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# Analysis of the Stunting Program in Kubu Raya Regency through the Use of Evidence Theory

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**ABSTRACT:** Stunting is a condition of growth failure in children under five due to chronic malnutrition, especially in the First 1,000 Days of Life (HPK). As a form of government responsibility related to efforts to accelerate stunting reduction, the government issued Presidential Regulation (Perpres) Number 72 of 2021 concerning Acceleration of Stunting Reduction. In the 2020-2024 RPJMN, the government targets the stunting prevalence rate in Indonesia to decrease to 14%. Therefore, districts/cities, especially those that are priority districts, must make convergence efforts in accelerating stunting reduction. Kubu Raya Regency is one of the areas in West Kalimantan that has a high percentage of stunting. The use of evidence plays a very important role in the policy-making process, especially in the policy of the Stunting Reduction Acceleration program which is a priority program at this time in accordance with Kubu Raya Regent Regulation Number 59 of 2019. The research method used is descriptive qualitative using data collection techniques in the form of observation, interviews and documentation. Data analysis used in this research with the concept of Evidence Based Policy, which includes several indicators, namely program assessment, budget development, implementation oversight, outcome monitoring and target evaluation. The results of this study show that the use of evidence in the implementation of Kubu Raya Regent Regulation Number 59 of 2019 concerning the Stunting Reduction Acceleration Movement provides significant changes and runs effectively with several new activities and innovations that adjust to the needs.

KEYWORDS: Public Policy, Stunting, Evidence Based Policy

#### I. INTRODUCTION

A series of actions that have certain objectives followed and implemented by a person or group of actors to solve certain problems is the definition of Public Policy put forward by Anderson (1970). As the view of Tangkilisan (2003) which states that a public policy is a strategic use of various existing resources in order to solve public or government problems in realizing quality public policy. In order to realize this, it requires the role of various actors, apart from the government such as the private sector and the community.

The use of evidence in policy making (Evidence Based Policy) is considered important and becomes a demand because of the social changes in society that are increasingly dynamic making policy problems also increasingly complex. According to several definitions, Evidence Based Policy is a policy-making process based on facts and data that exist in the midst of society so that policies are formulated in accordance with the needs and interests of the public (Cookson, R, 2005). Previous research and informants are an important part of evidence-based policy making. Through previous research and selecting the best informants, it is hoped that they will be able to provide information about the results of a program to make decisions at the policy process stage and in each branch of government including at the policy implementation stage.

In line with the concept above, the Indonesian government is expected to play an active role in a policy-making process and the policy implementation process itself. Which then the policy can solve the problems that occur, one of which is problems in the health sector. Based on the Law on Health No. 36 of 2009 that the government is responsible for empowering and encouraging the active role of the community in all forms of health efforts. Which guarantee is a right for all Indonesian people. One of the problems in the health sector that is currently an issue of national and even international problems is stunting.

Stunting is a condition of growth failure in children under five due to chronic malnutrition, especially in the first 1,000 days of life (HPK). Stunting can affect brain growth and development in toddlers. Children under five who suffer from stunting will have an impact on intelligence levels and are vulnerable to disease and decreased productivity. The problem of stunting is important to solve, because it has the potential to disrupt the potential of human resources and is related to the level of health, even child mortality. The future impact of this stunting problem will hamper economic growth and increase poverty and inequality.

As a form of government responsibility related to efforts to accelerate stunting reduction, the government issued Presidential Regulation (Perpres) Number 72 of 2021 concerning Acceleration of Stunting Reduction. The issuance of this regulation is a form



of synergy committed by the government to continue to reduce the stunting rate in Indonesia. In the 2020-2024 RPJMN, the government targets the stunting prevalence rate in Indonesia to decrease to 14%. This target can be achieved by involving multisectoral roles and ensuring the synchronization of programs from the national level to the village level (Bappenas, 2019). The step taken to accelerate the achievement of this target is to determine certain districts/cities and/or villages as a focus. The number of focus districts/cities will be gradually expanded to cover all districts/cities in Indonesia. (Bappenas, 2019)

Efforts to encourage synchronization of stunting reduction acceleration programs are also regulated in Permendagri No.31/2019 concerning Guidelines for Preparing the 2020 Regional Government Work Plan. This Permendagri mandates local governments to include stunting reduction acceleration activities in the Regional Government Work Plan (RKPD). Local governments are responsible for ensuring that cross-sector interventions to accelerate stunting reduction can be implemented effectively at the provincial, district/city and village levels. Therefore, districts/cities, especially those that are priority districts, must make convergence efforts in accelerating stunting reduction. Convergence efforts are an intervention approach that is carried out in a coordinated, integrated and joint manner. This effort must involve cross-sectors in planning, implementing and monitoring activities. Kubu Raya Regency is one of the areas in West Kalimantan that has a fairly high percentage of stunting rates. In this case, the Kubu Raya Regency Government also issued a policy to strive to reduce stunting, namely Kubu Raya Regent Regulation Number 59 of 2019 concerning the Stunting Reduction Acceleration Movement. The Kubu Raya Regency Government in implementing the Stunting Reduction Program focuses on 9 sub-districts with 123 villages. One of them is Terentang sub-district which has the highest stunting prevalence rate in Kubu Raya Regency as shown in the following data:

|    | Kecamatan       | Sasaran<br>Proyeksi | Jumlah<br>Balita di Entri | % Entri Data | TB/U             |        |        |        |          |            |
|----|-----------------|---------------------|---------------------------|--------------|------------------|--------|--------|--------|----------|------------|
| No |                 |                     |                           |              | Sangat<br>Pendek | Pendek | Normal | Tinggi | Stunting | % Stunting |
| 1  | BATU AMPAR      | 3,257               | 2,801                     | 86.0         | 37               | 117    | 2,635  | 12     | 154      | 5.5        |
| 2  | TERENTANG       | 1,001               | 1,011                     | 101.0        | 27               | 107    | 875    | 2      | 134      | 13.3       |
| 3  | KUBU            | 3,588               | 3,324                     | 92.6         | 19               | 88     | 3,209  | 8      | 107      | 3.2        |
| 4  | TELUK PAKEDAI   | 1,846               | 1,718                     | 93.1         | 16               | 119    | 1,583  | 0      | 135      | 7.9        |
| 5  | SUNGAI KAKAP    | 9,953               | 8,413                     | 84.5         | 124              | 294    | 7,944  | 51     | 418      | 5.0        |
| 6  | RASAU JAYA      | 2,311               | 2,331                     | 100.9        | 20               | 84     | 2,227  | 0      | 104      | 4.5        |
| 7  | SUNGAI RAYA     | 18,492              | 14,045                    | 76.0         | 335              | 566    | 12,984 | 160    | 901      | 6.4        |
| 8  | SUNGAI AMBAWANG | 6,479               | 5,906                     | 91.2         | 233              | 542    | 5,096  | 35     | 775      | 13.1       |
| 9  | KUALA MANDOR B  | 2,346               | 2,228                     | 95.0         | 48               | 69     | 2,078  | 33     | 117      | 5.3        |
|    | KUBU RAYA       | 49,273              | 41,777                    | 84.8         | 859              | 1,986  | 38,631 | 301    | 2,845    | 6.8        |

Data Tanggal : 2023-01-01 00:57:47

Based on the table above, it can be seen that Terentang sub-district has the highest number of stunting sufferers among the 9 subdistricts in the final results of 2022 at 13.3%, which is then followed by Sungai Ambawang sub-district at 13.1%. This is certainly a big concern for the Kubu Raya Regency government. If the high stunting rate is not reduced properly, it will become a problem that will not be resolved.

The Stunting Reduction Acceleration Program can run well, of course, inseparable from the budget budgeted by the government. Based on the DAK Physical and Non-Physical budget integration of Districts / Cities in West Kalimantan in 2022, the budget for the implementation of Non-Physical activities amounted to 5,115,017,000, - and Physical activities 1,051,312,000, - for a total of 6,166,329,000. In addition to the DAK (Special Allocation Fund) budget, the government also provides Family Planning Operational Assistance Funds (BOKP) with a total of 2,759,770,000,000 in 2022. BOKP itself is used for several targets such as Catin, Pregnant Women, OPD KB, Districts, Villages, KB Counseling Centers and KB villages in Kubu Raya Regency. For DAK, it is allocated based on the menu / operational activities that must be carried out by the regional government, especially the Kubu Raya government. In its implementation, the allocation of funds is in accordance with what has been determined. However, the overall budget is not only allocated for the Stunting Reduction Acceleration program carried out by DP3KB, but is divided by several activities in other fields.

Based on the explanation above, the use of evidence plays a very important role in the policymaking process, especially in the policy of the Stunting Reduction Acceleration program which is a priority program at this time in accordance with Kubu Raya Regent Regulation Number 59 of 2019. The Stunting Reduction Acceleration Program in Kubu Raya Regency is expected to run optimally so that it can realize the ideals of the Indonesian government to reduce the stunting prevalence rate to 14%. In order to achieve all of this, it is necessary to plan, implement and monitor policies so that they run as desired and how they develop in accordance with the concept of Evidence Based Policy with indicators including Program Assement, Budget Development, Implementation Oversight, Outcome Monitoring and Target Evaluation (The Pew Charitable Trust and Mac Arthur Foundation, 2014)

#### CONCLUSIONS

Kubu Raya Regency is one of the regencies in West Kalimantan Province. Kubu Raya has an area of 8,585.39 km2 and a population of 615,125 people, with a density of 72 people / km2. Kubu Raya Regency has 9 sub-districts and 123 villages. The percentage of the male population is 51.09% of the total population and 48.91% of the female population. the sex ratio in 2021 of the male

population to the female population is 108. The Human Development Index (HDI) of Kubu Raya Regency is 68.91 above the HDI of West Kalimantan Province which is 68.63. With the number of poor people in 2021 as many as 24,393 residents (4.12%) Kubu Raya Regency is an area with a fairly high percentage of stunting spread across several sub-districts. One of the sub-districts in Kubu Raya Regency that has the highest stunting prevalence rate is Terentang Sub-district with a percentage reaching 16.7 (SSGI 5/2023 data), this figure is high compared to the achievement that should be a priority for the Kubu Raya Regency stunting reduction acceleration program. Terentang sub-district has 10 villages, namely Betuah Village, Permata Village, Radar Baru Village, Sungai Dungun Village, Radak Dua Village, Radak Satu Village, Teluk Bayur Village, Teluk Empening Village, Terentang Hilir Village and Terentang Hulu Village.

In overcoming the problems that occurred, the local government issued Kubu Raya Regent Regulation Number 59 of 2019 concerning the Stunting Reduction Acceleration Movement. The birth of the Perbup is a manifestation of efforts to overcome problems in human resources in Kubu Raya Regency that are healthy, smart and productive. To accelerate the reduction of stunting in Kubu Raya Regency, an integrated cross-sector and cross-program activity is needed from the village level to the district level. The purpose of the stunting reduction acceleration movement is to reduce the prevalence of stunting by improving the nutritional quality of individuals, families and communities through improving food consumption patterns, improving nutrition awareness behavior, increasing access and quality of nutrition services in accordance with advances in science and technology, and improving food and nutrition vigilance systems, as well as acting quickly and accurately, meaning that in efforts to reduce stunting, trained nutritionists must act according to standard procedures for nutrition services and professional codes of ethics through institutional strengthening and cooperation.

Based on the Kubu Raya Regent Decree regarding the Integrated Stunting Reduction Intervention Focus Locus in 2023 which is based on the criteria for the number of stunting toddlers and the criteria for the prevalence of stunting toddlers, there are 3 villages in Terentang sub-district out of 19 total villages in several sub-districts that are the focus, namely Betuah village, Teluk Empening village and Terentang Hulu village.

Based on the data that has been obtained and has been collected from the results of interviews and documentation in the field, it will then be presented in accordance with the predetermined research focus, the variables in the research to be discussed are evidence-based policies in policy making which consist of five indicators, namely Program Assement, Budget Development, Implementation Oversight, Outcome Monitoring and Target Evaluation. The discussion of the results of this study is an interpretation or depiction of the research results found in the field and some assessment of the final results in testing the data with concepts on experts and theories to develop theories and explain in detail the results of research data and facts that occur in the field, this study relates the findings of the research results to the indicators that have been set in the concept of The Pew-Mac Achtur. After conducting several scientific and systematic reviews, Evidence Based Policy in the implementation of Kubu Raya Regent Regulation Number 59 of 2019 concerning the Movement to Accelerate Stunting Reduction, the following results can be obtained:

#### 1. Program Assement

Based on the concept of The Pew-Mac regarding Evidence Based Policy, Program Assessment or program assessment in a public policy implementation can be interpreted as a way to be able to identify the effectiveness of the program in an effort to achieve the goals or objectives of the policy itself. Program Assessment is held as a form of assessing how the impact has been given in a program that has been implemented.

Based on the results of the research conducted, it can be obtained that the Stunting Reduction Acceleration program has been implemented for approximately 2 years by the Kubu Raya Office of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3KB) as the Office given the authority to run the program specifically in the Family Planning, Resilience, and Family Welfare Sector after the existence of Presidential Regulation Number 72 of 2021. Apart from DP3KB, all OPDs in Kubu Raya are also planning to accelerate the stunting reduction program, this is due to Presidential Regulation Number 72 of 2021 which requires convergence action between district / city governments and village governments. DP3KB itself also prepares a field team, namely the Stunting Reduction Acceleration Team (TPPS) and the Family Assistance Team (TPK) under the supervision of the Prov and District / City Stunting Task Force which will assist, assist and supervise implementation in the field.

The targets of the Stunting Reduction Acceleration program are adolescents, brides-to-be (catin), pregnant women, breastfeeding mothers, children aged 0-59 months and stunting target families and families at risk of stunting. With implementation in the form of catin assistance, assistance for pregnant women and postpartum, stunting surveillance, mini sub-district workshops and stunting case audits. The program that has been implemented has shown significant progress. This can be seen by a decrease in the stunting prevalence rate within 1 year.



Based on the Indonesian Nutrition Status Survey (SSGI) data above, it shows a decrease in the stunting rate in Kubu Raya district from 40.3% in 2021 and decreased to 27.6% in 2022. The efforts made are also supported by several innovations and collaborations of the Kubu Raya government such as the Electronic System Ready to Marry Ready to Get Pregnant (Elsimil), Portable Ultrasound, Red Chain (Anti Anemia Teenagers by Drinking Blood Addition Tablets, Graceting (Teenage Movement to Prevent Stunting and others).

In auditing stunting data, DP3KB utilizes data from the Indonesian Nutrition Status Survey (SSGI) and Electronic Community Based Nutrition Recording and Reporting (E-PPGBM). Although the results of the two data sets differ due to the fact that the SSGI and E-PPGBM data sets are not the same, DP3KB still strives to synchronize them to provide a valid source of information for the entire community as well as district and provincial governments.

Based on the stunting prevalence target set by SSGI, Kubu Raya Regency is targeted in 2022 to reach a stunting prevalence rate of 34.43, but as previously described, the 2022 prevalence rate in Kubu Raya Regency is 27.6. This shows that the efforts made by the Kubu Raya Regency government have exceeded the target that has been set.

| Kabupaten/<br>Kota | SSGI<br>2021 | Target<br>2022 | Target<br>2023 | Target<br>2024 |
|--------------------|--------------|----------------|----------------|----------------|
| Sambas             | 32.6         | 28.15          | 23.73          | 19.21          |
| Bengkayang         | 26.8         | 22.84          | 18.99          | 15.17          |
| Landak             | 27.8         | 23.79          | 19.86          | 15.93          |
| Mempawah           | 29.7         | 25.48          | 21.33          | 17.16          |
| Sanggau            | 26.2         | 22.42          | 18.72          | 15.02          |
| Ketapang           | 23.6         | 20.10          | 16.70          | 13.34          |
| Sintang            | 38.2         | 32.67          | 27.27          | 21.86          |
| Kapuas Hulu        | 28.9         | 24.66          | 20.53          | 16.42          |
| Sekadau            | 26.5         | 22.74          | 19.05          | 15.33          |

| Kabupaten/<br>Kota  | SSGI<br>2021 | Target<br>2022 | Target<br>2023 | Target<br>2024 |
|---------------------|--------------|----------------|----------------|----------------|
| Melawi              | 37.2         | 31.79          | 26.51          | 21.24          |
| Kayong Utara        | 24.5         | 20.91          | 17.42          | 13.94          |
| Kubu Raya           | 40.3         | 34.43          | 28.70          | 22.98          |
| Kota Pontianak      | 24.4         | 20.86          | 17.40          | 13.94          |
| Kota<br>Singkawang  | 22.3         | 19.04          | 15.86          | 12.70          |
| Kalimantan<br>Barat | 29.8         | 25.49          | 21.28          | 17.07          |

However, in its implementation there are still shortcomings that occur both in the agency and the community itself. Based on the results of observations and interviews conducted, there are several OPDs in Kubu Raya Regency that have not committed to conducting stunting meetings at the district, sub-district and village levels. In addition, the formation of TPPS Kab/Kec/Village is still not optimal due to not understanding its role and function. Some communities also refused to carry out immunization due to halal status.

# 2. Budget Development

The Pew-Mac concept of Budget Development explains that for evidence-based policymaking to be successful, the government must be able to use evidence of program effectiveness to inform the process of making budget and policy decisions. Therefore, in the process of preparing and determining the budget, it must be in accordance with existing data and evidence. Taking into account the availability of the existing budget can make the process of implementing a program of policy run efficiently and effectively in accordance with the goals and objectives to be achieved.

Based on observations and interviews, it is said that DP3KB funding comes from DAK (Special Allocation Fund) and DAU (General Allocation Fund). DAK is used for mandatory operational menus such as Bina Keluarga Balita (BKB) Kit, Operational Assistance to Catin Targets, Families at Risk and Stunting Toddlers, Operational Recording of Monitoring Results of Assistance to Targets at

Risk of Stunting, Sub-district Mini Workshops, Healthy Kitchens to Overcome Stunting (DASHAT), District/City Coordination Meetings and Stunitng case audits. Apart from the mandatory operational menu, several other activities use funding from the District General Allocation Fund (DAU) such as coaching and training of cadres in the form of direct field visits or training at DP3KB.

| NO | ΚΑΒ/ΚΟΤΑ          | NON FISIK      | FISIK          |  |
|----|-------------------|----------------|----------------|--|
| 1  | Kab. Bengkayang   | 4.099.805.000  | 2.503.725.000  |  |
| 2  | Kab. Landak       | 4.339.861.000  | 1.086.355.000  |  |
| 3  | Kab. Kapuas Hulu  | 5.064.195.000  | 264.000.000    |  |
| 4  | Kab. Ketapang     | 6.119.090.000  | 1.553.018.000  |  |
| 5  | Kab. Mempawah     | 2.945.959.000  | 350.909.000    |  |
| 6  | Kab. Sambas       | 6.253.650.000  | 1.515.881.000  |  |
| 7  | Kab. Sanggau      | 5.105.665.000  | 896.619.000    |  |
| 8  | Kab. Sintang      | 6.023.597.000  | 860.700.000    |  |
| 9  | Kota Pontianak    | 4.697.042.000  | 568.575.000    |  |
| 10 | Kota Singkawang   | 2.264.631.000  | -              |  |
| 11 | Kab. Sekadau      | 2.476.415.000  | 404.521.000    |  |
| 12 | Kab. Melawi       | 3.258.481.000  | 1.074.464.000  |  |
| 13 | Kab. Kayong Utara | 1.659.744.000  | 340.020.000    |  |
| 14 | Kab. Kubu Raya    | 5.115.017.000  | 1.051.312.000  |  |
|    | TOTAL             | 59.423.152.000 | 12.470.099.000 |  |

In implementing Perbup Kubu Raya Number 59 of 2019, namely the Stunting Reduction Acceleration Program, the district government also uses funding from the BOKP Fund (Family Planning Operational Assistance) which is specifically allocated for the Stunting Reduction Acceleration program, the targets of which are the KB Extension Center, Health Facilities, KB OPD, Acceptors, KB Villages, Catin / PUS Candidates, Pregnant Women, Post-Copy Mothers, Family Facilitators, and Sub-districts / Villages.

## 3. Implementation Oversight

The focus in The Pew-Mac concept on Implementation Oversight is used to provide certainty that a program is running in accordance with what has been prepared in the planning document. So it is necessary to hold the implementation of strong supervision, both in government and non-government institutions. Therefore, in the process of implementing oversight all components must be involved in it to achieve the desired goals and objectives.

The implementation of supervision in the Acceleration of Stunting Reduction program can be said to be good. BKKBN is one of the institutions authorized to oversee the performance of the Stunting Reduction Acceleration program implementation team.

"BKKBN has its own inspectorate, which usually also comes to supervise the activities carried out. The supervision carried out is related to the performance of the implementers, also asking about the obstacles faced and how the activities are carried out" (Interview with the Sub-Coordinator of Family Resilience and Welfare of DP3KB Kab. Kubu Raya on July 25, 2023).

Based on the results of observations and interviews conducted, it can be seen that in the process of implementing the program, there are programs that are running well in several villages. The program is in the form of providing blood enhancement tablets to adolescents, routine data collection carried out by posyandu in each village related to measuring children's weight and height. Developing program digitalization is also being implemented by utilizing social media such as Instagram and Website pages to provide some information on activities carried out. One example is the Elsimil application (Electronic System Siap Nikah Siap Hamil) which helps prospective brides get information if there are indications of the risk of giving birth to stunted children and through the application catin can also contact the Family Assistance Team (TPK) to get assistance and supervision.

In addition, supervision related to budget management is carried out by the Financial and Development Supervisory Agency (BPKP), the Supreme Audit Agency (BPK) and the district inspectorate. By providing technical guidance and supervision related to the budget that has been budgeted in accordance with the planning of the Stunting Reduction Acceleration program in the DAK, DAU and BOKP menus.

"For supervision carried out in the form of supervision of activities and budget supervision, which is related to the budget, of course those who supervise related institutions such as BPKP who provide technical supervision, then from BPK also continue to supervise. Finally, from 2021 to 2022, they also went to the field to supervise activities, as well as evaluate activities and obstacles faced and other activities not only stunting. Internally, the regional inspectorate also conducts supervision related to activities that refer to the activity budget" (Interview with the Stunting Task Force in the KB Resilience and Family Welfare Division of DP3KB Kab. Kubu Raya on July 13, 2023).

#### 4. Outcome Monitoring

Outcome Monitoring in the concept of The Pew-Mac explains that monitoring activities on the implementation of a program are basically intended to find out to what extent the program has been implemented and what problems are felt in the implementation of the program. Therefore, monitoring activities are said to be activities that follow the course of program implementation so that they are in accordance with the objectives of the target advice to be achieved.

Monitoring of the Stunting Reduction Acceleration program is conducted by the Stunting Reduction Acceleration Team (TTPS) through district-level coordination meetings. In addition, the implementation of monitoring and tiering at the village level is carried out by PLKB (Family Planning Field Officers). Based on the results of observations and interviews conducted, it is known that the monitoring process is still not optimally running either at the district or sub-district/village level. It is said to be not optimal because the form of monitoring is still not comprehensive in several places.

And it is also known that some monitoring results such as the lack of socialization and coordination at the puskesmas and SMP / SMA levels regarding the importance of TTD through Nutritious Action by determining the day to drink TTD together, besides that there is still a lack of education provided about exclusive breastfeeding and problems in breastfeeding and other problems that are still not in line with what has been planned. Regarding these problems through district level coordination meetings and sub-district mini workshops, these problems will then be followed up by DP3KB or the Kubu Raya district government as a basis for evaluation in the implementation of Kubu Raya Regent Regulation Number 59 of 2019 concerning the Stunting Reduction Acceleration Movement.

## 5. Target Evaluation

The focus of Target Evaluation in The Pew-Mac concept explains that there is a need for rigorous evaluation of the implementation of programs to ensure that they are sustainable. Programs with little evidence or information can carry a higher risk of low program outcomes. Therefore, there needs to be a direct evaluation of the implementation of the program that has been running to provide results that are in accordance with the target target and of course for future planning.

The most important point in the evaluation that must be done in the Stunting Reduction Acceleration program is how the program continues to run according to what has been planned. The activities or innovations carried out have been running well and can bring changes, although there are still 13% of the overall target activities that are not present to meet the calculation achievement target. So it is necessary to evaluate properly so that the targets and objectives can be implemented properly through activities such as district level coordination meetings or sub-district mini workshops which are expected to reinforce goals and improve performance in order to reduce stunting in Kubu Raya Regency.

In addition, in its application, it is hoped that the Kubu Raya government and also DP3KB and other OPDs can foster posyandu cadres, field teams (TPPS & TPK) to be able to understand their duties and functions to provide guidance and assistance to the entire community. It is also necessary to provide more massive assistance to some families who still do not understand stunting. In order to strengthen stunting prevention efforts, it is also necessary to have mini workshops held at the village level, so that coordination can be evenly distributed.

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