

Definition and Implementation of Regional Autonomy in Indonesia

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Abstract

One of the government's important policies in the renewal order is the implementation of regional autonomy which is useful for increasing the prestige of the region in the form of subsidies and plays an important role in managing regional financial and revenue potential. Basically, empowering with a larger share is directed at the goal of exploring all the existing potential, both natural and natural resources of the community, to improve the regional economy with insight into growth and income distribution. The principle of implementing regional autonomy in Indonesia is broadly organized, factual and accountable. Expanded autonomy is the regional decision-making power to complete governance including the government in all areas of government except for powers in foreign policy, defense and security, justice, monetary and finance, religion and other areas of authority regulated by government regulations. In addition, autonomy includes full authority to unite in operations from execution to execution with evaluation. The real meaning of autonomy is regional decision-making, implementation of government authority in certain areas that actually exist, needs, growth and development in the region. Meanwhile, the meaning of responsible autonomy is in the form of realizing responsibility as a consequence suffered by the regions to achieve the goals of autonomy, in the form of improving services and better social protection, developing a democratic, just and equal life and maintaining harmonious relations between the center and regions, as well as between regions. to maintain the unity of the Unitary State of the Republic of Indonesia. Regional autonomy policy, starting with the promulgation of Law no. 22 of 1999 became Law no. 23 of 2014 is the government's highest effort to find the local government formula that best suits the expectations of the whole community, but in the implementation process, many factors influence it. And to achieve optimal results still requires time and effort. But we have to be optimistic that at least the process of changing management of modernizing local government has started.

Keywords: Principles, Concepts, Regional Autonomy.

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I. Introduction

1.1 Background

During the New Order government, the regions could not develop optimally because the political and economic system built by the New Order government was very centralized. All regional policies are always decided by the center. Regions do not have the power to develop their regional potential, and eventually become very "dependent" on the center. The central interest in continuing to dominate the region goes hand in hand with a political system that tends to be repressive and undemocratic. The New Order regime regulated regional administration in detail and uniformly throughout the country. The local political superstructure is regulated centrally and uniformly without taking into account the heterogeneity of the local political system that existed long before the conception of Indonesian nationality was formed. Local government elites are only an extension of the central government in the regions who have great power to carry out political maneuvers to show attachment to the central government. Regional heads agree with the character of regional heads whose election process is largely controlled by the center.

The imbalance in the distribution of political and economic resources achieved by the New Order regime eventually became a big problem in the relationship between the center and the regions which the B.J Habibie government had to accept. The B.J. government Habibie did not emerge from a democratic political process, but rather was a continuation of the authoritarian New Order leader H.M. Suharto. Even the Cabinet of our third president is largely seen as a political product of authoritarianism which is at risk of trying to live in an era of democratization (Ni'matul Huda, 2009).

The scarcity of political legitimacy by the central government is a very good incentive for local citizens to demand changes regarding the relationship between the center and the regions. There are those who demand greater regional access to exploit the natural resources of the region through regional autonomy policies as widely as possible, there are those who demand a change in the form of the state, from a unitary state, and there are even those who demand separation to become an independent nation. Research shows that the New Order government was reluctant to hand over some of its work, powers and responsibilities to lower regions.

Regional governments are still dependent on central government financial sources and thus remain under the control of the central government apparatus. Among other reasons, this lack of financial resources is due to the lack of central government policy initiatives aimed at increasing the number of businesses and district/city governments to cope with greater revenue streams.

With these meager financial resources, local governments struggle to cover operational costs, train staff, purchase equipment, improve organization, obtain technical support, and expand outreach and services to the public. Limited funding does not allow them to increase their administrative capacity and hinders the creation of new functions for they fear that they will not be able to fulfill them effectively. In turn, administrative capacity can reduce their ability to collect taxes and mobilize revenue sources. Such a situation is not at all conducive to efforts to improve service to the community and efforts to advance the movement.

Based on important records in the process of regional autonomy, especially during the validity period of Law no. 5 of 1974 is considered centralized, MPR through MPR Decree No. XV/MPR/1998 gave authority to the President to implement broad, substantive and accountable regional autonomy. Broad Autonomous Jurisdiction is the full authority of the region to complete governance including authority over all areas of government except foreign policy, defense and security, judicial authority, currency and budget, religion and authority in other fields regulated by government regulations. In addition, autonomy includes complete and unanimous authority in the administration from implementation to evaluation

As for what is meant by real autonomy is regional discretion to carry out government authority in certain fields that actually exist, are needed, grow, and develop in the region. Meanwhile, what is meant by responsible autonomy is in the form of the realization of accountability as a consequence that must be borne by the regions in achieving the goal of granting autonomy, in the form of improving services and improving community welfare, development of democratic life, justice and equity as well as maintenance of harmonious relations between the center and the regions, as well as between regions in the framework of me maintain the integrity of the Unitary State of the Republic of Indonesia (H.A.W Widjaja, 2005).

Based on the mandate of the MPR Decree, the history of the administration of the Indonesian state has entered a new chapter in the administration of regional autonomy based on Law no. 22 of 1999 describes regional government and Law no. 25 of 1999 regulates the financial balance between the central and regional governments. Thanks to these two laws, regions are more likely to govern their regions with the help of appropriate financial resources. Since Law no. 22 of 1999 replaced Law no. On November 5, 1974, local residents welcomed the birth of this law with great hope, especially after Law No. 25 of 1999. The presence of these two laws are like twin brothers and will complement each other and complement the implementation of regional autonomy, especially to prepare future regions to become autonomous and more democratic. When the climate of corruption was rampant in the parliament and executive in the regions, a new law was born, Law number 32 of 2004 concerning regional government, revoking the enactment of Law no. 22 of 1999, then Law no. 32 of 2004 was replaced by Law no. December 23, 2014. The challenge facing the country today is to find the right balance in the relationship between the Center and the Regions in one unified country and link the two effectively to support development. With the implementation of regional autonomy, regions can take advantage of many opportunities by exploiting their potential for regional interests. But on the other hand, the implementation of regional autonomy also has constraints and obstacles, one of which is the readiness of the region for human resources capable of implementing regional autonomy effectively and optimally.

1.2 Problem Formulation

From the background above, the authors formulate a problem formulation that will be the topic of discussion in this journal. Therefore the author will discuss the basic definitions and concepts of regional autonomy as well as their goals and benefits.

1.3 The purpose of writing

Studying regional autonomy will provide a deeper understanding of the basic concepts, principles and objectives behind granting autonomy to the regions. This helps in building a solid foundation of knowledge about autonomous-based governance systems. Through research on regional autonomy, it is possible to analyze the impacts and benefits resulting from granting autonomy to the regions. This includes increasing community participation in decision making, local economic development, regional empowerment, and improving public services. Understanding regional autonomy can assist in developing governance

systems that are more responsive to the needs and aspirations of local communities. By granting power and autonomy to local governments, more relevant policies can be created and more effective solutions to the problems faced by those regions. Regional autonomy can provide impetus for improving the quality of public services at the regional level. By studying regional autonomy, factors that influence the quality of public services can be identified and steps can be formulated to improve them. It can also provide a better understanding of the role of local government in the development of the region and the country as a whole. This research can provide policy recommendations and actions that can support regional growth and progress as well as a greater contribution to national development.

II. Contents

2.1 Research Methods

The research method is a systematic and structured approach that is used to collect, analyze, and interpret data in order to answer research questions or achieve objectives in a particular study. Research methods are used to organize the steps needed to collect data and develop valid and reliable analyses. Based on this concept, the method used in compiling this journal is a normative method which is termed as Library Research by Soejono Soekanto and Sri Mamudji (Soejono Soekanto and Sri Mamudji 2004). This form of monodisciplinary research is supported by a statutory approach (the statue approach), an approach to facts (the fact approach) and analysis and synthesis approach (analytical and conceptual approach) to strengthen the credibility and sharpness of analysis of existing phenomena.

2.2 Results and Analysis

Regional autonomy is a concept in a government system that gives authority and power to local or regional governments to manage their own internal affairs, including in making political decisions, economic development, providing public services, and local regulations. Regional autonomy aims to provide wider space for local government to meet the needs and aspirations of the local community.

In the context of regional autonomy, local government has the authority to regulate and manage government affairs according to the needs and characteristics of the region. Local governments can make policies, manage budgets, and implement development programs in accordance with local conditions and interests. The basic principle of regional autonomy is

the existence of subsidiarity, where decisions and responsibilities are taken at the lowest level which is effective and efficient.

Regional autonomy, based on the law of the Republic of Indonesia No. 5 of 1974, regarding the rights, authorities and obligations of the region to regulate and manage its own household in accordance with applicable laws. Meanwhile, based on the Law of the Republic of Indonesia No. 22 of 1999, regional autonomy is the authority of an autonomous region to regulate and manage the interests of the local community on initiatives based on the wishes of the community in accordance with the provisions of the Act. No. 32 of 2004 and Regional Government Law no. 23 of 2014 defines regional government as the powers and duties of a self-governing region to regulate and manage government affairs and the interests of the community, the local community in accordance with the law. Thus it can be said that regional autonomy is actually: (H.A.W Widjaja, 2005)

1. The right to manage their own household over an autonomous region. This right comes from the government of origin and the work of the (central) government is delegated to the regions. The terminology in household management and management is central to the independence of an area such as governance regarding political implementation, selffinancing, and regional responsibility, this right is returned to the party, and this right is returned to the central government.

2. In the exercise of rights independently and managing the household freely, the regions cannot exercise their rights and powers to regulate themselves outside the boundaries of their own territory.

3. The region may not interfere with the rights of other regions to regulate and manage the household in accordance with the competence and main tasks assigned.

Autonomy does not regulate other regional autonomy, and the power to regulate and manage the household itself does not depend on the authority to regulate and manage the household in other regions. Thus, an autonomous region is a region with a government that is sovereign, independent, autonomous, and self-governing both horizontally and vertically because the autonomous region has real independence. Indicators of a region becoming self-governing after implementing a self-governing regional policy include whether the area has truly become a legitimate community unit, community economic unit, socio cultural unit, environmental unit (lebensraum) and national political unit or subsystem unit (Taliziduhu Ndraha , 2003).

In the past, many problems arose in areas that were not managed properly due to limited local government authority in these areas. This involves land disputes, forest fires, mining management, investment licensing, environmental damage, budget allocations for central government subsidies, setting development priorities, etc. administrative boundaries, formation of sub-districts and villages, and regional head elections.

With the promulgation of Law no. 22 of 1999, Law no. 32 of 2004 and Law no. 23 of 2014 concerning regional government, this authority is decentralized to the regions. This means that the government and local people are required to take care of their homes responsibly. The central government no longer protects them, let alone dominates them. The role of the central government in decentralization is to monitor, oversee and evaluate the implementation of regional autonomy. This role is not light but also not too heavy for the region. Therefore, within the framework of regional autonomy, an effective combination is needed between a clear vision and strong leadership from the central government with the freedom of initiative and creativity of the local government.

The vision of regional autonomy itself can be formulated in three main areas of interaction, namely the political, economic and socio-cultural fields. Furthermore, Supian Hamim and Indra Mukhlis explained that the vision of regional autonomy is the formation of the economic sector of a region. that interact with each other within the framework of an effective development program (Supian H and Indra M.A, 2005)

In the political field, because regional autonomy is the result of decentralization and democracy policies, it must be understood as a process that opens space for the birth of democratically elected regional heads, which enables a government to be sensitive to problems. the interests of the wider community and maintaining a decision-making mechanism adhering to the principle of public accountability. Democratic government also means transparent policies. In other words, for each policy taken, it must be clear who initiated the policy, what the goals are, what the costs are, who will benefit, what risks will be borne and who is responsible if the policy fails. Regional autonomy also means the ability to build government structures adapted to regional needs, build competitive political and administrative career models and systems, and develop effective governance systems.

In the economic field, regional autonomy, on the one hand, must guarantee the proper implementation of national economic policies in the regions, and on the other hand, open opportunities for regional governments to develop regional and regional policies to

optimize economic efficiency. exploit the potential of existing economic resources in the region. In this context, regional autonomy will enable regional governments to launch various initiatives to provide investment bases, facilitate business licensing and build various infrastructures that support the economy in their regions. Thus, regional autonomy will lead society to a higher level of happiness from time to time.

In the socio-cultural field, regional autonomy must be managed as well as possible in order to create and maintain social harmony between groups in society. At the same time, they also have an obligation to uphold local values that are considered beneficial to the community's ability to respond to the dynamics of life in their environment.

The successful implementation of regional autonomy requires a strong commitment from consistent central government leadership. From the local government also in expect the emergence of democratic government leaders, the DPRD is able to bridge the gap between the needs of the people and the capacity of government and community organizations. society at large, economic policies that are conducive to job creation and business facilitation, as well as socio-cultural approaches to continue to encourage harmony and solidarity among citizens.

The definition of regional government itself is freedom in the form of rights and authorities as well as obligations and responsibilities of local government agencies to run and manage their regional central points as a manifestation of decentralization. Regions are responsible to the state and the state, as well as society and the environment. Therefore, regional autonomy is the authority of an autonomous region to regulate and manage the interests of the local community on their own initiative based on the aspirations of the community according to existing regulations (Taliziduhu Ndraha, 2009). The embodiment of the concept of regional decentralization is regional autonomy, therefore regional autonomy implies the implementation of decentralization policies within a country.

Bayu Surianingrat, quoted by I Nyoman S, defines regional autonomy as the right to regulate and manage households in the area. state through formal government organizations outside the central government (I Nyoman S, 2005). The degree of autonomy granted to local authorities under Vieira in Koswara can be determined from three analytical tools. He stated that: Of all the possible conceptual indicators, three appear to be more accurate and reliable than the others at the current stage of political inquiry:

- 1) the size of the relative ratio of local to national civil servants.

- 2) a measure of the proportion of regional public expenditure related to the center.
- 3) measure the relative ratio of local government revenues to central government revenues.

Vieira's description means that there are three factors that determine the degree of regional autonomy, namely:

- 1) between the number of regional and central employees.
- 2) between regional and central spending.
- 3) between regional income and central income.

Meanwhile, Alderfer from Koswara proposed two measures of autonomy, namely the allocation of power to autonomous regions and central control over autonomous regions (Ekom Koswara K., 2001).

Hart also proposes a measure of the degree of autonomy, namely: the reality of decentralization can be measured by the extent to which authority is delegated to local units to initiate policies independently, and the willingness of the delegated authority to support the units decentralized within it. independent entity. Determination of the degree of regional autonomy was developed by Smith in Jones et al., specifically with seven dimensions (Charles Jones, 1996). First, the size of the function of government, which is classified into the primary function, integrity, part of the function and operation of the part of the function. . The level of decentralization can be measured from the budgets of the three functional categories. Second, the size of income tax. Third, the legal basis for the formation of autonomous regions and jurisdictional boundaries. Fourth, the size of the ratio between total regional revenues and total regional government revenues as a whole. Fifth, the size of regional spending as a share of total state spending. Sixth, the size of local government. Seventh, the size of cadres and civil servants according to classification such as cadres and civil servants at the central level, cadres are appointed, selected, selected at the central level.

Based on the various theoretical reflections on regional autonomy, decentralization, and the extent to which regional autonomy is given to autonomous regions above, it is clear that the formulation and implementation of regional autonomy policies need to take into account these various theoretical inputs in order to eliminate narrow understanding of the meaning of regional autonomy in order to achieve the goal of independent decentralization. The essence of the implementation of regional autonomy is that regional governments have the

discretion to organize their governance based on initiative, creativity and active participation of the local community in the development and promotion of their region. means not only implementing democracy at the grassroots but also encouraging self-actualization to achieve what is considered important for their own environment. With the rise of democracy from below, it's not just the people who decide their own destiny, but the main thing is to try to improve your own destiny. This can be achieved by giving sufficient authority to regional governments to manage, regulate and develop their regions according to their interests and potential. Its authority means freedom to use funds from both the regions and the center according to regional needs without interference from the center, freedom to take initiatives, choose alternative solutions for positions, set priorities and make decisions for the benefit of the people. regions, flexibility in the use of funds for fiscal considerations of the central and regional governments adequate, based on objective and public criteria. Based on the main changes in the principles of regional government administration in this government reform, various policies for the implementation of regional government itself have been developed through Law no. 22 of 1999 concerning Regional Government and Law no. 25 of 1999 concerning financial balance between the central and regional governments, replaced by law. 32 and 33 of 2004 and the latest Law no. 23 of 2014.

Basically the policy of regional autonomy in Indonesia during the reform era was the main points of the reform of the management of "local government".

20 In essence, government reform at the regional level is a planned change, planned change, or planned change, the desired change in the key elements of regional government. Changes are made intentionally and consciously or artificially and do not happen automatically. While there are several choices of approach regarding the scope and scope of the change in question, the choice is drastic rather than gradual change. Defining a quicker time to implement covert policies than North Korean politicians would like, the government is building support for this drastic change approach. As a result, many conflicts, crises and instability accompany the implementation of policies that are considered more important.

Regional autonomy as a concept of government decentralization is essentially aimed at fulfilling the interests of the whole country, namely efforts that are closer to the goals of administering government to realize the ideals of a better society, as well as a more just and prosperous society. Company.

The concept above shows the importance of implementing regional autonomy. In this regard, the central government and regional governments should join hands and cooperate with each other to realize the implementation of sovereign regional government in accordance with the aims and objectives in the laws and regulations that apply to regional governments. The effectiveness of the implementation of regional self-government as well as the opportunities and constraints must be taken into account and can be used as a measure of the success of the implementation of regional self-government. Based on the essential ideas of the concept of regional self-government, the objectives of regional selfgovernment include at least four organs of government, namely politics, administration of government, aspects of development, economic and social development, etc. reasonable consequences to achieve the goal, the goal of giving autonomy to the regions as well as compensation for the obligations and responsibilities of the regional government in carrying out its own regional autonomy policy. Therefore, the aims and objectives of empowering autonomy are as follows:

1. From a political perspective, be inclusive, inspiring, popular, for the interests of the region itself, and support national policies and practices within the framework of developing fundamental democratic processes.
2. Concerning state administration is increasing the effectiveness and efficiency of state administration, especially in providing services to the community by expanding the types of services in areas that need the community.
3. From a social perspective, increasing participation and encouraging community selfreliance, so that people are more independent, less dependent on government support and have strong competitiveness in the development process, the growth process.
4. From an economic perspective, development aims to accelerate the implementation of development programs aimed at increasing people's welfare. Thus the focus of regional administration is self-determination of regional governments in carrying out their own government on the basis of initiative, creativity and active participation of the community in the framework of regional development and improvement. Granting autonomy to the regions means not only implementing grassroots democracy, but also encouraging selfactualization to achieve what is considered important for the environment itself.

The main aim of the decentralization policy, on the one hand, is to free the central government from the unnecessary burden of managing internal affairs, so that they have the opportunity to research, understand, respond to world trends and benefit from them. At the same time, the central government needs to focus more on formulating strategic macroeconomic policies. On the other hand, with the decentralization of government authority to the regions, the regions will experience an important process of empowerment. Their initiative and creativity will be stimulated, so that their ability to solve various household problems will get stronger. Decentralization is a symbol of the central government's "trust" in local governments. This will automatically restore the self-esteem of the government and society place. If in a centralized system they cannot do much to fix various problems, due to the absence or lack of authority they have, then in this autonomous system they are challenged to find creative solutions to the various problems they face (Hanif Nurcholis, et al, 2008).

The principle of granting autonomy to the regions is the principle of democracy, community and apparatus empowerment as well as public services, fairness and justice which takes into account regional diversity. Local governments have the discretion to make the best decisions within the limits of their authority to do their best to support the quality of services for the community. The basic element of the law on regional government is to encourage and empower the community, develop initiative and creativity by placing the community as a key actor in the implementation of development, by developing the role and function of the DPRD. With the new model, local governments must be better prepared to face any changes that will occur in the future. Democratic values will provide wider space for people to choose and express themselves rationally, thereby reducing the domination of state power. In administering the state, cadres do not always have to act alone-themselves, but must direct rather than manipulate, or choose the most optimal way of implementation or direction. What has been done by the community should not be done by the government (Ni'matul Huda, 2009).

The government only needs to make empowerment efforts with a heart to achieve the best quality of service for the community. This means that election decisions must be based on broader interests, namely the benefits and quality of public services. With the enactment of the Law on the Management of Special Areas, there has been a shift in the governance management mechanism from centralization to decentralization, from initially unitary to diversity within unity. As long as Law no. 5 of 1974, it appears that the central government

dominates the implementation of development, including its planning. Top-down planning applies to bottom-up planning. Communities are less involved in the planning process but more involved in the implementation phase.

Changes in governance are also a logical consequence of the existence of a model of government contained in government laws and regulations, namely democratization of decision making, empowering the rights of civil servants, the community and public services. The main objective of governance is within the scope of improving the welfare and public service. Another fundamental change is the existence of a structural and functional relationship of authority between the provincial and district/city governments as autonomous regions, as representatives of the central government in the regions.

The granting of great autonomy to the regions cannot be separated from the demands of good governance. Provincial and district/city government associations can play a role in realizing this need. As we all understand, good governance is a form of balanced and fair relations and regulation of the relations of the government, business and civil society sectors.

The principle of granting regional autonomy according to Law no. 32 of 2004 and Law no. 23 of 2014, namely 1) broad, practical and responsible autonomy for cities/provinces and 2) limited autonomy for provinces. For government/municipal areas, the concept of jurisdiction is broadly understood as regional autonomy in administering government which includes the authority of all areas of government except for some governments which are run by the central government. Authority

This property belongs to the entire government/city and is an integral part of the planning, implementation, monitoring, controlling and evaluation stages. Practical autonomy means full regional authority to exercise government power in certain areas which really exist and are needed and to develop, live and thrive in that area. That is, authority over a problem must originate from the inspiration and aspirations of development in the community, in order to carry out this broad and substantive autonomy. Autonomy in each region varies according to the needs and conditions of the community and the region.

Responsible autonomy is the implementation of responsibilities by giving authority and authority to the regions in the form of tasks and obligations that must be carried out by the regions to achieve the goal of granting autonomy, in the form of knowledge to improve services and improve people's welfare, life development, democracy, equity and equity, and

maintain relations harmony between the center and regions as well as between regions in order to maintain the integrity of the unitary state of the republic of Indonesia (Ekowijaya K., 2001).

III. Closing

3.1 Conclusions and suggestions

One of the key policies of government reform is the implementation of regional autonomy in the context of increasing regional dignity in the form of granting more authority in managing regional financial potential and income. The granting of great power is essentially aimed at utilizing all existing potential, both natural and human resources, to improve the regional economy in terms of growth and equal distribution of people's income. The definition of regional government itself is freedom in the form of power and authority, as well as the obligations and responsibilities of regional government agencies in the implementation and management of their regional center points as a manifestation of decentralization. By granting autonomy to the regions in the form of authority and authority to regulate and manage their regional government center, the regional government is responsible both to the state and nation, as well as to society and its environment. Therefore, regional autonomy is the right of the autonomous region to regulate and manage the interests of the local community own initiative in accordance with the wishes of the community in accordance with existing laws and regulations. The embodiment of the concept of decentralization at the regional level is regional autonomy, so regional autonomy is an implication of the implementation of decentralization policies in a country.

The essence of the implementation of regional autonomy is that regional governments are free to organize their own government based on the initiative, creativity and active participation of the local community, in order to develop and promote their region. Granting autonomy to the regions does not only mean building grassroots democracy but also encouraging self-actualization to achieve what is considered important for their own environment. With the development of democracy from below, the people not only determine their own destiny, but the main thing is to try to improve their own destiny. This can be achieved by giving sufficient authority to regional governments to manage, regulate and develop their regions according to their interests and potential. Regional government as one of the concepts of decentralization of government is basically aimed at fulfilling the

interests of the whole country, namely efforts to bring the goals of governance closer in order to realize the ideals of a better society, as well as a just and prosperous society.

The granting of autonomy to the regions is intended so that the regions concerned can regulate and manage their own households, in order to increase the efficiency and effectiveness of governance in serving the community and carrying out development. The principle of granting autonomy to the regions is the principle of democracy, community and apparatus empowerment as well as public services, fairness and justice which takes into account regional diversity. Local governments have the discretion to make the best decisions within the limits of their authority to do their best to support the quality of services for the community. The main points of the regional autonomy law are encouraging and empowering the community, prioritizing initiative and creativity by placing the community as the main subject in the implementation of development. With this new model, local governments must be better prepared to face the changes that will occur in the future. The urgency and motivation for granting autonomy to the regions include: first, efforts to increase the efficiency and effectiveness of government administration.

Second, efforts to accelerate the implementation of development. Third, increase the role of society in the process of government democratization. Regional autonomy policy, starting from the promulgation of Law no. 22 of 1999 to Law no. Presidential Regulation 23 of 2014 is the government's best effort to create the best regional governance formula that is in accordance with the expectations of the community, but many factors influence the implementation process. And to achieve optimal results, it still takes time and hard work. However, we must be optimistic that at least the process of changing modern local governance has started.

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