COMPETITIVENESS OF FINANCIAL MANAGEMENT BASED ON SPECIAL AUTONOMY FOR ECONOMIC DEVELOPMENT AND WELFARE OF PAPUA

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ABSTRACT

Financial management is to run all the financial system in accordance with an adequate preparation. Deliberations are invited from several angles on the organization of financial management on the regional government of Papua and West Papua provinces by utilizing a regional development plan for federal funds through the General Allocation Fund and the Special Autonomy Fund. The use of financial governance with efficient local government found that the usage of existing funds shall be in accordance with the level of achievement of the program, so that in implementing all programs will happen properly and the use appropriate financial management also will achieve in an effective way. I study was performed on the said issue using a phenomenological study by interviewing the key informants procedures such as Head of Finance of Papua and West Papua. In addition to it an in-depth interviews, focus group discussion also conducted with the financial experts, lecturers and NGOs. Findings indicate that the local government financial management is in line with the legislation in the implementation of the program. It is in accordance with the financial management plan which is the effective and efficient in achieving the results.

Keywords: finances, competitiveness, economic, welfare and autonomy
INTRODUCTION

Management is a collection of activities (including planning and decision making, organizing, controlling and reporting) directed to the organization's resources (human, financial, physical and information equipment) in order to achieve organizational objectives in an efficient and effective manner. Management functions to be performed are a function of planning, organizing functions, control functions and reporting functions. All this function must be carried out to enable companies to optimize all the resources available within the company so that the company's goals can be achieved (Halim, 2008: 61).

In turn Halim, (2008: 62) describes the financial management is a process in the regulation of financial activities in an organization which included activities of planning, analysis and control of financial activities. Financial management can be defined as well as all activities of the company related to the efforts control and manage company funds by minimizing the cost and effort of use and allocation of these funds effectively and efficiently to maximize the value of the company.

Inhibiting the implementation of Special Autonomy is the absence of effective coordination between the central government, provincial government, and the government district / city. In some respects, the Act No. 21/2001 is not in conformity with Law No. 32/2004 on Regional Governance and Law No. 33/2004 on Financial Balance. To harmonize the law, we need a clear mechanism of coordination between the central, provincial government and district / city. (John, 2012: 11).

Further it is explained that the principle of granting special autonomy for Papua-Province intended to achieve rapid economic development, improving the welfare and progress of the people of Papua, in the
framework of equality and balance with the development of other provinces.

Problems encountered in the financial management in the era of special autonomy in Papua and West Papua is after 12 years running, the special autonomy (Special Autonomy) Papua and West Papua are still facing a number of issues that need improvement include fund management is still a lot to invite a question mark, in terms of effectiveness and efficiency (Hasan, 2010: 11, John, 2012: 16). So if the special autonomy fund is intended as an answer to underdevelopment of Papua, in general, the advance in Papua is still lagging behind other regions.

The sectoral composition of Papua spending is improving, although still dominated by the government general administration (AUP). On the one hand, both for provincial and regency / city, AUP sector is still the biggest shopping sector. On the other hand, the priority sectors in the distinctive autonomy, such as education, health, and infrastructure, getting increasingly large allocations, even though was still not optimal. Unfortunately, the agricultural sector, which absorbs most of the labor and the second largest contributor to the GDP, just gets a total budget allocation of 2-3%.

Improvements budget composition also occurs on the type of expenditure, where capital expenditure is now the most dominant. Until 2005, the largest type of expenditure is personnel expenses. This trend began to change next year in which capital expenditures become the largest component. This fixes some extent driven by the special autonomy funds for infrastructure (for the province) and the increase in the number of DAK (for district / city).
Budget surplus continues to provincial and regency / city, which is a new source of funding. During 2004-2007, there was a budget surplus at the provincial and regency / city in Papua by 5-10% per year. This surplus is largely used for the formation of reserve funds and investments in provincial companies. Cumulatively, provincial budget surplus and the entire region are estimated at more than Rp 7 trillion. If it can be consolidated, this number is not small sources of funding for development in Papua

**Sectoral analysis**

Increased spending allocations strategic sectors have been accompanied by improvement achievements of the sector, despite the fact that not optimal. During 2004-2007, along with the size of the allocation of expenditure, reflecting the improvement level indicators sectors of schooling, health, and infrastructure. However, this improvement is still not able to reach the average Indonesian. The same is clear from public facilities and infrastructure, such as health centers, schools, roads, and ports. A common problem in this strategic sector is a wide gap between urban and remote areas and among different income groups.

**Education**

Various educational output and outcome indicators showed significant improvement between 2004-2007. This increase appears in the literacy rate, pure school participation rates, and the teacher-student ratio and classroom-pupil. However, until 2007, the achievements of the province of Papua for the indicators are still below the national average.
Health expenditure in Papua continues to increase each year, with the proportion of under 10%. For the year 2004-2008, an increase in the allocation of health spending significantly, as demonstrated by the increase in health spending per capita. However, the proportion of health spending is still below 10% of the total budget. In terms of the composition of spending, spending on goods and services and capital spending is a part of most health spending.

**Infrastructure**

Infrastructure development, in Papua not well coordinated. As long reviews in WB (2009), yet there is a master plan for infrastructure development in Papua reliable and prepared jointly by the central government, provincial, and district / city. Plans are there still unilateral and coordination based more ad hoc basis. Coordination and master plan is absolutely necessary, given the infrastructure sector requires huge funds, especially in the context of Papua.

Network of roads has been increasing over the last few years with uneven distribution and is not followed by adequate treatment. During 2004-2007, the road infrastructure network increased up to 5-fold. However, the network of roads, especially on the asphalt, still focused on urban areas. Improved road network is not followed by the improvement of road conditions. In 2007, heavily damaged roads reached 8681.79km or 56.64% of total road along the 15 327km. And, only about 33.27% only road in good condition.

Limitations of transport infrastructure in Papua lead to very high prices of basic necessities in the rural areas and mountains. Very difficult topographical conditions make air transportation to be the only solution in many areas of Papua. Lack of access to land, sea and river
lead to very high prices of basic necessities in the rural areas and mountains because of the high cost of air transport. Currently, it can be said that the prices of goods in the districts in the central mountains, especially Puncak Jaya, are the most expensive in Papua, and even in Indonesia. Household access to basic infrastructure in Prov. Papua is still lagging and uneven. This condition is observed in access to clean water, electricity, and sanitation, where the achievements of Papua are far below the average Indonesian. Same with education and health, access to this facility very uneven in terms of geographical and income groups.

**Objective**

The purpose of this study meant that effective financial management and efficient able to benefit as much as possible (Mardiasmo, 2010: 28). Then the fund management of special autonomy in Papua and West Papua provinces, if managed effectively and efficiently improves wellbeing.

**Scope**

The benefits of this research in a practical contribution to government officials as a financial manager in the provinces of Papua and West Papua that the effectiveness and financial efficiency is the primary meaning of financial management.

Theoretically provide financial contributions to the theory that the Effectiveness and Efficiency of Finance are developing the science of finance, in particular public finances.
LITERATURE REVIEW

Kadmasasmita (2007: 9) and Mardiasmo (2007: 29) explains to More Applying Concepts effectiveness and efficiency and financial structuring Countries applying the concept of value for money, better known with the concept of 3 E (Economy, Efficient, and Effective). Therefore, in this reform of government are required both in the search for funds and use the funds always apply the principle of the E3. This prompted the government trying to always pay attention to every penny / rupiah and (money) obtained and used.

The law on Special Autonomy and a set of other laws regulates financial management in the province of Papua, Mulyadi (2005), Setyanto (2009), Jumingan (2006), Supoyo (2006). With the addition of the acceptance of special autonomy funds should refer to the financial management and adherence to regulations that have been defined, Mulyadi (1997), Halim (2008). It is expected to run in accordance with the financial regulations will achieve effectiveness and efficiency in achieving the program. Funds granted special autonomy in Papua has the meaning of affirmative action where the funds are used to support an accelerated pace with indigenous Papuans to each of the other provinces, Sumule (2002).

Financial management areas should be done by observing the principles of transparency and Financial Management. In other words, financial management must be responsible to the public (Financial Management horizontal) transparently. Wide access for the public on financial management will encourage broad participation of society.

Definition of Financial Management by Halim (2008: 89) Financial Management is obligation to account or answer the performance and
actions of a person / legal entity or leader of an organization to the party who has the right or in authority to request information or accountability.

Plumptre (1981) in Halim (2008: 87) in his article "Perspective Accountability in the Public Sector" provides that demands success Financial Management; First, exemplary Leadership, Leaders sensitive, responsive and accountable will be transparent to his subordinates and the public so as to meet the needs of those he will require Financial Management practice begins from the very bottom, the Second Public Debate, Before the great policy enacted should be held a public debate in advance to get the maximum results, the third coordination, coordination between all government agencies will be very good for growing development of Financial Management, the fourth Autonomy, the government can implement the obligations in its own way the most profitable, most efficient and most effective for the achievement of organizational goals, fifth Explicitness and Clarity, standard performance evaluation should be disclosed in a real and clear so that it can be seen clearly what should be on financial management, Sixth legitimacy and acceptance, Its purpose and meaning of the Financial Management should be communicated openly with all parties so that standards and rules can be accepted by all parties, the seventh negotiation, negotiations should be done about the differences of national goals and objectives, responsibilities and authority of any government agency.

METHODOLOGY

Approaches to Qualitative Methods used weber perspective in solving the problem of research. The reason for using a qualitative approach is the culture of the people of Papua in general tends to emphasize social
issues (Raba, 2010: 6). In financial management as well as more attention to social aspects (Bapeda Papua Province. 2010: 3). Social aspects that gave the phenomenon of financial management. Weber (1960: 3) provides an understanding of exposing social problems by using the phenomenological aspects to reveal the social phenomena that occur. With depth interviews with key informants and focus group discussions, the researcher tried to uncover and give meaning to effective financial management and efficient.

**RESULTS**

Key Informant in this research is still actively involved in the implementation of financial management and education programs for special autonomy runs. Key Informants have enough time to provide the information or the opportunity to get interviewed. The informant is the government as the manager of the local government budget. Key Informants this study explains the meaning of the management of special autonomy in Papua and West Papua:

**Informant narration**

"The development of special autonomy funds from the 2002 s / d in 2012 is increasing, but the social unrest and criticism of the special autonomy fund management by the Provincial Government of Papua and West Papua has always been a sharp focus and tend to be said to fail". Phenomenology proposed by Weber (1944) in which the phenomenology associated with the concept of rational action by analyzing the meanings that are behind the actions of individuals who promote the establishment of social phenomena, as well as reveal why people say that the special autonomy fund management failed."
Informant narration

"The allocation of funds Special autonomy for the economic empowerment of the people is very small and the number declined until 2010, the Society received less attention and the unavailability of a set of rules that protect the Orang Asli Papua in order to have access in the local markets, cooperatives in the province of Papua have not been optimal in upgrading of skills to manage the results of operations and marketing”"

“Society has not been able to enjoy special autonomy funds are utilized for the construction of basic infrastructure, because the Government is still prioritizing development in cities than in the province of Papua and Papua-islands. There is a striking disparity between the city and the province of Papua, whereas the majority of the population in the province of Papua Province of Papua”.

In an interview with key informants, given the recommendation to explore the information management of special autonomy funds to non-governmental organizations was very critical of overseeing the autonomy. Results interview with the agency acquired meanings:

Informant narration

"Generally a lot of people who are increasingly widespread disappointment in the implementation of Special Autonomy, therefore; (1) the allocation of very limited funds did not offset the high expectations of the community; (2) some areas of development indicate inadequate performance because of lack of resources used, leaks and
poorly targeted. Occurrence of resistance in the community to the implementation of Special Autonomy, for the implementation of Special Autonomy in various priority areas do not appear clearly, does not have a real impact in the fields of education, health, economic democracy, and basic infrastructure, Special Autonomy is already 12 years running, but no results were prominent, there are still doubts the public that special autonomy fund does not improve the welfare significantly.

Narratives of the informants can be obtained proposition as follows:

Preposition "Fund Management Special Autonomy in Papua and West Papua has not impact significantly to the development of well-being".

Moleong, (2002: 32) elucidated in a qualitative study that researchers administered focus group approach to uncover the social problems that occur in the community. So in order to gain more understanding to unravel the problems of research, focus group discussions are conducted in the research.

Focus Group Discussion

Key Informants,

1. NGOs and
2. An expert academics distinguished experts in the field of Autonomy.

Focus Group Discussion lasted approximately 50 minutes and obtained a recommendation is as follows:
Text Recommendations Focus Group Discussion:

Text Recommendation One:

"Management of special autonomy funds effectively and efficiently contribute to the fund manager that the Government Apparatus for Managing SAF".

Second Recommendation Text: "business SAF in this case is the Provincial Government of Papua and West Papua to re-emphasize and understand it in theory and laws of the Effectiveness and Efficiency of finance". So from the results obtained by Focus Group Discussion

The second proposition is as follows:

The second proposition: "Studying and understanding the back theory and laws of effectiveness and efficiency in the management of public finances need to be done by personnel management autonomy found in the provincial government”.

Interview of Deep Joint Informants

First Informant

Financial management (PKD) in Prov. Papua has shown improvement. But still need to be addressed further. PKD is vital owing to the magnitude of the fiscal capacity of the province of Papua to be managed for the betterment of people's welfare. Currently, an aspect of cash management and accounting and reporting is satisfactory enough.
However, some fundamental problems in the aspects of planning and budgeting, internal control, and asset management have not been resolved. In terms of reporting, quality LKPD LGs in Papua are still not good, regardless of the fact that there have been improvements in the last year. Planning and budgeting are still not good because of the coordination between the central government, provincial, and district / city that has not been smooth and low quality of planning and budgeting documents. Aspects of planning and budgeting are the most important aspect for determining the implementation of me-term development of medium- and yearly.

For numerous years, planning and budgeting is not optimal for coordination between levels of government is not good. Some visible progress programs overlap each other or do not support each other. In addition, further problems in planning and budgeting are the low quality of planning and budgeting documents. Almost all RPJMD, strategic planning, RKPD, and the budget does not have measurable indicators. And also, still no consistency between medium-term and annual planning and the multi-sector and sector.

*Second Informant*

PKD human resource capacity is still not sufficient, particularly at the district / city. Decentralization or, fiscal boost local government responsibility in the field of PKD in a short time. However, the quantity and quality of human resources PKD is far from enough, especially since the transfer of some functions to each SKPD PKD. In most districts / municipalities, financial administration position on education are often assumed by civil servants who do not have the background and considerable expertise in the field of PKD.
Papua Special Autonomy Fund

Special Autonomy Fund makes an important contribution to the fiscal capacity Prov. Papua. Papua’s special autonomy aims to improve the welfare and development of the people of Papua and to catch up with other regions in Indonesia. Special Autonomy Fund, which is 2% of the national DAU pool, proved to be a genuine contribution to the fiscal capacity, which amounted to 21.6% during 2004-2008. Moreover, starting in 2006, the central government provides additional special autonomy funds for the infrastructure sector.

In order to Autonomy, the Papua provincial government held a RESPEK programs and education and free health care for indigenous Papuans. In early 2007, the Papua provincial administration program sparked the Strategic Plan of Development of Papua (RESPECT), which is intended to empower the local community economy. In this program, every province of Papua to get a block grant of Rp 100 million from the provincial government by local government coupled with various quantities. In May 2009, the Papua provincial government launched a program of education and health fee exemption for the indigenous people of Papua. Funding the program itself is shared by the provincial and regency / municipality concerned.

Autonomy fund management still faces a number of problems, especially in terms of the transparency of the allocation to the district / city. Until now, the method of allocation of special autonomy funds to districts / cities are still not transparent. Indeed, variables for calculating allocations already contained in a local regulation, but no information about the weighting of each of these variables. Lack of transparency is an impact on the difficulty of explaining inequality.
Autonomy funds allocation per capita among districts / cities which tend to be "profitable" new district.

Third Informant

Problems in the management of special autonomy funds are also available in the monitoring, evaluation and accountability. Despite the fact that there has been local regulation on special autonomy fund management, adherence districts / cities in the reporting and accountability of special autonomy funds are still lacking. In 2008, less than half the district / city, reported the use of special autonomy funds. It is very difficult for Papua provincial administration and the central government in implementing the monitoring and overall evaluation of the implementation of the annual Autonomy. Autonomy allocation for education and health sectors has not in accordance with the provisions. In 2008, the allocation of special autonomy for education and health sectors, both in the scope of provincial and regency / city, still under the provisions of 15% to 30% for health and education. This problem is somewhat due to the lack of coordination in the annual planning and budgeting process between provincial and regency / city.

DISCUSSION

Papua Special Autonomy is intended as an answer to underdevelopment Papua. Even today, in general, the progress in Papua is still lagging behind other regions. To overcome this, in 2001, the government passed Law No. 21/2001 on Special autonomy for Papua province. In this Act, stated that the required acceleration of the welfare and progress of the people of Papua, in the framework of equality and balance with the progress of other provinces in Indonesia.
In its development, this law was later revised to accommodate the establishment of the province of West Papua.

Papua Special Autonomy provides supplementary funds for the province of Papua. In accordance with article 34 of Law No. 21/2001, of Papua-Provence receives two types of additional funding, the special autonomy funds in the amount of 2 percent of the total national DAU and Special Autonomy funds for infrastructure, as determined between the government and the House of Representatives based on the proposed provincial budget every year. Starting in 2009, by accommodating the province of West Papua as a recipient of special autonomy funds, Papua Province received 70% of the total Autonomy funds.

Autonomy Implementation is still hampered by the completion of implementing regulations of Law No. 21 / 2001. To implement special autonomy, it took a series of provincial regulations and specific local regulations which will be the implementing regulations of Law No. 21/2001 on this. However, so far, only one regulation predefined, whereas how local regulation key unfinished, such as regulating the special authority of the provinces and districts / cities in the implementation of special autonomy and regulating the development of priority sectors. Generally, this happens, thanks to the slow pace of legislation and the lack of coordination between the provincial government, the DPRP and MRP. In practice, the implementation of special autonomy is still mostly done through additional legislation that is less binding because it is not established by the approval of the DPRP and MRP.

In addition, it is greatly hampered the implementation of the Special Autonomy is a lack of effective coordination between the central,
provincial, and district / city. In some respects, the Act No. 21/2001 is not in conformity with Law No. 32/2004 on Regional Governance and Law No. 33/2004 on Financial Balance. To harmonize the law, we need a transparent mechanism of coordination between the central, provincial, and district / city. However, until now, there has not meant an effective solution to establish a coordination mechanism, so often overlap authority and implementation of development between the three levels of government. Financial management in accordance with the regulations will achieve effectiveness and efficiency in achieving the program. Funds granted special autonomy in Papua has the meaning of affirmative action where the funds are used to support an accelerated pace with indigenous Papuans to each of the other provinces. Knowledge of the meaning of affirmative action should be understood by financial managers, understanding of affirmative action is necessary for the management of the special autonomy fund is different from the financial management of regional autonomy so that the necessary financial management in particular, the mechanism of strategic financial planning according to the mandate of the special autonomy (education budget), Implementation of the program should be appropriate by priority, reporting on the usage of special autonomy funds must be in accordance with the funds that have been provided and exercises oversight of the management of special autonomy funds to comply with the mandate of the law. Supervisory functions special autonomy fund management knowable compliance of monetary management in the province of Papua in accordance with the legislation.

With strict monitoring and compliance mechanisms of financial management in accordance with the regulations of the special autonomy expected achievement of effectiveness and maximum efficiency, so that the fund manager of Special Autonomy to give an
account or answer and explain financial performance to those who have the right or in authority to request information or liability can be accepted by both. In order to achieve maximum financial performance, financial performance implementation of special autonomy to do and a culture of work in financial management with the aim of Financial Management finance. With the implementation of compliance and oversight functions of financial management will be achieved in Value for Money. Management and Autonomy are the desire of the community to the Provincial Government of Papua and West Papua to the principles of compliance, supervision, accountability of special autonomy fund in accordance with the mandate of the Special Autonomy. These principles subsequently came to the surface due to the special autonomy fund management accountability report annually. Financial Management showed that favor the Papua provincial government and not siding with the priority programs and communities.

Effectiveness and Efficiency sticking phenomenon in society due to the accountability report published often differ with the planning and implementation. Moreover, planned programs do not provide the benefits that can be perceived by the public. (Weber 1944: 2) defines phenomenology as the study of collective action between social relationships. Where the Government of Papua province as the main actor in control of special autonomy for getting the Authority in accordance with the Special Autonomy Law No. 21 of 2001.

It is obligatory to provide public services as the goal of development, then these phenomena from the Government of Papua to provide financial management to the public. Furthermore, as a social relationship, the Society as the goal of development can become the focal actors to obtain information and benefit from the management of
the funds. The role of the community as the principal actor in the management of the special autonomy fund is to understand exactly how far the effectiveness and efficiency of fund management autonomy. Of preposition acquired several meanings research themes are presented in the table below coding:

Table 1  
Coding Meaning-meaning Themes

<table>
<thead>
<tr>
<th>Main Theme</th>
<th>Meaning-meaning Themes</th>
<th>Theme group</th>
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<tbody>
<tr>
<td>Financial</td>
<td>There are special autonomy funds are so large.</td>
<td>Financial management</td>
</tr>
<tr>
<td>Special Allocation Fund</td>
<td>There are a number of funds provided for the improvement of the economy and welfare</td>
<td>Program Development</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>There are a number of funds provided for the improvement of the economy and welfare</td>
<td>Program Development</td>
</tr>
<tr>
<td>Efficiency</td>
<td>There are a number of funds provided in the special fields</td>
<td>time money</td>
</tr>
<tr>
<td>Apparatus who understand Autonomy</td>
<td>There is a special apparatus that understand the special autonomy fund management</td>
<td>employee</td>
</tr>
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Coding of the meanings of the research themes Major proposition as follows:

“Apparatus special autonomy fund management is able to understand the theory and laws of the effectiveness and efficiency of the special autonomy fund, are expected to manage the special autonomy fund in accordance with the
programs and funds provided. By understanding the effectiveness and efficiency of the economic development and prosperity can be done with the funds and the right time “.

The Mayor of Proposition then the next step is:

First: The analysis examines the phenomenology weber. Where the social unrest that occurred in the community that lacks confidence in local government in managing the special autonomy fund it by entering the Major Proposition study, the turmoil of society can be reduced.

Second: By reviewing the themes and major propositions with financial theory, the study obtained in the table below:

Table 2
Assessment Proposition and Financial Theory

<table>
<thead>
<tr>
<th>Proposition Mayor</th>
<th>Financial Theory</th>
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<tr>
<td>Apparatus special autonomy fund management is able to understand the theory and laws of the effectiveness and efficiency of the special autonomy fund, are expected to manage the special autonomy fund in accordance with the programs and funds provided. By understanding the effectiveness and efficiency of the economic development and prosperity can be done with the funds and the right time</td>
<td>Kadmasasmita (2007: 9) and Mardiasmo (2007: 29) explains to More Applying Concepts effectiveness and efficiency and financial structuring Countries applying the concept of value for money, better known with the concept of 3 E (Economy, Efficient, and Effective).</td>
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</table>
Thus studies of phenomenology and is based theoretically it is found minor proposition as follows:

"Special Autonomy Fund which has been running for 13 years required an understanding of the study of the efficiency and effectiveness of financial management in depth with the study of theory and law, to the implementation of special autonomy programs proportionately and professionally”.

The results of the study support a variety of theories and research that has been made before in areas related to this research. Some theories and research in the field of financial management stated level of achievement in the financial sector work areas that include revenue and public spending using its financial system through a policy or legislation during the budget period.

In this research, legislation governing the financial autonomy eventually establishing a mechanism for management of special autonomy funds. Achievements of the work of the special autonomy funds are expected to obtain good performance is the result of effective, efficient and provide significant benefits to society. The work performance should be reported to the various parties that form the Financial Management of the special autonomy fund management. The practical implications of the proposition when applied to the implementation and management of development it is expected that economic development and increased prosperity in the province of Papua and West Papua more leverage.
While the theoretical implications of this research are to reduce the effectiveness and efficiency theory of government officers on financial management.

LIMITATIONS OF RESEARCH

Key informants are Bapeda and Dispenda Head of Papua Province. The two heads of government are the Leader of the peak level (Top Manager) who has long worked in finance and fund management Autonomy. Therefore the level of the top leaders are working on limited duties and functions of strategic leadership while the special autonomy fund management is done mostly by the Lower Level Manager (Lower manager) then the research studies did not touch the lower level leaders. Where the ineffectiveness and inefficiency have appeared on the Lower Level Leader level. So this study provides research proposals will come to examine the management of special autonomy fund from the dreamer lower level (low manager).

CONCLUSION

With strict monitoring and compliance mechanisms of financial management in accordance with the regulations of the special autonomy expected achievement of effectiveness and maximum efficiency, so that the fund manager of Special Autonomy to give an account or answer and explain financial performance to those who have the right or in authority to request information or liability can be accepted by both. So in order to achieve maximum financial performance, financial performance implementation of special
autonomy to do and a culture of work in financial management with the aim of Financial Management finance.

Associated with this is then performed classification process the results of interviews of informants, both located on-site and off-site research related to research topics such as district officers, board of customary justice, Papua and Head of Papua Community. According to interviews with informants from outside the location of this study was tantamount to compare the validity of the data on the results of interviews with informants who were at the sites. Results of information from various sources mentioned above in group one by one into the main issues of concern and support based on the theme of research that informal leadership participation in the implementation of development programs in Papua province.

SUGGESTION

Papua provincial government provides an understanding of the effectiveness and efficiency both in theory and laws of the government apparatus so that it can run properly fund management. Perform the functions of financial management in each of the programs funded by the special autonomy fund. From proposition assessed and visualized in the form of a model "Leadership Synergistic between formal and informal leaders by using the concept of local development which saw that the leaders adopt a leadership role in the form of interaction between formal and informal leaders in realizing the expectations (missions) together in establishing a collaboration to realize a synergistic patterns of governance through the role of indigenous institutions as mediation by taking into account cultural values and
religious and local wisdom on the activities and the implementation of the development of Papua.

REFERENCES


