



## The Implementation of Participatory Communication Development: Bali Mandara Program



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**Abstract**

This study focuses on the communication development model that is applied by the government in the implementation of the Bali Mandara program in Bali Province, where communication barriers are often one of the inhibiting factors of the implementation of various Bali Mandara programs. Bali Mandara is a program aimed by the provincial government of Bali for the welfare of the Balinese people. Bali Mandara is an abbreviation for safe and peaceful progress. This research is motivated by the desire of the government to realize the welfare of the community which is part of the functions and duties of the regional government, including the provincial government of Bali. The vision that was set forth in the Bali Provincial RPJMD 2008-2013 was "Realization of a Qualified Regional Development Plan towards Bali Mandara". In its implementation, this program has had a significant impact on the welfare of Balinese people. But communication barriers are one of the factors inhibiting the implementation of the various Bali Mandara programs. Communication is a process of conveying information from someone to others in the hope of a common understanding and perception. In order to have a common perception between the government and the community with regard to the objectives, vision, and mission of the Bali Mandara program, it requires communication development in the implementation of the Bali Mandara program itself. The purpose of this study is to determine the implementation of perspective communication development applied. This study was examined using qualitative research methods and used several methods of data collection such as in-depth interviews, focus group discussions (FGD), documents and observations. The findings of this study are to elaborate on the meaning of the Bali Mandara program in the perspective of communication development and to elaborate on the implementation of participatory communication development in the digital era.

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## 1. Introduction

The essence of the existence of a country is to protect the community, carry out the mandate of the community and at the same time to prosper the community. This opinion is identical to the opinion of Hegel who said that the State is held to realize the general will of its people, and because society is sometimes irrational, it requires the existence of a system that can take the initiative to realize the general will (Semma, 2008: 19). The establishment of the state aims to pursue the welfare of the people (*welfare state*) which is run by a system called government. Therefore the essence of government formation is to realize the goal of the state, namely to realize the welfare of its people.

Realizing prosperity is also part of the functions and duties of the regional government, including the provincial government. This provision is also very well understood by the Provincial Government of Bali, which is reflected in the various policies issued. This can be seen from the vision set out in the Bali Provincial RPJMD 2008-2013 which is "Realizing a Qualified Regional Development Plan towards Bali Mandara". Bali Mandara stands for advanced (*maju*), safe (*aman*), peace (*damai*) and prosperous (*sejahtera*) in detail the meaning of Bali Mandara can be described as follows.

- a) Bali *Maju* is a dynamic Bali, Bali that continues to move according to the dynamics of the world movement and development. Bali is constantly moving and advancing while upholding purity and sincerity for the sake of the establishment of the *Dharma*. Bali that is advanced is Bali which must remain "*metaksu*" which always improves its quality as a reliable, charismatic and religious tourism destination. Bali that is developed is a modern Bali according to the size and demands of universal values that do not deviate and or contradict the values of Hinduism (Bali) and Balinese customs. Modernity in order to improve the quality of life and civilization as a society in an open world village.
- b) Bali *Aman* is a Bali '*dabdab*' (harmonious) both in *sekala* (human affairs) and *niskala* (spiritual affairs). Bali, which has a balance of needs between human relations with other human beings, human relations with the natural environment, and human relations with their God, is in line with the concept of *Tri Hita Karana*. Bali that is safe is Bali which is safe from the threat of intervention of ideological viruses that are in conflict with *Tri Hita Karana* such as terrorism, anarchism and other *non-traditional viruses threat* that happens in the times of Kali.
- c) Bali *Damai* is Bali that is shrouded in an atmosphere of coolness both physically and mentally as well as in a "*tis*" and conducive condition. Bali *Damai* is Bali which illustrates the existence of Balinese

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communities, both in urban areas and in rural areas that are thick with the atmosphere of "*briyag-briyug, pakedek pakenyem*" these are the indicators of community optimism in looking at a promising future.

- d) Bali *Sejahtera* is Bali, which is *Sukerta Sekala Niskala* or prosperous both physically and spiritually, as an accumulation of progress, security, and peace.

The Bali Mandara program has several programs, namely, Gerbangsadu, Simantri, and House Renovation. In its implementation, these programs have had a significant impact on the welfare of Balinese people. This is reflected in the development indicators of development success created by the government and in the data by BPS. Based on the BPS Bali Province data, in 2008 the percentage of poverty among Balinese people was 6.17%. This figure dropped in 2012 to 3.95%. According to BPS, in the last 5 years, there has been a decline in the number of poor people of more than 70 thousand people.

The data above shows that the program launched by the Bali Provincial Government has actually answered the main problem of poverty reduction in Bali. These programs are able to directly benefit the poor in Bali. However, despite the success of providing improvements to the welfare of the Balinese people, it must be noted that these programs have not yet completely addressed the problems of community welfare in Bali. The problem of disparity in development and distribution of development results is still high in Bali. In fact, BPS data shows that in 2012, the GINI index of Bali province was 0.43 higher than the national GINI index of 0.41. This condition reflects that there are still problems that occur in the development effort of the Bali Province.

The noble intention contained in the Bali Mandara program and the impact that has been felt by the community does not seem to always run optimally in its implementation. Communication barriers are one of the factors inhibiting the implementation of the various Bali Mandara programs. [Gorda \(2006\)](#) suggests that communication is a process of conveying information from someone to another person in the hope of a common understanding and perception. In order to have a common perception between the government and the community with regard to the objectives, vision, and mission of the Bali Mandara program, it requires communication development in the implementation of the Bali Mandara program itself. [Effendy \(in M.Badri, 2008\)](#) said that communication development is "the process of spreading the message by a person/group of people to the audience in order to change their attitudes, opinions, and behavior in order to improve outer progress and inner satisfaction so that it is felt equally by all people. For this reason, this research needs to focus on the communication development model implemented by the government in the implementation of the Bali Mandara program in Bali Province, especially communication development in the current digital era. So that the issues that want to be affirmed in more depth, namely "How is the Implementation of Participatory Communication development in the Bali Mandara Program?"

#### *Communication development*

No group can exist without communicating or transferring meaning among its members. In this regard, communication is the process of moving or transferring meaning while there is a common understanding among people who communicate ([Robbins and Judge, 2006](#)).

[Gorda \(2006\)](#) suggests that communication is a process of conveying information from someone to others in the hope of a common understanding and perception. On the other hand, [Gibson, et al \(1996\)](#) suggested that communication is the process of delivering information and understanding through the use of general symbols.

[Rivai and Mulyadi \(2003\)](#) provide an understanding of communication as a process of sending and receiving messages or news between two or more people so that the message can be understood.

The concept of communication development can be seen from two meanings, namely in the broad and narrow sense. In a broad sense, communication development includes the role and function of communication as a reciprocal exchange of information between all parties involved in the development effort, especially between the community and the government. Information exchange can occur from the process of formulation, planning, then implementation, and evaluation of development. Communication development ([Effendy and M. Badri, 2008](#)) is "the process of disseminating messages by a person/group of people to audiences in order to change their attitudes, opinions, and behavior in order to increase outer progress and inner satisfaction perceived equally by all people".

### *Communication Development Concept*

Communication can be interpreted as information transformation from the communicator to communicant through various media with the aim of achieving *Mutual Understanding*. Communication is the process by which messages are passed from source to recipient, both directly and through certain media (Aghara, et. al: 2018).

In simple terms, it can be said that communication development speaks of how communication must be carried out so that it acts as a support for the implementation of development programs in order to create changes in social change. Of the many reviews of experts on the role of communication development, Hedebro (in Nasution, 2004: 102) lists 12 roles that communication can take in development, namely:

- a) Communication can create a climate for change by demonstrating values, mental attitudes, and behavioral forms which supports modernization.
- b) Communication can teach new skills, from reading to writing to agriculture, to environmental success, to car repair (Schram, 1976).
- c) The mass media can act as a multiplier of knowledge resources.
- d) Mass media can deliver experiences that seem to be experienced by themselves, thus reducing the psychological and economic costs of creating a *mobile* personality.
- e) Communication can increase aspiration which is an incentive to a real act.
- f) Communication can help people find new norms and harmony from the transition period.
- g) Communication can make people more inclined to participate in decision making in the life of society.
- h) Communication can change the power structure in traditionally characterized communities, by bringing knowledge to the masses. Those who obtain information will be meaningful people, and traditional leaders will be challenged by the fact that there are other people who also have advantages in terms of having information.
- i) Communication can create a sense of nationality as something that overcomes local loyalties.
- j) Communication can help the majority of the population realize the importance of their meaning as citizens so that it can help increase political activity.
- k) Communication facilitates the planning and implementation of development programs related to the needs of the population.
- l) Communication can make economic, social and political development a *self-perpetuating process*.

So that communication development is more successful in achieving its goals and can avoid the possibility of undesirable effects. The effect gap is caused by mistakes in communication methods, this can be minimized by using a communication development strategy that is formulated in such a way, which includes the following principles:

- a) The use of a *tailored message* for specific audiences.
- b) The "*ceiling effect*" procedure is to communicate the messages for the intended group (say upper class) is a redundancy (no longer so useful because they have been exceeded or have little benefit, but still useful for the audience to be achieved).
- c) The use of a "*narrowcasting*" approach or localizing message delivery for the benefit of the public.
- d) Utilization of traditional channels, namely various forms of people's performances that have long served as a message channel that is familiar with the local community.
- e) The introduction of opinion leaders among *disadvantaged people* and asking for their help. to help communicate the messages of development
- f) Enabling the participation of change agents from the community themselves as officers of development institutions that operate among their peers,
- g) Established and fostered participatory ways or mechanisms (as development actors themselves) in the development process, namely from the planning stage to its evaluation (Nasution, 2004: 163-164).

### *Main Tasks of Communication development*

In his work, Schramm (1954) formulates the main task of communication in a social change for national development, namely:

- a) Conveying information about national development to the community so that it can focus on the need for change, opportunities and ways of making changes means of change, and arouse national aspirations.
- b) Providing opportunities for the public to take an active part in the decision-making process, expand the dialogue to involve all parties who make decisions about change, provide opportunities for community leaders to lead and listen to the opinions of the people, and create a flow of information that runs smoothly from bottom up.
- c) Educating workers needed in development that supports the process to change people's lives.

### *Participatory Communication development*

Hadiyanto (2008) states that Participatory Communication development as an alternative approach can be seen as a "powerful tool" to facilitate participatory processes if in line with the dynamics of development at the local level. On the other hand, Participatory Communication Development can also be translated as a carefully planned activity that is realized in the form of a communication strategy and approach that is applied throughout the development process (Amerta, et al.: 2018).

According to Bessette (2004), Participatory Communication Development is a planned activity that is based on participatory processes on the one hand, and the use of face-to-face communication and communication media on the other hand, with the aim of facilitating dialogue among different stakeholders, ranging from in the formulation of problems or goals of joint development, develop and implement or describe a set of activities that contribute to finding solutions that are jointly supported.

Bessette (2004) reveals that the experience (*lessons learned*) in the past shows, the importance of focusing on interactive and participatory processes, rather than the production and dissemination of information separate from community processes.

### *Marketing Communication Mix*

According to Kotler, the marketing communication mix is a combination of five communication models in marketing, namely; advertising, sales promotion, public relations, personal sales and direct marketing (Budiwan, 2005: 12).

- a) Advertising, advertising is all forms of non-personal presentations and promotion of ideas, goods or services paid by a particular sponsor. In society's already advanced and complex life, advertising evolved into the vital communication system of society, especially in the business world. (Prisgunanto, 2006: 73). Advertising is one of the best known and most discussed forms of promotion. Another advantage of advertising through mass media is its ability to attract the attention of consumers, especially products whose advertisements are popular or very well known by the public (Morrisan, 2010: 19).
- b) Sales promotion is a form of direct persuasion through the use of various incentives that can be regulated to stimulate the purchase of products immediately and or increase the number of items purchased by customers (Hermawan, 2012: 128). In the means of marketing communication, *sales promotion* and exhibition are having a short effect as an effort to stimulate the pressure on buying attitudes. This assumption departs from the habit of people who will buy something that they will not plan something suddenly, this is what will happen to the sale through this facility. (Prisgunanto, 2006: 75).
- c) Public relations and publicity. Public relations is a comprehensive communication effort of a company to influence the perceptions, opinions, beliefs, and attitudes of various groups towards the company (Hermawan, 2012: 151). Cutlip defines public relations as a planned effort to influence views through good character and responsible action, based on mutually satisfying two-way communication (Morrisan, 2010: 27). One activity that is often carried out by public relations is publicity, which is the activity of



placing news about a person, organization, or company in the mass media. In other words, publicity is the effort of people or organizations so that their activities are reported by the mass media. Publicity emphasizes one-way communication while public relations is two-way communication. Publicity is a tool in public relations activities, but public relations will not be able to do much without publicity (Morrisan, 2010: 29).

- d) Personal Sales. William G. Nickels defines personal sales as an interaction between individuals, meeting face to face aimed at creating, improving, mastering, and maintaining a mutually beneficial exchange relationship with other parties (Hermawan, 2012: 108). Personal sales are the company's activities to make direct contact with potential customers. With this direct contact, it is expected that there will be a positive relationship or interaction between an entrepreneur or a company and its customers. Direct contact will be able to influence consumers more intensively. Included in the personal sales category is (Gitosudarmo, 2012: 288): *Door to door selling, Mail Order, Telephone Selling and Direct Selling*.

Direct and interactive marketing. Direct marketing is a marketing approach that is free in using distribution channels and/or marketing communication, which allows companies to have their own strategies in dealing with consumers (Hermawan, 2012: 183). Driven by advances in communication technology, it is now no longer difficult to communicate interactively through the mass media, in this case, the main thing is through the internet. By using *world wide web facilities* (www), it allows reciprocal information to flow so that users can participate and modify the form and content of information at that time (Genggong: 2018). The presence of the internet has not only changed the ways in which companies design and implement business and marketing strategies but also affect the marketing communication programs they use. This allows companies to convey information and interact through facilities on the website to their customers.

## 2. Research Method

This research is located in the Province of Bali, especially in the Seven Regencies namely Buleleng, Tabanan, Gianyar, Bangli, Klungkung, Karangasem and Jembarana Regencies. This study uses a qualitative descriptive approach because qualitative research provides benefits such as "1) flexibility in following unexpected ideas during research and a more effective exploration process; 2) has sensitivity to contextual factors; 3) having the ability to study symbolic dimensions and social understanding; 4) increase opportunities: a) to build empirical support on new theories and ideas, b) for longitudinal and deep exploration of existing phenomena, and c) more relevant and interesting for practitioners. (Conger, 1998, Bryman *et al*, 1988, Alvesson, 1996 (Ospina in Gunawan, 2009)". Therefore this research is expected to be able to analyze, study and explain the phenomena in depth so that research objectives can be achieved.

Bungin (2008: 77) stated that qualitative data collection used observational methods from qualitative traditions such as *in-depth interviews* (*participatory observers*) and *focus group discussion* (FGD). In this study, data collection techniques were used. are: (1) In-depth Interview with several prescribed informants, (2) Participatory observation, by observing directly in the field so that the research can see and observe more carefully about the implementation of the Bali Mandara Program, especially the Gerbangsadu, Simantri and Home Renovation in (7) Seven Regencies in Bali Province concerning the constraints, obstacles, opportunities and challenges of each region; (3) The documentation method is carried out by collecting data through research on related documents so that data can be obtained to support the analysis process in this study. Important documents needed in this study can be obtained from the Seven Regencies in Bali; (4) FGD (*Focus Group Discussion*) is a limited group discussion with several policy actors to improve data and information and at the same time a checking process of triangulation of data that has been collected; (5) *Peer de Briefing* is a discussion with researchers or observers who understand about the Bali Mandara program. This method is done to obtain perfection in the process of data reduction and analysis.

### 3. Results and Analysis

#### 3.1 The Meaning of the Bali Mandara Program in the Communication Development Perspective

Communication development is a tool to generate community participation or is a way that must be taken to generate community participation in the development process. Thus, community development programs require a communication development strategy to achieve community participation. The purpose of communication development is to advance development. Motivation is the most important element in communication development. Motivation is related to the idea of whether the community has interests and benefits from the development program proclaimed by the government.

The concept of communication development can be seen in a broad sense and narrow meaning. In a broad sense, communication development includes the role and function of communication (as a reciprocal message exchange activity) among all parties involved in the development effort; especially between the community and the government, from the planning process, the implementation, and assessment of development. In a narrow sense, communication development is all efforts and methods, as well as techniques for delivering ideas, and development skills that come from those who initiate development and are aimed at the wider community. The activity aims so that the intended community can understand, accept, and participate in implementing the ideas presented (Gumilar, 2008).

In his work, Schramm (1964) formulated the main task of communication in a social change for national development, namely:

- a) Conveying information about national development to the community so that it can focus on the need for change, opportunities and ways of making changes means of change, and arouse national aspirations.
- b) Providing opportunities for the public to take an active part in the decision-making process, expand the dialogue to involve all parties who make decisions about change, provide opportunities for community leaders to lead and listen to the opinions of the people, and create a flow of information that runs smoothly from bottom up.
- c) Educating workers needed in development that supports the process to change people's lives.

Judging from the vision and mission of the Bali Mandara program that has the goals and objectives to realize Bali that is Advanced, Safe, Peaceful and Prosperous, the Bali Mandara program actually has a clear flow and corridor in its planning. The development program will be able to go hand in hand with the vision and mission through applied communication. Mission translation to realize Bali that is cultured, *metaksu*, dynamic, advanced and modern is also contained in the Simantri program.

The mission to build the quality of human resources starts from economic development and provides a sense of security to the community. Programs such as Home Renovation will create a sense of security for people who previously did not have a proper place to take refuge. By creating a sense of security the community can focus on struggling to meet economic needs. On the other hand, the Gerbangsadu program is a continuation in realizing a prosperous Bali both physically and spiritually. Building the economy begins with building the quality of life of the community. Media in the form of financial assistance is the right step as a motivation enhancer for the community in order to develop small and medium enterprises.

The vision and mission that has been formulated must be translated through understanding by all elements in the Balinese society. Submission of information, selection of communication media, and ways to communicate it is a way to harmonize the implementation of the vision and mission to achieve the desired goals and objectives.

#### 3.2 Implementation of Participatory Communication development in the Bali Mandara Program

According to Bessette (2004), Participatory Communication development is a planned activity that is based on participatory processes on the one hand, and the use of face-to-face communication and communication media on the other hand, with the aim of facilitating dialogue in between different stakeholders, which revolves around the formulation of joint development problems or objectives, developing and implementing or describing a set of activities that contribute to finding solutions that are jointly supported.

Besette (2004) reveals that the experience (*lessons learned*) in the past shows, the importance of focusing on interactive and participatory processes, rather than the production and dissemination of information separate from community processes. This means that there needs to be a shift or paradigm shift in looking at communication in the context of current development. At the same time as the dominant paradigm is waning now new hope arises, where communication is more directed to processes that enable the community to be more actively involved and the development process itself must begin with the community as its main spirit.

The interactive process and participation that involves the community in communication development policy-making are closely related to the awareness theory delivered by Freire (1984) which states that humans are a form of ideas, awareness, life goals, fear, frustration, hate, love, habits, deep feelings, pride, and prejudice. A human being is not intact if he/she loses the ability to choose, if the choice is someone else's choice, and if the decision of the decision comes from outside and is not a decision of his own. This theory of awareness is related to the process of strengthening the community as a subject, not an object, in making development policies in the process of communication development in its entirety.

Based on this, the community becomes an important part to be invited to participate and be empowered as a process of awareness of environmental conditions, needs, desires, and abilities. Furthermore, according to Freire, the concrete form that can be done in the awareness process is the dialogue process which is a continuous two-way communication process so that it finds an understanding so as to form an awareness. This awareness will occur to those who have dialogue. These parties can be individuals in the community and individuals in government institutions insofar as the participation contributes and a positive impact on development. The active involvement of community groups, active community groups, local or regional government officials, NGOs, government technical officers or other institutions working at the community level, policymakers and researchers will create good collaboration in realizing sustainable participatory communication development.

The community segments that are the target of the Bali Mandara program are people who are still in the productive age, with an average education level that is still low, social life tends to be grouped and influenced by social groups, on average not well versed in information technology, and open up information is limited to information that is useful or related to personal interests, or as entertainment for themselves.

The flow of information dissemination can be carried out by involving three parties, including target objectives, target audiences, and group targets. The target objective is in the form of a segment of society that is the party that is targeted to get or carries out the Bali Mandara program. A target object is a person or group of people who are the end parties who are in direct contact with where the program is headed. The target audience is people who are in the environment around the target that can directly or indirectly affect the target object with information. The target audience can influence the process of information dissemination actively and passively. The main objective is to create awareness of information. A target group is a group of people who will participate in disseminating information in the framework of implementing the program. In the case of the Bali Mandara program, the target group is the parties involved in the process ranging from planning, information delivery, implementation, to the program supervision process.

Taking this into account, here is an alternative participatory communication development strategy that can be carried out in communicating the Bali Mandara program:

a) A strategy based on media

The media selection at least targets the three parties above. The most accessible media in every region is the construction of permanent poles in front of the *prebeker* (village leader) office in each village for the installation of billboards. Billboards are the easiest and simplest media in conveying information. The problem is the location and appearance of the billboard. Permanent billboards with a printed version of the display that uses visual and simple language will facilitate creating awareness for the target objective and target audience, as well as facilitate the target group in starting to convey information.

Other media such as the installation of ads spots that were broadcast through loudspeakers in each *banjar* (neighborhood) after Tri Sandhya was announced, and optimized the strength of the community such as those in the *sekeha* (village group) to be involved in the dissemination of information.

b) Instructional design strategy

This strategy can be carried out by involving the target group who will be tasked to continue the information to the target market. This instructional design strategy is the process of creating groups that are able to be good and right disseminators of information. "Good" in the sense that they are able to



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communicate in a language that is easily digested by the listener and packaged attractively and managed to get the attention of the listener, "right" in the sense of being able to convey information completely, clearly, and in accordance with the actual source of information.

In practice, this strategy is very dependent on the ability of village leaders to communicate. This strategy will work well if the village apparatus has the ability to communicate well and correctly. If the village apparatus is deemed not to have this capability, then it can be done by finding people who are a preference in the area.

a) Participation strategy

This strategy can be carried out by visiting a target by bringing direct evidence from those who have successfully carried out the program. The participation strategy aims to eliminate gaps by presenting testimonials through people who have successfully run the program. Moments of testimonials are combined with interactions in the form of discussion and mutual tips and tricks in running the program.

This strategy can also be done by holding the best group selection for Simantri and Gerbangsadu programs starting from the village to the provincial level as a form of appreciation and motivation among the target objectives. The essence of this strategy is to create interaction and empathy from the target market. Information will be more effective when in the process it can touch the target psychologically.

b) Integrated marketing communication

This strategy combines several activities in the promotional mix. The key to implement this strategy is integrating, aligning, and linking between activities with one another so as to create collaboration among all activities

- 1) Advertising: the purpose of advertising is *awareness*. *Awareness* will serve as a driver for the creation of a desire to seek further information for the target audience. For the target audience, advertisements that are repeated will indirectly be embedded in his/her mind as a backup of the information that is used when there are moments that stimulate the memory of the information. For group targets, advertisements can help repeat information to the target audience. Some media that can be used include: (1) Installation of permanent billboards with attractive appearance, version, and language that is placed in front of the *prebikel* office; (2) Installation of advertising spots that are broadcast through loudspeakers usually installed in the *banjar* after Tri Sandhya is echoed; (3) Collaborating with the school by disseminating information about the Bali Mandara program. Example: group assignments by students to observe the effectiveness of the Bali Mandara program in their village. Although it does not provide a direct effect, school students as target audiences will be a source of information for the surrounding environment to disseminate information; (4) Advertises through videos uploaded via Facebook and official government Instagram accounts.
- 2) Sales promotion: a form of direct persuasion through the use of various incentives that can be regulated to stimulate the purchase of products immediately and or increase the number of goods purchased by customers (Hermawan, 2012: 128). One of the things that can be done, for example, is to guarantee the Simantri group that the by-products in the form of fertilizer, biogas, and bio-urine can be distributed in the context of sales through designated distributors or other parties so that the farmer groups are not confused in processing those by-products.
- 3) Personal sales: William G. Nickels defines personal sales as interactions between individuals, meeting face to face aimed at creating, improving, mastering and maintaining mutually beneficial exchange relationships with other parties (Hermawan, 2012: 108). In practice, this activity focuses on the human resources involved. This activity should ideally be carried out by involving the integration of the Bali Mandara program team, village officials, and those who have successfully carried out the Bali Mandara program through testimonials, discussions, and sharing tips and tricks in running the program. This activity is expected to be a medium for the occurrence of two-way communication so that the information to be conveyed is more effective to the target audience.

- 4) *Publicity*: is a form of personal communication to audiences that aims to influence attitudes, feelings, and perceptions of the target. Practical activities that can be done as follows:
  - a) WOM (*word of mouth*) information. This method can be done by using the help of preference groups through the media such as the gathering of PKK mothers, regular monthly mutual cooperation programs, or in other routine activities both at the village and *banjar* scale.
  - b) *Marketing community* or using sporadic community power. Concretely by using the power of group leaders such as *sekaha subak*, *sekeha gong*, *sekeha Santhi*, and others to communicate information among them in the hope that information will also spread in the surroundings of every individual in the community.
  - c) Publicity related to the Bali Mandara program can also be carried out on the official website of the Bali provincial government, the Bali provincial government Facebook account and through the provincial government Instagram account of the Bali government.
  - d) *Event*: is an activity and program designed to create interactions related to the program. So far, this type of activity is the most effective in targeting the target objective and target audience in disseminating information about the Bali Mandara program.

The participatory communication development strategy emphasizes the process of interaction that can occur through the selection of the media that targets the three parties in the process. In practice, new communication development can be realized through the cooperation and integration of all parties involved in a continuous, sustainable manner, and by having a measuring instrument in the monitoring phase.

Participatory communication development strategies will have optimal results if they can be integrated harmoniously in each part that will run them. Like an *orchestra*, each component has a different task, but cannot stand alone. All components must be integrated. Similarly, participatory communication development. Each component is a holistic part, which influences each other, and will not have optimal results if it is not synergized with other components.

#### 4. Conclusion

The Bali Provincial Government, in particular, the Public Relations Bureau of the Bali Provincial Secretariat, has implemented various methods of communication development in its efforts to socialize or disseminate information related to the Bali Mandara program. Various methods of disseminating such information can be identified as follows: (1) *Press Tour*, (2) *Simakrama* (village gathering) (3) *Video Conference*, (4) SMS Center, (5) Bali Podium for Free Speech (PB3AS), (6) Dissemination Through Print and Electronic Mass Media, (7) Dissemination of Bali Mandara through the Sub Division of Monitoring and Evaluation (Monet), (8) Social Media Facebook and Instagram. In addition to the information dissemination method above, the Public Relations Bureau has also formed Bali Mandara's information ambassador through the Bali Mandara speech contest. This program also seems to have gone well. All information dissemination methods above have been well documented, both in the form of *soft copy* and *hard copy* of the documentation section which consists of the administration and documentation sub-section.

#### *Suggestion*

The communication development model used to socialize the Bali Mandara program seems to be very diverse and all the models have been known by the public. Out of the various communication development models, the most effectively felt by the village community is the dissemination of information through village officials and local TV media. To optimize this development of communication, even more, it is recommended that the provincial government of Bali conduct direct socialization with village officials and provide village officials with improvisation and creativity in the dissemination of information to the community through the village, districts, and neighborhood meetings as well as in another type of gatherings within the village. In addition, dialogues, *talk shows* and advertisements on TV and radio should be intensified so that the information absorption of the Bali Mandara program can be optimized. Among intellectuals, especially in urban areas the

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intensity of communication through social media also seems to be a new alternative as a means of communication development that can be designed more effectively and communicatively.

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*Statement of authorship*

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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