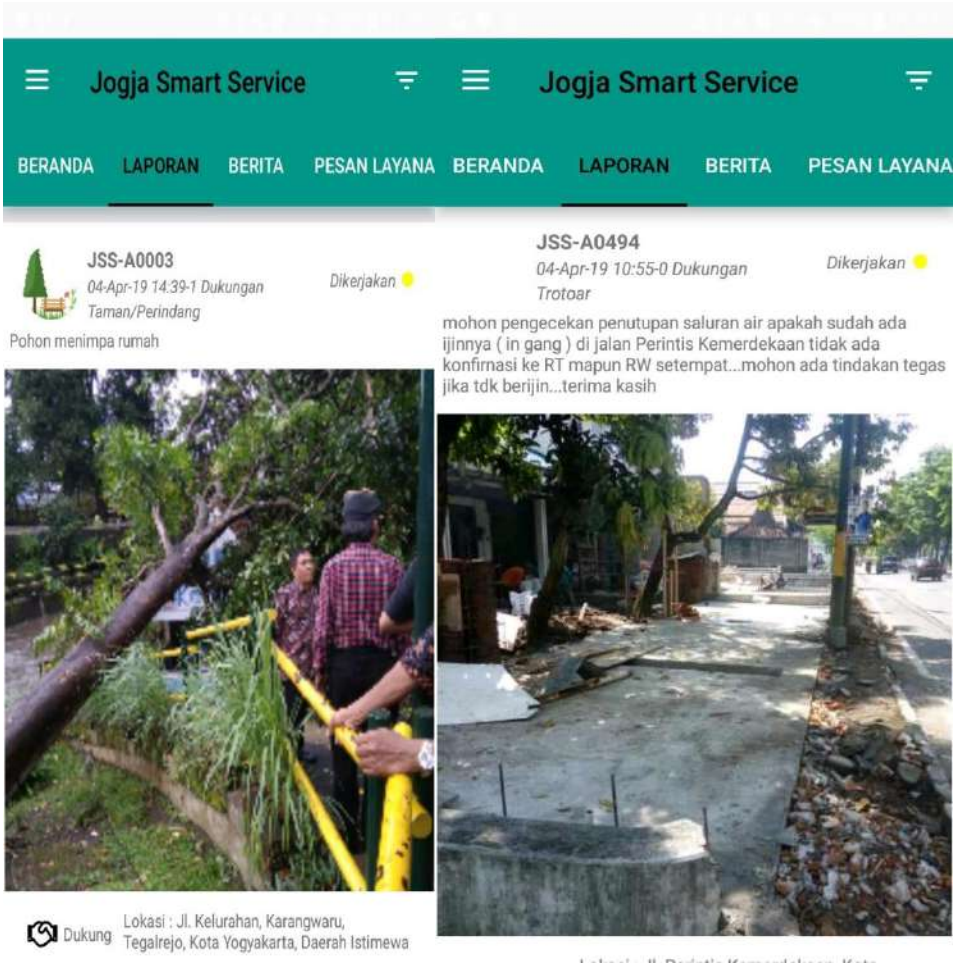
Source: Dinas Komunikasi ,Informatika dan Persandian Kota Yogyakarta, 2019

Accountability Policy in Jogya Smart Service

Accountability is a defense policy of the government response to the community is always giving mandate. It already can be seen in some columns that are provided in the application. In this application the government to accountability policies in real time and accurately so that the public can see the progress of the government services. It can be seen from the Columns menu realization of the budget, laws and several other fields such as the complaint reports directly followed up by the government itself so that accountability for public services increases.

Related to accountability program, the government of the city of Yogyakarta also use this application to respond to public complaints of Yogyakarta and immediately follow up on these things. This makes Yogyakarta city government services increase and received a positive response from the community.

Figure 8. Report by the public and followed up by the municipal government of Yogyakarta



Source: Adapted author from Application JSS, 2019

Figure 9. Actual Budget

Source: Adapted author from Application JSS, 2019

Conclusion and Reccomendation

Government performance in serving the community is very important to improve the welfare of the community. In this case the dimensions of accountability by Ellwood had all been achieved and can be summed up this JSS pemeritah increase accountability in delivering services to the people of Yogyakarta. In the application it is a technical error in the application model should always be updated to keep it relevant to the circumstances that exist in

the development of technology, information and communication.

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LOCAL GOVERNMENT INNOVATION VILLAGE FUND MANAGEMENT : EVIDENCE FROM WEST ACEH REGENCY – INDONESIA

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Abstract

This paper discusses local government innovations in managing village funds throught *the klinik gampong.* Village funds budgeted by the Central Government for West Aceh Regency increase annually by 84.3 billion (2015) and 249 billion (2019). However, the implementation has not been able to be used optimally because of the limited quality of human resources in the village government. The klinik gampong is a village government capacity building program through training and guidance, coordination, consultation, and information sharing, especially in terms of planning and budgeting for village funds. This research method uses qualitative methods with a descriptif approach. The informants of this study were sub-district government, village government and the society. The results of the study show that the klinik gampong program needed in increasing the ability of village government to develop budget plan that were right on target and resolved village issues such as corruption, poverty and unemployment.

Keyword: *innovation, local government, village funds, village government*

BACKGROUND

Village funds are funds provided by the Indonesian Government so that villages become independent in managing and organizing based on their potential. Village funds are sourced from the APBN (State Budget) that can be used for infrastructure development and community empowerment both social, economic and cultural. Village fund management is the full authority of the village and has a coordination and consultation relationship with the local government.

Village funds began to exist since the enactment of Law No. 6 of 2014 concerning villages and began to be implemented in 2015. The allocation of village funds basically aims to improve public services in the village, alleviate poverty, advance the village economy, overcome the development gap between villages, and strengthen village communities as the subject of development. In other words, the purpose of providing village funds is to be more prosperous for the lives of the people in the village (Maulana, 2016; Wasisitiono, 2006).

However, the management of village funds is still very vulnerable to abuse, especially in terms of authority and

budgeting carried out by village officials. The reason is that there is no principle of transparency, participation, and accountability that should exist in the process of managing village funds (Tjandra, 2003; Widjaja, 2008). This is not surprising, the increasingly complex situation and conditions of service in a village require village officials to be professional, transparent, effective, efficient, innovative accountable in implementing their government in accordance with the demands of the community, but often not fulfilled by village officials (Ari Dwipayana, 2003). The Province of Aceh in 2019 received village funds of Rp. 4.955 trillion. the details are as follows.

Table 1 Village Funds In Aceh Province

No.	Regency	Rupiah
1.	West Aceh	249.48 billion
2.	Nagan Raya	174.63 billion
3.	Sabang	23.64 billion
4.	Aceh Besar	438 billion
5.	Banda Aceh	74.19 billion
6.	Aceh Jaya	134.07 billion
7.	Pidie	525.85 billion
8.	East Aceh	387.12 billion
9.	North Aceh	627.98 billion
10.	Lhokseumawe	58.77 billion
11.	Aceh Barat Daya	117.95 billion
12.	Central Aceh	221.44 billion
13.	South Aceh	203.65 billion
14.	Aceh Singkil	106.90 billion
15.	Subussalam	69.33 billion
16.	Southeast Aceh	283.80 billion
17.	Gayo Lues	283.80 billion
18.	Aceh Tamiang	170.29 billion
19.	Langsa	57.77 billion
20.	Bener Meriah	180.97 billion
21.	Bireuen	454.00 billion
22.	Pidie Jaya	165.95 billion
23.	Simeulue	117.222.029

Source : Kemenkeu, 2019

The lack performance of village officials in carrying out their duties and functions can be seen from the inability of village officials to manage and spend village funds. As a result, the number of complaints submitted by the community for public services provided by the government, abuse of authority to the behavior of corruption is rampant caused by design errors in the recruitment, repositioning and debriefing process also caused by the lack of care for the quality of existing human resources (Abidin, 2015). Government officials at the village level are left as they are without the commitment of structuring efforts.

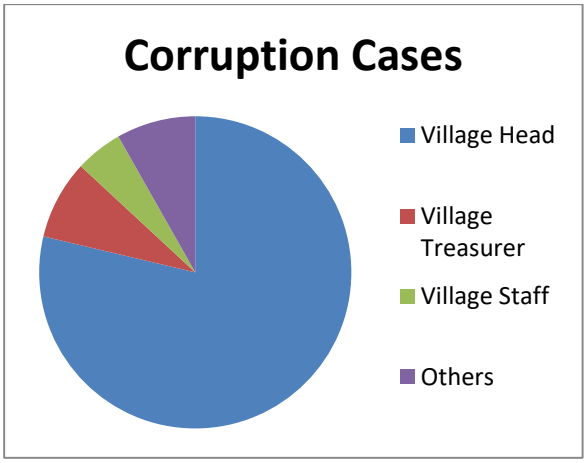
Regarding village funds, the current management of village funds carried out by village governments in Indonesia is still often problematic, especially in terms of the accountability of the use of village funds. This is due to the fact that there are still regulatory guidelines for managing the finances that cannot yet be understood by the financial management apparatus.

The mechanism for the use of village funds that has not been carried out according to the technical guidelines regulated in village financial management so that irregularities occur sometimes by decision-making officials. In other words, the provision of village funds in addition to benefiting the village also gives an excessive burden to village officials and if not assisted by the government, the village government will fall into corruption and destruction. Many cases of misuse of village funds have occurred in Indonesia after their implementation from 2015 to 2019.

In addition, the Indonesian Forum for Budget Transparency (FITRA) also revealed that out of 122 accused village corruption cases, 78.7% were village heads, village treasurers 8.2%, other village staff 4.9%, and others 8.2 %. This can happen because even though the treasurer is responsible as the holder and

guardian of the outflow and entry of village funds, but if without the approval of the village head, misappropriation of village funds cannot occur.

Picture 1 Defendant in the Village Fund Corruption Case



Source : (FITRA, 2019)

The amount of village funds in each district in Aceh Province turned out to also drag many village officials into legal cases. As happened to the Treasurer of Lueng Bata Aceh Village, Hannan Syukri who was charged with corruption of misuse of funds for the construction of places of worship of 150 million in 2016 and finally found a guilty verdict and sentenced to 2.5 years in prison and in fact corruption cases are increasing every year. Latest data in 2019 from the Head of the Aceh Province Community Empowerment Agency (DPMG), Drs. Bukhari, MM stated that the latest data they have in 2018 there were four cases of village fund corruption conducted by the village head namely, in Pidie, Aceh Jaya, East Aceh Regency and Lhokseumawe City are currently being handled by the authorities.

There are several reasons why this happened, first, the lack of supervision of the planning, procurement, implementation and accountability reports. One obstacle to monitoring village budget funds is that accountability for budget use is still not carried out even though according to the law there is use of village funds to be published to the community because with openness the participation of the community will also increase (Dura, 2016).

In addition to supervision, the capacity of the village apparatus in relation to planning and reporting on the use of village funds is also very important, especially regarding the writing of clear reports on the use of funds so that village officials must have budget management and report writing skills (Aziz, 2016). The thing that needs to be done by the regional government is ensuring and evaluating the capacity building of the village apparatus which has been implemented effectively or not. Not only related to financial management aspects, but also efforts to build the integrity of the village apparatus.

But what has happened so far is that the ability of village officials is still weak, so that if there is no assistance from experts it can plunge village officials into corruption cases because some cases show that legal cases can also be caused by ignorance and inability of village heads and treasurers to make and prepare plans and reporting on the use of village budget funds (Sulumin, 2015).

This paper wants to answer the question of how is the innovation of local government in overcoming problems in managing village funds? What form of innovation is carried out by the Government of West Aceh in dealing with the issue of village fund management.

RESEARCH METHODS

This research sees innovation as an important thing to be done by local

governments, especially in managing village funds. This study uses descriptive qualitative research methods to explore and to understand the phenomenon and the research subject holistically from words and language, in a specific context. So descriptive research seeks to obtain data derived from texts, interviews, field notes, and photographs. This approach does not merely aim to reveal the truth, but also to understand the truth (Moleong, 2007).

This research was conducted in West Aceh Regency, precisely in Arongan Lambalek District. The reason for choosing this location is Arongan Lambalek sub-district as one of the assisted sub-districts because it is among the poorest sub-districts in West Aceh and consists of 27 villages, such as Ujong Simpang, Rimba Langgeh, Alue Bagok, Panton Makmue, Pribu, Teupin Peraho, Cot Kumbang, Keub, Gunong Pulo, Peulate, Karang Hampa, Kubu, Suak Keumude, Arongan, Seunebok Lhong, Drien Rampak, Ujong Beusa, Simpang Peut, Cot Buloh, Alue Batee, Alue Sundak, Panton Bahagia, Cot Jurumudi, Suak Ie Buso, Suak Bidok, Panton Mutia, Seunebok.

The primary data collection technique of this study was carried out through interviews with while the secondary data collection was carried out through the collection of related documents. Interviews were conducted with research resource persons such as the Government of Arongan Lambalek Sub-District, the Gampong Clinic (Village Clinic) management team, village facilitator, local village facilitator, village head and village treasurer.

Data analysis is done by converting the data into information with information through the stages of data reduction, display data and then draw conclusions based on data obtained from sources and documents when the study took place.

RESULTS AND DISCUSSION

1. Urgency of Innovation in Local Government

Innovation is a way out of organizational congestion, including the local government. Nevertheless, innovation is still considered the realm of the business sector rather than being treated as equal to the public sector (government). This can occur because of the strong view that the standard system in government is rigid, rigid, and anti-change. In fact, at present innovation in government is a demand in the midst of the dynamic changes in society that have high awareness regarding their rights and obligations (Kaloh, 2007).

In facing various opportunities and challenges the process of creating, utilizing, and disseminating innovation and knowledge is increasingly important. Improving the competitiveness of a region requires several prerequisites including the sense of urgency, namely how important a change due to innovation is needed. In relation to structuring human resources, there are at least six steps in structuring by using best practice strategies, namely: (1) recruiting qualified and professional village officials in accordance with village needs; (2) implementing competency-based education and training; (3) placing the apparatus according to the required competency standards; (3) improve the welfare of the performance-based village apparatus; (4) develop organizational work culture; (5) developing the use of a good management information system.

An innovation can be a best practice carried out by the government and can be an example to be replicated and practiced elsewhere (Prasojo, Eko, 2007). Innovation is a new initiative that contributes to improving the quality of people's lives. An innovation can be said to be a best practice if: (1) has an impact that can improve the quality of life of the community, especially the disadvantaged community in an effort to obtain their rights (2) the results of effective cooperation between the public sector, the private sector and the community; (3) is an activity that is socially, culturally, economically and environmentally sustainable; (4) driven by leadership styles that lead to changes in public policy; (5) can be a lesson for other regions.

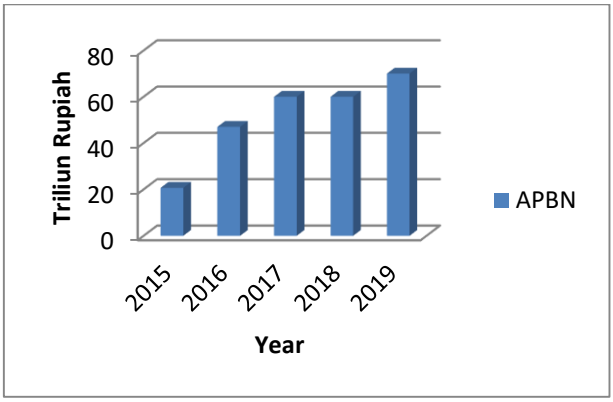
2. Village Funds and Management Problems

As the smallest element of the government, villages that are currently provided with the freedom to manage the government are also required to be able to innovate in terms of managing finances, especially related to village funds. The scheme of allocating village funds is equal to 90% for all villages, while the allocation of another 10% is distributed evenly and proportionally by considering aspects of population, number of poor people, area size, and level of geographical difficulties,

Village funds can be a motivating tool for village governments to work optimally, effectively and efficiently in accordance with the purpose of providing village funds, namely the welfare of the community. In addition, village funds can also be used as a means of communication and coordination between the village government and the community by involving the community in the village development process through various infrastructure developments and community empowerment. The exploration of the potential of the village will ultimately lead to an independent, economic, social, religious and cultural society. One thing that must be understood, empowerment is not only seen in terms of business opportunities and business capital, but also in terms of changes in the socio-economic structure that can be seen in the community (Dewanta, 2016; Ismail, Widagdo, & Widodo, 2016; Thomas, 2013)

The Central Government allocates village funds to create community welfare and allocated village funds increases every year. This is by considering the urgent village needs to be resolved immediately. There was a significant increase related to village fund allocation, with details of Rp. 20.67 trillion (2015), Rp. 46.98 trillion (2016), Rp. 60 trillion (2017), Rp. 60 trillion (2018) and 70 trillion (2019). The village funds are provided for all villages in Indonesia.

Graph 1 Village Funds from APBN



Source: Kemendes, 2019

Village funds in Aceh Province are referred to as Dana Gampong (DG) and are increasing every year as they are nationally applied. As an illustration, Aceh Province has 6,474 villages so that in 2015 the Aceh Province received Rp.

479.77 million per village and in 2016 received Rp. 815.97 million per village.

However, in the implementation of village fund management there are still many obstacles and problems. Inefficient and effective management of village funds has been highlighted by the community, especially allegations of corruption and village fund misappropriation carried out by the village government. Many studies have talked about the weak management of village funds, for example those carried out by the Financial and Development Supervisory Agency (BPKP) which stated that based on evaluation there were 15,100 potential weaknesses in accountability of village fund management. In addition, anti-corruption institutions such as the KPK (2015) and FITRA (2016) also confirmed that there were many problems and potential corruption in the management of village funds.

In addition, weak capacities and capabilities of village apparatus are the cause of constraints on the distribution and use of village funds, for example the Village Budget has not been or has been late, changes in regulations are not well understood by village officials, village budget usage reports have not been made, planning documents that have not there is the limited time of use and absorption of the budget (Ismail et al., 2016).

3. Innovation of Village Fund Management through Gampong Clinic

The Gampong Clinic is a capacity building center for gampong (village) governments, especially integrated village apparatus which is coordinated by the sub-district head and managed by human resources in the sub-district such as sub-district staff, village facilitators and local village facilitators in Arongan Lambalek Sub-District.

Gampong clinics born in Arongan Lambalek Sub-District, West Aceh Regency are caused by the condition that the capacity of village apparatus is still low, training for village officials conducted by local governments has not been effective, and the role of sub-districts in coordination, guidance and supervision has not been optimal. So, efforts are needed to increase the capacity of the sub-district apparatus as a Village Government Technical Advisor (PTPD).

Picture 2 History of Formation of Gampong Clinic

Based on this condition, the Sub-District Head of Arongan Lambalek built a commitment together with the sub-district apparatus to form a gampong clinic, mainly related to model design, mapping, and fulfillment of resources of the gampong clinic management team. The implementation of the gampong clinic is further supported by regulation and financing. Next is the stage of increasing the capacity of the gampong clinic management team through various trainings, operationalization of the

gampong clinic, and finally reporting and monitoring and evaluation.

The gampong clinic is designed as a means of coordination between the village government and the cross-sector in the sub-district as coordination related to basic services, consultation facilities, knowledge sharing facilities, facilities for capacity building and guidance, facilities for monitoring and evaluation as well as research and development knowledge on village governance.

Picture 3 The Purpose Of Establishing The Gampong Clinic

The operation of the gampong clinic is supported by KOMPAK (Community Collaboration and Services for Welfare Program) which is a partnership program between the Australian Government and the Indonesian Government in efforts to alleviate national poverty in accordance with the National Medium Term Development Plan (RPJMN). In its implementation, activities at the gampong clinic were facilitated by experts to increase the capacity of the village apparatus. The aim was as an innovative breakthrough to bring services closer to the community, providing qualified human resources so that later they would be skilled in providing assistance to paratur gampong.

The hope of the gampong clinic is that village officials and the community will have no difficulty in getting information and knowledge related to gampong government administration and village fund management because access to information is imminent, village officials can come and discuss directly with the team at the gampong clinic in the Balai The sub-district is located behind the Arongan Lambalek sub-district office and they can consult directly with experts every Tuesday and Thursday at 09.00-16.00 WIB every week.

Picture 4 Gampong Clinic Office Arongan Lambalek District

The program aims to provide information and advocacy optimally in minimizing the emergence of problems in the village (village). The most common problems in Arongan Lambalek Sub-District where the research was conducted were a lack of knowledge, experience, and lack of training for village boundaries regarding village fund management as a result of problems arising from the preparation of LPJ village finances and sometimes even the completion of village financial LPJ resulting in disbursement of village funds for the next stage to be late or not disbursed. This issue if not resolved

immediately has a direct impact on efforts to create community welfare in the village. With the existence of village clinics, efforts to create welfare can be more easily carried out and controlled by the local government through coordination, consultation, knowledge sharing, guidance training, and monitoring and evaluation as well as research on the village.

The gampong clinic is located in the sub-district, and each treasurer, secretary and village head can complain about problems in their village or learn how to prepare reports. At the very least, the main task of the gampong clinic staff is to assist in administrative matters such as (1) preparing the APBD or APBG in Aceh (village income and expenditure budget); (2) assist in inputting data on planning and budgeting (village financial management) in *siskeudes* application; (3) in terms of empowering rural communities.

The preparation of the APBDes (Village Revenue and Expenditure Budget) or if in Aceh is referred to as the APBG is confusing and difficult for village officials to do so that village officials will usually delay work which ultimately results in the delay in the planning and implementation of development in the village. Some of the reasons why compiling the APBDes is difficult is that first there are still village heads who do not know the APBDes, usually they are village heads, village treasurers, or other newly elected village apparatus, secondly the village apparatus does not yet understand what components are included in the APBDes, third there are still some who prepare the RKPDes (Village Government Work Plan) after the APBDes, the four APBDes are still considered rare and secret items, fifth are still often using copy paste techniques or imitating the other villages, the six are still many APBDes that are made original and careless. Therefore it is important to be assisted by the gampong clinic management team consisting of village assistants, local village facilitators, sub-district officials and expert staff who are specially brought in if there are problems that cannot be solved by the gampong clinic management team in the sub-district.

Picture 5 Consultation of the Village Head regarding APBDes Compilation with the Gampong Clinic Management Team

Inputting data on planning and budgeting or village financial management in the application of siskeudes (village financial system) is still new to some village apparatus. Some of the problems that often occur are that village officials forget to input village revenue (administration), enter data incorrectly when the amount spent exceeds the amount of income entered (budgeting), often in non-compliance expenditure fields 30% -70% resulting in budgeting errors, sometimes when I want to shop but the money has not been disbursed or taken in the bank (administration), forget to include tax items such as PPn and PPh (administration), and minor errors but greatly impact the failure of inputting at siskeudes is filling in an inappropriate date (administration). Therefore, the village head really needs the help of the gampong clinic management team to assist them in inputting the data at the village administration and also solving the problem of input errors when they experience it.

Picture 6 Village Treasurer Consultation About Siskeudes with Gampong Clinic Management Team

In terms of empowering rural communities, the gampong clinic management team encourages the village community to improve the economy through various creative efforts sponsored by BUMD (Regional owned enterprises) or in Aceh known as BUMG such as handicraft business from water hyacinth, both in the form of bags, designer bags, and placemat. Water hyacinth is a cheap and easily obtained raw material in Arongan Lambalek Sub-District. Production training and guidance has been carried out by the village in collaboration with exporters to be sold in domestic and international markets, and even some tourists also come to Arongan Lambalek to buy and order handicrafts from water hyacinth. At least there are three water hyacinth craftsman centers, namely Kubu Village, Planteu Village, and Cot Jurumudi Village.

Picture 7 The Kubu Village community of Arongan Lambalek Subdistrict is Making Bag from Water Hyacinth

The assistance program in the effort to empower the community through folk handicraft business was finally able to move the village economy in addition to exploring the local potential in the Arongan Lambalek Sub-District of West Aceh Regency and later on improving welfare for the community, and increasing the economic empowerment of small communities. In addition, this water hyacinth handicraft is also expected to be one of the new icons in West Aceh. The forms of craft that will be accompanied and given training for the community in Arongan Lambalek Sub-District are among others bags, flower pots, tissue boxes, and various household appliances.

In Arongan Lambalek Sub-District, West Aceh Regency there are 27 villages and 3 of them are remote villages, so that it requires extra effort for the gampong clinic staff to carry out strengthening the capacity of the village apparatus. Like by waiting for the official apparatus to come to the gampong clinic or come to the village. In providing assistance and guidance for village officials in the gampong clinic, the local government is assisted by Pendamping Desa (PD) or Village Facilitators. According to data from the Ministry of Village, Development of Disadvantaged Areas and Transmigration, there are at least 37,000 village facilitators from 74,957 villages throughout Indonesia. However, in Arongan Lambalek Sub-District as a sub-district assisted by West Aceh Regency there were 11 village facilitators, with details of 4 Pendamping Desa (PD) or Village Facilitators and 7 Pendamping Lokal Desa (PLD) or Local Village Facilitators.

The difference between the two is that the Village Facilitator has the duty to (1) assist the village in planning, implementing and monitoring village development and empowering the village community; (2)

assisting villages in managing basic social services, developing village economic enterprises, utilizing natural resources and appropriate technology, developing village infrastructure and empowering communities; (3) increase the capacity of the Village Government, village community institutions in terms of development and empowerment of village communities; (4) organizing within village community groups; (5) increase capacity for cadres to empower village communities and encourage the creation of new village development cadres; (6) accompanying villages in participatory rural area development; (7) coordinating mentoring at the sub-district level and facilitating reports on the implementation of assistance by sub-district heads to regional governments. Or in short, the task of the Village Facilitator is to take care of the problems of village assistance in terms of empowerment (PDP) and village assistance in terms of Infrastructure Staff (PDTI).

Table 2 Village Facilitator

Village Facilitator	Empowerment (PDP)	1. M. Jamil 2. Tina Meilina Putri 3. Ety Wisma
	Infrastructure Staff (PDTI)	1. T.M Afdhal Firdaus

Source : Gampong Clinic

In addition, the local government also conducts pick-up services to villages if, when nearing the reporting deadline, the village head or village treasurer has not yet shown progress or is constrained in the implementation process. In Arongan Lambalek Subdistrict where the research was conducted there were 7 Local Village Facilitators (PLD). The task of local village facilitators is (1) to facilitate development planning and village finance such as facilitating the preparation of village RPJMDesa, preparation of RKPDesa, and preparation of the Village Budget; (2) facilitating the implementation of village development such as facilitating the stages of preparation for the implementation of activities and stages of implementing village development activities; (3) facilitation of village financial management in the context of village development and empowerment of village communities such as facilitating village governments and implementing activities to develop governance of development financing in a good and accountable manner, facilitating activities to manage APBDesa funds in the context of developing and empowering rural communities; (4) facilitating the evaluation of village development implementation such as facilitating the implementation evaluation process so that there is implementation accountability. Here are the details.

Table 3 Local Village Facilitators

No	Name	Amount of Village	Village Name
1	Syarifudin	4	Ujong Simpang, Rimba Langgeh, Alue Bagok, Panton Makmue
2	Sabirin	4	Pribu, Teupin Peraho, Cot Kumbang, Keub
3	Rusli Nafi	3	Gunong Pulo, Peulate, Karang Hampa
4	Rahmat	4	Kubu, Suak Keumude, Arongan, Seunebok Lhong

5	Zulmufnazar	4	Drien Rampak, Ujong Beusa, Simpang Peut, Cot Buloh
6	Dedi Saputra	4	Alue Batee, Alue Sundak, Panton Bahagia, Cot Jurumudi
7	Sadariana	4	Suak Ie Buso, Suak Bidok, Panton Mutia, Seunebok

Source: Gampong Clinic

The existence of village facilitators and local village facilitators is important considering the capacity and capability of human resources, especially the village apparatus, is still very low, so it is feared that it will hinder the implementation of the use of village funds.

CONCLUSION

The gampong clinic is an innovation developed by the West Aceh Government and supported by KOMPAK (Community Collaboration and Services for Welfare Program) to increase the capacity and capability of village officials in Arongan Lambalek Sub-District. The long-term goal is to facilitate the village government in planning, implementing and when preparing accountability reports.

The location of the gampong clinic is in the Arongan Lambalek Sub-District Hall and mentoring and coaching activities were carried out by village facilitators, local village fasilitators, sub-district office staff, to call the expert team specifically if there are problems related to village fund management that cannot be resolved by the gampong clinic management team.

The gampong clinic operates every Tuesday and Thursday starting at 09.00-16.00 WIB. However, the gampong clinic management team can still be contacted anytime the gampong apparatus needs help. In fact, local village facilitators will conduct a pick up or visit villages that have not finished preparing the accountability report.

Innovations in the form of gampong clinics as a forum for consultation and coordination related to the management of village funds are something important and must be done considering the uneven quality of human resources in Indonesia. The gampong clinic is one of the innovations of the West Aceh government as an effort to accelerate the improvement of the quality of the village apparatus and prevent potential abuse of authority and budget which leads to corruption in village funds.

The results of the study show that the gampong clinic program needed to increase the ability of the government to develop a budget plan that was right on target and resolved village issues such as corruption, poverty and unemployment.

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Room 6

Overall Program 2019

The Popular Support to Duterte's Drug War and Its Quest for a Sustainable Policy Implementation

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Abstract

The sustainability of a policy does not only stem from the political will of a leader like President Duterte of the Philippines but from the support that the policy would generate from the public. Survey after survey revealed that there is a wide support for Duterte's Drug War which is what pumps blood to the policy withstanding international condemnations. Inquiring the factors behind the formation of this public support, this research came into being. The research is a quantitative inquiry analyzing the extent to which attitude, subjective norm, and perceived behavioral control affects the intention of post-millennial filipinos in supporting Duterte's Drug War. The study conducted a self-reported questionnaire survey to 197 post-millennial filipinos in universities. Linear Regression analysis and Structural Equation Modelling were employed in analyzing gathered data with the aid of SPSS and SPSS AMOS. The results of the study direct the strategies and interventions of the government in sustaining the support of the public to Duterte's Drug Campaign. Identifying the main factors behind the support would promote a more strategic and sustainable policy implementation.

Keywords:Drug War, Public Support, Policy Sustainability
Key Words: Public Support, Philippines, War on Drugs

INTRODUCTION

Philippines has been beset by the menacing problem of illicit drug trade and abuse. In 2015, the Philippine Dangerous Drug Board estimated a total of 1.8 million drug users comprising 1.8% of the total population of the 100.98 million Filipinos (2015 estimates). The 2015 figure is seen to be higher than the 1.3 million drug users estimated in the year 2012 and the 1.7 million estimated in 2008 (Gavilan, 2016). The 2015 figure was taken through a nationwide survey, from a population ranging from 10 to 69 years old, which is the age group that comprises seventy-five percent of the total population of the Philippines. On the 13th of July, 2017, in an interview with CNN Philippines of the then-chairman of the Dangerous Drug Board, Dionisio Santiago stood by his "guesstimate" that there are around 3 million drug users in the Philippines, thereby dismissing the 1.8 million figure. According to Santiago, the former Chief of Philippine Drug Enforcement Agency from 2006 to 2011, this is a realistic guesstimate from the knowledge of what is existing on the ground (Cabato, 2017). There are questions arising on the extremely high figure that the government of the Philippines is publicizing.

But consequent to the severity of the illicit drug trade, President Rodrigo Roa Duterte introduced the Anti-Drug Campaign with the aim of responding to the drug problem besetting the country. While campaigning for the Presidential position, Duterte made public promises to eradicate illegal drugs. In his statement, Duterte said that, "the fight against criminality and illegal drugs and corruption will be relentless and sustained" under his administration. Hence, on the same day that Duterte assumed the office as President, the Project *Tokhang* or "Knock and Plead" was introduced. It is a strategy adopted from Davao City, the hometown of Duterte where he was the mayor for more than two decades (McKirdy, 2016). The Project *Tokhang* is a component of the *Project Double Barrel*- a strategy that gives unique distinction to the Philippine Drug War. The second component of the Project Double Barrel is the strategy targeting high-value targets such as those in government positions and government service that were reported to be involved in illegal drug trade. Project Double Barrel as explained by the Philippine National Police chief Ronaldo "Bato" Dela Rosa (appointed by President Duterte) on 29 June 2016 means:

> *"One touch of the barrel, two triggers will be set off. There's a barrel that will target from above, the high-value targets. And there's a barrel that will target from below, the street-level personalities."*

The Philippine National Police (PNP) have recorded that in less than 100 days (from July 1 to October 3, 2016), the total surrenders reached 732,149 while 22,415 arrests were made (Baysic, Lalic and Mendoza, 2016). This data reflects the first few months since the launching of the Project Double Barrel of the Duterte Administration under the arm of the Philippine National Police (Commenced, July 1, 2016). Allegations of extrajudicial killings then emerged as controversies surrounding the vigilante killings amplified. The number of deaths grew higher and concerns of morality and human rights amplified. Kine (2016) stressed out that President Duterte linked the killings of these alleged drug-offenders as the evidence of success of the Philippine Drug Campaign.

Several scholars have described the turn of events subsequent to the launching of the Duterte's War on Drugs to be 'a spectacle of violence' (Reyes, 2016), a 'campaign of repression and executions' (Chapman and Babor, 2017), and quixotic

(Bautista, 2017). Human rights protests were sprouting in the streets of Manila and in other parts of the world. In fact, a Pulse Asia Survey (September 2017) indicated that 73 of the Filipinos believe that Extra-Judicial Killings occur in the conduct of Duterte's War on Drugs. Consequently, some university students walked out of their classrooms as a form of protest to the policies of the Duterte administration. In a report submitted by the Ateneo Human Rights Center (AHRC) to the United Nations Human Rights Council for the 3rd Cycle of the Universal Periodic Review of the Philippines, AHRC reported that 'the Philippine Government has failed to address extrajudicial and summary killings' (AHRC, 2017, p. 2).

Despite the condemnations from the international community and the human rights groups, the Drug War continued. One factor that is to be accounted for the policy's furtherance is the strong support of the public. A Pulse Asia survey conducted on the month of September 2017 revealed that all respondents reported a 100 percent level of awareness about the War on Drugs of Duterte and 88 percent of them are supportive of Duterte's War on Drugs. Same level of support was obtained across all geographic areas of the Philippines and in all socio-economic classes (Pulse Asia Survey, 2017). Scholars (Bautista, 2017) criticize the support of the public to be an act of 'complicity' and an indication that the Philippine society has lost its 'moral compass'. It is worth noting that a policy alone could not possibly achieve the intended impacts desired, as it would require 'a large number of people in different situations making decisions and taking actions in concert with policy objectives' (Schneider and Ingram, 1990). The Philippine War on Drugs, for one, could have been short-lived had it not garnered a wide acceptance and support from the Filipino masses as reflected in the satisfaction ratings of President Duterte and on another poll conducted by Pew Research Center gauging the support of the Filipinos to Duterte's drug war. The Pew Research Center indicated that 78 percent of Filipinos support the Philippine Drug war and approve of how President Duterte is handling the issue and 62 percent believe that the anti-drug campaign is making progress (Aquino, 2017). In addition, majority of the Filipinos from different social classes, 86 percent, attest that the operations of the Drug campaign were conducted in an orderly manner (Pulse Asia Survey, 2017).

The massively enjoyed support of the public has not only put in place the Drug War but has even driven its reinstatement after it was suspended by the President. Thus, how the society views the changes resultant to the outcome of the policy implementation is vital as it has a capacity to predict the policy's transition (Pierce et. al., 2014). However, the public support to a policy and on how it is implemented is poorly appreciated as a research focus and the motives behind public support is poorly understood' (Inglehart, 1995). Very few, if there are, researches were made that has centered on the factors of public support to a policy. This could mean that public support may have been downgraded and un-appreciated in policy sciences. Researches and polls focus only on narrow questions such as public perceptions but a deeper analysis of the extent as well as the factors behind public support is not explored yet. This emboldens the gap of introducing not only the importance of public support to a/the policy but also the factors that form this support. Responsive to this concern, this research intends to highlight the importance of people's support in the

policy process. Specifically, the research delves into the individual's intention to support the Philippine War on Drugs and the factors behind this intended support. The chosen research setting is the City of Cebu, Philippines. While the chosen population of where sample population were taken are the university students of selected universities in Philippines as it was presented that there is a high prevalence of illicit drug use among university students (Yi, 2017). Subsequently, the young adults in the Philippines are being targeted by the Philippine Drug war due to the high prevalence of Drugs in this particular age group. It is, therefore crucial to note that the support of the youth- the main target of the drug war- is solicited and analyzed. The first reason is because the brunt of the enforcement is felt by this age group (Generation Z) and secondly, those in university are argued to be politically informed and politically active- hence, it is a safe assumption that they are aware of the War on Drugs Policy of President Duterte, more so that the chosen respondents are undergraduate students of the Political Science Program of four of the top universities in the Visayas island, Philippines.

To theoretically anchor the research for the effective analysis of the intention of the students to support the 'War on Drugs' strategies of the Duterte Administration, the research extends the Theory of Planned Behavior by Ajzen (1991). The Theory of Planned behavior has components which predict the intention of an individual to adopt a technology, behave as predicted, or in this research, support policy strategies. The components which are further elaborated in the remaining parts of the paper are the following: Attitude, Subjective Norm, and Perceived Behavioral Control. Furthermore, this research extends the model by adding Political trust as a component that plays a role in attitude formation.

The introduction of the Theory of Planned Behavior would not only be a breakthrough to the field but it would also pave way for public support to be analyzed in a deeper psychological lens. This link between psychology and public administration is the embodiment of the emerging research area of behavioral public administration. The success of the study can potentially aid policy implementers and evaluators into how and where to target the strategies to change the behavior of the citizens towards the policy to optimize adoption, acceptance, and support. Through the results of the study, the evaluation of citizen's sentiment, attitude and behavior to a policy and its strategies of implementation can be a key to understand the political concerns of the society concerning the Philippine Drug War.

LITERATURE REVIEW

Most of the existing literatures about the current political trends in the Philippines are more focused on Duterte as the head and face of the Anti-Drug campaign. Scholarly inquiries range from articles asking about 'How Duterte is as a president' (Holmes and Thompson, 2017), how he made a narrative to incite support (Barrera, 2017), how he became a divisive figure (Tigno, 2018), and on how he is waging a quixotic war (Bautista, 2017). However, Duterte's presidency cannot be separated from the Philippine Drug War since the Anti-Drug Campaign has become a pillar policy that is said to be the defining factor of the entire 6-year presidency of Duterte and his legacy to the country. The importance therefore of the Philippine Drug War must not be dismissed as it is the cornerstone of

Duterte's domestic policy. Bautista (2017) argued that 'Duterte's war against drugs will either showcase the success of his administration or symbolize its failure'. Even though, it cannot be denied that the Drug War has grown to become a very controversial and divisive topic that discourses on the social media has become toxic (Bautista, 2017) and very reactive, numerous scholars emphasized the wide support enjoyed by President Duterte, in the Philippines and abroad (Tigno, 2018) which has provided a 'popular legitimatization' of President Duterte's Anti-Drug Campaign (Gaspar, 2016). This vigorous support for the President has been analyzed in various analytical techniques; Discursive Institutionalist Analysis (Teehankee, 2016), the violent strong man rule of Duterte and how he established an 'illiberal populist law and order narrative' (Thompson, 2016). Some researches even provided a comparative analysis of the Anti-Drug campaign of Philippines and Indonesia (Ramanda and Aqil, 2017) while others have mentioned how the Philippine Drug War may suffer the same downtrodden path as Mexico's 2005 Drug War and Thailand's Drug War under Thaksin, how the Philippine Drug War has used a spectacle of humiliation and violence to send a message (Reyes, 2016), and on how public remains to be silent and have turned a blind eye to the consequent events resulting from the waging of the War on Drugs (Bautista, 2017).

What many of these literatures have in common is established consensus that the Philippine Drug War launched by President Duterte has grown to become the cornerstone of the President's domestic policy (Gaspar, 2016; Mirasol, 2017). The reason behind the strong thrust of government efforts to counter illicit drug trade was best stated by Coronel (2016: 4), as cited from (Gaspar, 2016: 6):

> *The rule of law is weak and the police and the courts are widely considered by citizens to be unreliable and corrupt… While the Philippines is far from being a narco-state, the trade in methamphetamines is brisk and conducted in the light of day, and the government is seen as helpless to curb it… as traditional elites have mostly been indifferent to it, failing to address the festering problems of law and order.*

Despite the popular support towards the Drug War, religious forces such as the Catholic Church, the international community, and Human rights groups have paid close look on the Drug War and have all been vocal in criticizing the 'violent' method being undertaken by the Anti-Drug campaign and on how this has legitimized alleged extrajudicial killings. In fact, the international condemnations did not affect the Anti-Drug campaign as 'Duterte only doubled down on his policy' (Gancarz, 2017). Mayol (2016) of Philippine Inquirer quoted Archbishop Jose Palma as the Archbishop expressed his support to the Philippine Drug War but that the fundamental requirements of due process and rule of law must still be observed at all times and that *"While we appreciate the efforts against illegal drugs, we also question the process things are done."* What is the process? What is its legal framework?

Baldwin (2013) argues that the drug policies of Philippines (including the 8 other ASEAN member states) remain to be influenced greatly by the UN drug conventions that Philippines is a signatory to. Included to the requirements set by the UN Drug Conventions is the imposition of criminal sanctions in the national level. It had been revealed that Philippines and

including the other ASEAN member states are enforcing the compulsory rehabilitation to people who use drugs which is criticized by scholars in the international community as an unethical and ineffective mechanism (Baldwin, 2013). Specifically in the case of the Philippines the legal backbone of the drug policy is rest upon the existing law against illegal drugs; Republic Act No. 9165 or the Comprehensive Dangerous Drugs Act of 2002. In the law, it was stated that drugs is 'a threat to the territorial integrity of the State and to the well-being of its human resources'. The law provides the guidelines for strict and harsh punitive sanctions, including mandatory drug testing in schools and workplaces and compulsory drug treatment for users (Baldwin, 2013: 45). According to Baldwin (2013), the strict law enforcement under R.A. 9165 involves the prohibition of the possession of needles, syringes and other drug paraphernalia and such are used as evidences used against the owner. Duterte's Philippine Drug War finds its strength from R.A. 9165. To further discuss the Anti-drugs policies existing in the Philippines, Table 1 is presented below.

Table 1

Anti-Drug Policies of Philippines

LAW/EXECUTIVE ORDER	YEAR OF ENACTMENT	BRIEF DESCRIPTION
Republic Act No. 9165 *Comprehensive Dangerous Drug Act*	2002	The law outlines the prohibition, prevention, and treatment policies of the country in answer to the problem of drugs. The law imposed punitive interventions, harsh punishments, and mandatory drug-tests in schools and workplaces (Balwin, 2013; 45). The law also includes court-based treatment programs.
Command Memorandum Circular 2016-16 *Project Double Barrel*	2016	The purpose of the Command Memorandum Circular is to set forth guidelines, procedures, and tasks of the police offices/units/ and stations in the conduct of the Philippines National Police Anti-Illegal Drug Campaign Plan-PROJECT: "DOUBLE BARREL" in support to the Barangay Drug Clearing Strategy of the government and the neutralization of illegal drug personalities nationwide (CMC 2016-16).

Albeit, the existence of literatures that has analyzed the Philippine Drug War, to date, no existing study has looked into an individual-level of analysis to investigate what drives the Filipino citizens to support the Philippine Drug War. The study emerged to fill this gap of knowledge and to provide a clear identification of the factors that has strong predictive association to the intention of supporting the Drug War Strategies of the Philippine Government. This only proves the point that less attention is paid of why people support the Drug War in the first place; what forms the citizen's intention of supporting the Drug War. Several surveys have attested to how strongly the Drug War is being supported but no analysis has been made to investigate the factors that are associated to this support.

The study investigates the association of attitude, subjective norm, and perceived behavioral control to the intention of the university students to support the War on Drugs Strategies of President Duterte. Towards this end, the study refers to the Theory of Planned Behavior of Ajzen (1991) and modifies this theoretical model by adding Political Trust as a construct that influences attitude. Several scholarly inquiries have attested to the theoretical strength of the Theory of

Planned Behavior (TPB). These studies ranging from various fields have looked into TPB as an effective framework to predict behaviors in the context of their respective research focus. In the field of health, the TPB model has been used to analyze obesity and risk prevention (Liou and Bauer, 2007), dietary intervention for weight control (McConnon et. al, 2012), lunch-packing behavior of parents under the lunch is in the bag program (Sweitzer, 2011), and behavior in physical arenas (Dunton, et. al, 2010). In the field of business it has been use to analyze the consumers' perception, purchase intentions, and actual purchase (Wee et al., 2014). The TPB model has also been used in social psychological studies such as condom use (Sheeran and Taylor, 1999), fertility intentions (Ajzen and Klobas, 2013) and cyberfaking (Grieve and Elliott, 2013). In addition, TPB model has also been employed to analyze environmentally significant behaviors of individuals (Stern, 2005). Furthermore, there have been several studies that have topped off and highlighted TPB model's usability in policy studies. These studies have tackled topics such as intention to reduce energy use (Lynch and Martin, 2013), intention to use the public bus transport system (Ceder and Chowdhury, 2013), intention to join EU's Agri-environmental Scheme for farmers (Schroeder, 2012), intention to use Malaysia's myGovernment portal (Danila and Abdullah, 2014), and intention to adopt EU's Climate Policy (Ščasný et. al, 2013).

The wide-range of usability of the Theory of Planned Behavior and its effectiveness in predicting behaviors and explaining the factors (Attitude, Subjective Norm, and Perceived Behavioral Control) accounted for the behavior has encouraged the aim of extending TPB to the field of policy sciences. The employment of the model of the Theory of Planned Behavior would provide a guiding path in analyzing the intentions of the university students in supporting the War on Drugs Strategies of the Philippines.

METHODOLOGY

The study is a quantitative explanatory study that extends the Theory of Planned Behavior to the field of Policy studies. A pre-testing of the research instrument was conducted to 10% of the total respondents prior to the final data gathering. The data gathering was conducted from December 2017 to January 2018. Self-reported results from a questionnaire survey were gathered from a sample of 194 university students from four universities in Cebu City, Philippines. The gathered data were analyzed using IBM SPSS (Version 21) and SMART PLS (Version 3). Model Fitness Analysis provided by SMART PLS (Version 3) was used to evaluate the fitness of the model and regression analysis was employed to identify the extent of influence/association of Political Trust to Attitude, Attitude to Behavioral Intention, Subjective Norm to Behavioral Intention, and Perceived behavioral control to Behavioral Intention.

The research was conducted in Cebu City, Philippines known to be the Queen City of the South. In a speech of President Duterte in the Philippine Councilors' League 10th National Congress, the president revealed that Cebu has the highest drug rate in the country and which according to him has reached 'epidemic proportions'. An interview with the Director of the Philippine Drug Enforcement Agency in Central Visayas (PDEA-7) explained that the location of Cebu has made it a transshipment port of illegal drugs because it has access to almost all the ports in the Philippines, most importantly

in Mindanao and Visayas (Mayol et. al, 2017). Hence, there is an intensified effort on drug enforcement in Cebu. Consistent to this fact, Cebu City is chosen as the locale of the study, specifically, the top four universities in Cebu City. The universities chosen are top-ranked universities in Visayas and in the Philippines, based on the number of accredited Center of Excellence and Center of Development programs that these universities offer.

The respondents of the study were a purposive-convenience sample of 194 university students from four of the top universities in Cebu City (Rankings based on the number of Center of Excellence and Center of Developments Programs). All 194 students were enrolled in the Bachelor Program of Political Science in their respective universities for the second semester of Academic Year 2017-2018. The main reason why the respondents chosen were students of Political Science is because political awareness and knowledge of the Drug War is vital as the perception and intentions of the students must come from an informed understanding of the Drug War issue. Political Science students are given a safe general assumption that Coordination with the administration, as part of protocol was done, and assignment of professors that would assist and guide the researchers to the classroom of the Political Science Students followed. The liberty to conduct a random sampling was cancelled out as there are only two year levels in all universities, and in all programs in the Philippines due to the educational reform. The number of respondents is limited and the decision of the administration which arranged the allocation of schedules including the survey setting (classrooms), was respected and followed through. The rigidity, therefore, of the structure and the small population of political science students in university, have become vital considerations in the conduct of the survey.

Hypotheses

In this research, there are three variables that are associated with the intention-formation to support the Drug War. These variables are the attitudes of the students, subjective norm and their perceived control towards supporting the Drug War. The attitude of the students is also theorized be associated with the trust of the students to the political actors that are linked to the Philippine Drug War. An elaboration of how every construct is operationally defined and utilized in this research is presented below.

The dependent variable in this research is Behavioral intent. Behavioral Intent is the best predictor of actual use or actual performance of a particular behavior as individuals are expected to act and behave in accordance to their intention (Pierce et. al, 2014; Otieno et. al, 2016). The formation of behavioral intention is theorized to be influence by the individual's attitude towards the behavior, the subjective norm or social influence surrounding the individual regarding the performance of the behavior and the individual's perception of the ease or difficulty upon performing the behavior . Anchoring the research theory, it is hypothesized that the more favorable the attitudes of the students to the War on Drugs strategies, and the stronger the social influence to the behavior of supporting the Drug War strategies , and the greater the perceived control and ease of the students in supporting the Drug War, the more likely for a student to form intentions of supporting the Drug War.

Attitude is defined to be a construct determined by beliefs about the outcomes of a behavior and the evaluation of these

outcomes; this evaluation refers to the perceived positive and negative consequences in the performance of the behavior (Otieno et al., 2016; Ajzen & Klobas, 2013). Thus, attitudinal indicators describe how an individual see and evaluate the performance of a particular action, the favorability, pleasantness, and agreeability of performing the behavior. In this study, Attitude is measured by determining whether the student find it favorable or unfavorable to support the Drug War Strategies. To answer that it is favorable indicates that the student is amenable to not only the Drug War but also to the outcome of supporting the Drug War.

Hypothesis 1: Attitude positively affects the intent to support the 'War on Drugs' strategies

The second TPB predictor is Subjective Norm. Subjective Norm is a construct generated from the beliefs about how others feel the individual should behave (Normative beliefs) and the motivation of the individual to comply with his/her perceived expectations from others as this produces social pressure to intentionally perform the behavior (Otieno et. al, 2016). In other words, these are the perceived expectations from an individual's important social group about the performance of the behavior. Anchoring the construct to the research, subjective norm refers to how the important others and the people surrounding the student see the behavior and how the view of the surrounding people affect the student's intention to perform the behavior.

Hypothesis 2: Subjective norm positively affects the intent to support the 'War on Drugs' strategies.

The third construct is Perceived Behavioral Control is made up of two components that emerge from the control beliefs of an individual (Ajzen, 1991). These components are: Self-Efficacy, the confidence of an individual in his/her ability to perform the intended behavior; and Controllability, the individual's control over his/her performance or non-performance of the behavior (Ceder & Chowdhury, 2013; Ajzen & Klobas, 2013). Ceder and Chowdhury (2013) argued that the relationship of intention and behavior is strengthened when an individual has a high level of control. However, when control beliefs are weak, the individual is less likely to have the intention of performing the behavior. Understandably, in this study, Perceived Behavioral Control refers to the students' perception of ease or difficulty in intending to support the War on Drugs Strategies.

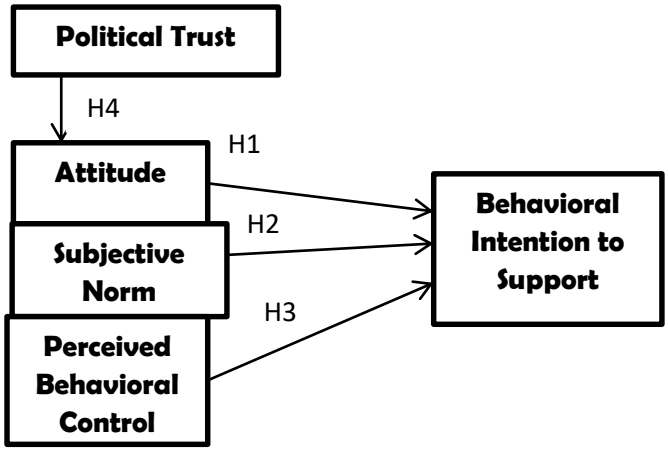
Hypothesis 3: Perceived Behavioral control positively affects the intent to support the 'War on Drugs' strategies.

The added construct is Political trust. Political Trust is defined as a basic evaluative orientation toward the government founded on how well the government is operating according to people's normative expectations (Halapuu et. al, 2013). In this research, it specifically refers to the trust of the students to the actors/institution that are involved in the Philippine Drug War; the President, the police officers, the policy makers, and the legal system. Political trust is theorized to influence the attitude of the students. The more positive the political trust, the more positive the attitude of the students.

Hypothesis 4: Political trust positively affects the attitude towards the intent to support 'War on Drugs' strategies.

Thru the construction and employment of these hypotheses, it is hoped that the research would fruitfully contribute to the new emerging trend of knowledge in public administration and policy studies. Meanwhile, as a product of this scholarly inquiry, this study proposes a research model that is presented below.

Figure 1. Proposed Model



RESULTS

In brief, the age of the majority of the respondents rest between 18 to 20 and majority of the respondents are females. 20 percent are enrolled in University of San Carlos, 26 percent are enrolled in University of the Philippines – Cebu, 25 percent are from University of San Jose Recoletos, and 29 percent are from Cebu Normal University. All students are enrolled in the Bachelor Program of Political Science at their respective universities.

Several inner model measurements were tested to ensure that the indicators used for the analysis are strong and consistent as measures. The table below (Table 2) are empirical evidences of the indicator items' loadings and the constructs' AVE, Composite Reliability values, Rho Values, and Cronbach's Alpha values.

Table 2. Measurement ModelA

	Items	Loadings[a]	AVE[b]	CR[c]	Rho_A[d]	Cron A[e]
Trust	T2	0.944	0.84	0.94	0.91	0.90
	T3	0.922				
	T4	0.874				
ATT	A1	0.939	0.89	0.97	0.96	0.96
	A2	0.945				
	A3	0.945				
	A4	0.945				
SUB.N.	SN1	0.678	0.67	0.89	0.96	0.85
	SN2	0.824				
	SN3	0.889				
	SN4	0.878				
PBC	PB1	0.885	0.69	0.90	0.88	0.85
	PB2	0.857				
	PB3	0.661				
	PB4	0.901				
INT	INT1	0.917	0.89	0.97	0.99	0.96
	INT2	0.956				
	INT3	0.94				
	INT4	0.955				

Item removed: Indicator item is below 0.5= TRU1

a. All Item Loadings > 0.5 indicates Indicator Reliability (Hulland, 1999: 198).
b. All Average Variance Extracted (AVE) > 0.5 indicates Convergent Reliablity (Bagozzi and Yi, 1988; Fornell and Larcker, 1981)
c. All Composite Reliability (CR) > 0.7 indicates Internal Consistency (Gefen et. al, 2000)
d. All Rho_A > 0.7 indicated composite reliability and unidimensionality (Ravand and Baghaei, 2016).
e. All Cronbach's Alpha >0.7 indicates Indicator Reliability (Nunnaly, 1978)

As presented in Table 2, item loadings of the indicators range from 0.661 to 0.945 which ensures a good indicator reliability of all indicators used for the analysis. With regards to the Convergent Validity of the indicator items, the Average Variance Extracted or AVE was presented. To confirm that convergent validity is established or that the indicators of every construct are related and coherent, an AVE of .50 or greater must be achieved (Chin, 1998; Höck & Ringle, 2006: 15). Composite Reliability levels were also presented to confirm the internal consistency of the indicator items. Good composite reliability levels must be 0.70 or greater (Gefen et. al, 2000) and as presented in the table, the CR levels of the

indicator items range from 0.898 to 0.969 which are considerably high. Lastly, the Dillon-Goldstein Rho which is argued to be a better indicator than Cronbach's alpha (Chin, 1998; Mikolajczak et.al, 2014) is also provided in Table 2. It can be observed that all Rho alpha levels are above 0.7 which indicates a good composite reliability and unidimensionality (Ravand and Baghaei, 2016). Looking into Cronbach's Alpha, it can be observed in the table that all indicator items have very high reliability levels ranging from 0.846 to 0.958 and these high values reflect the validity and reliability of the indicator items. As evidenced by the values presented above, it is argued that the indicators used are strong, reliable, and fit for measuring the constructs.

To test the model's fitness, the Smart PLS Version 3 model fitness analysis was conducted. The main indicators for a well-fitted and well-structured model are the following: a Standardized Root Mean Square Residual (SRMR) of less than 0.10 or 0.08 (Hu and Bentler, 1999) and a NFI of 0.90 (Lohmöller, 1989). It can be seen in the Table 3 below that with a SRMR of 0.088 and an NFI or 0.838, the model failed to meet the criteria values of a good-fitting model.

Table 3. Model Fit Analysis Results

	Saturated Model
SRMR	0.088
NFI	0.838

Although the model failed to pass the fit indices, it is still important to assess the regression weights or path coefficients of the variables corresponding to the hypotheses of the research.

Table 4. Hypotheses Test

Hypothesis Relationship	**Standardized Regression Weights**	**Hypothesis Supported?**	**p value**
Attitude -> Intention	0.735	Yes	<0.001**
Sujective Norm -> intention	0.034	No	0.365
Perceived Behavioral Control -> Intention	0.218	Yes	<0.001**
Trust -> Attitude	0.904	Yes	<0.001**

The assessment of the hypothesis relationships are indicated by standardized regression weights/ path coefficients of at least .100, which should be significant (p value) at a level of 0.05. (Henseler et. al, 2009). Lastly, the effect size must also be evaluated to know how meaningful the effect is, if there is any.

As presented in the Table 4 above, three of the four hypotheses were supported by the data and the findings of the research. It is revealed that among the three variables that are theoretically hypothesized to have an influence over Behavioral Intention (B. Intention), only subjective norm has no impact on behavioral intention with a regression weight of 0.034, with a p value of 0.365 (Not Significant). This means that Hypothesis 2 is refuted. There are existing scholarly works that provides explanations why the students' intentions of supporting the Drug War strategies are not influenced by the students' social circle. Several studies have investigated the influence of public opinion to people's policy judgments (Furth-Matzkin and Sunstein, 2018) and although individuals fall towards conforming to public opinion, some researches have argued that individuals may also have a tendency to show reactance (Furth-Matzkin and Sunstein, 2018; Brehm and Brehm, 1981). Furthermore, another notable research argued that counter-conformity towards

the social influence from the people surrounding the individuals may be accounted from having a strong moral basis of attitude (Hornsey et al., 2003) which reinforces the insignificant effect of subjective norm in this research.

Attitude on the other hand, is observed to have a strong impact on behavioral intention. This is attested by its high regression weight of 0.735, significant at less than 0.001 level. This is supported by the argument that Attitudes are important as they may translate into actions and behaviors (Crawley, 2009) which could reinforce the theoretical ties of Attitude and Behavioral Intentions. Furthermore, the influence of Attitude to Behavioral Intention revealed in this research is also in synch with the results of the study of Pierce et. al (2014) which stressed out that attitude is important to society's acceptance of new policies and that cultivating positive attitude would, on a great extent, aid the formation of society's acceptance of a policy (Pierce et. al, 2014).

Perceived Behavioral Control also has an impact as it projects a 0.218 regression weight at a p value of less than 0.001. This implies that the greater the ease of supporting the drug war on the perspective of the students, the greater their intention of supporting the Anti-Drug campaign.

Finally, Political Trust is reported to have a strong influence on Attitude as evidenced by a regression weight of 0.904, significant at less than 0.001. This implies that the more positive the trust of the students to the political actors linked to the Drug War, the more positive the attitude of the students would be towards supporting the Drug War.

This means that only Hypotheses 1, 3, and 4 are supported by the findings of the research. This implies that Attitude and Perceived Behavioral Control positively influences behavioral attention while Political Trust has a positive association with Attitude. With this, it is now consequential to assess the effect size of the predictor variables (Attitude, Subjective Norm, and Perceived Behavioral Control) to explaining the endogenous variables (behavioral intention/intention to support). It also explains the effect size of Political Trust to Attitude.

Table 5. Effect Size

Hypotheses	f^2
Attitude -> B. Intention	1.212
Subjective Norm -> B. Intention	0.004
Perceived Behavioral Control -> B. Intention	0.128
Trust -> Attitude	4.485

Effect size (f^2) are interpreted as weak, moderate, and strong depending on the effect sizes wherein, 0.02 is small, 0.15 is medium, and 0.35 is large (Cohen, 1988; Henseler et al., 2009). The Table 5 above projects the effect sizes of every predictor variable to the variable of intention. It is note-worthy that Attitude has a very large effect to intention as evidenced by a 1.212 effect size. However, Subjective norm is revealed to have no effect as evidenced by a 0.004 effect size that is lower than 0.02. In addition, Perceived Behavioral Control has a small effect with a 0.128 effect size. Assessing on one hand the effect of Political Trust to Attitude, it should be noted that there is a very large effect size recorded which implies that Political Trust has a very meaningful effect to its relationship with the construct, Attitude.

Finally, the Regression Square which is also known to be the coefficient of determination emerged to have the following values: For behavioral intention, it is revealed to have a regression square of 0.933 which means that the variables in

this research account for 93 percent of the variance while the remaining 7 percent can be explained by other variables. Attitude having hypothesized to have relationship with Political Trust emerged to have a regression square of 0.817 which translates that 81.7 percent of the variance of Attitude is accounted from Political Trust while the remaining 18.3 percent can be explained by other variables.

CONCLUSION

First and foremost, the study sought to investigate the extent of relationship between Attitude and Political Trust, and between Attitude, Subjective Norm, Perceived Behavioral Control, and the Behavioral Intention of supporting the strategies of the Philippine Drug War. Also, it aims to identify the extent of the support that the students would willingly partake to aid the enforcement of the Philippine War on Drugs. Based on the results revealed in the preceding discussions, this research proposes the Public Support Model, which is illustrated in (Figure 2).

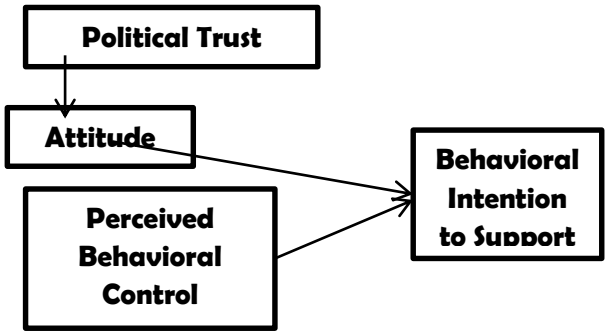


Figure 2. Public Support Model

Moreover, it is concluded that what influences the students' intention of supporting the Philippine Drug War are their Attitude towards supporting it, and their Perceived Control over their intention to support it. These are based on the results revealed that Attitude and Perceived Behavioral Control are crucial factors for the formation of the students' intentions in supporting the campaign of the Philippine Drug War. In general, Subjective Norm revealed to have no impact to the intention formation. In other words, despite the support of the people surrounding the students, this does not motivate, nor influence the students to support the Anti-Drug Efforts of the Philippine government. Attitude however, is a strong predictor of intention, and this is combined with the small predictive effect of the variable, Perceived behavioral control. This result means that the more positive the attitude of the students towards the strategies enforced in the Philippine Drug War and the greater their control over their decision to support it, the greater the inclination of the students to actually support the War on Drugs Strategies of the Duterte Administration.

Also, since Attitude was revealed to be strongly associated with Political Trust, it means that the greater the trust of the students towards the institutions which has authority over the Philippine Drug War (President, Police Officers, Legal System, and Policy Makers), the more positive their attitude will be. This is as evidenced by the strong relationship between Political Trust and Attitude.

IMPLICATIONS TO RESEARCH AND PRACTICE

Understanding the results revealed by the research, it can be highlighted that Attitude is a crucial determining variable in predicting the intention of the students to support the Philippine Drug War Strategies. It emerged to be the strongest predictor of 'intention support' and it is mediated by the strong association to Political Trust. Hence, changing public attitudes towards the War, re-establishing and strengthening trust in political institutions, and sustaining positive attitude towards the campaign against illegal drugs

are all important for the continuity of the Philippine Drug War Strategies.

On one hand, Subjective Norm surprisingly emerged to have no impact on Behavioral Intention to support. Although, the Philippine Drug is empirically proven to be popularly supported, this popularity has not influenced the students' intention of supporting the Anti-Drug Campaign. Also, Perceived Behavioral Control emerged to have a small but existing impact on the intention of supporting the Anti-Drug efforts. Consequently, an increase on the facilitative conditions and environment for citizen involvement and student empowerment must be highlighted. Students must be provided with a better platform to be involved, get consulted, and even to collaborate with the government to foster greater intentions of support. The local communities must be mobilized to aid rehabilitation and treatment-focused efforts to partner with the enforcement-heavy Anti-Drug Campaign.

Although there are scarce literature that have taken precedence to establish the policy support model using the Theory of Planned Behavior of Ajzen, it is considered a breakthrough that the TPB model was extended to policy sciences as it could potentially aid policy interventions. Hence, the study introduces a model that would fill the gap of modified TPB model in governmental sciences.

RECOMMENDATIONS

Firstly, for future researches, several points must be stressed out regarding how the research was carried out. These points refer to the limitations that must mean that the results be understood with caution and prudence. First point being that the research had employed a self-reported questionnaire survey method which potentially means that self-reports might have emerged from personal biases and answers might not have been truthful nor sincere. Secondly, the sample size may be considered small and an increased number of sample size can be a prospect for improvement. Thirdly, the chosen universities were chosen based solely on the performance and future researches may frame in the university's orientation as a potential variable that could have an effect on the students' political inclinations. Fourthly, the research made use of simple linear regression hence the possible interconnectedness of the independent variables must also be considered for future researches. Lastly, it was from the researcher's own conceptualization that the constructs of the Theory of Planned Behavior and Political Trust were tested hence it should be considered as a novice attempt for model construction. Also, there is a potential for an inter-island comparative results by assessing the case of Luzon and Mindanao.

Consequent to the implications of the research results, additional recommendations that could have potential value are proposed for the government and for the sustainability of the Anti-Drug Campaign are suggested. One is for information dissemination drive focused on addressing the controversies and allegations surrounding the Philippine Drug War be regularized. Also, seminars, workshops, and citizen-participated opportunities must be maximized. Engagements partnering with universities to keep students informed and involved must also be frequented. In addition, strengthening of efforts in facilitating a peaceful discourse to examine the Drug campaign could be helpful. It could clear out the controversies surrounding the Drug War and could potentially solicit strategic improvements to further the Ant-Drug efforts. Clear monitoring of the progress of the Drug War must also be optimized to ensure that it meets its objective without sacrificing the liberty and rights of the

citizens. Thus, efforts of rebuilding the trust of the citizens to the political institutions and actors must be prioritized. Citizen-engagement and open forums must also be conducted periodically.

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ANALYSIS OF RECRUITMENT PATTERNS AND CADRE SYSTEM OF *DEMOKRAT* PARTY "CASE STUDY: THE *DEMOKRAT* PARTY OF REGIONAL REPRESENTATIVE COUNCIL IN SPECIAL REGION OF YOGYAKARTA 2016-2018"

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Abstract

Entering the current Reformation system, the existence of a political party is not only measured by the quantity of votes. In any case, the existence of the political parties was influenced by the quality of the cadres that emerged from the party's cadre results. The Demokrat Party is one of the parties whose current existence has started to decline due to the lack of competent cadres. This can be seen from the votes of the 2009 elections that could increase 20.85% of the vote contrarily on the off chance that we saw the 2014 just achieve 10.19% vote. The decline of the party's votes cannot be separated from the demockat cadres who stumble over corruption. In the recruitment of cadres of the Demokrat Party openly on the basis of voluntary and conscious. The Party provides an opportunity for anyone to join the party. Regardless of class, ethnicity, race or religion. By upholding the principle of singular diversity. The recruitment process is carried out by all instruments of the Democratic Party movement. In the Democratic Party system, there are three forms of cadre, namely formal cadre: Formal cadre is a form of structured and tiered cadre from the beginner, branch, provincial, to national level. Non-formal cadre: Non-formal cadre is a form of unstructured cadre that is only the formation and development of skills, expertise and or profession of party members and cadres. The result of this research is that Demokrat Party especially in Special Region Yogyakarta representative council now have to more focus on the formal cadres. In order to be seen militancy, the Demokrat Party must develop social media. Therefore, that all activities of the Demokrat Party Special Region Yogyakarta can be known to the entire community, hence many young people are interested and join the party with the Mercy star logo.

Keywords: Recruitment, Demokrat Party, Cadre.

INTRODUCTION

Democracy is now a matter that is often discussed by various groups. Democracy is a state in which the system of government, sovereignty in the hands of the people, the highest leadership in joint decisions of the people (Syafiie, 2015). The current democratic transition in Indonesia, urges a broader range of existing, political life for each of its citizens. Demands- returning are in accordance with the desire for the realization of a democratic State as desired. The Era of Entering the Reformation, as the New Order reform era. This era of reform was interpreted as a process of changing old values and changing new values. Like, strengthen the revised aspirations, transparency, clean governance and responsibility, as new values.

The development of democratic values is a very serious challenge for the Democratic Party, because it is a fact that the Democrats in their journey are an important part of government in Indonesia. In the 2004 legislative elections as a new party, Democrats were able to get a vote (7.45%) compared to the earlier party, the Prosperous Justice Party (PKS) (7.34%)

and the National Mandate Party (PAN) (6.44%). In 2009 it was the year for the Democrats because they were able to get the most votes in the legislative elections, the democratic party won votes which were 21,703,137 or (20.85%). Thus the democrats are able to carry their own presidential / vice presidential candidate without having to form coalitions with other parties. In the same year the presidential and vice presidential candidates carried by the Democrats were re-elected to occupy the presidency for the period 2009-2014, with the most votes, namely 73,874,562 (60.80%) compared to the other two candidates/vice presidential candidates.

Based on the results of the recapitulation of vote counts by the KPU and KPUD, the valid votes received were 121,504,481 votes. The SBY/Budiono pair won more than 20% of the total provinces in Indonesia. Data obtained from the vote count recapitulation of each Candidate are: Presidential Candidates/Vice-Chancellor Megawati-Prabowo 32,548,105 valid votes nationally or (26.79%) SBY-Budiono presidential/vice presidential candidate pair 73,874,562% nationally legitimate votes or (60, 80%), Pair of Vice-President/Vice-President of JK-Wiranto 15,081,814 votes or (12.41%). This means that SBY-Budiono won in one round.

Then in 2014 it also seemed to be a less favorable political arena for the Democratic Party. There were several cases of corruption that had befallen democrat cadres to make a decline in public confidence in the party. The Democratic Party must be satisfied by occupying the 4th position (Four) with a percentage of votes in the 2014 elections: PDI-Perjuangan 23,681,471 (18.95%), Golkar Party 18,432,312 (14.75%), Gerindra Party 14,760,371 (11.81%) and the Democrat Party 12,728,913 (10.19%) We can see the degradation in the percentage of Democratic Party votes in the 2014 election began to decline compared to the previous election's previous votes. This cannot be separated from the democrat cadres who stumble over corruption cases, along with the names of democrat cadres tripping over corruption cases:

Table 1. Number of Democratic Party cadres in the Corruption case

No	Name	Position	Case
1	Angelina Sondakh	Former Deputy Secretary General of the Democrats	Corruption of Athletes' Houses
2	Anas Urbaningrum	Former General Chair of the Democratic Party	Hambalang Project
3	Hartati Murdaya	Former Member of the Democratic Party's Board of Trustees	Corruption Buol
4	Jero Wacik	Deputy Secretary General of the DPP Democratic Party	Corruption of the Minister's Operational Fund
5	Sutan Bhatoegana	Chairman of the Democratic Party DPP	ESDM Corruption
6	Muhammad Nazaruddin	Former General Treasurer	Money Laundering and Corruption Athletes Pensions

Source:https://nasional.tempo.co/read/784106/daftarkader partai-demokrat-yang-terlibat-korupsi

From the above data the institutionalization of political parties cannot be implemented properly because there are internal and external weaknesses in the party. Institutionalization of political parties according to Vicky Randall and Lars Svasan is the process of strengthening political parties both structurally in order to pattern behavior and culturally in patterning attitudes or culture. Then the phenomenon of the declining percentage of party votes in the above elections, is enough to prove that the weak cadre done by political parties, so it is not able to fortify its cadres not to commit acts of corruption and hold a position with trust. It also makes the vote acquisition in the general election impossible.

In this discussion, it is enough to prove that the importance of mature regeneration in political parties, so that the flight of high loyalty towards the party. Because the cadre in this case he is the backbone of the party wheel. Furthermore, regeneration in the intended political party is able to produce cadre qualities that have the ability to bring sustainable struggle values that develop a clear and directed commitment to the personal political parties regarding the political party's vision, mission and mission which ultimately creates an integrated emotional bond and having a sense of nationalism by promoting the values of national interests. Cadre formation is influenced by party traditions and the political environment, not all political parties make membership the only way to enter a respectable political career path. That every political party has procedures - procedures to carry out recruitment or settlement that are different - one another. Where regeneration is a process of forming and preparing potential, militant, educated, trained personnel to direct and drive the tasks of achieving the organization's mission optimally wherever they are with full dedication, enthusiasm, and responsiveness to the situation.

In the context of cadre, the Democratic party has a rationale that in order to get a strong cadre it must go through a leadership and archipelago insight training program for democratic party cadres. The increasing role of all organizational instruments at all levels has created democratic cadres who are of high quality, have faith, are not corrupt, have good morals, and have high militancy. The Democrat Party also plays a role in the upright and complete establishment of the Unitary State of the Republic of Indonesia (NKRI) which is based on Pancasila and the 1945 Constitution. In the Democratic Party, regeneration is the main activity of the party, for which the Democratic party does not put too much pressure on the mass but emphasizes the discipline of its members and obedience in the organization so that the strength of cadre parties actually comes not from the quantity but the quality of its members.

Then Yogyakarta Special Region was chosen as its sub-research. Apart from this city is known as a city of culture, city education, city tourism, etc. The city is also the new base of the Democratic Party. In the acquisition of votes based on the recapitulation results of the DIY KPU, for the Republic of Indonesia Parliament, the PDI Perjuangan obtained a vote of 570,531 votes or 19.22 percent. Followed by the National Mandate Party as many as 355,787 votes or 17.28 percent, the Great Indonesia Movement Party as many as 244,144 votes or 11.85 percent, the Golongan Karya Party as many as 200,474 votes or 9.73 percent, the Prosperous Justice Party 147,875 votes or 7.18 percent. Furthermore, the sixth place was occupied by the Democratic Party which won 146,688 votes or 7.12 percent. So from the data above, the writer wants to know how the pattern of recruitment and the cadre system carried out by the

democratic party in creating cadres who have high integrity.

THE RESEARCH METHOD

The approach used in this study is qualitative research with the type of research is descriptive. In accordance with the problems and subject matter that was carried out in this study related to the variables to be examined, namely the pattern of recruitment carried out by the Democratic Party of Regional Representatives of Yogyakarta and knowing the cadre system carried out by Democratic parties. In order to become knowledge for the community related to the regeneration of political parties. To facilitate analyzing the data, the authors provide boundaries and measuring instruments with the intention to answer the research problem. In this research refers to the cadre regeneration indicators of political parties, cadre systems, cadre material, cadre methods, and evaluation and follow-up as the end of cadre implementation. While the measuring instruments in this study include the following:

1. Cadre formation of political parties
    a. The procedure for screening cadres.
    b. There are procedures for following cadre.
    c. Existence of forms - forms of cadre activities.
    d. The results and benefits of the cadre process

2. Cadre system
    a. There is a form of cadre forming; formal cadre, non formal and informal
    b. The level and purpose of cadre.
3. There is material in the cadre.
4. There is a cadre method.
5. There is evaluation and follow-up cadre

To focus on the research location, the location taken was the Regional Representative Council of the Democratic Party of the Special Region of Yogyakarta. The technique of collecting data is done by the method of Interview, Observation and Documentation. Data analysis techniques through a qualitative approach as initiated by Miles and Huberman also take into account other relevant approaches such as Grounded Teory. To strengthen the author's analysis techniques, the Strauss and Corbin (2013) approach is also used, namely through several procedures as follows: (1) Coding / reduction; (2) thematization; (3) determining the storyline; (4) developing storylines and theorizing; (5) analysis by linking themes to available theoretical theories and / or looking for relationships with other themes; (6) conclusions are only part of the complete config stage. During the course of this study did not ignore verification. Verification means re-asking the storyline in mind, a review of field notes related to data, conclusions and a set of other field findings data.

THEORETICAL FRAMEWORK

1. Political Party

    Political parties are groups of citizens who have been organized and act as a political entity that aims to use power to own and control the government and implement public policies (Roger F. Soultau, 2006.2). Political parties are a group of people who are organized in a stable manner with the aim of seizing or maintaining power in the government for party leaders based on power it will

provide material and idiomatic uses for its members (Carl J. Friedrick 2005).

2. The Function of Political Party

   According to Meriam Budiharjo, in a country that adheres to the notion of democracy such as Indonesia, the functions of political parties are as follows:

   a. Political Communication Facilities

      Political parties have the duty to channel various aspirations of the people and suppress confusion in the community.

   b. Means of Political Socialization

      In its efforts to gain broad community support, political parties will try to show themselves as public interest fighters.

   c. Political Recruitment Facility

   d. Political parties have a function to find and invite talented people to be politically active as members of political parties (political recruitment).

   e. Means of Managing Conflict.

   f. Political parties are tasked with managing conflicts that arise in society as a result of the dynamics of democracy, which gives rise to competition and dissent.

3. Party System

   Party system according to Maurice Duverge in his book Political Parties as well as G.A. Jacobson and M.H. Lipman in his book entitled Political Science classifies party systems in three types of systems, namely:

   a. Single Party System

   b. The Single Party system is a party system that exists in a country in which there is only one dominant political party.

   c. Two Party System

   d. The Two Party system can be interpreted, namely that there are two dominant political party forces in a country. Miriam Budiarjo, in the book the basics of political science gives the understanding that a two-party system is the existence of two parties between several parties, which succeed in winning the top two places in a general election in turn, thus having a dominant position.

   e. Multi Party System

   f. The multi-party system is a party system in which there are many political parties in a country. Miriam Budiarjo, stated that the diversity of political culture within a society will encourage choices towards a multi-party system.

4. Political Recruitment

   a. Regeneration

      The ability of a political party to carry out "galvanizing" or maturation of its human resources is strongly influenced by the ability of its administrators to facilitate the provision of education and training incentive in certain fields of cadres. This can be done to the extent that it involves simultaneous and planned capacity building at the level of party management.

   b. Cadre System

The cadre system is a system that is structured and tiered, has clear goals and objectives and has basic guidelines. From the application of this cadre system in general, we expect maximum results so that political parties have the next generation. Cadre is defined by vancevich (1995) as "an effort to improve performance in his work now or is another job that he will soon occupy". He presented a number of important points about Cadre which we can see below:

1) Cadreous

   Is a systematic process to improve the performance of organizational personnel.

2) Formal cadre program

   It is an effort made by the organization to provide understanding to cadres to master skills and knowledge.

3) Learning (Learning)

   It is the actions taken by the cadres in the business to master certain skills, knowledge and attitudes that result in relatively permanent changes in their performance behavior.

4) Skill

   Is every work behavior that has been learned. Therefore, what must be achieved in cadre is to increase the skills needed.

RESULT AND DISCUSSION

The Democrat Party was founded on the Milkilo Bambang Yudhoyono initiation inspired by the honorable defeat of Susilo Bambang Yudhoyono in the election of the Vice President in the 2001 MPR session. From the vote in the election of Vice President and public poll results which showed the popularity of Susiolo Bambang Yudhoyono (hereinafter referred to as SBY) Some people are called upon by their conscience to think about how the figure of SBY can be brought to be the leader of the nation and not planned to become the vice president of the Republic of Indonesia but become the President of the Republic of Indonesia in the future. Some people including Vence Rumangkang expressed their support to bring SBY to the presidency, that in order for these ideals to be carried out, the only way was to establish a political party. The formulation of the basic concepts and party platforms as SBY wanted was carried out by a team led by vance groups.

On August 12, 2001 at 17.00 WIB a meeting was held which was directly chaired by SBY at the Hilton Apartment. The meeting was to form an implementation team that held marathon meetings every day. This team consists of: vance Rumangkang, Drs. A. Yani Wahid (Alm.), Achmad Kurnia, Adhiyaksa Dault, S.H., Baharuddin Tonti, Shirato Syafi'i. In the office of the Coordinating Minister for Political and Social Affairs there were discussions for the establishment of a party for SBY's political vehicles led by Drs. A. Yani Wachid (Deceased). On August 19, 2001, SBY direct the meeting which was the forerunner of the establishment of the Democratic Party. During the meeting, brother Vence Rumangkang stated that the planned establishment of the party would still be carried out and the results would be reported to SBY.

Then on August 20, 2001, brother Vence Rumangkang was assisted by Drs. Sutan Bhatoegana seeks to gather people to realize the formation of a political party. Finally, Team 9 was formed which consisted of 10 (ten) people whose task was to finalize the concepts of the establishment of a political party, namely: (1) Vence Rumangkang; (2) Dr. Ahmad Mubarok, MA .; (3) Drs. A. Yani Wachid

(deceased); (4) Prof. Dr. Subur Budhisantoso; (5) Prof. Dr. Irzan Tanjung; (6) RMH. Heroe Syswanto Ns .; (7) Prof. Dr. RF. Saragjh, SH., MH .; (8) Prof. Dardji Darmodihardjo; (9) Prof. Dr. Ir. Rizald Max Rompas; and (10) Prof. Dr. T Rusli Ramli, MS. Besides these names, there were also some people who had discussions once or twice. Finalization of the party concept discussion was chaired directly by Mr. Susilo Bambang Yudhoyono.

To become a Party that is ratified by the Party Act, it takes at least 50 (fifty) people to be founders, but the idea is that not only 50 people, but only be 99 (ninety nine) people to have a connection with SBY as the initiator , namely SBY was born on the 9th of 9th. On September 9, 2001, at Graha Pratama Building, XI Floor, South Jakarta in front of Notary Aswendi Kamuli, SH. . The remaining 53 (fifty three) were not present but gave a letter of authorization to brother Vence Rumangkang. The management was drafted and it was agreed that the Criteria for Prospective General Chairpersons were native Indonesian sons, born in Java and Muslim, while the Candidates for the Secretary General were from outside the island of Java and were Christians. After the research was held, the brother Vence Rumangkang asked Mr. Prof. Dr. Subur Budhisantoso as Acting General Chair and brother Prof. Dr. Irsan Tandjung as Acting Secretary General while the General Treasurer is held by brother Vence Rumangkang.

In the evening at 8:30 a.m., Vence Rumangkang's brother reported everything about the formation of the Party to SBY at his residence which was celebrating its 52nd birthday as the initiator coordinator, the founder and founder of the Democratic Party. In his report, brother Vence reported that the Democratic Party would be registered with the Ministry of Justice and Human Rights the next day, on September 10, 2001. The identity of the democratic party is the Nationalist Religious, which is hard work for the interests of the people with a moral and religious foundation while paying attention to aspects of public relations, nationalism and internationalism in order to achieve the goals of peace, democracy and prosperity. The Democrat Party is open to all citizens of the Republic of Indonesia without distinguishing ethnicity, religion and belief in the ultimate God, profession and sex. So that this party can present the people of Indonesia.

1. Cadre System

A cadre must have the ability to encourage changes, renewal and improve performance in the organization / party and at the same time can function as a driver, expert leader and responsible for the existence of the party and cadre position as community members who try to contribute to people's lives and play a role as a proactive member of society. To create such a thing requires a form of cadre system that is continuous, militant, and responsive to the problems faced by the internal political parties and in general is ready to solve problems and provide solutions in the midst of society as its main base.

The seriousness of the Democratic Party in regeneration is evidenced by the existence of an Organizational Development, Membership, and Cadreization Agency, both from the level of the Central Leadership Council (DPP), Regional Leadership Council (DPD), to the City / District level DPC. , fostering members in organizational utilization areas, developing fostering organizations and monitoring party organizations in the region including providing supervision and assistance in organizing internal and external task forces in the regions.

A. Recruitment of Member

In the DIY Democratic Party DPD, there are various systems used in the Recruitment process. The method or system of recruitment cannot be generalized, of course, each person has their own experience or story of how they are interested in a political party, until they become party cadres. The recruitment process of democratic party members is carried out openly on the basis of voluntary and conscious, we also always invite people to participate in party activities so that they are interested, and want to join us. The registration process is also quite simple, namely registering itself through the website that we have provided, then verifying the data by bringing fc. KTP where he is domiciled, and then given to PAC according to domicile. Provinces are also allowed, later they will be recommended at the lower level. After that the membership card (KTA) can be taken at that time.

It can be seen that the democratic party is a party that is open to the public and does not see groups or others. A person can be declared a cadre of Democrats as evidenced by the existence of a Democratic Party Member Card (KTA-PD) issued by the Democratic Party DPP, this shows the orderly administration built in the democratic party and utilizing information technology in the process of filling out the registration form. The conditions that must be met to become members of the Democratic party in article 14 of the Democrat Party's household budget are as follows (1) Members of the Democratic Party are every Indonesian citizen (2) Aged at least 17 (Seventeen) Years or Married . (3) Willing to sign the Democratic Party's integrity pact.

B. Democratic Party Cadre

Cadre is a systematic effort to develop human resources (HR), groups, individuals, as well as organizational capabilities needed to take care of tasks in the present context and also to prepare for entering the future, as well as tackling problems, also in formulating a pattern of response to problems arising in it. To achieve the goal of cadre in the democratic party environment, the party designed various forms of training in an effort to improve the knowledge, insight, skills and attitudes of the party. The selection of the cadre model is adapted to the ideology of the party itself, namely Nationalist-Religious, various forms of training are:

1. Formal Cadre

Formal cadre is a form of structured and tiered cadre from elementary / beginner level, branch, province, to central / national level. Defended with a set of knowledge, insights, and skills to form cadres' attitudes and behaviors in socializing and applying the values and ideals of the democratic party struggle in the life of the nation and state. This was also stated by the Deputy Executive Director of I Sholehuddin on December 16, 2017 "in the formal cadre carried out by the democratic party it was held at least 1 (one) year and the training was carried out in accordance with the level, which aimed to exchange ideas and add insight

from fellow Democrat party cadres ".

2. Non-Formal Cadre

Non-formal cadre is a form of unstructured and non-structured cadre which is only a form of guidance and development of the skills, expertise and or profession of party members and cadres. As an effort to improve quality, develop the potential of members and dedication to the nation and the State and maintain the morality according to the religious teachings that are believed. This is reflected in the development of cadre resources that have capability in various government and state development activities. The target of the activity is intended for prospective cadres and young cadres where they are given the ability to talk and discuss to practice the skills they have. In non-formal cadres, cadres are required to be ready anytime and anywhere when the party asks itself to succeed the agenda from the party itself, for example, in non-formal cadre cadres must be able to become speakers if the speaker who has been determined is unable to attend or accompany the community.

3. In-Formal Cadre

Informal cadre is a capital or form of cadre which prioritizes the active participation of members / cadres in each party activity, in order to develop themselves and implement the results of formal and non-formal training in the party environment. This is also meant in terms of committees, cadre delegations or teams that have been determined by the party. According to Mirwan Syahsudin Syukur, S.H., MM: "informal cadre formation here is more like the religious holidays, big days for parties. Informal cadres here can foster a sense of kinship within the internal democratic party and do not rule out the possibility of a sense of cohesiveness between cadres, then it will become the basic capital in party management."

C. Cadre Path

The level of cadre is a stage defined in formal cadre, determined based on the level of development of cadre participants which is associated with the breadth and depth of the material from the cadre itself. To achieve the goal of cadre from the party itself, it is expected that from the level of cadre or cadre then the level of cilitation, and skills of cadres will increase. For this reason, the cadre level is taken as follows:

1) Basic Cadre

It is cadre education which is carried out in the form of cadre cadres at the basic/beginner level for party cadres at the kelurahan/village and sub-district levels. This cadre is organized by branch leaders and branch leaders of the democratic party, with assistance in supervision, coordination and consultation from the regional leadership of

the democratic party. For basic/beginner cadres in the period from 2016-2018 the training has been held two times non-formal, which is held by the branch leaders of the democratic party.

Table 4. Implementation of Basic Cadre / Beginner Democratic Party Training

No	DPC	Held by	Venue	Number of Participant
1	Kota Yogyakarta	1 time	Kaliurang	50 Participants
2	Kab. Sleman	1 time	Kaliurang	100 Participants
3	Kab. Bantul	-	-	-
4	Kab. Gunung Kidul	-	-	-
5	Kab. Kulonprogo	-	-	-

Data source: DPD Training Documents of Democratic Party, DIY.

From these data, we can see that training of basic cadres / beginners can only be held by the Yogyakarta City PC and PC. In Sleman Regency and not yet followed by other PACs. management factors also influence the training of basic/novice cadres.

2) Regional Cadre

Regional cadre is Cadre education that carried out in the form of cadre cadre at the provincial level for cadres of party functionaries who have attended basic / beginner cadres. This cadre is organized by the Democratic Party's Central Leadership Council, taking into account the aspirations, needs and interests of the Democratic Regional Leadership Council. For cadres at the DPD level, the DIY Democrats can only do one time held at the Jogya Expo Center (JEC), this cadres follow up on cadres carried out at the PAC and PC levels of the Democratic Party. This training aims to prepare superior cadres to be nominated in the legislature at the city / regency level or DIY Province. Participants in Regional Empowerment, starting from the city district level, consist of (a) District / city Democrat Party DPC Administrators (b) City District Level Organization Organizers. So by following and qualifying in the level of Basic Curriculum / Beginner it is one of the cadres' requirements to occupy the management at the level of the DIY Democratic Party DPD.

4. Basic Material for Cadre

a. Ideological material, statehood and nationality

Regarding the specifics relating to this in education and training (Diklat) the democratic party cadres in the Region have determined two sub-topics of discussion, namely (a). Pancasila as the basis of the State and the ideology of the Democratic Party, (b). Indonesian political system.

b. The Democratic Material in this material also becomes the main / main material of the democratic party in carrying out cadre, while some of the things explained in this material are; the history and development of the Democratic party, the Democrat Party of the Democratic Party, and the General Program of the Democratic Party, the main points of the Democratic Party's DPP policy, which are in accordance with the ideals and goals of the Democratic party.

c. Organization, Leadership and Expertise The Democratic Party has determined to form capable cadres in all things, and can be a "pioneer" in forming cadres who excel in various ways. Efforts to support the democratic party's determination were realized in the form of preparing cadres of Democrats to be able to perform in the current reform era with a strong sense of confidence and high self-confidence.

5. Evaluation and Follow Up in Cadrening

Cadre Evaluation is basically an observation and assessment carried out consciously and planned on the Cadrening process in an effort to make improvements in the future. The purpose of the evaluation is to assess whether the cadre implemented has been truly effective in achieving the goals and objectives that have been implemented. If the cadre implemented has been assessed as having achieved the desired results. The cadre was considered "successful". The form of evaluation conducted in the Democratic party at the time of cadre training is carried out by the Executive Director in accordance with the level continuously, which is saved by the central leadership board under the coordination of the Agency for Organizational Development, Membership and Cadreization. The evaluation aspects carried out were: participant recruitment, attendance level, material mastery, resource

qualifications, instructor qualifications, accuracy of methods, training and training etc.

CONCLUSIONS

From the various findings that have been described in the discussion above the recruitment and cadre formation of the Democrats in the DIY DPD, conclusions can be drawn to explain how the recruitment and regeneration process is for candidates for democratic cadres and cadre cadres:

a. In the recruitment of democratic party cadres openly on the basis of voluntary and conscious. Democratic parties provide opportunities for anyone to join the party. Regardless of class, ethnicity, race or religion. By upholding the principle of singular diversity. The Recruitment Process is carried out by all tools of the democratic party movement.

b. In the democratic party cadre system there are three forms of cadre, namely formal cadre: Formal cadre is a form of structured and tiered cadre from the elementary / beginner level, branch, province, to the central / national level. Non-formal cadre: Non-formal cadre is a form of unstructured and non-structured cadre which is only the formation and development of the skills, expertise and or profession of party members and cadres. Informal cadre: Informal cadre is a capital or form of cadre which prioritizes the active participation of members / cadres in each party activity, in order to develop themselves and implement the results of formal and non-formal training in the party environment.

c. In concept, the formal cadre of the Democratic Party already has a standard form and is quite directed. But in the application in the formal cadre field in the Democratic Party DPD D.I. Yogyakarta is running smoothly. This is because it is still constrained by costs that have not been supported.

d. For non formal cadres in the Democratic Party DPD D.I. Yogyakarta plans to hold various cadres. The cadres that will be held are: cadre cadre of mass recruitment, cadre cadre, cadre cadre. The new implementation that can be carried out is a democratic dialogue and political party environment which is attended by DPD leaders, DPCs, and PACs. Which was held in Kaliurang on November 2-3, 2017.

e. Formal cadres are more focused on committees in the DIY Democratic Party DPD, which are usually carried out such as the Committee of Idhul Adha, Christmas, Seminar Committee Etc.

f. In the implementation of the DPD the Democratic Party uses other instruments, namely the Party Wing organization, the party wing organization, in this case the Democrat Youth cadre has a fairly centralized role and function, namely to mobilize the masses, and carry out regeneration in the body. In this case the division is the party wing more to doctrine to members who will join the organization.

RECOMMENDATIONS

Based on the results of the research on Analysis of the Pattern of Recruitment and the Democratic Party Cadre System "Case study of DPD DIY for the period of 2016 - 2018, the researcher gave suggestions, namely:

a. The Democratic Party DPD D.I.Yogyakarta now must focus more on the cadre of formal cadres. So that cadres can be seen militancy. Because formal cadre is a systematic cadre and is also maintained or further enhanced, cadres are non-formal or informal so that continuity can occur.
b. Democrats party must develop social media more so that all the activities of the Democratic Party DPD can be known by the entire community, especially DIY, so that many young people are interested and join the party with the Merci star logo.
c. Democrats party must go into the realm of young people to get young cadres and not only rely on certain figures on various opportunities, the need for young cadres so that the party's regeneration process runs perfectly and prepares future young leaders.
d. Internal strengthening in DPD Democrats DIY must be more emphasized in terms of views related to cadre for cadres who want to enter into it.

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The Influence of Environmental Concern and Environmental Attitude on Purchase Intention towards Green Products: A Case Study of Students College in Universitas Muhammadiyah Yogyakarta

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Abstract

Research Background – Environment concern and environmental attitude on purchase intention towards green products chosen Ades Mineral Water as an object research. Research Problem – The paper aims to analyze The Influence of Environmental Concern and Environmental Attitude on Purchase Intention towards Green Products: A Case Study of Students college in Universitas Muhammadiyah Yogyakarta. Literature Review – Green purchase intention could be safe environment, the customers would have been environment concern and environmental attitude. Data and Methodology – The sampling method used in this study is random sampling with total 150 respondents who are consumers from Universitas Muhammadiyah Yogyakarta students, the data was collected by using questionnaire and was analyzed using SPSS 22 with research method used is descriptive survey method and the method of explanatory survey. Conclusions – The concept of Environment Concern on environmental Attitude is one of the most significant variable to directly impact purchase intention and green product.

Keywords: environment concern, environmental attitude, and purchase intention.

INTRODUCTION

A. Background

Business field in Indonesia especially about mineral water many kind of products which has different segment and characteristics. Many company produce mineral water products which has been value between each other, and could be engagement the customers want to buy with strategy promotion. The differentiation segment in mineral water such brand of product in Indonesia there are Aqua, Vit, Anda, Lee Mineral, Ades, and 2Tang, campaign about green marketing, and premium product is more expensive. For the characteristic there are two kind of product which concern such as eco-friendly products could be recycle into protecting environment and there is not eco-friendly product has been weakness, then could be given negative impact to the environment from each bottles could not recycle. Mineral water is a product could be fulfill the needs and wants for each customer. The researcher would be made a research about Ades mineral water which has eco-friendly product, could be decrease impact from each mineral bottle to the environment.

Green purchase intention is simply defined as an intention of a customer to buy a product which is less or not unsafe for the society and environment (Saichao, 2016). Green products are the kind of products that are designed in such a way as to have the least environmental impact during their production and consumption (Esmaeipour & Bahmiary, 2017). Green product could be reduce the impact to environment, due to this product has been ability to recycle and could be safety the environment.

Green purchase intention could be safe the environment due to the products are safety and less harmful, then could be recycle. In this situation many disaster many impact from plastic bottle without eco-friendly product. Green product has been ability into the product could be safe the environment and more safety for each customer.

Environmental concern is used to state the concern of individuals about environmental changes today or in the future (Onurlubas, 2018). Environmental concern is reflected to the behaviours of various consumers. Environmental concern is the consciousness of a customer about environmental issues and willingness to solve environmental matters.

Environmental attitude is a preliminary tendency of reaction a particular individual has towards to subject around the environment (Onurlubas, 2018). Environmental attitudes refers to the customers value judgement of environmental protection (Kaman, 2009).

The problem of this research is customer must have purchase intention green products into safe the environment concern and environmental attitude due to it was important the according (Maichum, Parichatnon , & Peng, 2017).

According to Gilg, Barr, and Ford (2005) that green purchase intention is relatively a new theme for the research and still lack clarity conclusion regarding the role of environmental concern on green purchase intention. Indonesia is developing country to awareness environment concern and environmental attitude on purchase intention toward green product still lowest than developed countries have examined the intentions of consumers to buy green products in developed countries.

The product which has been green product is Ades Mineral Water, the launch of the new product from The Coca-Cola Company featured Ades as a pure, safe and trusted bottled drinking water, guaranteed by The Coca-Cola Company (http://coca-colaamatil.co.id/). Ades 600 ml bottle uses less plastic material it is easily

crushed. With a smaller volume of empty bottles after being crushed, it will save space in the trash. And then it also produces a smaller carbon footprint when the waste is transported. With this new look, Ades has a noble mission to make Indonesia better through simple actions for the environment.

Even though, Ades mineral water is a green product could be safe the environment, but the customers in Indonesia still not awareness to environment concern and environmental attitude to purchase intention green product. This research is a replication from previous journal conducted by Maichum, Parichatnon, & Peng (2017).

In this research focus on to know about environment concern and environmental attitude on purchase intention toward Ades mineral water green product of student college at Universitas Muhammadiyah Yogyakarta.

B. RESEARCH QUESTIONS

In accordance with the background of the problems listed above, the research questions specified in this study are:

1. Does environmental concern significantly influences youth's environmental attitude towards green products in Indonesia?
2. Does environmental concern significantly influences youth's purchase intention towards green products in Indonesia?
3. Does environmental attitude significantly influences youth's purchase intention towards green products di Indonesia?

C. RESEARCH OBJECTIVES

The research objective is a guideline for researchers to carry out their research, and based on the background and formulation of the problems set out above this study aims to:

1. Analyses environmental concern significantly influences youth's environmental attitude towards green products in Indonesia.
2. Analyses environmental concern significantly influences youth's purchase intention towards green products in Indonesia.
3. Analysis environmental attitude significantly influences youth's purchase intention towards green products in Indonesia.

D. BENEFITS OF RESEARCH

The results of research conducted by researchers are expected to provide the following benefits:

1. Business field

   This research could be a source of information and referrals regarding the influence of environmental concerns, environmental attitude, and purchase intention toward green product, that it could be used as a reference for business people in strategic decision making to increase awareness in protecting the environment to buying environmentally friendly products.

2. For The Researcher

   The results of this study are expected to increase the insight of researchers about the theory used and things that occur in the field related to environment concern, environmental attitudes and purchase intention toward the green product in Indonesia especially for each college

student Muhammadiyah Yogyakarta University

3. For The Future Researcher and viewers

The results of this study are expected to be a reference for further research in the field of eco-friendly products. Especially for the company which has been vision and mission to make green products into the customers environment concern, environmental attitude and purchase intention towards green products.

THEORETICAL FRAMEWORK

A. Green Product

Green product is interchangeable with the term “eco-friendly product” (Kawitkar, 2013), “environmental-friendly product” and “ecological product” (Chen & Chai, 2010). According to Chen and Chai (2010), green product is the product which has minimum impact on environment and it incorporates the strategies with recycled materials, reduced packaging and using less harmful substances. Green products give consumer a favorable experience regarding environmental friendliness features of products which turns their purchase behavior towards such products (Zhao et al., 2014; Barber et al., 2009).

In another hand, the Organization for Economic Cooperation and Development (OECD) has defined green products can be prevented, reduced environmental damage, such as ecosystems, waste, noise, water, air and soil (J. Monkelbaan, 2011). Thus, green product can be considered one that fulfills the same functions as the equivalent conventional product causing less damage to the environment throughout its life cycle and its composition does not harm or assaults unless the environment as well as use or no packaging (Junior, Silva, Gabriel, & Braga, 2015).

Young consumers and green product are very important to protecting the environment due to young consumer is asset for the future. The according (R. Jaganath, 2016) previous research that environmental attitude have a positive influence on green purchasing behavior of young consumers in India and the study suggested that the young people are an important target group for the future. According to Tan and Lau 2009 concluded that sustainable consumption behavior has impact mostly on young consumers. Young Consumers in Thailand can serve as a leadership in the family when they receive information about new products, in particular, they have more power to purchase and spread word of mouth about products information even though some young consumers do not have an income (Teerachote, Kessomboom, Rattanasiri, & Koju, 2014).

B. Purchase intention

Green purchase intention is basically a concept in which customers buy eco-friendly products and prefer to buy these products than other traditional products (Saeed, et al., 2013). Green purchase intention can be defined as the willingness of an individual to consider and prefer the green product rather than conventional or traditional product in the decision making process (Aman et al., 2012; Rashid, 2009; Ali & Ahmad, 2012). The customers would be more to buy those products which are less harmful for environment. One of the most important environmentally awareness behaviour is green consumerism and

using the environmental friendly products (Arısala & Atalarb a , 2016). Purchase intention on green product many benefit to protect the world and environment due to the products has been eco-friendly could be recycle. Green purchasing can be defined as buying the environmental-friendly products or so-called green products (Lasuin & Ching, 2014).

Purchase intention has been an important concept in marketing literature and most companies are using purchase intention as the predictor of the sales of new products and the repeat purchases of existing products (Ali et al., 2011). According to Chan (2001), purchase intention has the great possibility to affect the purchase green product and green purchase intention as the predictor of green purchase behavior. Green purchasing intention is also examined as an indicator of a subsequent behavior in response to the purchase of green products (Park & Ha, 2012).

C. Environment Concern

Environmental research is fundamentally based on individual's concern for the environment which directly affects pro environmental behaviour (Ahmad & Thyagaraj, 2015). Environmental concern is what interests us about environment because of the importance affection and anxious feelings it carries for the self (Dagher & Itani, 2012). Environmental concern is the degree to which people are aware towards environmental problems and their personal contribution regarding the solution to the problem (Saeed, et al., 2013). Environment is fundamental place for each people in the world, the customers must knew the environment concern due to in environment has been many life such as animal, people, and etc. A higher degree of environmental concern would be lead to an increase in green behaviour, everything in our surrounding is environment.

To made the customers into concern on environment it was not easy they needs knowledge based on to purchase green product which has positive impact on environment due to this product could be recycle and protecting the environment. The environmental concerns among consumers are due to attention taken to the biophysical environment and their problem arises towards consumers and their surroundings (Hayat & Ahmed, 2017). The most probable relationship is that environmental concern directly influences the situation specific attitudes, which in turn directly influence green purchase intentions (P, Potiane, & Mokheithi, 2014).

According to Alibeli and Johnson (2009), environmental concern indicates the extent to which people are aware of the environmental issues and the willingness of them to solve the environmental problems. According to Irawan and Darmayanti (2012), they stated that environmental concern has significant influence on green purchase behaviour among the university students in Indonesia. Albayrak et al. (2013) have conducted a research to examine the environmental concern and skepticism level of respondents with their green purchase behaviour in Turkey. A study of Aman et al. (2012) had been conducted to examine the influence of environmental knowledge and concern on green purchasing intention on 384 Sabahan consumers.

D. Environmental Attitude

According to Lee (2009), environmental attitude is a cognitive assessment of the value of environmental protection. The environmental attitude in this study is combined with the environmental knowledge and the main purpose is to investigate the attitude held by the research targets for the environmental problems. Much of the social scientific investigation of environmental attitudes in recent years, rather than remaining focused on demographic predictors, has instead turned to explanations for the widespread popularity of environmental issues (Qader & Zainuddin, 2011). An attitude is a type of complex psychological process which includes the tendency of perception, emotion, and behaviors and is provided with enduring and consistent characteristics. The environmental attitude is assessed in terms of the consequences perceived by customers (Esmaeilpour & Bahmiary, 2017).

An individual, who has a positive attitude towards an object, will be prone to behaving positively towards this object, approaching it, showing concern for it, supporting and helping it (Saricam & Sahin, 2015). Environmental attitude is important for each element into the environment could not damage and more healthy. In this era globalization many company produce a new product which has been eco-friendly into safe the world. Although, many eco-friendly products but there was a gap into this product could be encourage, many general products still the first brand positioning on the customers even though from this product there were many negative impact on the environment.

Environmental attitude is a tendency that occurs to a person who can be formed or studied when responding consistently to environmental circumstances in the form of likes (positive) or dislike (negative) based on three things, i.e: perception and knowledge about the problems of the environment (a component of cognitive), feelings or emotions that appear to the environment (an affective component), and a tendency to behave or act on the environment (a conative component) (Sumarsono & Giyatno, 2012).

E. DEVELOPMENT HYPOTHESIS

1. Environment Concern and Environmental Attitude

The theory working within environmental domain have drawn upon these conceptualizations to advance notion that environmental concern directly motivates environmental purchase intentions (e.g., Hartmann & Apaolaza-Ibáñez, 2012; Hedlund, 2011; Koenig-Lewis et al., 2014; Lee, 2008; Paladino & Ng, 2013). The consumers has indicated concerned about environment more likely to be involved in green product purchasing. The low end of environmental concern, people may not be concerned at all about the environment, and at the high end, people may be totally concerned about the environment (Mostafa, 2007).

The consumers with a stronger concern for the environment should plausibly buy green products than those who express less concern (Kim and Choi, 2005; Mainieri et al., 1997). A large body of research suggests only a weak relationship between environmental concern and pro-environmental behaviors (Bamberg, 2003; Mainieri et al., 1997; Mostafa,

2007). Bamberg (2003) asserts that the disappointment about the assumed relationship between the environmental concern and environmentally- related behaviors derives from the incorrect assumption that general attitudes like environmental concern are direct determinants of specific behaviors. Mainieri et al. (1997) found that buyers do not always translate their pro-environmental concern (beliefs) into their purchasing behavior. The study by Bamberg (2003) established that environmental concern explained only about 8% of variance in the decision of students to request green electricity products, and that after controlling for the effects of situation-specific attitudes, environmental concern did not have any significant effect on either behavioral intention or behavior itself. As a result, environmentally concerned consumers looking to make informed decisions about the environmental attributes of available purchase choices may need to refer to reviews by credible, independent third parties (Parguel, Benôit-Moreau, & Larceneux, 2011) or compare the presence of certified eco-labeling schemes across available purchase choices (Bjørner, Hansen, & Russell, 2004; Leire & Thidell, 2005). Environmental concerns are a major motivation of environmental attitudes (Yadav & Pathak, 2016). According to Hanson (2013), environmental concern has been associated with attitude towards green consumers in Canada. Yadav and Pathak (2016) showed that environmental concern significantly influence the attitude towards green products in youth consumer in India.

H1: Environmental concern significantly influences youth's environmental attitude towards green products.

2. Environmental Concern and Purchase Intention

Lee, Kim, Kim, and Choi (2014) found that the positive relationship between environmental concern and green purchase intention has been established in behavior toward the environment. Mostafa (2009) pointed that environmental concern among the key variables that influences attitude and purchase intention towards green products.

Irawan and Darmayanti (2012) showed that environmental concern had a positive significant effect on green purchase intention among Indonesian students. In addition, several researchers have investigated the relationship between the environmental concern and purchase intention of green products (Albayrak, Aksoy, & Caber, 2013; Aman, Harun, & Hussein, 2012). Ramayah et. al (2010) believe that the contradictions could be due to the fact that although Malaysians may be ethically aware of environmental consequences, they may not feel morally obligated to exhibit environmentally responsible purchase intention or behavior. According to Chan and Lau (2000) both ecological concern and knowledge are important predictors of consumers‟ green purchase intention.

H2: Environmental concern significantly influences youth's purchase intention towards green products.

3. Environmental Attitude and Purchase Intention

Environmental attitude refers an individual's positive or negative evaluation of self-performance (Ajzen & Madden, 1986) particularly environmental behaviour. Ajzen and Fishbein (1980) proposed that an individual's attitude has direct effects on their behavioural intention; therefore, environmental attitude is one of the important variables in predicting consumers' purchase intention towards green products. Yadav and Pathak (2016) reported that the environmental attitude has direct effects on their intention to purchase green products.

Taylor (1974) the consumers' perceived risk is about that purchasing intention is affected by the different extent of perceived risk. The different levels of risk are diversely changed by the interactive impacts of different products and consumers when they present their purchasing intention. Peng (2003) the environmental attitude is about individual opinion, feeling, and action intention on environmental protection issue. Green purchase intention is basically a concept in which customers buy eco-friendly products (Saeed, et al., 2013). They would be more to buy those products which are less harmful for environment. The most important environmentally aware behaviour is green consumerism and using the environmental friendly products (Arısala & Atalarb a , 2016). Purchase intention on green product many benefit to protect the world and environment due to the products has been eco-friendly could be recycle. Green purchasing can be defined as buying the environmental-friendly products or so-called green products (Lasuin & Ching, 2014). The dimension of purchase intention according (Ferdinand, 2006) there are three points follow in below:

a. Transactional interest, namely the tendency of someone to buy product.
b. Referential interest, namely the tendency of someone to refer product to others.
c. Preferential interest, namely interest that describes behaviour someone who has the main preference for the product. This preference can only be replaced if something happens with the product preference.

While Rashid (2009) defines green buying intentions as the probability and willingness of a person to give preference to green products over conventional products in consideration of their purchase. However, research conducted by Morel and Kwakye (2012) states that not fully attitudes affect the intention of buying environmentally friendly products. Someone with environmental attitudes can act in a way that is friendly to the environment, but does not have to engage in green purchasing behavior, which is the result of the development of green attitudes (Leonidou et al., 2010).

H3: Environmental attitude significantly influences youth's purchase intention towards green products.

RESEARCH METHODE

This research is descriptive. The research method used is descriptive survey method and the method of explanatory survey. This type of research is descriptive. The Unit of analysis in this

study is individualized. Time horizon in this research was conducted, Sampling with cross sectional. Sampling method by probability random sampling with a respondent number 150 people. Data analysis used by statistic description. The population of this research is consumer of Ades mineral water with sample that chosen by purposive technique sampling that correspondents should be above 17 years old, and have purchased Ades at least twice. In order to investigate the research objective, primary data have been collected and analyzed. The data was collected through questionnaire that distributed online using Google form. All variables were measured using five-point likert scale from (1) Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly Agree. This research has a total of three construct: environment concern, environmental attitude and purchase intention. The data analysis used SPSS version 22

RESULT

The object of this research is Ades mineral water product by PT. Akasha Wira International Tbk. from 1986. Ades mineral water started to build their green marketing strategy on April 2012 with changing the color of bottle from blue to green and reduce 8% of plastic material for the bottle so the consumer could crush it easily. Ades makes a slogan “Langkah kecil memberikan perubahan” it mean a little action could make a change. The slogan conduct of three action (1) buy a high quality water (Ades) (2) Drink and feel the freshness (3) Crush the bottle to reduce carbon emissions. This campaign is a strategy from Ades to build a positive image for the company to always care about the environment.

Table 4.1 Criteria for Respondents by Gender

Gender					
		Frequency	Percent	Valid %	Cumulative %
Valid	Male	77	51.3	51.3	51.3
	Female	73	48.7	48.7	100.0
	Total	150	100.0	100.0	

Table 4.1 shows that respondents with male gender were 77 people (51.3%) and respondents with female gender were 73 people (48.7%). This shows that the majority of respondents were male with a percentage (51.3%).

Table 4.2 Criteria for Age-Based Respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17-20	106	70.7	70.7	70.7
	21-30	43	28.7	28.7	99.3
	31-40	1	.7	.7	100.0
	Total	150	100.0	100.0	

Table 4.2 shows that respondents who were less than 20 years old were 106 people (70.7%), respondents aged between 21-30 years were 43 people (28.7%), respondents aged between 31-40 years were 1 people (0.7%). It could be concluded that the majority of the respondents were between the ages of 17-20 years with a percentage (70.7%)

Table 4.5 Environment Concern

Variable	mean	Std. Deviation
EC	3.4267	1.01232
EC	3.2867	.99890
EC	3.1400	1.05570
EC	3.3933	1.24187
EC	3.2467	1.14069
EC	3.3333	1.17391
EC	3.5600	1.17285
EC	3.6200	1.16244
EC	2.5067	1.17437

Table 4.6 Environmental Attitude

Variable	mean	Std. Deviation
EA	3.3067	1.08031
EA	3.4133	1.08180
EA	3.2800	1.15346
EA	3.1333	1.16242
EA	3.1667	1.10773
EA	3.4267	1.08279
EA	3.4333	1.08940
EA	3.3933	1.11064
EA	3.4267	1.15478

Table 4.7 Purchase Intention

Variable	mean	Std. Deviation
PI	3.1733	1.03461
PI	2.7533	1.25819
PI	2.6867	1.20478
PI	3.1467	1.04520
PI	3.0133	1.00993
PI	3.1533	1.13360
PI	3.0400	1.18083

CONCLUSION

The concept of Environment Concern on environmental Attitude is one of the most significant variable to directly impact purchase intention and green product. Environment is an important feature in the assessment of a purchase intention, in preference and generating a loyalty regarding a customers. Green products has been value with others production due to Green products could be environmental friendly, then the customers would be environment concern and environmental attitude.

For the future research can work with a bigger sample size, select specific products which has eco-friendly. Focus on different regions of Indonesia or compare two different countries in order to have a point of view and determine environmental concern on the impact of environmental attitude on green product purchasing intention.

The company must have corporate social responsibility in order strong and remain competitive. The company would be more responsibility to made each customers comfortable, when the customer use green product and environment concern to maintain the world.

The limitation of this study is analyse descriptive statistics which has weakness and not complex. Future research could be include environmental consciousness to the analysis in order to investigate the role of environmental concern's impact on green product purchasing intention.

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ATTACHMENT

A. Environment Concern

1. **1. In making Ades purchases, I consider environmental concerns.**
2. **In purchasing Ades, I believe that Ades is friendly to the environment.**
3. **In purchasing Ades, I only care about the environment.**
4. **In making Ades purchases, I do not influence other things.**
5. **In purchasing Ades, I did not consider the type of product.**
6. **In purchasing Ades, I do not consider prices.**
7. **In purchasing Ades, I did not consider promotion.**
8. **In purchasing Ades, I do not consider the location of the purchase anywhere.**
9. **In purchasing Ades, I always buy in**

	large quantities.
10.	**In purchasing Ades, I buy if necessary.**

B.	**Environmental Attitude**
1.	**In making Ades purchases, I consider opinions about the environment.**
2.	**In purchasing Ades, I consider estimates of environmentally friendly products.**
3.	**In purchasing Ades, I am always looking for information on environmentally friendly products.**
4.	**In making Ades purchases, I always do information before buying**
5.	**In making Ades purchases, I always evaluate before buying**
6.	**In purchasing Ades, I consider environmental protection.**
7.	**In making Ades purchases, I consider environmental damage.**
8.	**In purchasing Ades, I considered environmental sustainability.**
9.	**In making Ades purchases, I consider survival.**
10.	**In purchasing Ades, I consider health.**

C.	**Purchase Intention**
1.	**In making purchases, I am interested transactionally.**
2.	**In making purchases, I ask others for opinions.**
3.	**In making purchases, I refer to the opinions of others.**
4.	**In making purchases, I am very interested.**
5.	**In making purchases, I have a strong preference.**
6.	**In making purchases, I have a strong buying ability.**
7.	**In making purchases, I will recommend to others.**

“THE LOCAL ADMINISTRATIVE ORGANIZATION AND RICE DEVELOPMENT”: ON THE ADMINISTRATIVE COLLABORATION

Wilasinee Choothong/Somsak Srisontisuk/Yupaporn Yupas

Abstract

This Article, The author discusses the principles of creating administrative collaboration for rice development of local administrative organizations. That, The collaboration will rely on the creation of spatial management collaboration between local government organizations and other local government organizations. Administrative collaboration will benefit the development of rice that makes farmers have a better career development approach. It is also to upgrade the economy of the country according to the 12th National Economic and Social Development Plan, which focuses on developing the country on the basis of developing life according to the guidelines of the sufficiency economy philosophy. For this reason, the author aims to present the content of the article to demonstrate the integration of missions and administrative resources to create alliances between organizations. Which leads to solving problems that cannot be achieved by only one organization

Keyword : Administrative Collaboration, Rice Development

Introduction

Management is an important tool in driving government organizations to integrate work as the national strategy 20 years 2017-2036. However, the current government has set the policy for all organizations to be able to harmonize the mission to lead the country to stability, prosperity and sustainability, with a focus on spatial development. (Secretariat of the Prime Minister, 2016 p.10-12,18) The ground-based development in Thailand would not be able to refuse to focus on agriculture, especially rice. Because rice is a way of life culture And a career that is unique to Thai nationals for a long time *It is also a manufacturing sector that creates the economic value of the country.*(Thai Rice Exporters Association, 2017 p.1) But it is a surprise that the farmer's life has become more poor than in the past that observed from the low average annual income in the poverty line Higher household debt and rising trend. Which is caused by Firstly, Commercial agricultural model Second, Lack of good production system planning and Third, Family economic pressure that cannot be adjusted according to the economic fluctuations of the country. For this reason, the price of rice is the only hope of farmers to have income and have a good quality of life.(National Statistical Office, 2016 and the Office of Strategic Management Upper Central Province 2,2559 p.4)

In the past, the government sector was aware of such importance and therefore tried to solve the problem by focusing on the price of rice to solve immediate problems. The local government organization, as the main organization of spatial development, has close proximity to the problem and has the power to cover public affairs according to the law that can be implemented and promoted by farmers groups. Or any other activities for the benefit of the local people For this reason, the role of the local government organization was raised in this writing to show that it is an important state channel that will lead to the development of good quality of life for farmers.(Department of Local Administration and Local Administrative Organizations 1999 p. 5-6 and Gazette, 2017 p.74)

Principles of administrative collaboration of local administrative organizations

Administrative development requires the collaboration of various organizations. As the proposal of the

decentralization committee to the local government organization which found that One way of managing development is "Collaboration" in the integrated work of the Parties that reinforce the powers and duties of various government agencies According to academic knowledge Which includes linking various development plans ,That is consistent with the direction of national development.(King Prajadhipok's Institute, 2007 p. 4,43 Surapee Arkhom, 2007 p.52 Supawee Meema Wachirathipop, 2015 p.1 and Navakura Phayu, 2011 p.3) However, collaboration between organizations is a matter that has not recently appeared in the administration But the past happened in a different way according to the goal Or the context with different names , Such as integrating participation Working network, cooperative or pastoral partnership and syndicats etc.But the same goal is to improve management efficiency and meet the needs of the people It also creates good communication between the organization and creates the linking of administrative resources on the other hand. (Duangthip Wibunsakchai, 2 0 1 2 p.1 2) Driving the administration according to such guidelines is belonging to Robert Agranoff & Michael McGuire,2003 p.1-6 Which proposed that organizations should pay attention to issues related to joint management in an organization through coordination, linking missions and resources. This concept became a new public administration framework, Which is an important part in driving the development of public administration efficiency. Which is called " Collaboration" In this writing, the author focuses on the meaning of the word " collaboration in administration". Therefore, the author defines the term collaboration and management. By the word "collaboration" means working together on a mission Or resource coordination between organizations To solve problems that cannot be achieved by only one organization By designing rules Clear working method structure And can facilitate the management of operations. The term "administration" refers to the operation of the various operations according to the plan in order to achieve the activities to manage the existing resources to achieve the set goals. Therefore, the definition of the word "Administrative collaboration" in this writing means " The local government organization has cooperated with other organizations to coordinate the administrative resources for solving the problems of the area which cannot be done by only one organization. And the result cannot be separated as a result of the success of any organization"

Policies and plans regarding the creation of administrative collaboration of local administrative organizations According to the Municipal Act BE 2 4 9 6 Said that "if there is any business within the authority of two or more municipalities that will work together for the most benefit, it will be established as an organization called the United State of Public Affairs. And has an executive committee Including the Constitution of the Kingdom of Thailand BE 2 5 6 0 Said that: "The preparation of public services and public activities of any local government organization will join or assign to private or government agencies. Can proceed Organizations therefore rely on such directions together to organize workshops as a forum for dialogue to find ways to improve the administration of local government organizations. From the resolution to propose further studies on the management of local administrative organizations in the form of collaboration with many sectors, both in the local administrative organization, or with other agencies Because Thai law does not include management authority at a single organization. But concealed responsibility with many sectors Therefore, from the channel of the law on administrative collaboration, the College of Local Government Development King Prajadhipok's Institute., 2007 p.17-22 Therefore, proposed the form of administrative collaboration used in 4 countries in the following format: Firstly syndicats that Is a local management model

that is widely implemented in the United States, France and Japan. The essence is to have a base as a juristic person, resulting from the collaboration of more than 2 local government organizations, independent from the existing local government units in the provision of public services. In general, local government organizations that gather in this form have a common purpose, such as having conditions, problems and the need to work together. Have similar areas Is a business that requires a high budget And relying on high technical expertise Or unique, Second Assignment used in cases where the local is unable to perform the duties according to the law, can assign such duties to other local government organizations to perform the tasks as specified By writing in writing and allowing the organization to perform missions as if it were their own duties, Third Agreement Any local government organization wants to perform one of the missions together without intention to have legal obligations. The agreement is therefore another way that can be practiced easily. And bring mutual benefits which can be canceled later And lastly, Partner is the most informal collaboration model which is a collaboration that relies on requesting help from other agencies, whether in the matter of equipment Various appliances or manpower but this style is unique, without legal commitment And vary according to the relationship level of the organization leader Therefore, this form of collaboration is not permanent. No stability and continuity. ทั้ งนี้ In Thailand, the collaboration model, if there is a lot of relationship with the procedure, that model is not much in practice. Especially the Syndicats Model.

Administrative collaboration for rice development of local administrative organizations

Over the past two decades, local government organizations have started to play a role in managing public affairs by working together between organizations. Both in the areas of infrastructure development, environment, tourism and others, and is conducted in contiguous and cross-area areas In the network collaboration Partnering Or integration of collaboration (Piyapong Bussabong and others, 2017 p.1-10,132) Which is consistent with the management collaboration between organizations of Robert Agranoff & Michael McGuire (2003, p.43-66) That the administration collaboration in First, Jurisdiction-based management collaboration which is due to the organization being aware of the operation according to the duties. Second, Abstinence collaboration is a collaboration that is caused by refusing collaboration with other organizations Therefore must issue an order or assign in an official manner. Third, Top-Down collaboration is a small organization that surrenders to a dominant organization. With the direction of creating collaboration through the policies of the main organization Fourth Donor-Recipient collaboration is searching for methods that lead to the development of functional areas Responsibility through collaboration between two organizations 5. Reactive management collaboration is a non-binding collaboration No clear direction Voluntarily join by considering the benefits that can be obtained under the use of the least amount of time and not losing or losing the budget and losing work.Sixth, Contented management collaboration is the readiness of organizations that have the courage to develop strong collaboration And choose to participate in activities with satisfaction, determination and interest in developing the organization's activities. Therefore, the collaboration between organizations in such manner is a confirmation in the way that the local government organization will lead to the development of the organization to be able to alleviate the problems of the people.Which according to the problem that is the hope of this work is The implementation of the administrative collaboration of local government organizations to develop agriculture, especially rice Because found The price of rice has fallen considerably, resulting in rice growers being a group with a low average annual income in the poverty

line. And the debt to households is higher and is likely to continue to increase ι Because of the lack of planning and management of good production systems, Including no understanding of choosing other good alternatives. (Office of Agricultural Economics, 2014 and National Statistical Office, 2016) Therefore, the direction of rice development under the administrative collaboration mechanism of local government organizations is to create changes in the rice production process in a better way. In the dimension of mobilization of various resources and techniques According to the knowledge and academic principles of many organizations come together In order to systematically develop production, processing and market potential of rice There are 4 important elements of rice development: 1 farmer 2. land 3. production process and 4. business management which every element is under the rice development structure consisting of upstream, midstream and downstream Upstream means the process of producing paddy that has farmers as the main activities by using production factors such as soil, water, seed, fertilizer, machinery and labor which start from preparing the soil until harvesting. Upstream means the process of producing paddy that has farmers as the main activities by using production factors such as soil, water, seed, fertilizer, machinery and labor which start from preparing the soil until harvesting. Middle Stream means collecting paddy to be used for color variation. Therefore, in this part, the mill is important in transforming the raw material from the manufacturer into a product for sale to consumers. In addition, there are other forms of rice transformation in the manner of community enterprises. Downstream means Marketing process and distribution of products in various forms to consumers (Office of the Commissioner 1 , Industrial Commission Work Group, 2 0 1 7 p.5-10)

The direction of rice development can be divided as follows. First,Continuous rice production throughout the year in some areas which increases the value of off-season produce. Second, production that meets the specific market or consumer needs. Third, sustainable production that allows consumers to access products at all times. And at the same time, manufacturers can receive returns at reasonable prices. Fourth, good crop management means reducing the use of chemicals. And turned to use natural methods According to the guidelines of more organic agriculture Which will result in the abundant natural resources. In addition, in order to reduce costs another way of combining production of agriculture according to the government's large-scale management plan can be another way to develop rice. Fifth, enhance marketing efficiency and product distribution to the market And prepare to seek opportunities from free trade by using modern scientific and technological processes to help to prolong consumption Convenient to store And can be made into semi-finished products. Moreover, it can be made in the form of non-food products such as cosmetics or the value of rice in the whole system. Arranging the distribution area for communities so that consumers can access quality products directly. It also creates credibility in the community products on the other hand. (Community Enterprise Product Promotion and Development Group, p.2-4) The continuous development of rice products is one of the mechanisms that can create new trends in the Thai way of life. And to stimulate the development of the market of rice products in a leap Including being able to connect to community-level tourism in another way. However, in order for the products to be developed to create consumer confidence, there must be a development of the components of the product together, which are branding, finding new alternatives for products and creative packaging.

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THE POLITICAL DEVELOPMENT OF VALENCIA CITY, BUKIDNON: A HISTORICAL SURVEY

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Abstract

This study was conducted to identify the mayors of Valencia City, Bukidnon from the years 2001 to 2016. The results and discussion of the study is presented in the following manner: the Family Background, Educational Background, and Political Carrier; and to determine the policies and programs/ projects implemented by these City Mayors during their term of office which were intended for Women, Youth Sector, Health and Sanitation, Peace and Order and Senior Citizens.

As a historical research, this study employed both descriptive and narrative methods in documenting the political developments of Valencia City. As a historical survey, the researchers collected the data for analysis of the development of the city. It also asked questions to key informants of the study who have observed the development of Valencia City which is attributed to the city's administrators or leaders from the years covered.

The researchers primarily utilized descriptive historical method obtained from primary and secondary sources. Primary sources included the Valencia City Socio- Economic Profile (2001-2014), Valencia City Annual Accomplishment Reports (2001 to 2012 and 2016), Valencia City Resolutions and Memorandums (2001-2016). Published or unpublished materials like books, journals, articles undergraduate theses and internet sources which are relevant and are related to this study considered by the researchers as secondary sources.

This research also employed information from oral history through oral interviews. The researchers conducted personal interviews with 20 personalities served as key informants of the study. The researcher prepared guide questions for scientific and spontaneous flow and direction of the talks during the conduct of the interview.

Written accounts and oral histories through an interview with 20 key informants were utilized. Data were then validated through the use of internal and external criticism. In this study, the researchers have found out that the developments of Valencia City, Bukidnon are due to the extent of local governance as practiced by the local leaders in the said city, particularly because the City is consistently awarded the Seal of Good Governance (SGLG). Moreover, significant programs are implemented that affects the lives of women, youths, senior citizens and the locals in general. Thus, the result of the study upholds consciousness and awareness to the *Valencianos* of what their city had gone through. And, enriched the appreciation and recognition of the locals to the socio- political developments and as well as the heritage of their respective communities, to Valencia City and the province of Bukidnon in general.

Keyword: Valencia City, Political Developments and City Mayors

INTRODUCTION

Powell (1883), an American statesman, defines history as the condition of masses of mankind living in a social state. It seeks to discover the laws that govern these conditions and bring about changes we call, progress and decay, development and degeneracy; to understand the process that gradually or suddenly make up or break up those political and economic agglomerations we call States; and to find out the circumstances affecting the various tendencies that show their power at different times.

The national power and authority are allocated to various individuals and groups through politics. It is through politics that projects and give prominence to society's movements and conflicts, mistakes, and achievements, groups and individuals (Gonzaga, 1994).

A state or local government is usually given the responsibility to provide services and welfare for individuals or even private organizations. The welfare of the society as a whole is regarded as being more important than anything else. Normally, leaders remained in office so long as their primary interests are focused on their political abilities and faithfulness to their respective duties.

The political history and development of Valencia City can be traced way back when the said city was a former *barrio* of the Municipality of Malaybalay (now Malaybalay City). By Executive Order No. 360 s. 1961, *Barrio* Valencia was converted into a municipality on January 16, 1961. Four decades later, by Republic Act 8985 s. 2001, the Municipality of Valencia was converted into a component city of what is now called Valencia City under the presidency of President Joseph EjercitoEstrada(http://mindanaogoldstardaily.com). The conversion of the said town into a city is a vivid manifestation of good governance that is attributed to the collective and resolute efforts of the *Valencianos* specifically with the local leaders.

Today, the City of Valencia is a 2nd class component city in the province of Bukidnon, which upholds good administration and governance. The Local Government Unit of Valencia City, Bukidnon provides relevant programs, implementing feasible projects and spearheading policies. And thus, exercise authorities which are necessary for fulfilling and delivering its social functions and services to its constituents. In fact, the City is a consistent awardee of the Seal of Good Local Governance (SGLG) and this year the city is trying to bag the award once more, (http://mindanaogoldstardaily.com).

This study presented a historical survey on the political developments of Valencia City, Bukidnon from 2001 to 2016. As a historical survey, this study primarily focused on the political developments that are attributed to the local leaders or the city mayors of the said city specifically, their accomplishments, relevant programs, projects and policies implemented intended for women, youth, heath and sanitation, peace and order and senior citizens. As part of local history, the researcher aimed to make this research a contribution to the scanty literature of Valencia City and the Bukidnon province in general.

As historical research, this study employed both descriptive and narrative methods in documenting political developments of Valencia City. As a historical survey, the researcher collected the data for the analysis of the

development of the city. It also asked questions to key informants of the study who have observed the development of Valencia City which is attributed to city's administrators or leaders from the years covered.

LIFE OF THE CITY MAYORS OF VALENCIA CITY (2001- 2016)

Since 2001 the year of the conception of Valencia as a city to the year 2016, Valencia City is administered by three (3) city mayors namely Mayor Jose Magallanes Galario, Jr. (2001-2007) and was re- elected in the 20132014; Mayor Leandro Jose H. Catarata (2007-2013) and; Mayor Azucena P. Huervas (2014-present).

Mayor Galario is known for his steadfast and focused administration in the realization of the thrusts and programs for the public and to his constituents especially the underprivileged and underserved individuals and groups. In fact, in the year 2005 his administration received a distinct honor along with five (5) other Local chief executives from big metropolitan cities in Luzon were invited as delegates and presenters during the World Leaders Roundtable Discussion held at Taiwan in the "2ND Annual Taipei International Healthy Cities Conference and Exhibition". As his administration continue to sustain progress and prosperity to serve the public to the utmost of his capabilities (Valencia City Annual Accomplishments Report, 2005).

The administration of Mayor Catarata marked with loving for jobs in which a hard work for the work assigned; efficiency and optimism for tasks; and people's empowerment especially to the employees of LGU Valencia City. The two (2) year administration of the incumbent Mayor Huervas marked with transparency and freedom of information to gain public trust. During the administration of Mayor Huerva's, as a public official, she is duty bound to inform her constituents that she is duty bound to address the unrelenting needs of the people especially the under-privileged ones (Valencia City Annual Accomplishments Reports 2007 and 2016).

Mayor Jose Magallanes Galario, Jr. (2001-2007) and re- elected (20132014)

Jose Magallanes Gallario Jr. popularly called by his fellow as 'Jose' is a 63-year-old Mayor of the City of Valencia. Mayor Jose M. Galario was born on April 30, 1955, at the dejected fishing village at Lipata, San Jose Talisayan town in Misamis Oriental. He was the son of Jose Cagmat Galario Sr. and Anastasia Magallanes He was the eldest child of the 16 siblings. Raised from a low-income family, he left the legacy of virtues and values of hard work. His parents depend on fishing as their daily survival. For Jose, poverty for him was never a hindrance to achieving his dreams. He left Talisayan to Bukidnon as a working student to finish his college.

Jose Jr was married to Amie Gallido Galario a resident of Bliss Bagontaas, Valencia City Bukidnon. Amie was his schoolmate when he was in college at San Isidro College Malaybalay, Bukidnon. They are blessed with four (4) children namely Greizil, Glen who is now the Vice- mayor of Valencia City; Gladys and Glenda.

Though Jose and his siblings were raised by an ordinary parent, he never failed to go to school. He went to school most of the time without a single penny as *baon* on his hand. For Jose, education is fun; school is fun. He considers the value

and importance of education (Solito, 2018). Jose finished his elementary and high school grades at his hometown of Talisayan Misamis Oriental.

Jose finished his elementary grades at Central Elementary School from the years 1961-1967 in Talisayan, Misamis Oriental and graduated with highest honors as a valedictorian. He entered high school at Mount Carmel High School a private school in town in Talisayan Misamis Oriental in the year 1970 -1972 but one years after his parents transferred him to San Jose Barangay High School in Talisayan, Misamis Oriental where he completed his secondary education in the year 1973-1974. Gifted with a sharp mind and determination to succeed, he graduated with flying colors.

The college dreams of Jose was almost put to an end, when both of his parents decided that he would have to stop his education for college. The young Jose who was very determined and courageous to go to college asked the help from his uncle Donnie who was in Bukidnon that time, to finance and support his college education. Gladly, he went to Bukidnon and decided to stay as a working student to his uncle, Donie. His matriculated his college education at San Isidro College Malaybalay, Bukidnon in the year 1975 until he graduated in the year 1979 and earned the degree in AB- Economics. He was not contented of having a degree only. Thus, Jose decided to pursue his master's degree at Bukidnon State College (BSC) now Bukidnon State University (BukSU) taking up MA in Public Administration in the year 1979.

The administration of Mayor Jose M. Galario Jr. successfully ensured programs and commencement of projects aimed at progress and development to the City Government of Valencia. It was able to commence valuable and relevant projects which sustain the delivery of essential services to the constituencies in the forms of medicines, health services, hospitalization and financial assistance to the indigents and other services needed by the *Valencianos.*

Before he became the City Mayor of Valencia City on July 2001, Jose had already rendered his service to the public. When on August 1, 1976, Jose joined the force of the Philippine National Police (PNP) as an active Patrolman. He became a civil service professional and became Police Officer 3rd class, 2nd class, and 1st class and; later became Police Chief Inspector (P/CINSP). He retired from the service on December 29, 2000, with a retirement rank as an active Senior Police Superintendent (P/SSUPT).

His dedication as a public servant in the government/ the public service decided him to enter the world of politics after his retirement as a Senior Police Superintendent (P/SSUPT). Introducing into politics made him realized that there are more people that need to be served and that he could extend his help to the poor and the oppressed.

Luckily, because of being known and excellent in service as a police and distinctions received as a former PNP Chief he run for mayor of Valencia and was favorably elected as Mayor of Valencia in year 2001 which impeccably the year also of the declaration of and the conversion of Valencia from a municipality to a city (Mayor's Profile of Valencia City,2001).

Mayor Leandro Jose H. Catarata (2007-2013)

Leandro was born on March 5, 1963, at Valencia, Bukidnon. He was the

5th son of the 11 children of a former and veteran politician of Valencia Absalon Catarata and Afrodisia Catarata, a school teacher. Leandro was married to Maria Josephine Catherine Catarata, and they are blessed with two children namely; Maria Leanzza Agnes, Antonio Persiu Premetheus. He met his wife Josephine at Cagayan de Oro City when she studied at Liceo and Lourdes.

A 55-year-old Leandro Catarata is a purely Valenciano where he also acquired his education in his beloved hometown of Valencia. He is not the student who is active in campus politics and even in youth politics like Sangguniang Kabataan (SK).

Leandro graduated his primary education at Valencia Central Elementary in 1975 and finished his secondary education in a renowned private school of Valencia City San Agustin Institute of Technology (SAIT) in the year 1979. He finished a degree of Bachelor of Science in Civil Engineering (BSCE) at San Carlos University, Cebu City in the year 1986. After graduation, he took the board examination and fortunately passed the Civil Engineering Board Examinations in the year 1987. A year after, in 1988 he also passed the Professional Civil Service Examination.

Raised by politician father, Leandro follows the footsteps of his father, Absalon that is to serve the public. His political interest to help Valencia was directly derived from his father who was then a former Councilor, Vice Mayor and SB Member and third Mayor of Valencia.

Mayor Catarata decided to join politics at the age of 28 at the time his father was already dead. His father was killed unexpectedly it was April 28, 1988, at evening that he was shot in front of his house in which he died in the hands of an unidentified assassin. Catarata's political icon was his Father Absalon which did not only project himself as a politician but convincingly as a man of honor with friendly and intelligible authority over matters. At the age of 28, he decided to run in the provincial board because he wanted to continue his father's manifestations and peoples will choose him as they observed that he was a help for the Valenciano's.

He became a board member, a Vice Mayor until he became a Mayor of Valencia City. During his administration/ his term as a Mayor people remembered of his willingness to serve despite controversies and under a peaceful environment. Valencia City Jail awarded as the Best and Most Outstanding City Jail during his administration for the peace and order, and there were several awards of policemen. According to him considering that giving consideration since the goals were achieving and the targets were reached success should be qualified and quantified differently.

Mayor Azucena P. Huervas (2014-present)

Mayor Azucena P. Huervas, the incumbent City Mayor of Valencia City, was born on November 14, 1955, in Silay, Negros Occidental. She was the 3rd daughter of the seven (7) children of Jose Panes and Prescilla Lumiano.

She met her husband Mario who's from Ahoy, Iloilo in Barangay Catumbalon one of the barangays of Valencia City. When they married they are blessed with six (6) children namely Janet (married to Alkuino), Jackelyn (married to Sanico), Genevieve (married to Galilea), Gilbert, Ramel and Julius. They are Roman Catholic and currently resided at Purok-1,

Barangay Catumbalon, Valencia City Bukidnon.

Poor that she was Azucena strived hard for her school. She graduated at Maapag Elementary School during her primary education, and she finished her secondary at San Agustine Institute of Technology (SAIT) Valencia City, a private school ran by the priest.

Azucena Huervas was a graduate of Bachelor of Science in Agriculture, major in Economics at Central Mindanao University (CMU). She also finished the Strategic Management Course for development and management at Asian Institute of Management (AIM) last February 2011. She completed the Traffic Administration Course at University of the Philippines-Diliman on August 10-14, 2015 and Diplomat on Public Administration, major in Local Governance at Mindanao University of Science and Technology (MUST) last May 2013.

The popularity and fame of Azucena among the locals were because of the businesses she engaged into together with her husband. When their lives at the time were far better off, Azucena decided to enter into politics. She came into politics not because she wanted to become more famous and famous but because she wanted to serve the public specifically the poor and the needy. She took the call as a politician for she too really feels the predicament of these people. She firstly ran as a Barangay Kagawad of Barangay Catumbalon; Valencia City later became the mayor of the said city.

It was in the year 1997 where Azucena commenced her political career. She was elected as a Barangay Kagawad of Barangay Catumbalon in the year 1997 to 2002. A year after her term as a barangay kagawad she ran for a higher post as Barangay Captain in the same barangay and luckily elected in the year 2002 to 2010. She served as a Barangay Captain of Barangay Catumbalon for eight years, accurate enough for her to become more popular not only Catumbalon but even Valencia City. Specifically, when Azucena became the President of the Association of Barangay Captains (ABC) and Ex -officio Member of the Sangguniang Panglungsod Office (SPO), Valencia City from years F.Y 2008- 2010 where she proved her political abilities as a public servant in the government service.

Thus, because of these preliminary political engagements and exposure, Azucena ran for another higher post in the city that was of becoming the Vice- Mayor of Velencia City, Bukidnon. Thus, in the year 2010 to June 08, 2014 she was elected and served as the Vice- mayor of the said city for four (4) years. In the year 2013, she acted as the City Mayor of Valencia hence the incumbent City Mayor was relieved from the post due to the apparent “graft and corruption” Thus, being the acting City Mayor she became the head/chaired of whole committees in the city from committee of good governance, public ethics and accountability, City Motorela Franchising and Regulatory Board (CMFRB), and committee on anti-graft practices.

Jose M. Galario ran as Mayor of Valencia City in the year 2013 and was reelected during the election of 2013 and because of some controversies about his administration just like graft and corruption he was replaced by his Vice Mayor Azucena who was appointed and declared on June 9, 2014, by Pres. Rodrigo R. Duterte as the newly elected city Mayor.

In the year 2014, three (3) years of administration as head of Valencia City, the

LGU- Valencia City received awards an indication of the consistent dedication of the government in providing social services to the locals. These awards were: First year maintenance (CROWN) Consistent Regional Outstanding Winner in Nutrition Award in 2014 and Outstanding Pabasa Award in 2014.

MAYORS OF VALENCIA CITY: PROGRAMS/PROJECT AND POLICIES

Administration of Jose M. Galario

The conversion of Valencia into a city resulted to more progressive and improved Valencia as far peace and order condition, traffic management, infrastructure, sports and also cultural facilities are concerned. In Valencia City's Annual Report, Mayor Jose M. Galario Jr quoted that "it is new beginning signifying renewal as well as change." This statement of Jose served as the highlight of his administration where programs, policies, and projects were viably implemented to benefit not only for the few but all the Valenciano's.

During his administration fighting against poverty and driving for investment were viable. To add, numerous social services on health, financial, relief, education, hospitalization, burial, transportation and subsistence that have helped thousands of Valenciano's who are most affected by the crisis (Valencia Annual Accomplishment Report, 2003).

Programs for Women:

Empowerment of women as catalysts of change was focused of Mayor Gallario's administration. This recognition of the women's role paved the way to the creation of the Women's Organization of Valencia City, Incorporated.

The Women's Organization of Valencia City is registered with the Securities and Exchange Commission (SEC) under Reg. No.(CN00307031). This was first organized at Barangay Bangontaas on February 2003 through the leadership of Mrs. Norbilla G. Cabanez. The Organization serves as a training ground for non-formal education for women with the partnership of Technical Education Skills and Development Authority (TESDA) Bukidnon. The training which focus on dressmaking and cosmetology for the women members. They were supplemented with 40 sewing machines and cosmetology kits distributed to the different barangays.

The First Batch of training successfully produced 636 graduates who received their certificates duly accredited by TESDA last June 16, 2003. The Second Batch with 988 graduates finished last January 28, 2004, and the latest batch of graduates increased to 1927 trainees and had their graduation last July 20, 2004, to which slipper making was added to their training.

The women's organization initiated the establishment of the LGU- Valencia City Women's Learning Center which conducts kindergarten regular and summer classes in the city hall premises. In the summer of 2003, a total of 232 preschoolers finished the summer classes.

Apart from the literacy and livelihood programs, the organization catered to the health needs of women in the city. The organization holds free pap smear and other medical, dental services to different barangays with the all-out support of the city health office. It was also an active partner of the Philippine Red Cross in sponsoring several Blood Letting drives. It was able to perform free pap smear to 1,708 women

and was able to facilitate blood donations out of six separate bloodletting drives sponsored by the organization. It also tapped the expertise of Food Technologist from Central Mindanao University in training women in food processing techniques. These programs homed skills of women and provided them the opportunity to earn additional income while at home.

Programs for Youth:

The Galario administration sustained the yearly Special Program for Employment of Students (SPES), private and public secondary and tertiary schools availed of this program. SPES is a joint program of the Department of Labor and employment (DOLE) and the city government of Valencia wherein 40% of the student's compensation was shouldered by the Department of Labor and Employment (DOLE) and the remaining 60% by the Local Government Unit of Valencia, to assist students in their pursuit of a better life through education and to give deserving students a chance to avail and acquire knowledge. It was originated from the anti-poverty thrust of the present administration aiming to touch and help the poorest among the needy families where children despite financial hard- up are still eager to attend school (Valencia City Annual Accomplishment Report, 2004).

The city mayor believes that as partners in addressing drug addiction, gambling, and poverty, young adults are poised to change the course of social development trough sports. Young people are particularly curious about trying out many things like drugs and gambling. These are the common problems that prompted the City Mayor to issue an Executive Order creating the City Sports Committee (CSC) to divert their attention and time to sports. The Sports program is more focus on Basketball, which turned out to be the most loved and appreciated entertainment of Valenciano's. The CSC organized competitive basketball league for amusement and talent appreciation and a participatory program that involved the participation of youths during the barangay competitions.

Young people and the jobless are now given the opportunity to develop their full potential in sports for them to earn money while acquiring a physically fit body. Francis Jackielou E. Vicitacion as the Sangguniang Kabataan (SK) Federation President facilitated and implemented various programs and activities anchored on the empowerment and development of the young people in the City of Valencia.

The Youth/ SK actively participated and involved in the various activities of the administration such as Bonggahan sa Valencia, Charter Day Celebration and Anlaw ta Panghilabutan.

The SK also manifested their wholehearted support to the City's AntiDrug Programs. Believing in the importance of massive anti-drug campaign seminar especially to the youth in the barrios, they have sponsored and facilitated twelve separate Anti- Drug Campaign Seminars to the different Barangays and academic institutions in the Poblacion. The SK also successfully initiated the Inter-Sports Sumer League which was participated by sports enthusiast from the different barangays.

Health and Sanitation

Valencia City is a healthy city. Innovating programs for the general well-being of his constituents in Galario's administration was recognized by the Department of Health (DOH) and the World Health Organization (WHO).

The local government of Valencia put up the “BOTICA SA CIUDAD” to cater the medicinal needs of the poor Valenciano’s which provide a new dimension in the delivery of various health services to its constituents. The “Botica” which is manned by a licensed pharmacist, is responsible in stocking medicines, vaccines and medical supplies to be used in outreach health program of the LGU such as medical, dental, and circumcision activities held in 31 barangays.

Also, the city is the only place in the province of Bukidnon and in Region 10 that gives all out assistance to its constituents who were rabies victims. At the primary health center, the Dental Health Service is entrusted to render both preventive and curative services. It has achieved considerably a high accomplishment of extraction on all age groups. The dental section staffs concentrate on giving therapeutic services which are the extraction. The increase of achievement in extraction is attributed to the additional three hired dentist hired as job orders who also gave outreached extraction services to all barangays of the city.

It is an integral part of health programs and services. It also includes access to safe water supply, sanitary toilet, pest and vermin control and waste management program. Number of household with access to safe water supply 95%, sanitary toilet was 91.2%. It has conducted six (6) Food handlers with 150 participants with corresponding issuance of Health Certificates.

While the Oplan Kalinis, is an hour of sweeping and cleaning the City streets and other strategic places every Friday, 4:00- 5:00 in the afternoon and participated by the officials and employees of the city government including employees of national offices based in the city.

The City Government collaborated with the Maharlika Foundation for the conduct of Medical/Surgical Mission for qualified patients. Maharlika Charity Foundation is a non-government organization of private doctors headed by its President, Dr. Rizal Aportadera and reaffirmed its commitment to provide essential health services to the constituents thru the construction of a two- storey, 85 bed capacity secondary Hospital which will provide medical services to roughly 176,000 residents at a minimal cost.

MCPC is a non-hospital outpatient facility which provides ante natal care, healthy birth, routine, new born care, post-partum care and family planning services towards the attainment of its vision to produce health empowered Filipino mothers.

As one of the recipients of the Reproductive Treat Infection Unit, a facility later renamed as Center for Reproductive Health granted by the DOH trough the Women’s Health and safe motherhood project. It caters its services to both sexes, including Guest Relation Officers (GROs) for the prevention and control of Sexually Transmitted Infections/ Diseases (STI/STD). The most common STI’s in the city were Gonorrhea with 78 cases, Non-Gonnococcal infection with 110 instances, Candidiasis with 97 cases, and Trichomoniasis with 6 cases for the year 2003. All clients had availed of free medicines and treated successfully as well as contact traced.

Peace and Order:

Valencia is still the safer and livable notwithstanding the growing unity and order problems of the entire country. Except for

some common and minor crimes, terrorism, kidnapping, car napping and smuggling syndicates have zero occurrences.

To insure the peace and order in the city, Mayor Galario signed Executive Order No. 05-11-A, S.2003, creating the Anti-Crime Task Force (ACTF) to assist PNP to abate the occurrence of crimes and prevent the emergence of terrorists in the City of Valencia. It was organized and formally took effect on May 2003 with 60 personnel on the move.

The City of Valencia has not been spared from this drug menace, which is left unabated will lead to pettier crimes and some heinous offenses. Realizing the danger and threats posed by these illegal drugs to the present and future generations of Valenciano's, the Local Government Unit of Valencia upon the assumption of the first elected mayor, Jose M. Galario Jr. has waged a vigorous and relentless war against the illegal drug trade.

The LGU provides and effective mechanism for the coordination of existing services and programs and those which might be developed in the future. Mayor Galario offered sufficient funds, manpower, facilities and technical expertise to the currently revised Movement against Drug (MAD), which is known as City Anti-Drug Abuse Council (CADAC).

Daily police visibility patrol with the assistance of the Barangay Tanod/ Civilian Volunteer Organization elements mainly in the crime prone areas is a great help in the prevention and control of the crimes.

Senior Citizens:

Valencia Senior Citizens Association participated in the Regional SC Musical Extravaganza at Farmers Training center, Cagayan De Oro City and the SC leadership Forum at Folk Arts Theater, Malaybalay during the first week of December 2001.

Administration of Leandro H. Catarata

In Catarata's administration various project, programs and infrastructures, as well as the improvement of City's financial and social aspects, are proofs of his persistent efforts which bring progress to Valencia and serving well his beloved Valencianos. Priorities to help and highlighted efforts to deliver good governance.

Programs for Women

During the administration of Catarata, he extended his services and programs to Women's by Self-employment Assistance Basic business mgt. Skill dev't for Women, a free pap smear and and celebrated the National Women's Month celebration.

Programs for Youth:

The government internship program for youth was under the Kabataan 2000, and the National Youth Commission handled the program for those out of school youth, vocational, college level and college graduate in the form of stipend as composed to 75 % of their salary. While the PGMA scholarship program with TESDA "gaganda ang buhay mo" is a program to develop skills and competencies of the unemployed and the underemployed trough training programs for pre-employment, skills, upgrading and productivity enhancement.

The City Government of Valencia sponsored a job fair in coordination with the DOLE, POEA, DFA, and NSO NBI for pass porting authentication and clearances.

The 31 barangays of Valencia City served by Out of School Youth attended the Organization of Pag-asa Youth Association of the Philippines, another out of school youth conducted on the Job Training for Scala Program, the DSWD in region X funded cash for work/ government internship program for the out of school youth and during the term of Honorable Catarata there were youths in the 31 barangay of Valencia City who participated in the youth congress in El Salvador Misamis Oriental and an educational tour in Davao City. A total of 24 youth leaders from various barangays attended the "Adolescent Youth Health Seminar" during a youth camp spearheaded by POPCOM at Tangub City on May 28-29, 2008.

Health and Sanitation

The program primarily focused on the prevention and control of diseases which includes the following; food handlers class, collection of water sample for bacteriologic examination and also attended 19 complaints usually due to unsanitary conditions of pigpen and monitored food establishments and issued sanitary permits to business establishments located in the city premises as well as in Barangay level. The entire City of Valencia has a total of 33, 336 households with 92% have sanitary toilets, and 98.7 % have access to safe water supply.

A total of 5,057 out of 5,473 eligible children were immunized before reaching one year of age. Ninety-six percent of the injected 17,823 children during the KOT or 'knock out tigdas' campaign were vaccinated with measles and 145% of the 6-11 months' children and 80.2 % of 12-71 months received Vitamin A supplement.

Peace and Order:

The following will be the programs to preserve and keep the City of Valencia from lawlessness, menace of drugs and all forms of public dis order thus making it a place livable for the constituents such as Support to Peace, Security and Development Program, Traffic Management Program, Organization of Peace and order Council (POC),Campaign Against Car napping, Reduction Drive Against Illegal Drugs, Campaign against anti-theft and robbery, Accomplishment against swindling, Illegal possession of firearms (PD 1866 amended by RA 8294) and Anti-cattle rustling.

Programs for Senior Citizen

During the administration of Mayor Catarata he extended his services and plans for the Senior Citizens in which he issued a Senior Citizen Identification card, purchase booklet of medicine, purchase booklet for grocery,a mortuary membership in which a registered who can received the mortuary benefits, a social pension assistance and lastly a LGU financial assistance in which extended to a Senior Citizen 70 years old and above.

Families of 86 Senior Citizens who died received a total of ₱ 218,900.00. Mortuary Fund from Valencia Federation of Sr, Citizens Mortuary Fund Program. Fund sources include the individual annual contribution of members for the purpose, as well as, solicited amount from LGU in the amount of ₱105,000.00 for their Christmas festival. 1,879 Senior Citizens were issued with ID Cards and Purchase Booklets for them to avail of mandatory 20% discounts in transportation fare, medicines, and other basic needs.

Financial assistance for livelihood program in the amount of ₱129, 500.00 was released to the Valencia City Federation of Senior Citizens part of which was used for

the capitalization of the Tindahan Natin Outlet at San Carlos, the operator of which is a senior citizen member.

An honorarium of ₱ 1,000.00 per month was provided to each Senior Citizen barangay association president. 1,410 senior citizens from 31 barangay's attended the Christmas Party held on Dec 16, 2008, at Valencia City Gymnasium. Funding of ₱ 150,000.00 was released from the City' Mayor's Office for the purpose.

Administration of Azucena P. Huervas

The administration of Mayor Huervas made sure that the City of Valencia has its priority programs, projects, and activities that would address the unrelenting needs of the people especially to the underprivileged one. According to her, every task became a challenge and a mission to upright governance and a vow to give back to the public trust.

Programs for Women

The City is persistent to end the violence against women and girls that is rooted in gender-based discrimination and stereotypes. Given the devastating effect had on women, efforts of the city had mainly focused on responses and services for survivors and other services to women sectors such as the implementation of the Skills Training and Capital Assistance to women group (KALIPI) under Bottoms up Budgeting Program in the year 2015 for 186 thousand pesos.

It also successfully held the national Women's Month Celebration last March 2016 with the activities such as recognizing the role of women in Nation Building, conducted a cervical/ breast screening together with the city health office and the association of OB-Gyne in Valencia City to various women in the locality, conducted the wellness day for the women employees through the provision of free haircut, massage, manicure/pedicure and hot oil at the City Covered Court.

Successfully joined the entire Nation in observing the 18th day campaign to end the violence against women in which facilitated the symposium on Womens rights: Women Empowerment held at CAP building on Dec 8, 2016. Provided hygiene kits to Night Establishment Workers and female inmates at Valencia City Jail and put up orange marking in establishments as a sign of support for this campaign.

Programs for Youth

The Special Program for the Employment of Students in the administration of Huerva's deployed 317 students 250 pesos/day for 20 days of 60% of their salary was shouldered by the LGU amounting to 951 thousand pesos. While in career coaching program conducted career coaching to 14 high schools participated by more or less two thousand grade 10 students.

The NSRS and Facilitation of Job Placement Request for Overseas and local has 1,954 registrants encoded to the NSRS, 62 job placement request facilitated for Overseas Recruitment Agencies, 17 job placement request promoted for Local Companies, 741 placed for local employment (based on the issued PESO Certifications), and 178 set for Overseas jobs (based on the Overseas Recruitment Agencies who submitted their deployment Report). While the Project Angel Tree has a total of 125 beneficiaries from Barangay San Carlos, Lurogan, Lilingayon and Mt. Nebo who are the recipients of this project.

There were services to Youth Sector which conducted 2nd youth Congress participated by out-of school youth

members of Pag-asa youth association of the Philippines in which have some activities such as tree planting Activity, search for Mr. and Ms. PYAP and the inter barangay contest.

Medical Education Scholarship Program to potential and academically deserving students, the city government of Valencia designed a scholarship program to give a chance to students to pursue higher education and uplift their lives and succeed in becoming a health professional. The medical education subsidy committee is created to screen and evaluate applicants, determine for the recommendation of qualified applicants, determine for guidance of qualified applicants and monitor the performance of the grantees.

Programs for Health and Sanitation

The City health office strives to provide the much needed health services amid limited human resource and financial support. It was manned by only three physicians and one dentist and the barangay health workers to execute and expand the essential health services in line with the trusts of the administration.

Priority actions focused on reducing child morbidity and mortality rate, improving the maternal health, combating STD/HIV AIDS, malaria, tuberculosis, schistosomiasis and other endemic diseases. Improvement and upgrading various health stations to lying in clinics and ensuring attendance of skilled health professionals in all deliveries conducted in a duly accredited lying in the facility.

Programs for Senior Citizen

The Federation of Senior Citizen in the City of Valencia reaches to more or less 10,000 (10,000) members from 31 barangays of whon seventy years old and above are estimated to be more or less four thousand (4,000).

To serve the members efficiently, the CSWD under the umbrella of the City's Mayor term, a new administrator was appointed in the person of Jose Jumuad, the Senior Citizen president of Barangay Lumbo and his Vice President Alejandra Namuag, atomically became the president of the said barangay.

The programs and projects extended to the elderly were the National Pension with 766 indigent Senior Citizen beneficiaries at 1,500/ quarter, while the Local Pension has a recipient of 4382 of 70 years old and above having a 600 quarterly, for the issuance of Senior Citizen ID there were 1,280 beneficiaries, publication of medicine booklet, purchase booklet, conduct an elderly week and the mortuary assistance.

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