Implementation of collaboration planning and budget performance information for special allocation fund in budget planning in the regional development planning agency of Rokan Hilir regency

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Abstract---This study aims to analyze the implementation of the KRISNA Special Allocation Fund in budget planning at the Regional Development Planning Agency of Rokan Hilir Regency. The Collaborative Application System for Planning and Budgeting Performance Information functions to carry out budgeting or proposals for the use of website-based Special Allocation Funds since 2018 in Rokan Hilir Regency. This research uses qualitative research method with descriptive research type. The main informants in this research were the Head of Bappeda, Head of Bappeda Division, Head of Sub Division of Bappeda, Head of Education Office, Head of Department of Housing and Settlements Service, and Head of Agriculture Service in Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of research and data

analysis, it shows that: (1) The implementation of the application system policy since the second quarter for the 2019 budget still has several question marks, including those related to the amount of funds approved by the central government which is not fixed. (2) Policy implementation of the Collaborative Planning and Budget Performance Information application system in Rokan Hilir Regency is reviewed through the Policy Implementation approach model by Edward III (1980) in the form of Communication, Human Resources, Disposition, and Bureaucratic Structure.

Keywords---implementation, collaboration, planning and fund.

Introduction

The policy for the allocation of special allocation funds is prioritized to assist regions with financial capabilities below the national average (in this case the general criteria for receiving special allocation funds). infrastructure in areas with Special Autonomy (Otsus) status, such as Papua (covering Papua Province and West Papua Province), coastal areas and small islands, border areas with other countries, underdeveloped/remote areas, flood/landslide prone areas, areas that enter categories of food security and tourism areas, and others (Nuryadin and Suharsih, 2017).

Regional development must contribute to the achievement of national development which is coordinated by two agencies, namely the Ministry of National Development Planning/National Development Planning Agency and the Ministry of Finance. But often, the implementation overlaps with each other in terms of authority (Astuti, 2018; 51). As in the determination of national planning in the form of a Government Work Plan which is revealed to be a Ministry/Agency Work Plan document.

The Government Work Plan is issued before the release of the budget ceiling. This results in program/activity planning cannot be funded optimally (Astuti, 2018; 51). In addition, there are two applications, both of which run independently and do not match performance goals. This discrepancy occurs in several ways, starting from the nomenclature and code of activities, outputs, sub-outputs, components, and sub-components and their targets. The two applications are the planning process with the K/L Renja application and for budgeting with the RKA-K/L application.

In 2017, the Collaborative application for Planning and Budget Performance Information was built. This application is an initiative of the Ministry of National Development Planning/Bappenas which aims to integrate the planning, budgeting and reporting processes. The Collaborative Application for Planning and Budget Performance Information is the answer to the misalignment of the planning, budgeting, and reporting processes (Astuti, 2018). The KRISNA application integrates the existing planning and budgeting platform at Bappenas into a single and easy-to-use system. The electronic application is also connected directly to SINKRON, which is the budgeting application system at the Indonesian Ministry

of Finance (KSI, 2018). The Collaborative Application for Planning and Budget Performance Information is the starting point for the interconnection of all applications currently owned by the government in the e-government system, so that it can encourage targeted and efficient priority development.

The Regional Development Planning Agency (Bappeda) of Rokan Hilir Regency (in the 2016-2021 Strategic Plan document) is a supporting element of the regional government which is under and responsible to the regional head as well as a supporting element of the Rokan Hilir Regency government in the administration of regional government and development management. in the planning field.

The Bappeda of Rokan Hilir Regency has the obligation to carry out monitoring, evaluation, and assessing the work performance of the implementation of subordinate duties on a regular basis through an available assessment system as a reflection of work performance towards good governance. The allocation of the Physical Special Allocation Fund is carried out based on the proposal for the Physical DAK submitted by the Regional Government (Pemda). In the context of efficiency, effectiveness, transparency, and accountability in the management of the Physical Special Allocation Fund for Fiscal Year 2020, the submission of the Physical DAK proposal by the regional government is carried out through the application system for Collaborative Planning and Budget Performance Information (RI Minister of Finance, 2019).

Rokan Hilir Regency has used the KRISNA application to budget or propose the use of a website-based Special Allocation Fund since 2018, but in reality, the implementation of the KRISNA-DAK application system is still not optimally used so there is still a need for improvements that must be improved immediately.

The researcher obtained several phenomena related to the gaps that occurred between the problems which were then linked to the research indicators that the researcher used. An obligation for the implementer to know what to do, the goals and objectives of the policy must be transmitted to the target group. In running the application system for Collaborative Planning and Budget Performance Information, there are still verification notes about the lack and completeness of the documents so that this becomes a finding for researchers related to aspects of communication that occur between policy makers and policy implementers.

This indicator the researchers also found that the amount of value received by the region was still very relative, the determination of the criteria for the region that received it, and the amount received was still unclear for the region. When viewed from the total value of the proposed funds with the amount of funds received/approved by the Ministry in 2020. The proposed value through the Collaborative Application system for Planning and Budgeting Performance Information is Rp. 1,117,623,883,818,- (one trillion one hundred seventeen billion six hundred twenty-three million eight hundred eighty-three thousand eight hundred and eighteen rupiah), and the value received/approved by the Ministry is Rp. 176.081.643.124,- (one hundred seventy six billion eighty one million six hundred forty three thousand one hundred and twenty four rupiahs). Only 16% (sixteen percent) of the value of the proposal was accepted/approved.

Resources are also very important, so if the implementor lacks the resources to carry out the implementation, a policy will not run effectively. The resources in question can be in the form of competence resources and financial resources. In running the application system for Collaborative Planning and Budget Performance Information, the results of Monitoring and Evaluation have not been used as guidelines in future planning by OPD. Researchers observed the large number of proposals entered in the Collaborative Application for Planning and Budget Performance Information without regard to the number of proposals received in the previous year. It can be seen from the amount of funds received in 2019 of Rp. 135,403,180,220,- (one hundred and thirty five billion four hundred three million one hundred eighty thousand two hundred and twenty thousand rupiah).

The character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature, willingness, desire and tendency of policy makers to carry out the policy seriously or can be called a disposition so that what is the goal of the policy can be realized by Edward III in (WIDODO, 2007). 2008). If the implementor has a good disposition, then the implementor can carry out the policy well as desired by the policy maker. When the implementor has a different attitude or perspective from the policy maker, the policy implementation process also becomes ineffective. In the phenomenon that the researchers found related to this, that there were several documents that were not prepared so that it had implications for inefficiency and effectiveness in terms of verification which was the responsibility of the Regional Development Planning Agency, this was exacerbated by proposals that did not have the completeness to continue. or forwarded by the Regional Development Planning Agency to the ministry, so that this has an impact on returning the proposal for the Special Allocation Fund to the Regional Development Planning Agency for improvement.

From the above phenomenon, the researcher sees problems in the implementation of the Collaborative Application System for Planning and Budget Performance Information, both in terms of proposals and the completeness of technical documents in planning at the Regional Development Planning Board of Rokan Hilir Regency. These strategic issues must be resolved by Bappeda so that they do not become obstacles in the implementation of the Collaborative Planning and Budget Performance Information application system as well as in an effort to improve services to achieve good governance.

Based on the background of these problems, this research focuses on the problem of implementing the KRISNA Policy in budget planning at the Regional Development Planning Agency of Rokan Hilir Regency, to answer the formulation of the problem 1) How to Implement a Collaborative Application System for Planning and Budget Performance Information in Budget Planning at the Development Planning Agency Rokan Hilir Regency area? And what are the inhibiting factors in the implementation of the Collaborative Application System for Planning and Budget Performance Information in Budget Planning at the Development Planning Agency? So in this case, this study aims to "analyze the Implementation of Collaborative Planning and Budget Performance Information on Special Allocation Funds in Budget Planning at the Regional Development Planning Board of Rokan Hilir Regency"

Research Methods

The type of research used is descriptive research with a qualitative approach. This method is used to describe conditions that actually occur in detail and are clearly described. In addition, when viewed from the problems raised, a qualitative approach presents a comprehensive form of data in analyzing a phenomenon that occurs. According to Kirk and Miller in Moleong (2014: 2), explaining that at first the term qualitative research originated from qualitative observations as opposed to quantitative observations. Quantitative observation involves measuring the level of a particular trait. To find something in observation, the observer must know what characterizes that thing. For this reason, the observer begins to record or count from one, two, three, and so on.

Qualitative research is used for purposes of initial research where the research subject is not well defined and poorly understood, understands detailed issues about the situation and reality faced by a person, and is used to examine something in more depth. Through this research, the researcher uses qualitative research methods as the approach used to explain or describe the analysis of the implementation of the implementation of monitoring and evaluation based on the Collaborative Planning and Budget Performance Information application on the work plans of regional apparatus organizations in Rokan Hilir Regency. Of course, by following the systematic writing of the correct qualitative method.

Literature Review

Various findings resulting from other studies that discuss related issues such as research by Nuke Windi Astuti (2018) with the title "Applications for Collaborative Planning and Budget Performance Information need to be refined in order to harmonize planning and budgeting of state expenditures." The results of this study indicate that the budget revision mechanism is divided into in some ways. Revisions that require review can be made by the Directorate General of Budget, Ministry of Finance. Meanwhile, those that do not need to be reviewed can be carried out by the Directorate General of Treasury, Ministry of Finance. Meanwhile, the budget revision by the Budget User Proxy is carried out by changing the operating instructions for activities. To accommodate this, the application for Collaborative Planning and Budget Performance Information does not yet have a pull menu for data from the RKA-K/L database. Implementers/administrators in the Planning and Finance Bureau must input the revised data manually. In such a case, it is necessary to open the access process for the KRISNA application which was previously locked by the Ministry of National Development Planning/Bappenas.

Trernda Aktiva Oktariyanda and Tjitjik Rahaju (2017) with the title "E-government strategy of Surabaya city government through e-rt/rw to improve the quality of public service". The results show that the use of information technology by the Surabaya City Government has resulted in various public service innovations such as "e-Sapa Warga", e-Commerce, "e-RT / RW", e-Budgeting, e-Project, e-Procurement, "e -Education". Among the many innovations, e-RT / RW (Rukun Tetangga / Rukun Warga) is an innovation that is quite prominent because there are still many areas that have not been implemented. The positive

impact of the implementation of e-RT / RW is an increase in the quality of public services that bring benefits to all residents of the City of Surabaya.

Muchelule Yusuf (2017) with the title "Influence of monitoring and evaluation on performance of constituency development fund projects In Kajiado East Sub-County, Kenya". The results showed that the level of M&E training was of central importance to public project performance, the second objective found that there is a high correlation between the Effect of Training and Monitoring and Evaluation Performance, the Effect of Monitoring and Evaluation Time and Performance and the Effect of Monitoring and Evaluation Team Strength. M&E is critical to the success of any project, but in most project Governments they have not been able to adopt it effectively. The role of Training, Time Management and Monitoring Team Strength was only 22.6 percent unexplained. The P-value of 0.004 (Less than 0.05) implies that the model of factors influencing M&E performance is significant at the 95% confidence level. The continuous improvement process usually consists of three activities that operate interactively in project management: Time cost and Quality.

I Putu Agus Swastika (2016) with the title "E-Government Assessment Framework Analysis on local government websites in Indonesia". The results show that as a reference for formulating recommendations for improvement for the website to comply with Presidential Instruction no. 3 of 2003 on national policies and strategies for the development of E-Government. Furthermore, the best practice is revealed to be the E-Government Assessment framework. Designing an assessment rubric used in the E-Government Assessment framework, to conducting website assessment tests using this E-Government Assessment framework. From the results of the study that has been carried out the E-Government Assessment framework is worthy of being a national reference for the government for evaluating the local government website so that Presidential Instruction no. 3 of 2003 can be achieved, besides this E-Government Assessment framework can be used as a reference in E-Government courses and information technology audits

Result and Discussion

Application System for Planning Collaboration and Budget Performance Information for Special Allocation Funds

Implementation are actions taken by individuals/officials or government or private groups aimed at achieving the goals outlined in policy decisions. (Van Meter and Van Horn in Wahab, 2001:65). Mazmanian and Sebastiar in Wahab; (2001:68) states that implementation is the implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or decisions of the judiciary. This implementation process takes place after going through a number of certain stages such as the stage of ratification of laws, then policy outputs in the form of implementing decisions and so on until the improvement of the policy in question.

Technology as a whole method that rationally leads and has efficient characteristics in every human activity (Syukut Fatah, 2008) and Gary J Anglin

argues that technology is the application of the behavioral and natural sciences and other knowledge in a systematic and systematic way to solve problems (Zainal Arifin Dan Adhi Setiyawan, 2012). Meanwhile, according to Vaza technology is a process carried out in an effort to realize something rationally. Technology is a design or design through a process or stage that has added value to produce a product and has the characteristics of efficiency in every human activity. Technology can be said to be science that is transformed into products, processes, services and practical structures

The form of policy implementation is currently being developed in a system, namely the Collaborative Application System for Planning and Budget Performance Information, which is the Collaboration on Planning and Budget Performance Information by integrating systems from three ministries, namely the Ministry of National Development Planning/Bappenas, Ministry of Finance, and Ministry of PANRB which is outlined in the form of an application system. to support the planning, budgeting, and reporting of performance information processes. Meanwhile, Minister of National Development Planning/Head of Bappenas Bambang Brodjonegoro said that the KRISNA application was born as part of an effort to adapt to the industrial revolution 4.0, especially in the context of governance as part of the Electronic-Based Government System (HUMAS MENPANRB, 2019). Over time, Collaborative Planning and Budget Performance Information has developed to become more holistic and integrative, reaching out to budget planning, as well as medium-term and annual performance information both at the central and regional levels.

Analysis of Policy Implementation of Collaborative Planning Application System and Budget Performance Information in Budget Planning at the Regional Development Planning Agency of Rokan Hilir Regency. Understanding the concept of implementation is an important aspect to gain a thorough understanding of the policy. Understanding leads to a better understanding of how policies are implemented in the field of government administration. In fact, the process of making policy is often more difficult and complex than the process of designing it. Policy implementation, according to Wibawa (1994), is a kind of embodiment of basic policy decisions. Usually found in legislation. Important instructions or statutory regulations may also fall into this category. These decisions, in theory, should characterize the problem to be tackled, define the goals to be achieved, and "draw the structure" of the implementation process in various ways (Wibawa, 1994).

The KRISNA application system is a government achievement in facilitating local governments to submit a Physical Allocation Fund budget plan. This application has been implemented by the Regional Government, especially Rokan Hilir Regency since 2018. This application is certainly a stepping stone in collaborative planning for each Regional Apparatus Organization, especially through the Regional Development Planning Board of Rokan Hilir Regency.

The implementation of the application system policy for the Collaborative Planning and Budget Performance Information is considered to still require some adjustments to make it more useful. In addition, there is still some uncertainty about program implementation, such as the nominal realization agreed by the

central government, and the fact that only about 16 percent of the many proposed plans are accepted by the central government. Of course this is a weakness in policy implementation, especially if the implementation of the policy must be properly communicated to the implementor (Edward iii) in (Widodo: 2008).

The pattern of the amount that will be approved for implementation is still being kept secret by the government. All policy-related information must be communicated properly and consistently so that there are no omissions and many unanswered questions when implementing the policy. The government of Rokan Hilir Regency feels that way, even the Bappeda of Rokan Hilir Regency does not understand the nominal amount that will be approved.

In implementing the application system policy for Collaborative Planning and Budget Performance Information, the human resource aspect is also an obstacle. In order to comply with the Policy on Planning Cooperation and Budget Performance Information on Special Allocation Funds (DAK), competent human resources are needed. Unfortunately, there are still comments about the lack of thoroughness and completeness of the document. The results of monitoring and evaluation have not been used by Bappeda HR as a reference for future planning. The Collaborative System for Planning and Budget Performance Information is very good because it facilitates the flow of various activities, tools, and procedures that will be presented to the Special Allocation Fund. Whereas previously, to submit a physical plan, the government had to send a large number of materials in printed form to the central government. The researcher analyzed the inhibiting factors for the Implementation of the Cooperation and Budget Planning Performance Information System Policy in Rokan Hilir Regency to determine the extent of the implementation of the collaborative planning application system policy and performance information system in Rokan Hilir Regency.

Inhibiting Factors in the Principle of Performance Accountability in the Implementation of the Government Agencies Performance Accountability System of Rokan Hilir Regency. Each Region submits a plan for the Special Allocation Fund (DAK) for the following year through the application system for Budget Performance Information and Cooperation Planning at the Regional Development Planning Agency. Regional OPDs, in accordance with their respective fields, initiated the proposal. This application is expected to truly become a partnership between government agencies, especially in submitting the Special Allocation Fund planning.

While the causes of problems in the Implementation of the Collaborative Planning and Performance Information System Policy for the Special Allocation Fund (DAK) in Rokan Hilir Regency are From some data and some phenomena that researchers found, researchers summarize the initial observations that have been made to find out some of the obstacles from the research phenomenon that caused implementation of the Collaborative Planning and Performance Information (KRISNA) policy on the Physical Special Allocation Fund (DAK) in Rokan Hilir Regency. In addition, to find out more deeply the extent of the implementation of the KRISNA DAK application system policy in Rokan Hilir Regency, the author uses a research focus according to the theory or model of the

Policy Implementation approach formulated by Edward III in Widodo (2008), which is as follows:

Communication

The process of delivering information from communicators to communicators is known as communication. Information about public policies must be communicated to policy actors so that they know what they must prepare and do to implement the policy and ensure that the aims and objectives of the policy are achieved. As a result, policy measures and objectives must be communicated to implementers in a clear and concise manner. Consistency or uniformity of basic measures and objectives must be communicated so that implementers are aware of the actual size and objectives of the policy.

Those responsible for implementing decisions must know whether they are capable of doing so to be effective. In fact, all workers must accept the implementation of the policy and must understand the intent and purpose of the policy completely and accurately. Policymakers who have seen the ambiguity of policy specifications do not fully understand what will happen. Policymakers are undecided about what they will do, so if they are forced to, they will not achieve the best results. Inadequate communication to implementers has a significant impact on policy implementation.

Informant Response "There have been many socializations that have been carried out in the context of transmitting information so that those who apply the policies understand what they are implementing. In Rokan Hilir district itself, through the Regional Development Planning Agency, there are still obstacles in the communication carried out, such as the inconsistency of the government, especially the central government in the amount of the budget that will be approved from the proposed Physical Special Allocation Fund (DAK) budget plan, despite efforts Many efforts have been made to communicate both from the central and regional levels. There was also a change in the initial information received about the location of the activity with the location of the determination that had been prioritized by the center."

Based on the discussion of the results of the interviews above, it can be concluded that in the Communication indicators there are still inconsistencies and unclear information transmissions carried out especially by the central government as policy makers. It is proven by the amount of value that will be approved by the central government so far it has not been known by the regional government, especially the Bappeda of Rokan Hilir Regency which is a priority by the central government so that it is approved. In fact, the amount approved by the central government is only 16% of the total budget for the Physical Special Allocation Fund (DAK) proposed by the regions. The point is that so far the Rokan Hilir Regency government has proposed a Special Allocation Fund (DAK) budget plan, such as revoking the lottery, if you are lucky, you will get a large budget from the total proposed budget.

Human Resource

A sufficient number of people are needed to implement a policy, but a sufficient number of staff will be wasted if they do not have the necessary skills. As a result, employees must have the necessary capabilities to implement a policy. This is because policies implemented by people who are not experts in policy implementation will fail (Awang, 2010: 42).

According to Van Matter and Van Horn (in Nugroho, 2006: 628), supporting resources are needed for policy implementation, including human resources, material resources, and method resources. Human resources are the most significant of the three resources because they are the subject and target of policy implementation. (Setyawan & Srihardjono, 2016).

Informant response "On the Human Resources indicator in the Rokan Hilir Regency Government, the average informant gave the same answer. In operating the Collaborative Planning and Budget Performance Information (KRISNA) application system, the Special Allocation Fund (DAK) does not require a lot of energy in its operation. Each OPD only has a role as an OPD User with the main task of submitting an activity plan along with the amount of the proposed budget. The required resources are between 2 to 4 people in each OPD. It's just that the concern of the researchers is that the results of monitoring and evaluation have not been used as guidelines in future planning by the OPD, this shows that the resources owned by the Rokan Hilir Regency Government, especially the OPD are still very minimal in terms of ability, many proposals are inputted in the KRISNA application. DAK regardless of the number of proposals in the previous year. ".

Based on the results of the interviews above, it can be concluded that in the aspect of Human Resources, the Government of Rokan Hilir Regency still lacks people who are able to analyze the mistakes of the previous year and make them a guide for the following year. Of course, this will be an obstacle in the implementation of the application system policy for the Collaborative Planning and Budget Performance Information (KRISNA) for the Special Allocation Fund (DAK) in the future. If this is done continuously, it will only take time to improve the submissions based on the results of records from the central government.

Disposition

Disposition can be interpreted as the willingness, desire, and tendency of policy actors to carry out policies seriously in order to achieve policy objectives. The attitude of the implementer or those who implement the policy is also called the disposition. If the implementers agree with the content of the policy, they will be happy to implement it. However, if their opinions differ from those of policy makers, the implementation process will be fraught with difficulties. Widodo (Edward III) (2008).

There are three types of attitude/response of implementers in terms of policy: awareness of implementers, instructions/directions of implementers to respond to program acceptance or requests, and intensity of their responses. Implementers may understand the intent and purpose of the program, but often fail to

implement the program properly, because they reject the goals that are in their nature, thus hiding and avoiding program implementation. In addition, the support of implementing officials is very important in achieving program objectives.

Informant Response "The KRISNA application system is very important in supporting the performance of this agency, because with this application the regions will be helped and facilitated when proposing the Physical Special Allocation Fund (DAK), so there is no reason for us to be careless let alone give an example of an attitude that refuses to implement it. KRISNA application system policy, especially DAK in the Regions, since 2018 this application policy was held and then implemented for proposed activities in 2019, this application is very helpful, the rules and technical guidelines are something that must be implemented and we cannot refuse, even when this policy was first made In the form of an application system, what comes to my mind is that this application will greatly facilitate the planning and budgeting process, then after that I ordered officials at BAPPEDA to coordinate with related parties regarding the ease of the process…".

Based on the results of the researchers' interviews above, it can be concluded that the convenience promised by the implementation of the Collaborative Planning and Budget Performance Information (KRISNA) application system for the Special Allocation Fund (DAK) makes implementors agree with the policy. Where when someone has agreed because it is helped by the content of the policy, then they will be happy to implement it seriously, but if their opinion is different from the policy maker, then the implementation process will be full of difficulties. Widodo (Edward III).

Bureaucratic Structure

Bureaucracy is designed as a tool to deal with public demands; it can also be described as a dominating institution for enacting policies that serve the interests of different levels of the hierarchy. Even if policy implementers and implementers know what to do and how to do it, and are motivated to do so, policy implementation may still be inefficient because of an inefficient structure. Edward III in Widodo (2010: 106).

The personnel structure, on the other hand, has two distinct characteristics: Standard Operating Procedures and Fragmentation. In complex and expansive work organizations, Standard Operating Procedures are the result of an internal search for assurance of time, resources, and requirements for consistency. In other cases, however, the SOPs in question may be a roadblock to policy implementation. SOPs are likely to be a roadblock in implementing new policies that require new ways of functioning or new types of staff.

Informant Response "Overall, the results of the researcher's interviews are related to the indicators of this bureaucratic structure, namely the form of instructions applied to this bureaucratic structure through direct instructions, or the leader making the disposition of letters, official notes are delivered in stages through the office secretary to be conveyed to all employees. Standard Operational Procedures

have been contained in the technical guidelines provided by the central government, it's just that these procedures sometimes have changes." Based on the results of the interview above, it can be concluded that in terms of the Bureaucratic Structure, the characteristics of the bureaucratic structure are Standard Operating Procedures (Edward) in (Widodo: 2008) based on the technical instructions given by the center. This technical guide contains the date and time of each step to be performed.

Conclusion

Based on the research that has been done, it can be concluded that the Allocation System for Collaborative Planning and Information on Budget Performance was made one of them in order to facilitate the regions in proposing a Special Physical Allocation Fund Budget Plan. Later, each Regional Apparatus Organization submits a draft Activity and Budget to the Regional Development Planning Agency, and then the Rokan Hilir Regency Regional Development Planning Agency will verify and then validate it for submission to the center so that it can be realized. However, based on the analysis, there are still problems that become obstacles as described based on the policy implementation model by Edward III in (Widodo: 2008) in the form of all organizations not knowing the amount of the budget that will be approved by the Central Government even by the Regional Development Planning Agency itself, the lack of capacity from Human Resources in the use of the krisna application system, and there are still weaknesses in the attitude of the implementers who continue to submit proposals that do not have completeness.

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