Room 1

Overall Program 2019
Stakeholder participation in the development of International Public Sector Accounting Standards (IPSAS)

A Multi-Issue and Multi-Period Analysis of the due process

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Abstract

This article analyses the International Public Sector Accounting Standards Board’s (IPSASB) due process by using a multi-issue and -period analysis of comment letters (CLs) received by the IPSASB (2005-2018). It focuses on respondents’ affiliation and geographic background to assess whether the input received by the IPSASB is (un)representative for its stakeholders. It explores the influence of three variables to explain differences between stakeholders’ participation: IPSAS implementation level, English-proficiency, economic development level. The results evidence that the input is unrepresentative for all its stakeholder, which may influence the IPSASB’s input legitimacy, and complicate further IPSAS implementation. Stakeholders with higher economic development levels and higher IPSAS implementation levels participate more. Additionally, two factors in the due process are analysed to measure their influence on overall stakeholder participation: type of consultation documents, and length of comment periods. Longer comment periods have a positive influence on stakeholder participation.

Introduction

In search of harmonizing public sector accounting, the International Federation of Accountants Public Sector Committee was founded in 1986 and since 2004 renamed as the International Public Sector Accounting Standards Board (IPSASB). The purpose of the organisation is developing high-quality public sector financial reporting standards, and raising awareness of the International Public Sector Accounting Standards (IPSAS) and the benefits of their adoption to strengthen public financial management and knowledge globally, through increasing adoption of accrual-based IPSAS (IPSASB, 2018). However, standard-setting boards (SSB), private or public, have no legitimacy of their own. The standards they create are to be followed voluntarily as they have no authority to impose them. As a result, societal support is paramount to them and one way to achieve this is via input from stakeholders (Richardson & Eberlein, 2011).

There are three different forms of legitimacy: (1) input legitimacy based on participation, (2) result- and expertise-based output legitimacy, and (3) throughput legitimacy which depends on the procedures (Richardson and Eberlein, 2011). The IPSASB claims input legitimacy via the due process being a consultation process that allows stakeholders to share opinions on drafts of coming IPSAS. Input-legitimacy is achieved when the input an organisation receives correctly reflects the opinion of all stakeholders. The IPSASB aims at the development of accounting standards for public sector entities on a global scale, which would affect not only these entities, but anyone who is related to them (e.g. civilians, firms, financial organisations, oversight bodies). The
stakeholder group is highly varied and so should the IPSASB’s received input be. However, previous research on public and private sector SSBs has shown an imbalance regarding stakeholder participation, which will be further discussed in the literature review. This article investigates to what extent the IPSASB is confronted with a similar imbalance and attempts to explain the possible causes of that imbalance. A multi-issue and multi-period analysis is applied to analyse the respondents on two levels: geographical background and institutional affiliation. Next, possible causes for the differing levels of participation between stakeholders are sought. The impact of following variables is tested: (1) the IPSAS implementation level, (2) the English-Proficiency level, (3) the economic development level. The results will clarify the IPSASBs current obstacles to attain full input-legitimacy and will allow them to develop measures to remedy this.

Additionally, two other variables are tested to measure possible hindrances in the due process itself for stakeholder participation: (1) the type of consultation document (CD), and (2) the available time to comment. The results will allow the IPSASB to adjust their due process to increase input levels. The first part of this article explores how stakeholders can participate in the IPSASB activities. Secondly, research questions and hypotheses are developed based on an extensive literature review on private and public sector SSBs. Next, the research method is explained and how it differs from previous research. This is followed by the presentation of results and their discussion. The article is completed with our conclusions and policy recommendations for the IPSASB.

There is little previous research on the IPSASB’s due process. Manes Rossi and Aversano (2015) analysed respondent’s participation in the IPSASB activities

Two methods enable the development of IPSAS: (1) using already existing standards from the private sector as a basis, namely International Financial Reporting Standards (IFRS), and adjusting them to comply with specific public sector conditions. (2) Starting from scratch, in case no relevant IFRS basis exists (e.g. heritage).

Before official standards are issued, the IPSASB develops either a consultation paper (CP) or an exposure draft (ED). In this stage they usually receive input from two consultation groups, the Consultative Advisory Group (CAG) and the Public Interest Committee (PIC). When the CP or ED is finalised, the document is published online and is open to feedback in the form of comment letters (CLs) for a finite amount of time (IPSASB, 2016). This process is known as the due process. The issues raised in the CLs are analysed, and possible changes are considered. If significant changes are made, the IPSASB can re-expose the document for further review, otherwise they approve the final standard (IPSASB, 2016).

Further measures taken by the IPSASB to include stakeholders are opening board meetings to the public to discuss the development and approval of standards, as well as publishing recordings of the meetings online. Additionally, anyone can suggest new projects (IPSASB, 2016). Major flaws, however, are that the public cannot vote on the approval of standards, that participating is a costly affair and that despite the received feedback, the IPSASB can technically still do as they please.

Literature review & development of research questions and hypotheses

affiliations of the IPSASB’s CP Reporting Service Performance Information. The majority consisted of professional
organisations, public organisations and SSB. Bisogno et al. (2015) examined the CLs on ED No. 49 Consolidated Financial Statements. Here the majority consisted of governmental organisations, professional - and international organisations. He also revealed that 39% of the CLs came from European countries, and 25% from Oceania. America and Africa each made up 13%, Asia only 10%.

As these studies only analyse one CD, there is a lack of data to make statements on the levels and variety of the IPSASB’s stakeholder participation. However, when looking at private sector SSBs (e.g. the International Accounting Standards Board, IASB), there is more research suggesting an unequal variety of respondents, mainly according to their geographic origin. Most find that respectively Europe, North America and Asia are most active, while Africa and South America generally always participate the least (e.g. Huian, 2013a, 2013b; Wingard et al., 2016; Eisenschmidt and Krasodomska, 2017). Furthermore, studies show that most respondents consist of English-speaking countries such as the U.K., U.S.A., Australia, as well as EU member states (Jorissen et al., 2012; Larson and Herz, 2013; Wingard et al., 2016). Imbalances concerning the representation of different groups are also identified: preparers, accountants and regulators dominate the IASB due process, while users are underrepresented (Eisenschmidt and Krasodomska, 2017; Jorissen et al., 2013). This leads to this article’s first research question:

**RQ1: To what extent is there an imbalance in the participation of respondents in the IPSASB’s due process?**

A thorough literature study indicates there is no prior research on which factors influence participation to the IPSASB’s due process. This article aims to fill that gap with as second research question:

**RQ2: What are possible causes of this imbalance?**

This has been the subject of much prior research for private sector SSBs, and a great variety of possible causes have been suggested. Examples are: level of creditor rights (Mellado-Bermejo and Esteban, 2014), legal system (Eisenschmidt and Krasodomska, 2017), cultural characteristics (Eisenschmidt and Krasodomska, 2017; Dobler and Knospe, 2016), number of input opportunities on CDs or complexity of a CD (Dobler and Knospe, 2016), familiarity with the SSB’s accounting values, familiarity with private sector standard setting systems, and cost of non-compliance with accounting standards (Jorissen et al., 2013).

Regardless of how interesting these concepts are, following three potential factors of influence were selected as they either have been the most researched in the past or there are preliminary indications that they are relevant in this research:

1. **Implementation level IPSAS**

Logical reasoning suggests that when a government has already implemented or officially decided to start implementing IPSAS, the stakes are much higher than for countries which have not done so, as they will have to abide by the IPSAS once the IPSASB officially accepts them. However, previous research into private sector SSBs provides evidence that this assumption cannot be confirmed (Dobler and Knospe, 2016; Jorissen et al., 2013; Mellado-Bermejo and Esteban, 2014).

**Hypothesis 2.1: Already implementing (planning to implement) IPSAS, has a**
positive influence on stakeholder participation in the IPSASB due process.

2. English-proficiency

Various researchers confirmed that a higher level of English-proficiency has a positive influence on stakeholder participation in the IASB’s due process (Standish, 2003; Mellado-Bermejo and Esteban, 2014; Jorissen et al., 2013; Larson and Herz, 2013; Dobler and Knospe, 2016). The IPSASB’s official language is English, in which all its CDs are published, therefore language-barriers could possibly also play a role here.

Hypothesis 2.2: Having a higher percentage of English-proficiency, has a positive influence on stakeholder participation in the IPSASB due process.

3. Economic development

Based on the insights of research into the due process of private sector SSBs, the assumption is made that a higher level of economic development, has a positive influence on stakeholder participation (Mellado-Bermejo and Esteban, 2014; Eisenschmidt and Krasodomska, 2017; Larson and Herz, 2013; Dobler and Knospe, 2016).

Hypothesis 2.3: Having a higher level of economic development as a country, has a positive influence on stakeholder participation in the IPSASB due process.

The IPSASB published 54 CDs between 2005-2018 resulted in 1541 CLs, which is an average of 28.5 CLs per CD, with a range of 4-55 per document. This shows that not every IPSASB project gains equal input. Additionally, the IPSASB receives far less CLs than its private sector counterparts. Eisenschmidt & Krasodomska (2017) consulted CLs submitted to the IASB (2011-2014) and found an average of 137.70 CLs per document, with half of the projects receiving over 100 CLs. Jorissen et al. (2013) analysed the IASB’s CLs for 57 issues, with an average of 104 letters per issue. As the IPSASB receives a very low number of CLs compared to private sector SSBs, it could be argued that the variety in origin of the CLs it does receive is even more important. The third research question investigates causes for the overall low input the IPSASB receives:

RQ3: What are possible causes for the IPSASB’s low stakeholder participation levels?

1. Type of consultation document

Research into private sector SSBs suggests that the CD type influences stakeholder participation. Their results, however, are not conclusive on which kind of CD generally receives most CLs. Sutton (1984) finds that CPs receive more than EDs, while Dobler and Knospe (2016) concluded that immediate standard setting proposals receive most feedback, such as EDs. Jorissen et al. (2012) reveal that preparers participate more in a later stage, the ED-stage, in contrast to other constituents who write on average more CLs in earlier stages.

During a preliminary review of the IPSASB’s CDs it appeared that CPs (average: 35.4 CLs per CP) receive more CLs than EDs (average: 26.4 CLs per draft), which indicates that this could be a factor of influence in the IPSASB’s due process.
Hypothesis 3.1: The type of consultation document, has an influence on stakeholder participation in the IPSASB due process.

2. Duration of comment period

Dobler and Knospe (2016) rejected the hypothesis that the length of the comment period positively influences stakeholder participation in the IASB’s due process. However, when observing the comment periods for each IPSASB CD and their numbers of received CLs, it is noticeable that those with comment periods under ten weeks receive an average of 9.7 CLs per CD, and those with comment periods over twenty weeks receive an average of 50.6 CLs per CD. This could be an indication that the length of the comment period influences the IPSASB’s stakeholder participation.

Hypothesis 3.2: Having a longer period to submit comments, has a positive influence on stakeholder participation in the IPSASB due process.

Research methodology

Definition of variables and method of analysis

To analyse the possible presence and extent of an imbalance in the IPSASB’s stakeholder participation (RQ1) descriptive statistics are applied on each CL, differentiated on two levels: geographic location and affiliation. The Chi-squared test is used to assess whether differences between two or more groups are statistically significant or merely coincidental.

To understand which factors influence certain stakeholders to participate more than others (RQ2), three hypotheses were developed. Two sets of regression models in the statistical program R were designed. To test hypotheses 2.1, 2.2 and 2.3, the first model regresses the number of CLs per country on sets of independent variables which represent the implementation level of IPSAS in the country (H2.1), the level of English-proficiency (H2.2), and the average GDP per capita (2005-2017) per country (H2.3). The number of records (n) included in this model is 191, namely every country the UN recognizes, excluding two (cfr. data collection and classification). However, this dependent variable might give a wrong image of involvement if a large portion of the CLs are written by a small portion of stakeholders (Larson and Herz, 2013). A country can produce many CLs but if they are all written by one stakeholder, it would suggest a less widespread participation than the same number of CLs written by multiple stakeholders. Therefore, the second regression model includes the number of writers per country as dependent variable, which is regressed with the same three independent variables, and includes the same number of records, as the first regression model.

To understand which factors hinder stakeholder participation as a whole (RQ3) a third regression model is developed to test hypotheses 3.1 and 3.2, which regresses the number of CLs received per CD on their type of document (ED or CP), and the time period available to submit comments. The number of records (n) in this model is 52, being the number of CDs published between 2005-2018. It was decided not to differentiate between CLs based on their length or word count as even a short CL constitutes input.
Table 1 shows a description of the applied dependent and independent variables of all three models. The majority of similar research for private sector SSBs adopted linear or rank regression models. In consultation with Ghent University FIRE (Fostering Innovative Research based on Evidence), it was decided that to fully achieve this article’s aim, linear or rank regression models could not be applied. To correctly analyse H2.1, H2.2, and H2.3, all countries must be added to the equation, not only those which have written one or more CLs. If this is not the case, the results will be incomplete and incorrect conclusions would follow. To illustrate: one cannot claim that a higher level of English-proficiency has a positive influence on stakeholder participation, if this is found via linear regression with as dependent variable the CLs written per country, limited to those that have written 1 or more CLs. It could be the case that the countries which have not written CLs are very fluent in English. This would mean that English is not a key factor of influence. However, using all countries, and thus including those that have not written any CLs, does imply that many of the dependent variables will have a value of zero. Therefore, linear or rank regression models are not appropriate. Based on an analysis of goodness-of-fit via Akaike’s Information Criteria (AIC), and contrasting histograms in the statistical program R, the Hurdle model was the best fit. This is a model for count data that helps handling excess zeros and overdispersion and consists of two components: a count data model, and a zero hurdle model (Zeileis et al., 2008).

For the third regression model, which lacked the excess of zeros from the first two models, it was decided to use the generalized Poisson regression model often found in previous research.

<table>
<thead>
<tr>
<th>Regression</th>
<th>Dependent variable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurdle model 1</td>
<td>Number of comment letters per country</td>
<td>The number of CLs written per country (2005-2018).</td>
</tr>
<tr>
<td>Hurdle model 2</td>
<td>Number of writers per country</td>
<td>The number of entities that have written one or more CLs per country (2005-2018).</td>
</tr>
<tr>
<td>Poisson model</td>
<td>Number of comment letters received per CD</td>
<td>The number of CLs written per entity (2005-2018).</td>
</tr>
</tbody>
</table>

*Note: for the two Hurdle models, the CLs written by entities which could not be linked to one specific country were excluded from this research. Note: for the Poisson model, the IPSASB’s consultation strategies were excluded.*

<table>
<thead>
<tr>
<th>Regression</th>
<th>Independent variables</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurdle model 1 and 2</td>
<td>IPSAS implementation level</td>
<td>Coded 0 if a country has not started implementing IPSAS, nor has official plans to do so in the direct future. Coded 1 if they have fully implemented IPSAS, are currently implementing IPSAS or have official plans to do so in the direct future (EY, 2012; ACCA, 2017; IFAC, 2019).</td>
</tr>
<tr>
<td></td>
<td>English proficiency</td>
<td>Coded as 1 if the country is proficient in English. Coded 0 if otherwise (CIA, 2019; EF, 2018).</td>
</tr>
</tbody>
</table>
Data collection and data classification

The CLs for all published CDs between February 2005 and August 2018 were used in this research. The period under review starts in February 2005 as CLs to earlier CDs were not available. It ends in August 2018 when this research started. This amounted to 54 CDs in total, consisting of 15 CPs, 2 strategy consultations, and 37 EDs. For these CDs the IPSASB received a total of 1541 CLs.

Following information on the CLs was collected: author of the CL; IFAC membership; affiliation of the organisation; the country and continent of origin; on which CD they replied; and lastly, the length of the comment period.

The categories and subcategories of affiliation were based on previous research (Chen, 1994; Larson 2008; Bisogno et al., 2015; Dobler and Knospe, 2016), from which following were retained: SSBs, governmental organisations, intergovernmental organisations, individuals, professional associations, firms, universities, other and unknown. The category ‘other’ contains those which do not fit the other categories (e.g. a cooperation of two different kind of organisations) and a category ‘unknown’ for two CLs for which no background information was identifiable.

The respondents’ geographic background was identified either by their organisational name, information in the CL or online research. If it was impossible to define one country or continent of origin, they were placed in the categories ‘international’ (international operative companies, e.g. EY, or international operative organisations, e.g. United Nations) or ‘other’ (respondents that are not internationally active but cannot be defined by one country either, e.g. Task force IRSPM A&A SIG, CIGAR Network, EGPA PSG XII).

Following information was collected for each United Nations (UN) member state: number of CLs originating from the member state, average GDP per capita (2005-2018), English-proficiency level, and status of IPSAS implementation. Two UN member states were excluded, Democratic People's Republic of Korea and the Kingdom of Eswatini, as there was no adequate information available.

Information on the IPSAS implementation level was retrieved from IFAC in combination with different sources of national government institutions. If no reference to IPSAS was found via these sources, nor via broader online searches, the lack of information was deemed as a sign of no implantation, nor any interest in future implementation.

Data on English-proficiency was initially found via the Central Intelligence Agency’s (CIA) World Factbook. If this database described English as a major or official language, a language used by the government, or the country has been an English colony, it was categorized as proficient in English. However, the results were adjusted according to the English Proficiency Index (EF, 2018), as countries who do not fit these requirements, can also be fluent. When a country reaches a high score on the index (very advanced and
advanced) or a very low score (beginner level), the data gained from the World Fact Book was adjusted (e.g. Sweden). The economic development level of countries was calculated via the average GDP per capita (2005-2017) retrieved from the World Bank. Data for 2018 was not yet available. When the GDP per capita was not available for all years between 2005-2017, the average was used of all those that were available.

### Results

#### Descriptive analysis

1. **Geographical analysis**

To examine the presence and extent of an imbalance in stakeholder participation of the IPSASB’s due process (RQ1) a geographical analysis is made of the CLs.

<table>
<thead>
<tr>
<th>Continent/C Category</th>
<th>SSBs</th>
<th>Governmental organisations</th>
<th>Intergovernmental</th>
<th>Individuals</th>
<th>Professional associations</th>
<th>Firms</th>
<th>Universities</th>
<th>Other</th>
<th>Unknown</th>
<th>Total No° of CLs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total CLs</strong></td>
<td>22</td>
<td>14</td>
<td>56</td>
<td>48</td>
<td>48</td>
<td>31</td>
<td>17</td>
<td>32</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Africa</strong></td>
<td>56</td>
<td>25%</td>
<td>18</td>
<td>3%</td>
<td>1%</td>
<td>2%</td>
<td>6%</td>
<td>7%</td>
<td>1%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>0%</td>
<td>29</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>18%</td>
<td>3%</td>
<td>6%</td>
<td>0</td>
</tr>
<tr>
<td><strong>Asia</strong></td>
<td>18</td>
<td>8%</td>
<td>26</td>
<td>48%</td>
<td>21%</td>
<td>15%</td>
<td>17%</td>
<td>11%</td>
<td>24%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>72</td>
<td>32%</td>
<td>96</td>
<td>17%</td>
<td>21%</td>
<td>24%</td>
<td>5%</td>
<td>1%</td>
<td>1%</td>
<td>0</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>75</td>
<td>34%</td>
<td>13</td>
<td>24%</td>
<td>4%</td>
<td>37%</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
<td>0</td>
</tr>
<tr>
<td><strong>Oceania</strong></td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>-</td>
<td>4%</td>
<td>-</td>
<td>5%</td>
<td>1%</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td><strong>South America</strong></td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>-</td>
<td>3%</td>
<td>-</td>
<td>6%</td>
<td>1%</td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>
All continents are represented in the IPSASB’s due process. A majority of CLs (30%) originate from Europe, followed by Oceania (17%) and North America (14%). Least active are Africa (11%), Asia (8%) and South America (4%). A big part consists of international organisations (15%). The category ‘Other’ only comprises of 1%. Thus, the process is dominated by mainly one region: Europe. The Chi-squared test shows that the difference between the continents is statistically significant with a p-value of 1,666E-140 (significant when α < 0.05).

Looking closer, the 1541 CLs were written by 62 different countries, 25 international organisations (8 international operative firms and 11 other international operative organisations), and 15 other types of organisations. The IPSASB received CLs from 32% of the UN recognized countries. This percentage could give a distorted image, as 34 of those countries have written less than five CLs between 2005-2018, and 21 of those only wrote one. It would be highly beneficial for the IPSASB to gain a greater variety of participation from different countries for its input legitimacy and for potential future implementation. Only ten countries make up 57% of all CLs (cfr. Figure 1). Whereas in the majority of previous research on due processes of private sector SSBs the U.K. and the U.S.A. always took the lead (Huian, 2013a; Eisenschmidt and Krasodomska, 2017; Larson, 2008), in the IPSASB’s due process they are replaced by Canada and Australia. The U.K. only takes fourth place, and the United States eighth. The high participation levels of South Africa, Nigeria and Japan are in contrast with the low participation levels of Africa and Asia as a continent.
2. Analysis of affiliation

After establishing the existence of a geographical imbalance in the IPSASB’s due process, the stakeholders’ affiliations are examined to determine whether it is also fraught with an imbalance (RQ1). The majority of CLs were written by governmental organisations (36%) and professional associations (31%). SSBs are the third largest group (14%), followed by individuals (6%) firms (6%), and intergovernmental organisations (4%). The smallest categories are universities (2%) and others (0%, negligible amount). The difference between the categories is statistically significant as proven by the Chi-squared test with a p-value of 0. Thus, a clear imbalance is discovered.

Naturally, governmental organisations are most active, as it does revolve around standard setting for the public sector. The low participation levels from academics and audit/consulting firms however might have a negative impact on the quality of the standards. The audit/consulting firms might give practical insights, while academics could provide more conceptual and/or theoretical input which practitioners would possibly not consider. This might not only harm the IPSASB’s input-legitimacy, but also throughput legitimacy, as the quality might suffer due to a lack of scientific expertise. There are however some CLs that were written by a task force of fifteen academics, which indicates an interest in the academic field to participate but an obstacle prevents them from participating alone. Unfortunately, the CL may represent the opinion of fifteen scholars, it is still only counted as one in the IPSASB due process. All 1541 CLs were written by 290 different authors. Exactly 30% was written by only ten different authors (cfr. Figure 2). One can argue that more authors, even if they rarely write CLs, are even more desirable than more CLs when those are continuously written by the same authors, as even those that only write rarely, prove that they do pay attention to the IPSASB’s publications, and will participate when they deem it necessary.
Correlation Results

To formulate an answer to RQ2, a correlation analysis is made before looking at the regression analysis. To assess the relationship between the variables the Spearman Correlation Test (SCT) was applied. This was chosen over the better known Pearson Correlation Test as the data is not linear. The SCT evaluates the ranked values of the variables. The value of 1 signifies a perfect association between the ranks. The closer to 0, the weaker the correlation between variables. In Hurdle model 1 and 2 the variables are not strongly correlated, while it is higher in the Poisson model (cfr. table 3). Next, the Variance Inflation Factors (VIF) were calculated for each model. This shows the correlation between independent variables, also known as ‘multicollinearity’. If the VIF equals 1, they are not correlated. A higher VIF signifies a higher correlation. The variables in the models here are only very moderately correlated (cfr. table 3), which is a good sign, as the higher the VIF are (and thus the multicollinearity), the less reliable the regression results would be.
<table>
<thead>
<tr>
<th>Correlation coefficients – hurdle regression model 1</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nº of CLs per country</td>
<td>Implementation level</td>
</tr>
<tr>
<td>Nº of CLs per country</td>
<td>1</td>
</tr>
<tr>
<td>Implementation level</td>
<td>0.1163</td>
</tr>
<tr>
<td>GDP per capita</td>
<td>0.3067</td>
</tr>
<tr>
<td>English-proficiency</td>
<td>0.1583</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Correlation coefficients – hurdle regression model 2</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nº of writers per country</td>
<td>Implementation level</td>
</tr>
<tr>
<td>Nº of writers per country</td>
<td>1</td>
</tr>
<tr>
<td>Implementation level</td>
<td>0.1128</td>
</tr>
<tr>
<td>GDP per capita</td>
<td>0.2993</td>
</tr>
<tr>
<td>English-proficiency</td>
<td>0.1398</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Correlation coefficients – Poisson regression model</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nº of CLs per CD</td>
<td>Weeks between Document type</td>
</tr>
<tr>
<td>Nº of CLs per CD</td>
<td>1</td>
</tr>
<tr>
<td>Weeks between</td>
<td>0.6213</td>
</tr>
<tr>
<td>CD type</td>
<td>0.4077</td>
</tr>
</tbody>
</table>
Regression results

Table 4 presents the results of the first Hurdle model for the number of responses per country (2005-2018). Hurdle models provide the statistical output in two sections: (1) the count model coefficients giving the output for the positive-count process; and (2) the Zero hurdle model coefficients giving the output for the zero-count process. Therefore, the first part of table 4 presents the results for countries that have written one or more CLs, while the second part presents the results for countries which have not written any CLs. The Z-value is formed by dividing the regression coefficient by its standard error. The higher the Z-value, the greater the evidence against the null hypothesis. A low Z-value (<2.0) evidences that the variable is not statistically significant. All independent variables, apart from the level of English-proficiency, are shown to be significant in both parts of the Hurdle model.

Together with the significance-asterisks, which have the same purpose, the Z-values show that the independent variables of the economic level (GDP) and implementation level in the first Hurdle model are statistically significant in both parts of the Hurdle model, except for the independent variable English-proficiency when looking at the zero hurdle model coefficients (<2.00).

Table 5 presents the results of the second Hurdle model for the number of writers per country (2005-2018). The Z-value, the P-value and the significance-asterisks illustrate the same conclusions as table 4: only the independent variable English-proficiency is not significant when looking at the zero hurdle model coefficients (<0.05). Thus, table 4 and 5 indicate that hypothesis 2.3 needs to be rejected. This signifies that the level of English-proficiency does not influence stakeholder participation.

Table 6 presents the results of the Poisson model for the number of responses per CD (2005-2018). The Z-value, the P-value and the significance-asterisks evidence that the independent variable consultation period is statistically significant indicating that the length of the comment period influences the level of stakeholder participation. On the other hand, the CD type does not explain the number of CL. This indicates that hypothesis 3.2 needs to be rejected.

Table 4. Results Hurdle - model 1

| Count model coefficients | Estimate | Standard Error | Z Value | Pr(>|z|) |
|--------------------------|----------|----------------|---------|----------|
| (Intercept)              | -8.5516  | 77.9146        | -0.110  | 0.912603 |
| Implementation status    | 1.2899   | 0.6267         | 2.058   | 0.039575*|
| GDP per capita           | 2.0052   | 0.5309         | 3.777   | 0.000159***|
|                          | Estimate | Standard Error | Z Value | Pr(>|z|) |
|--------------------------|----------|----------------|---------|---------|
| (Intercept)              | -1.2898  | 0.2930         | -4.402  | 1.07e-05*** |
| Implementation status    | 0.6616   | 0.3245         | 2.039   | 0.0414* |
| GDP per capita           | 0.3384   | 0.1612         | 2.100   | 0.0358* |
| English-proficiency      | 0.3938   | 0.3209         | 1.227   | 0.2198  |

N: 191 records
Significance codes:  0 '****' 0.001 ***' 0.01 '' 0.05 .' 0.1 ' 1

Table 5. Results Hurdle - model 2

|                          | Estimate | Standard Error | Z Value | Pr(>|z|) |
|--------------------------|----------|----------------|---------|---------|
| (Intercept)              | -8.5516  | 77.9146        | -0.110  | 0.912603 |
| Implementation status    | 1.2899   | 0.6267         | 2.058   | 0.039575* |
| GDP per capita           | 2.0052   | 0.5309         | 3.777   | 0.000159*** |
| English-proficiency      | 1.7460   | 0.6358         | 2.746   | 0.006030** |
| Log (theta)              | -10.3508 | 77.9140        | -0.133  | 0.894312 |

Zero hurdle model coefficients (binomial with logit link)

|                          | Estimate | Standard Error | Z Value | Pr(>|z|) |
|--------------------------|----------|----------------|---------|---------|
| (Intercept)              | -1.2898  | 0.2930         | -4.402  | 1.07e-05*** |
| Status                   | 0.6616   | 0.3245         | 2.039   | 0.0414* |
| GDP per capita           | 0.3384   | 0.1612         | 2.100   | 0.0358* |
| English-proficiency      | 0.3938   | 0.3209         | 1.227   | 0.2198  |

N: 191 records
Significance codes:  0 '****' 0.001 ***' 0.01 '' 0.05 .' 0.1 ' 1
### Table 6. Results Poisson - model

| Coefficients       | Estimate | Standard Error | Z Value | Pr(>|z|)  |
|--------------------|----------|----------------|---------|-----------|
| (Intercept)        | 2.233229 | 0.118044       | 18.919  | <2e-16*** |
| Consultation period| 0.0545597| 0.006089       | 8.966   | <2e-16*** |
| CD type            | 0.108468 | 0.060261       | 1.800   | 0.0719.   |

N: 52 records
Significance codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

### Conclusion

This article assesses the presence and the extent of imbalance in stakeholder participation in the IPSASB’s due process and analyses possible causes thereof. Additionally, it analysed which parts of the due process possibly hinders stakeholder participation as a whole. A multi-issue and multi-period analysis was applied by using all available comment letters (CLs) to every consultation document the IPSASB published between 2005-2018. This resulted in a dataset of 1541 CLs. Via descriptive analytics and the chi-squared test significant differences in participation between different regions of the world and stakeholder groups were discovered. Even though all continents have participated, the IPSASB’s due process is dominated by European input with one third of the CLs. Asia and South America were highly underrepresented compared to the other continents. The 1541 CLs stem from one third of the UN recognized countries. More than half of these, however, have written less than five CLs. The top ten most active countries consist mainly of Anglo-Saxon countries with Canada, Australia, the U.K., New-Zealand, and the U.S. making up more than one third of all CLs. Surprisingly, regardless of the low participation levels of their continents, Japan, Nigeria and South Africa are also present in the top ten.

The analysis of affiliations evidence that governmental organisations are the most active with more than one third of the CLs, closely followed by professional associations. Academics and audit-consulting firms are underrepresented, which could have a negative impact on the quality of the standards as they could give practical insights or technical/theoretical input which other respondents might not consider.

The 1541 CLs were written by 290 different respondents, however, only ten authors wrote one third of all CLs. This concentration indicates that most stakeholders do not participate on a frequent basis.

There are elements that hinder equal participation between stakeholders, which threatens the IPSASB’s input legitimacy. To study the possible causes of this unequal participation, three hypotheses were developed and tested via two regression models.

The first model regressed the number of CLs written per country on the IPSAS implementation level, English-proficiency level, and the average GDP per capita (2005-2017). The second model regressed the same three variables but used the number of writers per country as dependent variable. These models find that the
independent variable English-proficiency is not statistically significant. Therefore, the hypothesis suggesting the positive influence of the English-proficiency level on stakeholder participation is rejected. This is surprising as previous research and the high levels of participation by Anglo-Saxon countries suggested otherwise.

The hypotheses on the influence of the IPSAS implementation level and economic development level are not rejected. This indicates that countries which already implement or are planning to implement IPSAS, and those with higher economic levels are more involved in the process.

A comparison between research into private sector SSB's and the IPSASB's due process brought to light a difference in the level of input. Private sector SSBs receive far more CLs from stakeholders. This article analysed which factors in the due process hinders stakeholder participation. Two hypotheses were developed and tested in a regression model. The number of CLs received per CD were regressed on the CD type (ED or CP), and the duration for submitting comments. The results demonstrate that the CD type is not statistically significant. Thus, this hypothesis is rejected. This indicates that respondents do not distinguish between consultation phases, but will participate more if allowed more time.

These findings lead to three policy recommendations for the IPSASB: (1) if stakeholders have more time to comment, more will participate. Currently, there is a great variety in duration for IPSASB's comment periods. How the length is decided seems arbitrary. The IPSASB should decide on one uniform comment period for every CD, not only to increase the period for some documents, but also to render predictability to stakeholders on how much time they have after publication. Less straightforward but equally as important is the second recommendation based on the finding that countries with higher levels of economic development participate more.

(2) The IPSASB should explore different possible participation methods which are less costly or investigate whether there are other underlying reasons that could explain this link between participating and the economic development level. A last recommendation is twofold. The results show that those who have not (planned to implement) implemented IPSAS participate less. Additionally, certain groups, such as academics and accounting firms barely participate. (3) The IPSASB should try and stimulate these ‘outsiders’ to participate or inquire into why certain groups are not motivated to do so.

**Impact statement:** This research offers fresh knowledge on the IPSASB’s due process. It is relevant for any organisation that seeks stakeholder participation but specifically for the governance of standard setting boards (SSBs) and the quality and credibility of their consultation and engagement with stakeholders. It provides insight into respondents’ behaviour in consultation processes, the influence of respondent’s background on participation, and the influence of factors in the due process itself on participation. This can help SSBs to improve their consultation process and increase the quality and quantity of their received input. First steps were made regarding research into the influence of different variables on participation. Further research is possible and needed as there could be more variables that influence participation, e.g. the connection between IPSASB members and participation from organisations they are tied to, influence of the consultation documents’ subjects on participation. This paper provides a starting point for more consideration of the overarching topic (e.g. behaviour of respondents) in further research.
References


Synergy Pattern of Government and CSO for SDGs Achievement
(Study of Aisyiyah Involvement for SDGs Achievement at the Regional Level)

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Abstract

The results of study indicate a pattern of government synergy with civil society since planning related to the preparation of the RAD (District Action Plan) SDGs. In addition, this study found a problem of synergy between government and civil society in achieving SDGs. First, not all local governments, especially districts, understand SDGs so that local governments experience difficulties in SDGs integration in district development planning. Likewise, with the lack of civil society who understand the importance of the involvement of civil society in SDGs. Second, there is still a district government that uses the old bureaucratic model, which is to submit RAD document planning to consultants, thus affecting minimum involvement of various stakeholders in RAD preparation. The involvement of various stakeholders is strongly influenced by quality of Bappeda's leadership as a local government institution mandated as leading sector SDGs; Third, dynamics of civil society also influences quality of civil society involvement in achieving SDGs.

Background

The problems of poverty, hunger, maternal and child mortality, climate change, and violence still leave the homework of many countries to realize prosperity in the world for humanity and earth. In overcoming these crucial problems, it is necessary to involving multi-stakeholders for sustainable development.

More than 15 years ago, precisely in 2000, world leaders agreed on the Millennium Development Goals or MDGs, the Millennium Declaration which was agreed by the leaders of the countries in the world as a development framework. The Millennium Development Goals set 8 goals to be achieved during the 15 years until 2015. However, until 2015, there are still Millennium Development Goals that have not been achieved. In the Indonesian context, there are three goals that cannot yet be achieved, namely poverty, HIV / AIDS, maternal mortality, improved access to drinking water and sanitation.

Reflections on the achievements of the millennium development and complex challenges of mankind and planetary prosperity further become the basis for world leaders and stakeholders to develop action plans for humans, the planet, and world prosperity. In September 2017, the Sustainable Development Goals (SDGs) or

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agreed on Sustainable Development Goals (TPB) agreed upon by the leaders of the country as a reference in the implementation of sustainable development.

SDGs as a document that contains global goals and objectives, includes 17 integrated goals and 169 targets that will be achieved up to the next 15 years from 2016 to 2030. There are 5 pillars of the SDGs as important areas for humanity and the planet: humans, planets, prosperity, peace and partnership. The SDGs themselves aim to end poverty and hunger; fighting inequality; building a peaceful, just and inclusive society; protect human rights and support gender equality and empowerment of women; and ensuring the protection of planet earth and its natural resources guarantees sustainable economic growth, sharing prosperity and decent work for all. Universal as the principles of SDGs, in the sense of being carried out by the whole world; integration, in the sense of being integrated or interrelated in all dimensions, there are social, economic and environmental; and no one left behind, implemented by involving all stakeholders and benefiting all, especially the vulnerable.

However, the implementation of the principle of achieving SDGs to involve various parties in achieving these SDGs needs to be continuously encouraged and maintained in order to be realized. Participation and multi-party synergy are often two beautiful words in an effort to achieve various goals, but the realization of participation and synergy often faces such complex challenges because each stakeholder has ideological references, institutional goals, interests, roles and resources of each. Experience in achieving MDGs in various countries including Indonesia has demonstrated the dynamics of multi-party synergy challenges, both from the aspect of multi-party involvement from MDGs policy planning, multi-party involvement in institutions related to MDGs, MDGs implementation, to reporting and monitoring the achievement of the MDGs. Thus, it becomes important to study the form of multi-party synergy and challenges in achieving SDGs as learning in realizing multi-stakeholder involvement in achieving SDGs.

Research Method
This research use of descriptive qualitative method. This method used to understand pattern of synergy between local government and CSO, especially ‘Aisyiyah, as women organization for SDGs Achievement; and synergy challenge between government and civil society. It’s comprehensive effort, not separating the subject and object of research to produce knowledge and insight for the meaningful life of social research (Agus Salim: 2001: xi). This interpretive approach relates to the hermeneutics of a theory of meaning that emerged in the 19th century (Neuman: 1997: 68-73). In this research we selected areas in Cirebon and Sumedang, two district of West Java Province, and Sambas as district of west Kalimantan; and use an intrinsic case study and multiple cases with multi-level analysis. The aim is to better understand a particular case. The researcher wants to understand intrinsically about the phenomenon and specificity of the case under study (Agus Salim: 2001: 91-101). Collecting data use with document as like statistic data, regularly report, organization documents, as well as we conducted in-depth interview to program manager, program officer of ‘Aisyiyah in national and local.

Research question
In this paper, there are two research questions raised, first, what is the form of government and civil society synergy in achieving the SDGs; second, what are the
challenges of the synergy of government and civil society in achieving the SDGs.

Discussion
Policy for Achieving SDGs

The government’s commitment to achieving SDGs is marked by publishing of several policies related to SDGs. First, Presidential Regulation No. 59 of 2017 concerning Implementation of Achievement of Sustainable Development Goals. Second, the Minister of National Development Planning publishes by Minister of National Development Planning Regulation No. 7 of 2018 concerning Coordination, Planning, Monitoring, Evaluating and Reporting on the Implementation of Sustainable Development Goals. Third, the Ministry of Home Affairs has issued Regulation No. 7 of 2018 concerning Strategic Environmental Studies (SEA) to integrate the SDGs into the preparation of the RPMJD. Fourth, Minister of Home Affairs Circular Letter No. 50 of 2018 concerning the Compilation of Regional Action Plans (RAD). All of these documents provide a legal basis for the achievement of SDGs goals and targets in accordance with the indicators.

In this policy, there are commitments for multi-stakeholder engagement in achieving SDGs. For example, in Presidential Regulation No. 59 of 2017 and the Minister of PPN Regulation No. 7 of 2018 concerning Coordination, Planning, Monitoring, Evaluating and Reporting on the Implementation of Sustainable Development Goals. It was stated that the national target became a reference for CCOs, Philanthropy, Business Actors, Academics, and other stakeholders who would plan, implement, monitor and evaluate TPB. Likewise in the articles related to the National Coordination Team, which includes among others, the composition of the Implementation Team, Working Group, and Expert Team; as well as an article that mentions the preparation of the Regional RAD by involving other multi parties.

In the PPN Minister Regulation No. 7 of 2018, the TPB Action Plan Technical Guidelines are attached. In the Systematics of the Action Plan, in Chapter III, on Monitoring, Evaluation and Reporting, it is stated that reporting will also contain programs, activities, budget indications carried out by other stakeholders including social organizations, media, philanthropy, business actors, academics, and experts. The preparation of the Action Plan, in accordance with these technical guidelines, is to describe matters relating to the efforts and processes in preparing the Action Plan, including the involvement of various parties in accordance with the principles of the SDGs. Likewise, the annex to the Action Plan contains an Action Plan Matrix including other stakeholder Action Plan Matrices including the Objectives, Targets, Programs, Activities, Indicators, Budget Indications, Funding Sources, Implementing Agencies, and locations.

Recognize the Stakeholders

In various regulations related to SDGs, it is mentioned that several stakeholders must be involved in achieving SDGs, namely social organizations, media, philanthropy, business actors, academics, and experts. Nevertheless, the involvement of various interests, especially civil society, must also pay attention to the representation of vulnerable groups, in accordance with the principle of No One Left Behind. In this case, women are part of a vulnerable group because women are often marginalized or ignored in the development process from planning, implementation, monitoring, evaluation, to learning. Social and cultural construction that is not gender fair causes women's
neglect in development. As a result, development is carried out without regard to the needs and rights of women as citizens; women do not enjoy 'the fruits' or development result; and women being the party most affected by poverty, it named poverty faced woman.

In this paper, 'Aisyiyah is part of the discussion regarding the representation of 'Aisyiyah as part of civil society in the involvement of the SDGs. 'Aisyiyah is a women's organization which is under the umbrella of Muhammadiyah's religious organization. 'Aisyiyah was founded on 27 rajab 1335 H, coinciding with May 19, 1917, so 'Aisyiyah was more than 100 years old, or had entered the second century. 'Aisyiyah was an influential women's organization, she became one of the women's organizations that initiated the Indonesian Women's Congress I in 1928, which was held in Yogyakarta, which was also the hometown of Muhammadiyah- 'Aisyiyah. Referring to Muhammadiyah which bases itself on the view of progressive Islam, 'Aisyiyah has established itself as a progressive Muslim women's organization.

Aisyiyah's structure is at the national level to the village level. At the national level it is called the 'Aisyiyah National Board, at the provincial level it is referred to 'Aisyiyah Provincial Board, at the district/city level it is referred to 'Aisyiyah District Board, at the SubDistrict level it is referred to 'Aisyiyah Branch Board, at the Village, referred to 'Aisyiyah Branch Board, and there are Aisyiyah Branch Managers' that are located abroad. To date, the working area of 'Aisyiyah has covered 34 provinces, 458 district, 2849 subdistrict, and 7,122 village.

Since its establishment until now, the 'Aisyiyah movement has focused on a variety of fields, there are health, education from an early age to universities, tabligh / preaching, social welfare, economics, women's leadership or cadre formation, law and human rights, political education, research and study, culture, environment and disaster management. The pillars of the 'Aisyiyah movement are at the community level and through social provider institution (amal usaha) such as hospitals, kindergartens, schools, universities; cooperatives, BUEKA as an economic empowerment group, microfinance institutions, orphanages home, vocational training centres, elderly care, legal aid posts, as well as women's and children's advisory institutions. In implementing the program, there are divisions according to Aisyiyah's work fields, including the Health Assembly, Basic and Secondary Education Assembly, Higher Education Assembly, the Preaching Assembly, the Cadre Development Assembly, the Economic and Employment Assembly, the Law and Human Rights Assembly, cultural institutions, research and development institution, environmental and disaster management institution.

The age of the organization that has entered the second century, the existence of 'Aisyiyah at various levels, the' Aisyiyah movement in various fields both in the community and through social provider institution (amal usaha), Aisyiyah leadership or cadre resources, networking, branding of the movement as a religious women's movement with a progressive Islamic view show that 'Aisyiyah has contributed to various fields of life since Indonesia has not been formulated until now Indonesia is 72 years old. Contributions to various areas of life also cover a variety of issues that are part of the goals and targets of the SDGs. Therefore, the involvement of 'Aisyiyah in achieving SDGs is important in the context of 'Aisyiyah as a women's organization related to the representation of women's groups as vulnerable groups.
Forms of Synergy and Challenges

Referring to the policy on achieving SDGs governing multi-party involvement in achieving SDGs, as stated in the Presidential Regulation and Minister of National Development Planning Regulations which include technical guidelines for the preparation of Action Plans, the involvement includes, among others, planning, institutional SDGs, implementation, and monitoring to reporting. At the planning stage, the Presidential Regulation and Ministerial Regulation mandate the preparation of Regional Action Plans involving multi-parties. In the Technical Guidelines for the Preparation of Action Plans, also mentioned the involvement of multi-parties in the preparation of the action plan, thus the District Action Plan for SDGs or Rencana Aksi Daerah SDGs material also includes material from multi-party’s/stakeholder such as the existence of a matrix of multi-party’s/stakeholder that shows the integration of SDGs objectives in their respective roles.

‘Aisyiyah as a women’s organization is part of a multi-stakeholder group with a focus on movements in various fields such as health, education, women's empowerment, economy, environment, and social welfare, which means that it includes the goals and targets of the SDGs, feeling the need to be actively involved in achieving the SDGs. In this case, ‘Aisyiyah piloted in Cirebon regency in West Java through the Regional Leaders' Aisyiyah (PDA), in Sumedang district in West Java through PDA Sumedang, in Sambas Regency in West Kalimantan through Sambas PDA, DIY Province through’ Aisyiyah DIY, and Java Province West through West Java ‘Aisyiyah Provincial Board. Through this piloting, ‘Aisyiyah wants to oversee the achievement of SDGs that are gender responsive, inclusive, and transformative. These efforts to ensure SDGs are carried out according to the important principle of SDGs, No One Left Behind, which involves all stakeholders and benefits all, especially vulnerable groups. SDGs that are gender responsive, are that achievement of SDGs by taking side the needs of women as one of the vulnerable groups that is often ignored in the development process. Inclusive, are that the achievement of SDGs by involving various stakeholders from planning, implementation, monitoring and evaluation, reporting, and institutions related to SDGs. Transformative in the sense that the implementation of SDGs aims to end poverty, inequality, support gender equality and empower women, protect the earth, so that it can have an impact on community welfare, especially women and gender justice.

The achievement of SDGs that are gender responsive is in line with the government's commitment to mainstreaming gender in development. This has been regulated in Presidential Instruction No. 9 of 2000 concerning Gender Mainstreaming in National Development. In the guidelines for gender mainstreaming in national development attached to the president's instructions, it is stated that gender mainstreaming is a strategy built to integrate gender into an integral dimension of planning, preparation, implementation, monitoring and evaluation of national development policies and programs. Whereas the purpose of gender mainstreaming is to carry out planning, preparation, implementation, monitoring and evaluation of national development policies and programs with a gender perspective in the context of realizing gender equality and justice in family, community, national and state life.

In the context of achieving the SDGs goals that have been integrated in national development, a gender integration process
is needed in the planning, drafting, implementing, monitoring and evaluation processes. The process is important to be carried out by involving women's organizations including isy Aisyiyah who work in real terms in the community on women's issues. Experiences in Sambas, Cirebon and Sumedang, the initiative was carried out by ‘Aisyiyah by including other women's organizations and women's NGOs, both in planning and institutional SDGs in the regions.

Related to form of multi-stakeholder involvement is carried out in the planning, institutional SDGs, implementation, and monitoring to reporting. In encouraging multi-stakeholder involvement in the SDGs planning process, firstly, ‘Aisyiyah began by conducting socialization about SDGs; second, analyzing the situation by identifying problems around the goals and targets of the SDGs, as well as opportunities for achieving SDGs through multi-party synergy by identifying multi-stakeholder programs related to the goals of the SDGs; third, encourage multi-stakeholder involvement in the SDGs Achievement Coordination Team; Fourth, the preparation of the Regional/District Action Plan (RAD) includes incorporating the CSO program matrix in the RAD matrix.

These steps are realized with the initiative ‘Aisyiyah organizing workshops and regional consultations on Strengthening Government and Civil Society Synergy in achieving Gender Responsive, Inclusive and Transformative SDGs. In this workshop, ‘Aisyiyah emphasized the achievement of SDGs that are gender responsive, inclusive and transformative, to oversee the implementation of the SDGs principle, No One Left Behind, by actively involving and taking into account the problems and needs of women and disabled groups. Thus, efforts to achieve SDGs will have an impact on the access of vulnerable groups to the basic rights and welfare of the community to reduce poverty which greatly affects the lives of women.

workshops and district consultations were carried out as the implementation of the first strategy, the dissemination of SDGs to multi-parties/stake holder and the second strategic, the analysis of problems and situations in each district as a basis in determining the priority goals of the SDGs. The information dissemination on SDGs included 17 goals and targets of SDGs, the principle of No One Left Behind in achieving SDGs, and the importance of the involvement of civil society in achieving SDGs. In addition, the workshop aims to map the programs of each organization related to the goals of the SDGs, and to identify issues in the district and province related to the goals of the SDGs. On the second day, regional consultations were held involving civil society organizations and various local government institution or regional governments in the district. In view of ‘Aisyiyah, workshops and regional consultations are important because not all multi-parties/stake holder understand the SDGs, multi-stakeholder involvement, No One Left Behind principle, and the importance of identifying issues and problems related to the goals of the SDGs based on the No One Left Behind principle.

From the results of workshops and regional consultations, various civil society organizations, other multi-stake holder, and local governments welcomed what was done ‘Aisyiyah. Both in Cirebon, Sumedang and Sambas, SDGs are still new to various civil society organizations and other multi-party organizations, such as philanthropy, academics, and the private sector, and even local government institution. Some stake holder just heard and learned about SDGs after attending the workshop and consultation in the area. Likewise, the importance of multi-party involvement and synergy on the
achievement of SDGs and the principle of SDGs No One Left Behind.

The still lack of multi-stakeholder understanding of SDGs is partly due to the lack of dissemination of SDGs to various stakeholders including local governments and other multi-parties, and local governments have not yet begun to formulate SDGs District Action Plans nor compile district / city government action plans that should be included in the Regional Action Plan matrix in each Province. In such a situation, multi-stakeholders must wait a long time to understand and be involved in achieving SDGs if they wait for local governments to invite multi-parties to achieve SDGs. In the cases of Cirebon, Sumedang and Sambas, the initiation of SDGs dissemination to multi-parties and multi-stakeholder involvement in achieving SDGs was actually carried out by ‘Aisyiyah. This was also acknowledged by the local government and the local government to thank because it was civil society who initiated the dissemination process and encouraged multi-stakeholder involvement. In Sambas district, the regional consultation was also attended by the Deputy Regent of Sambas who supported a joint effort to achieve SDGs in Sambas.

In workshops conducted jointly with civil society and philanthropy, each agency identified organizational programs related to the goals and targets of the SDGs. Furthermore, the identification results will be used as material in the preparation of RAD and RAD 3 matrix, namely the SDGs achievement matrix from non-government elements.

In addition to program identification, together, both on the first and second days, also identified problems related to the goals and targets of the SDGs. The identification of problems around the SDGs goals and targets is a material in discussions with local governments to determine strategic issues and efforts to achieve the SDGs goals by multi-stakeholder that will be contained in RAD SDGs. Several SDGs objectives were prioritized in the preparation of RAD in Cirebon, Sumedang and Sambas, including Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Healthy and Well Being, Goal 4 Quality Education, Goal 5 Gender Equality, and Goal 8 Decent Work and Economic Growth. In Sambas and Sumedang, the priority goals of the SDGs also cover goal 6, which is related to clean water and healthy sanitation. In addition to objective 6, Sambas also chose objective 9 related to resilient infrastructure in accordance with problems and situations in Sambas.

In Cirebon, the issue of poverty becomes a crucial issue faced by the regional government and the people of Cirebon. Cirebon Regency is still the 4th poorest district in West Java province with the complexity of poverty problems such as high divorce due to domestic violence and economic factors, child marriages and siri marriages, so women experience poverty vulnerability. In addition, Cirebon also still faces the problem of the availability of clean water and proper sanitation. Not a few companies in the area that raises the problem of pollution in rivers due to sewage, the unavailability of clean water and good sanitation and evenly in the village. Likewise, with the problem of Maternal Mortality and Infant Mortality Rate, and stunting problems. In the initial SDGs discussion process, the diffable group had not yet been involved so in the subsequent discussion process, then ‘Aisyiyah also invited representatives of the diffable groups such as those from the blind to be involved in SDGs planning. The involvement of people with disabilities is important because disability groups are not yet involved in development planning and there is still minimal access to disability
groups in health, education and economic services.

From a series of planning activities in the Regional Action Plan in Cirebon, 7 priority goals have been agreed, Goal 1 No Poverty with indicators including the percentage of population living below the national poverty line according to sex and age group; Objective 2: Zero hunger with indicators including the prevalence of underweight in under-five children and the prevalence of stunting in children under five / under-five; Goal 3: Good Health and Well Being with indicators including the percentage of maternal mortality, the percentage of women ever married aged 15-49 years which give birth in a health facility, the percentage of infant mortality rates, HIV prevalence in the adult population, tuberculosis incidents, objective 4 quality education, Goal 5 gender equality, Goal 6 clean water and Sanitation, and Goal 8 Decent Work and Economic Growth with indicators including the percentage of formal labor and the level of open unemployment.

In Sambas, from the results of regional workshops and consultations identified several serious problems faced by Sambas district, is poverty, which is marked by the high number of unemployed, or the lack of workers' wages so that many choose to become migrant workers in neighbouring countries. Sambas itself is a district that borders directly with Malaysia, namely the Kuching Second, the problem of equal distribution of education and quality of education, and the problem is partly due to the lack of teacher staff to the village and the distance of schools to damaged road conditions. Third, the problem of malnutrition, poor nutrition, and stunting. Sambas is one of the priority districts handling stunting in West Kalimantan.

In the health sector, the problem of cervical cancer and breast cancer in women. ‘Aisyiyah Sambas, since 2016, has been educating about the early detection of cervical cancer and breast cancer in the community and encouraging behaviour change so that they want to do an IVA test as an early detection of cervical cancer and clinical breast examination as an early detection of breast cancer. In addition, ‘Aisyiyah encouraged the nearest health service provider to provide regular IVA test or bring services closer by conducting IVA test in Poskesdes to advocating village funds for IVA and Sadanis. ‘Aisyiyah also accompanies residents affected by breast cancer with palliative care, ranging from helping in managing social protection, assisting families and patients to be motivated for treatment, to psychological and spiritual assistance. Various efforts as well as several cancer cases found ‘Aisyiyah, encouraged ‘Aisyiyah expressed about the importance of this issue as one of the health issues and related to the goal of SDGs Number 3.

Other issues, about the problem availability of clean water and sanitation. Clean water is not available well enough because a lot of waste from the river and poor sanitation, among others, is characterized by the presence of residents who are doing MCK activities in the river. Another problem is related to infrastructure, which is the existence of roads connecting sub-districts and villages that are damaged and at least street lights that have not been installed to remote villages. Gender equality issues, among other things, lower female palm oil workers' wages than men, the absence of policies and company facilities that are responsive to maternal health such as the availability of lactation space, nurseries, as well as special policies for pregnant workers, while female workers in oil palm companies.

After analyzing the situation and problems faced by Sambas, paying
attention to the experience and work carried out by civil society groups in Sambas District, the SDGs’ objectives agreed by the multi-stakeholder forum and presented at the Sambas District regional consultation included, among others, Goal 1: No Poverty, Goal 2: Without Hunger, Goal 3: Good Healthy and Well Being, Goal 4: Quality Education, Goal 5: Gender Equality, Goal 6: Clean Water and Sanitation, Goal 8: Decent Work and Economic Growth, and Goal 9: Infrastructure. The choice of priority areas is in line with Sambas's problems and situation as stated earlier. In this case, unlike Cirebon, Sambas also chose Goal 6 and Goal 9, related to the issue of clean water and sanitation and infrastructure because Sambas still faces these two problems in addition to other problems in accordance with the chosen SDGs objectives.

In Sumedang, the process of identifying problems and situations was carried out both during workshops with CSOs, district consultations with the Sumedang government followed by Bappeda, SKPD, several village governments, CSOs and philanthropy, as well as during an issue analysis workshop by presenting the Health Office and the Women’s Empowerment Agency also followed by CSO. The involvement of the health office and the women’s empowerment agency in the issue analysis workshop initiated by ‘Aisyiyah was intended to deepen the analysis of health issues especially reproductive health and nutrition, as well as women’s issues. This is related to ‘Aisyiyah’s work to oversee the achievement of gender responsive SDGs in accordance with the principle of No One Left Behind.

Poverty is a problem faced by Sumedang, reaching 15 percent with low local original income so that most local government programs are still dependent on the national budget. While related to health issues, the program to reduce maternal mortality and infant mortality is a priority program in Sumedang. In terms of reproductive health, ‘Aisyiyah also conveyed the importance of the issue of early detection of cervical cancer and breast cancer as the highest cause of death in women due to cancer as pengalaman Aisyiyah's experience. In this case, ‘Aisyiyah said that although it had become a national movement since 2015 by the government, according to ‘Aisyiyah's findings in the community, most women did not yet know about early detection of cancer and were motivated to do it early. While on the issue of women, issues raised about child marriage and efforts to mature marriage age, as well as women heads of households. The multi-stakeholders then chose strategic issues, namely Goal 1 (No Poverty) covering economic access for poor women, social protection programs, and meeting the basic needs of the poor. Objective 2 (zero hunger) is related to malnutrition / malnutrition, and stunting. Goal 3 (Good Health and Well Being), adolescent reproductive health, prevention of non-communicable diseases such as cervical and breast cancer, prevention of infectious diseases, and prevention of smoking. Goal 4 (Quality education), namely education participation for PAUD, SMP and SMA levels. Goal 5 (Gender Equality), namely reduction of child marriage, women's leadership, empowerment of rural women, family security, violence against women and children, women's participation in the legislature, and empowered elderly. Objective 8 (Decent Work and Economic Growth) is related to problems faced by the North Sumatra such as unemployment, low purchasing power, and income inequality.

In various discussion mapping problems around the purpose of SDGs, ‘Aisyiyah in Sambas, Sumedang, and
Cirebon, among others, raised the issue of the importance of early detection of cervical cancer and breast cancer as the most causes of death in women due to cancer. This is based on the experience of ‘Aisyiyah in providing assistance from early detection education, behavior change assistance, advocating access to early detection services through IVA and pap smear examinations, findings of breast and cervical cancer cases, to assisting cancer patients. Early detection of cervical and breast cancer is actually also in line with Goal 3 SDGs, namely Healthy and Prosperous Life, on target 3.4. Which is to reduce by one third the early death rate due to non-communicable diseases through prevention and treatment. In addition to these issues, ‘Aisyiyah also raised issues of maternal health, stunting prevention, women's leadership in the village, and other issues in line with ‘Aisyiyah's work in various fields.

The third strategy is to involve ‘Aisyiyah and civil society as part of a multi-stakeholder in the SDGs Achievement Coordination Team. In accordance with the policies regarding the achievement of SDGs as stated in the Presidential Regulation and the Minister of National Development Planning Regulation, which mandates multi-stakeholder involvement, among others, in the SDGs institutions, namely Coordination Team for SDGs Achievement at district and provincial level. In this case, ‘Aisyiyah able to encourage multi-stakeholder involvement especially CSOs in the coordination team to achieve SDGs in Sambas, Sumedang, Cirebon, West Java, DIY, East Java, South Sulawesi, NTT. In West Java, Cirebon, Sumedang and Sambas, ‘Aisyiyah really made sure that CSO were included in the SDGS coordination team.

Through a series of SDGs activities that involve multi-parties such as workshop and discussions as well as mapping the linkages of each institution's programs to the achievement of SDGs, it is seen that each institution can contribute to the achievement of SDGs. Departing from this fact, then in compiling the Coordination Team for the achievement of SDGs, the relevant parties involved or included in the team in accordance with the focus or field of work are divided into 4 pillars of the working group, namely the pillars of social development, economic development, environmental development, and pillar of law and governance.

In West Java, ‘Aisyiyah is believed to be a representation of civil society or multi-stakeholder involvement when launching the commitment of the West Java government to the achievement of SDGs, as well as when launching the West Java SDGs RAD document. ‘Aisyiyah is also believed to be member of the coordinating team for achieving SDGs, and ‘Aisyiyah also includes other civil society organizations in the coordination team, such as Pekka, TURC, Sapa Institute, Koalisi Perempuan Indonesia (KPI) etc.

Cirebon, ‘Aisyiyah became one of the elements of civil society included in the coordination team in achieving the SDGs, precisely on the pillars of social development. The Coordination Team includes the Cirebon Regional Government SKPD, ‘Aisyiyah, the Migrant Workers Citizens’ Forum, TURC, the Cirebon Regency KIBBLA Forum, WCC Mawar Balqis, the Indonesian Women's Coalition, the Cirebon Indonesian Environment Studio, Cirebon Unswagati, STIE Cirebon Flower Nation, Cirebon Regional Chamber of Commerce, Cirebon Regency, WCC Jabar Bank Banten Element, PT. Indocement Tunggal Perkasa Palimanan, PT CEP or Indonesia Power. The multi-parties involved in the pillars of national development which include efforts to reduce poverty, then continue to communicate intensively both through
coordination in meetings and through WhatsApp Group to coordinate various matters related to poverty reduction efforts in Cirebon district. Even further, ‘Aisyiyah was also involved when the Cirebon local government became the pilot of the implementation of the SLRT, which is an integrated data collection on the poor as a basis for providing social protection.

In Sambas, ‘Aisyiyah initiated the workshop on SDGs by involving multi-stakeholders. ‘Aisyiyah’s efforts were welcomed by the government in this case Bappeda and other multi-parties such as civil society organizations, philanthropists such as LazisMu and the National Zakat Board of Sambas Regency. Furthermore, in the preparation of the Coordination Team, the multi-parties involved were included in the SDGs Achievement Coordinating Team. In this case, ‘Aisyiyah is included in the pillar of social development. Ratification of the Sambas District SDGs Implementation Team is stipulated in the Sambas Regent Decree Number 601 / Bappeda / 2018 concerning the Establishment of a Regional Coordination Team for Sustainable Development Implementation in Sambas District. The coordination team in Sambas District includes SKPD; civil society such as ‘Aisyiyah, Muhammadiyah, Nasyiatul Aisyiyah, Wahana Visi Indonesia Sambas Branch, Gemawan, PKBI, PKK, Gapemasda, GOW, Malay Women's Assembly, Dharma Wanita; Baznas and Lazismu philanthropy; and Politeknik Negeri Sambas, and IAIS Sambas.

The fourth strategy, namely involvement in the preparation of SDGs achievement planning documents. Besides involvement in SDGs institutions, ‘Aisyiyah also compiled SDGs planning documents in the form of Regional Action Plans (RAD) for Sustainable Development Goals together with Bappeda and involved other multi-parties in Cirebon district. The drafting process was carried out with a series of multi-stakeholder SDGs meetings coordinated by the Cirebon District Bappeda.

SDGs as a global commitment to improve the quality of life become a reference in the development of each country both at the national and regional levels. As referring to the guidelines for the preparation of the Regional Action Plan for Sustainable Development Goals published by Bappenas, in the process of drafting, the policy of the District Medium-Term Development Plan with the SDGs is first adjusted. Likewise, multi-stakeholders such as civil society organizations also make adjustments to institutional programs with the goals of the SDGs. In addition, an analysis of the situation and challenges of implementing SDGs in the district, as well as the formulation of policies, targets, programs, activities, and indicators related to the achievement of SDGs; identify funding allocations; sources of funding; and implementing agencies; and formulating a SDGs monitoring, evaluation and reporting system. In this case, ‘Aisyiyah and multi-parties were involved in a series of processes including contributing to analyzing the situation and identifying targets, programs, activities, and indicators of achievement of SDGs according to their respective multi-stakeholder programs and institutional resources.

‘Aisyiyah and other elements of civil society feel it is important to be involved in the process of analyzing the situation and challenges to oversee the implementation of the No One Left Behind principle in achieving SDGs in Cirebon, especially related to women's issues and reproductive health and nutrition. Although the Cirebon district government used consultants in the preparation of the RAD, ‘Aisyiyah together with other civil society requested to remain involved in the series of RAD drafting. Another important thing is when other
multi-parties including civil society participate in compiling matrix 3, which is a non-government matrix containing the programs of each institution that is in line with the objectives of the SDGs. ‘Aisyiyah herself assisted, including assistance in filling in the matrices by various civil society element institutions so that more elements of civil society would contribute to the achievement of the SDGs and contained in the Cirebon SDGs RAD document. After going through a long series of processes in the preparation of the RAD, in 2018, the Cirebon District RAD has been compiled and has been ratified through the Cirebon Regent Regulation No. 4 of 2019 regarding Regional Action Plans Achieving the Sustainable Development Goals of Cirebon Regency 2019-2024. The RAD ratification process that has been prepared has also experienced challenges, including pausing the process of drafting the RPJMD after the election of the regional head until the chosen regional head stumbles on a corruption case and is detained by the Corruption Eradication Commission.

In Sambas district, the Sambas district government coordinated by Bappeda Sambas also helped form the SDGs achievement matrix which will be part of the SDGs Regional Action Plan in West Kalimantan Province. Sambas Regency Government, refers to Presidential Regulation No. 59 of 2017 concerning SDGs which mandates the provincial government to prepare Provincial Action Plans for Provincial SDGs. In its preparation, the provincial government, which is coordinated by the Provincial Bappeda, involves all district / city governments throughout West Kalimantan including Sambas district. Therefore, the Sambas district government also has an interest in compiling the SDGs Program matrix.

The drafting process, as referred to in the guidelines for the preparation of the Regional Action Plans for Sustainable Development Goals issued by Bappenas, is first made by adjusting the policies for the Regional Medium-Term Development Plans to the SDGs. Multistakeholders such as civil society organizations to philanthropy also make adjustments to institutional programs with the aim of the SDGs. In addition, an analysis of the situation and challenges in implementing SDGs in the district was carried out, as well as the formulation of the goals and targets of SDGs, programs, activities and indicators related to the achievement of SDGs; identify funding allocations; sources of funding; and implementing agencies.

In this case the Regional Leader ‘Aisyiyah Sambas as an element of civil society was involved in the process of preparing the matrix. This involvement is also in line with the initiative to oversee the achievement of SDGs in Sambas, which began since the planning process is carried out by implementing the No One Left Behind principle, that no one is left behind in the planning process so that the planning process is inclusive by taking into account women's and health issues and nutrition. Through a workshop that involved elements of civil society on the first day, by mapping issues and mapping the suitability of institutional programs with SDGs objectives, it was sufficient to assist multi-parties in the involvement of the non-government matrix 3 preparation. That is because the mapping of the programs of each institution in accordance with the SDGs objectives became the basis in compiling matrix 3. However, in the process of preparing the matrix, ‘Aisyiyah continued to assist various institutions of elements of civil society, because not a few claimed to have difficulty in compiling matrices according to the format existing, namely the existence of programs, activities, indicators, allocation of funds, and funding sources.
The process of completing the preparation of this matrix, within the government, had experienced a delay because the government made the preparation of the Mid-Term Development Plan (RPJMD) Changes. The preparation of the RPJMD changes is important because in the RPJMD the Change contains a stunting prevention program that is in line with SDGs Goal number 2. Sambas itself is one of the districts in West Kalimantan which is a priority district for stunting handling. Where there are 10 priority villages for stunting management program which is set in 2018 in accordance with the policy of the central government, and will increase again in the following years to overcome stunting. Therefore, a development policy is needed that underlies the implementation of the priority stunting program, and is closely related to the achievement of SDGs number 2, No Hunger with indicators of the prevalence of malnutrition (underweight) in children under five and the prevalence of stunting in children under five / toddlers. The process of drafting the Medium Term Development Plan (RPJMD) for this change was also coordinated by Bappeda, which also coordinated the preparation of the SDGs achievement matrix.

After the process of drafting the RPJMD has been completed, Bappeda has again focused on completing the SDGs achievement matrix. Bappeda, in this case, continues to establish communication with ‘Aisyiyah as an organization that leads the involvement of civil society in the achievement of SDGs, especially to oversee the preparation of matrix 3, which is a matrix of SDGs achievement programs conducted by non-governmental organizations. Furthermore, Sambas Bappeda, includes matrix 3 from non-government as a unit matrix for the SDGs achievement program of the Sambas district government which will be integrated in the SDGs Regional Action Plan for West Kalimantan province.

In Sumedang, ‘Aisyiyah encouraged multi-stakeholder involvement in the preparation of the Sumedang’ RAD SDGs. The Sumedang district government itself, prior to the district workshop and consultation initiated by ‘Aisyiyah, submitted Matrix 2, the SDGs achievement government program matrix to the West Java Province Bappeda. In this regard, the district government does not involve multi-stakeholders so that the moment of regional workshops and consultation activities will be the beginning of other multi-stakeholder involvement with regard to the SDGs. In the workshop activities, each organization has mapped the programs of each institution in accordance with the SDGs. This mapping became the basis in the joint process of compiling Matrix 3 by CSO.

Then a meeting was held with CSOs 3 times to discuss issues that would be included in matrix 3 or non-government matrices, namely Goal 1 (No Poverty) covering economic access of poor women by conducting ADD advocacy in villages, social protection programs, and meeting needs poor citizen base. Goal 2 (Zero Hunger), namely malnutrition / malnutrition and stunting. Goal 3 (Good Health and Well Being), namely adolescent reproductive health, reduction of MMR / IMR, prevention of non-communicable diseases such as cervical and breast cancer, prevention of infectious diseases, and prevention of smoking. Goal 4 (Quality education), namely education participation for PAUD, SMP and SMA levels. Goal 5 (Gender Equality), namely reduction of child marriage, women's leadership, empowerment of rural women, family security, violence against women and children, women's participation in the legislature, and empowered elderly. Goal 8 (Decent Work and Economic Growth),
namely high unemployment, low purchasing power, and income inequality.

Furthermore, each CSO includes its programs and activities in accordance with the issues agreed upon in matrix 3. The contents of the matrix from each institution are reprocessed to be united in accordance with the objectives, targets, and indicators and presented back to all CSOs to ensure third matrix compiled from various multi stake holder program refer to SDGs’s goal agreed. After the matrix 3 document was completed, ‘Aisyiyah together with the other CSOs held a meeting with various OPDs to present the results of the 3rd matrix which had been prepared by the CSO. During the meeting, Bappeda appreciated what was done by ‘Aisyiyah and CSO so that the non-government Matrix 3 had actually been compiled before matrix 2 had been completed.

Bappeda himself admitted that he experienced obstacles in compiling matrix 2 by involving various OPDs because it required a long process so that the OPD immediately collected the matrices from each OPD. In addition, the moment of the Pilkada and post-Pilkada related to the preparation of the RPJMD also requires time so that the preparation of RAD SDGs is still in the initial process of preparation.

The Challenge of Multi-Stake Holder Synergy

The principle of No One Left Behind shows a serious commitment to the implementation of SDGs by involving multi stake holder. This commitment is very important because the achievement of sustainable development goals, reflecting on the MDGs and various developments in many countries, may not be done alone by the government but requires the synergy of various parties. Participatory development that involves many parties will foster a positive sense of ownership from various parties so that development is carried out in accordance with the existing situation, according to the needs of citizens, optimizing available resources, and most importantly will be sustainable. In addition, multi-stakeholder participation in the context of democracy becomes important as a pillar of democracy which requires the involvement of civil society.

Nevertheless, efforts to encourage multi-stakeholder participation in the achievement of SDGs have faced several obstacles as found in Cirebon, Sumedang, and Sambas. Some of these challenges include, first, leadership in related government institutions; secondly, the understanding and commitment of local governments and other multi-stakeholders including CSOs about the importance of SDGs as well as the principle of No One Left Behind in the implementation of SDGs; third, the culture of government bureaucracy that has not yet optimized collaboration with civil society and other parties; fourth, rotation in the structure of regional government; fifth, the availability of data on relevant issues and the government’s willingness to use data from civil society and other parties; sixth, SDGs reporting that has not been participatory and is open to qualitative reporting from other multi parties.

Leadership in related government institutions or in this case Bappeda as a government agency that coordinates the SDGs plays an important role in involving civil society and other parties such as philanthropy, the private sector, and academics in achieving the SDGs. In accordance with ‘Aisyiyah's experience in Cirebon, Sambas, and Sumedang, Bappeda personnel responsible for the preparation of RAD SDGs play an important role in multi-stakeholder involvement in achieving SDGs. In the three regions, multi-stakeholder engagement initiatives actually came from civil society such ‘Aisyiyah and not from
Bappeda. Even so, this initiative will be welcomed and sustainable if Bappeda personnel responsible for SDGs are open to the initiative so that various activities related to SDGs will subsequently involve multi-parties and will be coordinated by Bappeda.

In Cirebon, Sambas, and Sumedang, especially the two districts mentioned earlier, Bappeda is quite cooperative so that multi-stakeholder engagement efforts can take place and continue so that the RAD preparation process in Cirebon is completed and multi-parties are involved in the Regional Coordination Team, and are sustainable through a coordinating process in accordance with working groups, in this case working groups on pillars of social development. Likewise, in Sambas, multi-stakeholder engagement was carried out until the Sambas Regional Coordination Team was formed by involving multi-parties and the preparation of the RAD matrix was completed by including Matrix 3 in the RAD Matrix proposed by Sambas to West Kalimantan Province. Whereas in Sumedang, the process of preparing the RAD is still being carried out by the government by analyzing the situation and problems, and internally the Sumedang government is still in the process of gathering the integration matrix of the SKPD program with the SDGs Objectives which are the material of the RAD 2 Matrix.

Secondly, the lack of understanding and commitment of local governments and other multi-stakeholders including CSOs about the importance of SDGs and about the principle of No One Left Behind in the implementation of SDGs. This challenge was found in 3 areas, mainly in Sambas and Sumedang. Since Aisyiyah held regional workshops and consultations, several DPOs, elements of civil society, the private sector, and philanthropy only learned about the SDGs through these activities, including the importance of multi-stakeholder engagement in achieving the SDGs goals. At the OPD level, their lack of understanding of SDGs has an impact on the slow process of integration of government programs with SDGs objectives, provision of data, collection of SDGs achievement program matrices, lack of multi-stakeholder collaboration in program implementation in line with SDGs objectives, and reporting. Likewise, at the level of civil society, the lack of knowledge has an impact on the still presence of multi-parties who have not been involved, including disabled groups, and the slow process of integration of multi-party programs related to SDGs objectives, data and problem finding by multi-parties cannot be presented as part of the situation analysis and problems, the slow collection of program matrices, so that the reporting of SDG achievement achievement programs is not conveyed.

Third, the culture of government bureaucracy that has not yet optimized collaboration with civil society and other parties; fourth, rotation in the structure of local government is one of the challenges of piloting the sustainability of development including multi-stakeholder participation in achieving the SDGs. The rotation of Bappeda personnel and each OPD who have been coordinating intensely with multi-parties related to the SDGs, will have an impact on the need for refresher including re-coordination of a series of processes that have been carried out collectively so that the replacement personnel have a similar understanding and the same commitment in terms of multi-stakeholder participation in the achievement of SDGs in the regions.

Fifth, data availability on related issues and the government's willingness to use data from civil society and other parties. In analyzing situations and problems, and when compiling indicators, there are gaps in the availability of data, especially the
issue of data availability on issues of women and vulnerable groups. Some existing data at the government level does not cover the reality of the situation and on some issues, the data is actually owned by civil society even though it is not broad in scope. That way, the government cannot use data obtained by elements of civil society because the government tends to use data from government institutions, such as BPS and so on.

sixth, SDGs reporting that has not been participatory and is open to qualitative reporting from other multi parties. One important element in the implementation of SDGs achievement is monitoring and evaluation as well as learning of SDGs achievements. Multi-stakeholder participation in planning the achievement of SDGs such as the formation of the Coordination Team to the preparation of RAD and matrices, may not necessarily continue until reporting without a joint commitment, especially governments who know the reporting time line and reporting priority goals annually to governments at the top level or to the global level. In addition, the existing reporting format also just adjusts to the program matrix and does not yet include qualitative reporting, which can present program achievements more interesting and deeper, such as good practice, narratives about the challenges of achievement, etc.

Finding

Multi-stakeholder involvement in achieving SDGs is an important issue to oversee the implementation of one of the SDGs principles, no one left behind. Efforts need to be made by both the government and multi-parties to encourage multi-party participation. In this paper, several forms of synergy between the government and civil society were found in the achievement of SDGs in accordance with the experience of Aisyiyah and the government in Sambas, Cirebon and Sumedang districts. Some of these forms of synergy include synergies in SDGs institutions, with multi-stakeholder involvement in the Regional Coordination Team for the Implementation of the Sustainable Development Goals, especially in the working group of social development pillars. In addition, other forms of synergy are in the form of multi-stakeholder participation in the preparation of the RAD and the SDGs achievement matrix program, followed by multi-party coordination according to the working groups after the RAD SDGs are arranged.

In the context of the districts of Cirebon, Sumedang, and Sambas, the initiative of multi-stakeholder involvement in the achievement of SDGs was carried out by civil society by cooperating with other multi parties such as philanthropy, the private sector, and academics. Likewise in guarding the implementation of gender responsive SDGs, the women's movement needs to be actively involved from the process of situation analysis, data delivery, to involvement in institutional SDGs, so that planning and implementation of SDGs takes into account the issues of women and vulnerable groups in line with the principle of No One Left Behind. Efforts are being made for mainstreaming issues of women and reproductive health such as early detection of cervical and breast cancer because these issues are still not a priority development issue. In addition, these efforts aim to oversee the achievement of SDGs that are gender responsive and transformative.

Multi-party synergy faces several challenges involving multi-party involvement in achieving SDGs, such as leadership in the relevant government institutions or Bappeda; lack of understanding and commitment from local governments and other multi-parties including CSOs about the importance of SDGs and about multi-stakeholder
involvement in achieving SDGs; government bureaucracy culture that has not optimized collaboration with civil society or other parties; rotation in the structure of regional government; data availability on related issues; SDGs reporting that has not been participatory and is open to qualitative reporting from other multi parties. Even so, for the sake of sustainable development, multi-stakeholders need to be more active to collaborate and encourage multi-stakeholder participation in a sustainable manner, from planning to reporting so that multi-stakeholder work in achieving SDGs is visible to reporting SDGs at the global level and generating learning.

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Local Governance and Poverty Reduction in Decentralising Indonesia: Case in Riau Province

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ABSTRACT

Poverty is still a problem that continues to occur so that it is included in the agenda of the sustainable development goals (SDGs). This poverty issue has received serious attention from developing countries including Indonesia. The paradigm shifts from centralization to decentralization that occurred in Indonesia gives hope for the community to be able to live in prosperity. However, the authority that has been owned by the local government has not been able to be utilized optimally in solving the problem of poverty in Riau Province. Based on the empiric phenomenon, this article seeks to answer the question how is the strategy carried out by the local governance in reducing poverty in Riau Province? This study uses qualitative research methods. The data collected in this study comes from interviews, books, research journals, reports, and articles in mass media and online media. Data analysis is done by interactive methods and analyzed using theories or approaches that are relevant to research. The results of this study indicate that the role of local governance in overcoming poverty in Riau Province by; (1) Funding assistance policies for the poor; (2) Infrastructure development to the countryside; (3) empowering indigenous people and communities; (4) Providing access to economic resources for the poor. The conclusion in this study is that the strategies carried out by the local governments have not been able to reduce poverty in Riau Province, because collaboration with private actors has not been optimized.

Keywords: local governance; collaboration; poverty reduction; decentralization; Riau Province

INTRODUCTION

One of the serious problems that are of concern to the global world is poverty. The United Nations has poverty as the "denial of choices and opportunities" that is most basic for human development - to lead a long, healthy, creative life and enjoy a decent standard of living, freedom, self-esteem, and the respect of others (Dziedzic, 2006:1). Poverty is still a big challenge for developing countries to be resolved, not least for Indonesia. After the fall of the New Order regime, there was a fundamental change in the system of government which had previously embraced centralized change turned into decentralization. Rondinelli (1981) defines decentralization as the transfer of authority to plan, make decisions and manage public functions from a higher level of government to any individual, organization or agency at a lower level. The decentralization policy which is expected to be an instrument that helps in overcoming poverty, but in fact has not brought much influence on the decline in poverty rates. Therefore, the agenda to reduce poverty is included in the goals of the Millennium Development Goals (MDGs).
The Millennium Development Goals (MDGs) were declared at the UN meeting in 2000 which contained targets to be achieved by countries in the global world. With regard to the realization of the MDGs, countries need to adopt a decentralized system. This was stated by Cheema & Rondinelli (2007), who stated that decentralization of the core prescriptions of international development and democratic adjustment and is seen by many advocates for achieving sustainable economic, political, and social development and for attaining the UN’s Millennium Development Goals. The argument from Cheema & Rondinelli (2007) is not much different from what was suggested by Awortwi (2016) which explains that decentralization and local governance of key implementation strategies for SDGs are evidence that there is a correlation between the level of decentralization and the progress of the MDGs. No doubt these lessons provide valuable inputs for the implementation of the SDGs.

After the agenda of the MDGs ends in 2015, the MDGs are replaced by the Sustainable Development Goals (SDGs). The SDGs are set to determine the global development agenda for the coming decades and thus deserve the attention of all stakeholders involved in (sustainable) development. Sustainable development is a continuous and collective effort for bringing the advancement of human prosperity and well-being in lasting balance with planetary support systems (Monkelbaan, 2019). One of the agendas of the MDGs that are maintained and included in the agenda of the Sustainable Development Goals (SDGs) is to reduce poverty. This shows the importance of overcoming the problem of poverty to answer global challenges.

Furthermore, research on the problem of poverty in Indonesia has been carried out by scholars, both in local and national contexts and with various approaches. First, development and reducing poverty (Marcus & Asmorowati, 2006; Van Leeuwen & Földvári, 2016). Second, poverty reduction policies (McCarthy & Obidzinski, 2017; Warr, 2005). Third, economic growth and poverty (De Silva & Sumarto, 2014; Miranti, 2010; and Suryahadi, Hadiwidjaja, & Sumarto, 2012).

Meanwhile, the difference between this research and previous research is that this study tries to explain the relationship between governance in this era of decentralization by reducing poverty by taking the case in Riau Province. Riau Province has unique characteristics related to the phenomenon of poverty. This province is one of the provinces in Indonesia which has abundant natural resources such as petroleum and income from the oil palm plantation sector. However, the abundant wealth of natural resources does not have a significant impact on the welfare of the community in Riau. This can be seen from the percentage of poor people in Riau Province who experienced fluctuations even though overall they experienced a decline from 2010 to 2017 as described below:
Decentralization ideally has the effect of prosperity and empowerment for the community, but in the case of Riau Province, it has not had the effect as expected. The design of the development carried out was also not evenly felt by all communities in Riau. Therefore, the purpose of this research is to try to explain how the strategy carried out by the Riau Province government in reducing poverty in the era of decentralization.

**METHODOLOGY**

This study uses a qualitative approach or method. A qualitative method according to Creswell (2014: 4) is an approach to exploring and understanding the meaning of individuals or groups as a social or human problem. In the context of this study, it will reveal and explain the Riau Provincial Government's strategy in reducing poverty. Therefore, to disclose this, data from sources of interviews and data sourced from documents such as books, research journals, reports, and articles in mass media and online media are needed. However, what needs to be considered in using the sources of these documents is one of the ultimate meaning of a document depends on the context in which it is considered, but there are various types of contexts that are relevant, such as production contexts and various contexts of use, whether intended or not (Ten Have, 2004: 104).

Data analysis in this study used qualitative analysis with an interactive model by Miles, Huberman & Saldaña (2014). Data collected from various sources both from interview results and from documents condensed and displayed. This condensation of data refers to the process of selecting, focusing, simplifying, abstracting, and/or changing data from field notes, interview transcripts, documents, and other empirical documents. Next, displaying data is assembling the information and displaying it systematically.
Collection of collected data, selected and displayed systematically and organized is useful for further activities in data analysis, namely verifying and describing the data with interpretations based on relevant theories. Finally, conclusions will be drawn from all stages that have been passed.

RESULT AND DISCUSSION

Poverty is a complex problem that must be resolved immediately so as not to add to other social problems. Therefore, better local governance will enhance economic and social outcomes and lift prosperity and living standards (Giguère & Considine, 2008:12). With regard to this, the role of the government, especially local governments, is responsive to the problem of poverty by carrying out economic development in the community and its environment. This is due to the principle of decentralization which lays the ground for regional autonomy so that regional governments can carry out development and improve the welfare of the people in their regions.

Shah & Shah (2009) explained that local governance is a broader concept and is defined as the formulation and execution of the collective action at the local level. Collective action in this local context includes in overcoming the problem of poverty. Overcoming the problem of poverty is the main task of the government by making various efforts and strategies. The strategy that has been carried out in overcoming poverty in Riau Province is first, providing assistance to the poor. This assistance is needed for overcoming absolute poverty. Absolute poverty measures for poverty in relation to the amount of money are essential for food, clothing, and shelter (UNESCO, 2017). The assistance program for the poor is carried out by local governments in the form of Rumah Layak Huni (RLH).

The RLH program is targeted to have 6000 units built in 2019 starting in 2017. The construction of the RLH is still far from the reality that there are still many poor people who need houses. The poor who need housing are 218 thousand housing units and the majority of poor people who do not have homes are in coastal areas (Nasution, 2018). This RLH is a strategic program carried out by the Government of Riau Province which has a direct impact on the lives of poor people in Riau Province.

Then, the local government also distributes business assistance to the poor. Business assistance provided to poor communities in Riau Province through the Joint Business Group (KUBE). In 2016, business assistance was handed over to 600 households with a budget of 1.7 billion rupiahs (Department of Social, 2016). The budget for KUBE is increasing every year and in 2018 a 2 billion Rupiah budget is realized to help businesses in the poor in Riau Province. In order for the assistance to be available, it is right on target and effectively carried out strategic steps such as providing good technical guidance to the poor and evaluating and monitoring the implementation of the assistance.

The second strategy implemented by local governments is infrastructure development. Development therefore implies the improvement over time and on a sustainable basis of the level and distribution of income and the physical and human resource base (Potts 2002:11). Poverty reduction efforts by increasing infrastructure development and regional development develop during the era of decentralization where local governments can freely use their own budgets. The strategy undertaken is to carry out infrastructure development in rural areas. The development of this rural area is implemented because the poor are centralized in the area and are useful for
increasing mobilization so that economic activity will be better.

Development of rural infrastructure has been carried out with funding sourced from Village Fund Allocation (ADD). According to Government Regulation Number 43 of 2914 concerning Villages, Village Fund Allocation (ADD) is a balanced fund received by districts/cities in the district/city Regional Revenue and Expenditure Budget after deducting Special Allocation Funds. ADD is utilized by the village government to carry out various infrastructures development activities such as the construction of village roads, bridges, drainage, clean water facilities and the construction of village clinics (polindes).

Furthermore, the regional government also undertakes industrial area development which aims to support the economic activities of the community. Based on Riau Province Regional Regulation Number 9 of 2018 concerning the Riau Province Industrial Development Plan for 2018-2038, the industrial area in Riau Province is divided into 2 parts, namely:

1. Region of Industrial Growth Center (WPPI) which is located in 3 Regencies/Cities, namely:
   a) Dumai City (Pelintung Industrial Area, Lubuk Gaung Industrial Area and Pelindo Industrial Estate);
   b) Siak Regency (Tanjung Buton Industrial Area); and
   c) Bengkalis Regency (Buruk Bakul Industrial Area);
2. Construction of industrial land outside the WPPI, namely:
   a) Indragiri Hilir Regency (Kuala Enok Industrial Estate);
   b) Pekanbaru City (Tenayan Raya Industrial Area); and
   c) Pelalawan Regency (Science Techno Park).

The development of rural areas and the development of industrial areas is an important part of efforts to reduce poverty in Riau Province. The development is complemented by the construction of transportation infrastructure to support economic development in Riau Province. Investment in the infrastructure development sector is inseparable from the appointment of Riau Province as the center of the economic corridor in Sumatra which is listed in the Master Plan for the Acceleration and Expansion of Indonesian Economic Development (MP3EI).

All development activities have contributed to reducing poverty, reducing inequality between urban and rural areas, and absorbing employment. This development is also beneficial in building connectivity from the village level to the regency and city level and encourages the investment climate in Riau Province. This regional development is carried out in a sustainable manner as is expected in the agenda of the Sustainable Development Goals (SDGs).

The third strategy is the empowerment of communities and indigenous peoples. Empowerment is the asset of poor people to participate in, negotiate (Narayan, 2002). Further explained by Narayan (2002) the key to empowerment is access to information, inclusion and participation, accountability, and local organizational capacity. In the context of empowering the poor in Riau Province, the local government involves the community and indigenous people in making policies that are oriented towards improving their welfare through the Development Planning Consultation (Musrenbang). This pattern of development planning involving the community is the essence of democracy and decentralization (Pal, 2008). The implication of this community participation is that people are given opportunities and opportunities to determine policies and programs according to their needs.
The results of the involvement of the community and indigenous peoples as part of community empowerment are the vision, mission, programs, and activities contained in the Regional Medium-Term Development Plan (RPMD) and the Regional Development Plan (RKPD) of Riau Province as aspirations from the community. Riau's vision for 2014-2019 is listed in the Regional Medium-Term Development Plan (RPMD) is "Realization of an advanced Riau Province, a prosperous society, Melayu culture, and high competitiveness, decreasing poverty, providing employment and strengthening the apparatus".

Programs that are aspirations from the community, namely educational programs, community nutrition improvement programs, poor population service programs, housing development programs, social security and assistance programs and social protection, poor empowerment programs, Komunitas Adat Terpencil (KAT) and Penyandang Masalah Kesejahteraan Sosial (PMKS), programs to improve rural community empowerment, and rural economic institution development programs (Riau Provincial Government, 2014).

The poor and Komunitas Adat Terpencil (KAT) contribute to social problems in Riau Province. The number of poor people in Riau Province in 2016 was 303,438 people and the Komunitas Adat Terpencil (KAT) amounted to 60,340 people (Department of Social, 2016). Therefore, the regional government has a special program to empower the improvement of living standards of the poor by allocating a budget of 3.6 billion Rupiah and for KAT empowerment a budget of 1.3 billion Rupiah is allocated (Department of Social, 2016).

Empowerment of the poor and the KAT is a form of accountability of local governments in carrying out government functions in order to fulfill the basic rights of the poor. This accountability is maintained by the Government of Riau Province by increasing organizational capacity so that the empowerment programs of the poor can continue to be carried out continuously. Capacity building for government organizations is carried out through training, workshops, and coordination so that Riau's vision to reduce poverty can be achieved.

Finally, it is giving access to the poor. One form of poverty that occurs is structural poverty. According to Sobhan (2006), one of the causes of structural poverty is an imbalance in the ownership of assets or resources. In this regard, the strategy of the Riau Provincial Government in tackling poverty is to provide access to resources for the poor by providing opportunities and employment opportunities. The Unemployment Rate in Riau Province continued to decline from 2015 which amounted to 6.72% to 5.76% in 2017 (Statistics of Riau Province, 2018). The expansion of employment opportunities is carried out by the regional government to the village level through the development of rural economic institutions, the development of cooperatives and supporting micro, small and medium enterprises (UMKM).

Furthermore, the poor are also given access to other economic sources such as management rights to natural resources such as land and forests. Bachriadi & Wiradi (2011) explain that inequality in land tenure and management in Indonesia causes prolonged conflict and causes poverty. This also applies in Riau Province where the control of land and forests in Riau Province is currently still controlled by companies and corporations. This imbalance of access to control and management of natural resources is what causes poverty to occur in Riau Province. Based on these facts, policies that are
related to land management that are pro-poor are needed. Deininger (2003) stated that land policies are of fundamental importance to sustainable growth, good governance, and the well-being of and the economic opportunities open to rural and urban dwellers-particularly poor people.

The efforts made by the local government in providing land and forest management for the poor are one of them is by recommending Social Forestry policies in Riau Province. Based on the Minister of Environment and Forestry Regulation No. 83 of 2016, it is stated that social forestry is a sustainable forest management system that is carried out in state forest areas or customary / forest forests carried out by local communities or customary communities as the main actors to improve their welfare, environmental balance and socio-cultural dynamics in the form of Village Forests (HD), Community Forests (HKm), Community Plantation Forests (HTR), Adat Forests (HA), and Forestry Partnerships (KK).

The broadest area of social forestry in Riau Province in the Indicative Map of Social Forestry Allocation (PIAPS) is 1.42 million hectares. But the realization of social forestry in Riau Province does not reach 100,000 hectares (Walhi Riau, 2019). The details of social forestry in Riau Province are as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Social Forestry Scheme</th>
<th>Area (hectares)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Village Forests (HD)</td>
<td>43,910</td>
</tr>
<tr>
<td>2</td>
<td>Community Forests (HKm)</td>
<td>5,898</td>
</tr>
<tr>
<td>3</td>
<td>Community Plantation Forests (HTR)</td>
<td>4,192</td>
</tr>
<tr>
<td>4</td>
<td>Forestry Partnerships (KK)</td>
<td>4,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>58,000</strong></td>
</tr>
</tbody>
</table>

Source: Data processed from Walhi Riau (2019)

Based on the data above, there are only remaining adat forest schemes that have not been realized in Riau Province. Submission of adat forest management has been carried out by the local government but is still unresolved. There are several adat forests that have been submitted to the regional government to be determined by the Government so that management is given to indigenous peoples as proposed by indigenous peoples in Suku Asli Anak Rawa, in Kampung Penyengat, Sungai Apit, Siak Regency, covering an area of 18,952 hectares, and also proposed Kenegerian Gajah Bertalut covering an area of 4,414 ha, Kenegerian Batu Sanggan 641 ha, Kenegerian Petapahan 251 Ha and Kenegerian Kuok covering 2,541 ha with a total area of 7,847 ha.

The local government recommends social forestry to be legalized by the government as an effort to provide access to natural resources to the community so that it can help the economy. Meanwhile, this is also beneficial in reducing inequality in land ownership so far which is controlled by corporations, especially forestry sector corporations and the plantation sector. Providing economic access to the poor shows that the local government has tried to do social protection for the basic rights of the community so that the poor can enjoy a better life.

Based on the explanation of the poverty reduction strategy in Riau
Province, it can be simplified in the following figure:

**Figure 2**
Poverty Reduction Strategy in Riau Province

![Diagram of Poverty Reduction Strategy]

Source: Processed data from researchers, 2019

**Weak Collaboration with Private Sectors in Poverty Reduction Efforts**

Poverty reduction which is one of the objectives of the SDGs can not only be carried out by regional governments. Although in the era of decentralization, the local government has more dominant roles and authority than central government institutions. Local governments can use their authority and potential to overcome the problem of poverty that continues to occur. Riau Province which is an area with potential and wealth of natural resources, but has not been able to bring its people into a more prosperous life.

The local government has actually made various efforts to alleviate poverty by collaborating with various parties. Ansell & Gash (2008) define collaborative governance as follows a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets. This explanation by Ansell & Gash (2008) is not different from what was conveyed by Emerson, Nabatchi, & Balogh (2012) who stated that collaborative governance as the processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished. Based on these explanations, the keywords of collaborative governance can be taken is the involvement of state actors and non-state actors in decision making and policy implementation.

It is this collaboration that local governments are trying to do with both the central government, district/city governments, and non-state actors such as NGOs and the private sector in reducing poverty. Collaborative efforts with the
central government can be seen by integrating and synchronizing poverty reduction programs. The program implemented as a form of collaboration between the central government and regional government as an example is the Program Keluarga Harapan (PKH) and the Program Bantuan Sosial Beras Sejahtera (Rastra).

Meanwhile, to support collaboration in reducing poverty in Riau Province, inter-governmental coordination was carried out by establishing a Poverty Reduction Coordination Team (TKPK). This TKPK is a forum for cross-sectoral and cross-stakeholder coordination for poverty reduction at the provincial level. Provincial and District/City TKPK in Riau Province have the task of coordinating poverty reduction while controlling the implementation of poverty reduction policies and programs in accordance with the National Team Decree. Thus, the program that has been made by the government and regional government can be implemented in an integrated and sustainable manner.

Furthermore, the collaboration between local governments and civil society has also been carried out on various occasions. The involvement of NGOs in poverty reduction in the form of providing policy advocacy, assistance, and through evaluating and monitoring poverty reduction policies. The policy advocacy that was successfully carried out by NGOs was one of which was to provide access to land and forest management for the community so that they could improve their standard of living to be even better. This policy advocacy was carried out by the Riau Peatland Communities Network (JMGR), Jikalahari, Walhi Riau, The Alliance of Indigenous Peoples of the Archipelago (AMAN) Riau, and World Resources Institute (WRI) Indonesia.

Collaboration carried out by local governments with the central government and civil society in Riau Province has been done well. This is different when collaborating with a private sector that cannot be implemented properly. This condition causes losses in an effort to accelerate poverty reduction efforts because the private sector has the resources needed to overcome poverty. Pietrobelli (2007: 21), states that the development of the private sector in developing countries is regarded as essential. The logic behind this statement is simple: poverty reduction is the main objective of development co-operation and a target of development policies. Economic growth is essential for development, and growth is best achieved through the private sector.

The private sector with its networks and financial resources is expected to be able to help local governments in development and poverty reduction. However, the private sector in Riau Province has not shown its contribution to development and poverty reduction in Riau Province. The activities carried out by the private sector in Riau Province were limited to the provision of Corporate Social Responsibility (CSR) assistance to communities around the operational area such as those conducted by PT. RAPP and PT. IKPP. In fact, there are still many companies and corporations that have not fulfilled their obligations to implement CSR. This is not in accordance with the obligations of companies that must contribute to development in Riau Province in accordance with Regional Regulation No. 6 of 2012 concerning Corporate Social Responsibility in Riau Province.

The benefits of private sector involvement in development and poverty reduction with local governments are for program synchronization so that programs can be distributed that are the company's
obligations and programs that are the authority of the local government. However, the efforts of the regional government to collaborate with the private sector were hampered due to the company’s weak commitment to fulfill its obligations in developing the region.

CONCLUSION

The role of local governance in the era of decentralization is needed in reducing poverty. The decentralization system provides authority for local governments to innovate in overcoming problems experienced by the community. In this regard, the regional government of Riau Province has made efforts to reduce poverty on a participatory basis. The participatory-based poverty reduction strategy is to provide assistance to the poor, implement infrastructure development in rural areas, empower communities and indigenous peoples, and provide access to economic resources for the poor.

However, the participatory strategy undertaken by local governments in reducing poverty in Riau Province has not been optimally carried out. This is caused by governance in overcoming the poverty that has not been done in an integrated and comprehensive manner. This is, of course, contradictory to efforts to reduce poverty which are essentially shared responsibilities between the government, the community, and the private sector. However, in the context of poverty alleviation in Riau Province, it shows that collaboration or partnership has not been established with the private sector. The private sector only provides assistance sporadically without coordination and cooperation with local governments in financing development and poverty alleviation. The involvement of the private sector is absolutely necessary so that poverty alleviation efforts can be carried out in a participatory and integrated manner so that all planned programs can be achieved with maximum resources.

REFERENCES


REHABILITATING LIVES: INITIATIVES OF A PRIVATE REHABILITATION CENTER ON THE WELL-BEING OF THE VICTIMS OF SUBSTANCE ABUSE IN OZAMIZ CITY, SOUTHERN PHILIPPINES

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ABSTRACT

In 2015, the Philippine Dangerous Drug Board survey states that there are estimated 1.8 million drug users in the Philippines. Due to the rapid growth of drug use it raises concerns such as how will the rehabilitation centers help these victims in changing their lives, and how do victims respond and react to the implemented programs and policies of the rehabilitation center. In this case, this is a study about drug addiction and their road to recovery in a rehabilitation center in Ozamiz City, Misamis Occidental. Reckless’ containment theory provided the main framework of this paper and assumes to establish argument on the following objectives: 1.) To elaborate their history of drug dependence; 2) To determine the inner and outer containment of the informants inside the rehabilitation center 3.) To identify their future plans after their rehabilitation. Utilizing qualitative approach, which the informants were purposively selected, the following are the major findings of this study: Most informants became drug dependent due to personal and family problems. Moreover, the opportunities that lead them to use illicit drugs involved peer pressure, the community where they live, and eventually by stealing. Based on the indicators provided by Reckless on the inner and outer containment, the informants’ responses were positive on their well-being as provided on the policy and programs implemented by the rehabilitation center and findings show these programs greatly affect their life inside which motivated them to fully recover. Informants’ foresee their future such as reunion with their loved-ones, build a business and sobriety to drugs and other substances.

Keywords: Drug Addiction, Rehabilitation, Containment Theory
INTRODUCTION

Background of the Study

Even before, the drug problem in the Philippines has its emphasis on drug trafficking and abuse, as well as the involvement of international syndicates which poses a challenge to the Philippine economy and the people (Villar 2015). Hembra (2004) wrote that there are a variety of factors that influence illegal drug prevalence in the Philippines such as the fragmented geography, poverty, the phenomenon of overseas contract workers, media exposure and the decreasing moral fabric of the society; and the political factors such as policies, drug laws, and enforcement.

Espineli and Lontoc (2015) stated that dealing with drug-related problems is usually through the establishment and operation of agencies such as Dangerous Drug Board, Philippine Drug Enforcement Agency, National Bureau of Investigation, Philippine National Police and other law enforcement agencies charged with the enforcement of drug-related laws. All these things will be different after, President Rodrigo Duterte won May 9, 2016, presidential elections making Robredo as his vice president (CNN Philippines Report 2016).

A different catalyst has brought President Duterte’s fate to lead the Philippines future. The Filipino drug users and pushers are at stake as the President wage war against illegal drugs, which began in June 2016. The PNP Oplan - Double Barrel Project Tokhang was implemented in 2016 as an action to fight against illegal drugs and other forms of criminality in the country. The drug war received massive criticisms worldwide as it ended its second year in 2017 holding an estimated record of more than 12,000 drug suspects killed (Human Rights Watch 2018). In 2015, the Philippine Dangerous Drug Board estimated 1.8 million drug users. On this number, 859,150 thought to be users of Shabu or crystal methamphetamine (Lasco 2016). This was not even half of the President’s estimates of around 4 million drug addicts nationwide. According to the CNN Philippines (2017) drug surrenderees surpasses a million marks and the next step for those who have surrendered is to undergo rehabilitation. The DOH oversees all drug rehabilitation, intervention, after-care, and follow-up programs, projects, and activities in the country (Rappler 2016). As the war against drugs continues, rehabilitation centers reliability and effectiveness play a crucial role in changing people’s lives.

Objectives of the Study

Due to the rapid growth of drug use, this article aims to raise concerns such Rehabilitation Center located in Ozamiz City serves as an engine in changing peoples’ lives, while determining the importance of the 12 Steps Program towards their recovery.

Our study has three objectives. First, is to determine the informants' history of drug dependence that refers to the reasons and opportunities for drug addiction. Secondly, it is to determine the inner and outer containment of the informants inside the rehabilitation center. Lastly, is to determine the informants' future plans when reintegrated back to society.

Theoretical Framework

Central to this study is Reckless’ Containment Theory (1969). According to Reckless, Inner containment refers to the ability to withstand pressures and pulls, to handle conflicts, to divert oneself from existing risk, and stay out of trouble. The outer containment includes the social environment in which the individual resides and reflects socialization within the
community (i.e., elements outside one’s self) (Cardwell 2013). The concept of inner and outer containment is similar to the concept of internal and external social control in sociology. The internal social control suggests the power of internal means of control, such as one’s own conscious, ego, and sensibilities about right and wrong are powerful in mitigating the likelihood that one will deviate from social norms; while the concept of outer social control is that individuals conform because an authority figure (such as the state) threatens sanctions if the individual disobeys (Lumen 2013).

This study is mainly anchored on Containment Theory. The push and pull factors of this study refers to the reasons and opportunities that resort the informants to engage in the use of illicit drugs. The researchers will also focus on the role of the inner and outer containment of the informant during the rehabilitation treatment. The inner containment of Reckless includes self-concept, goal orientation, frustration tolerance, and norm retention. On the other hand, the outer containment in this center focuses on the information and assessment of the rehabilitation center that helps the informants towards their recovery.

**METHODOLOGY**

The preliminary visit happened on April 11, 2018 in the Dependency Treatment Center which was located in Purok Mauswagon, Brgy. Tinago, Ozamiz City, Misamis Occidental. A total of 8 Informants and 5 staffs in the rehabilitation center were interviewed purposefully. This study employs a qualitative research method specifically a case study technique. The informants were in-patient drug dependents done through purposive sampling and gathered the data through face to face in-depth interviews with an open-ended question and an observation regardless of their age, gender, rehabilitation period and the stages of drug addiction.

We observed proper research ethics that would primarily give protection to our key informants. We assure that informants were duly informed what the study is about. We used pseudonyms to represent the informants and assured the confidentiality of their life story or any information obtained from them and their shared experiences would be kept. They also have the right to remain anonymous and voluntarily participate without compelling them. The staff and informants of the rehabilitation center agreed to have an audio record during the interview.

Data were analyzed by categorizing themes in the responses of the key informants and their assessments towards the rehabilitation center. The commonalities and differences in the patterns of their responses were also analyzed. The adequacy and organization of their responses for the general objectives were also checked to systematized the presentation of analysis.

![Figure 1. Schematic Diagram of the Study](image-url)
FINDINGS AND DISCUSSION

Socio-Demographic Profile of the Informants

Our 8 informants are all male. The youngest informant was 24 years old and the oldest was 43 years old, most of the informants were in their late early 20s to late 40s. Regarding the civil status of the informants, four of them are single, one married, two legally separated and a widower. For their religion, seven of the informants are Roman Catholic and one of them is Born-again. The ethnic affiliations of the informants are three of them are Cebuano, two Chavacanos, and one Tagalog, Bisaya, and Batangeño. Based on their educational attainment, two of the informants are college graduates; five of them are in the College level and one High School Graduate in ALS (Alternative Learning System). The informants came from various parts of the country with the majority having resided in Zamboanga City for most of their lives, while others came from cities and provinces in Luzon, Visayas, and Mindanao. Most of them started using drugs as a teenager or within the ages of thirteen-nineteen years old. One of the informants has been a drug dependent for 3 decades, the oldest drug user among them. While 2 years was the shortest before they have been admitted into the rehab center. The longest months stayed in the rehab center are 5 months and the shortest is 2 months.

History of Drug Dependence

Our study employs an in-depth interview from the 8 informants in the rehabilitation center as our main source of data. Based on their responses, the data shows push and pull factors towards drug addiction.

Personal and Family Related Reasons

The push factors refer to the reasons why the informants used illicit drugs and why they become addicted to it. Those are personal and family-related reasons. Most of the informants stated their personal reasons, which mainly based on stress and out of curiosity. They engaged in drugs to relieve stress, to feel relax and enjoy. Here is one of their responses:

James, 27 (years old) sincerely stated that: “Just to relax myself, eh! I feel satisfied because my body needs it then nawawala yung stress-free.” (I used drugs just to relax, I feel satisfied and my body needs it and I feel stress-free.)

The findings also outlined the family related reasons of the informants regarding their use of illicit drugs, which highlighted the emotional frustrations they felt. Rafael (43 years old), felt the grief of having a broken family, which at a young age suffered enormously; when his parents left him, he longed for their unrequited love. Other factors foci on the betrayal felt by Vince (35 years old), into his wife for having an affair with another man, in order to lessen the pain, he took drugs. Others felt they do not have a purpose in life, Sam (39 years old), lose his hope when the despair of losing a wife and a child slowly fragmenting his world. He decided to continue his vice and become addicted to it.

Opportunities on Using Illicit Drugs

The findings also outlined the pull factors, which refers to the opportunities of the informants on using illicit drugs. The informants mostly influenced by their dragging friends, whom they wanted to be on their stratum and identified with their notoriousness. The environment such as the place where they lived affects them to
engage more in using illicit drugs. Here is one of their responses:

Bran, 25 (years old) sincerely stated that:

“Katong naa nako sa mga adult age, didto nako naibog sa uban nga naa sila'y kalingawan, nag drugs sila, so na impluwensyahan pud ko'g mga barkada nako na makasulod ko ana nga butang kay para ma-level nako, sa akong huna-huna ba nga daghan mi grupo og sikat pud sila dapat pareha mi. Mao na nga nagsulod-sulod ko'g bisyo.” (When I was in my adult age, I feel envious of others who enjoy using drugs, so my friends influenced me and I engage in drugs in order to identify myself with their notoriousness.)

Most of them engaged stealing as one of the rewards to buy and used drugs; in fact, Jon (34 years old) used to steal his parents' money and sold their assets. Sam (39 years old), became a drug pusher, engage to gambling and to the extent of killing people in exchange for money and drugs.

The push factors or mainly the personal and family-related reasons and pull factors, which are the opportunities that resort the informants to used illicit drugs, made them a drug dependent. Drugs satisfied them, they were hooked into it, and it made them forget their problems and frustrations. It became a part of their needs. These reasons were an outgrowth leading the informants to commit illegal acts, thus destroying their reputable lives and experience excessive disappointments from their family.

The informants in the rehabilitation center departed their deplorable past, and as Vince (34 years old) narrated, "Those drugs I took was slowly destroying my life" and realizes that life outside is just as crucial as it was supposed to. They decided to rehabilitate themselves and discovered changes that they themselves discreet before.

**Reflections of Reckless’ Inner Containment**

Rehabilitation centers considered as safe havens for people who are on the edge of life and death. Nevertheless, their life does not depend on the programs recommended to modify themselves. People’s internal selves and significant others complement to mediate unfavorable actions. Drug dependents accessed to rehabilitation supported them to recover completely from addiction. Like other deviant people, drug dependents are capable of controlling themselves not to deviate from social norms.

This study links the idea of Reckless’ Inner containment (1972; p.51) which involves the ability of a person to withstand pressures/pushes and pulls, to handle conflicts, to divert oneself from exciting risks, and to stay out of trouble. It is able to control an individual's behavior regardless of the environment (Reckless 1967, 1972). The study adopted the inner containment of Reckless, which composed of four indicators, mainly the self - concept, goal orientation, frustration tolerance, and norm retention. The inner containment represents the informant's way of controlling their selves not to go back in their old ways or to avoid relapse or a process that leads people in recovery to return to their drug abuse.

**Self-Concept**

The first indicator of the inner containment is the self-concept. The self-concept as defined by Reckless (1967) where the individuals view themselves as law-abiding citizens. The idea of self-concept stems from Charles Horton
Cooley’s "The Looking Glass Self", which people develop self-image from their interaction with those close to them. The most important means of developing self-concept are the parents, and authority figures. Cardwell (2013) tested her hypothesis with the inner containment, which will be associated with the decrease in the frequency of adolescent offending. It shows that the participants who had a strong self-concept are indicative of more responsible behavior.

The development of self-concepts of the informants revolves around the rehabilitation center. Thus, the presence of authority figures such as the program director, recovery coaches, and counselors influence the informants on developing their self-concepts. Ms. Baguhin, the head recovery coach, explained one of our indicators that the authority figures influenced the formulation of the informants’ self-concept through the rehabilitation programs.

“We have therapies for either individual or group, daily meditation, Zumba, lectures and also we have topics to discuss among the group”

Patrick, who was also a recovery coach, mentioned that:

“We have meetings and Unity Day Activities for informants to meet recovering drug addicts from different places.”

The informants tend to developed and possessed values from the influence of the staff through their programs and daily activities that constitute the informants’ self-images; these images resonate the idea that they want to portray themselves as a person who is willing to change. Most of the informants’ responses regarding their self-concepts have outlined the idea of humility, self-worth, and contentment.

Michael, 28 (years old) sincerely stated:

“…sa akin gusto ko ngayon humility, contentment na hindi ako masyadong maghahangad nang mataas, hindi ako masyadong aasa, mag-expect ng kung ano-ano man. I just want a simple life.” (For now, I want humility and contentment. I will not expect and hope for anything more. I just want a simple life.)

Goal Orientation

Goals are vital in containing individuals not to commit deviant acts, it serves as to conduit oneself towards recovery. Cardwell’s (2013) goal orientation referred to participants’ level of future consideration and planning. The participants reported average on goal orientation which they view offenses as risky, making them less likely to commit crimes if they have other goals that they want to achieve. The second indicator of the inner containment is Goal Orientation. Defined by Reckless (1976) as having direction and orientation towards legitimate goals, which must be viewed as attainable by the individual.

Our study defined goal orientation as the informant’s sense of direction in life, their purpose and their ways of attaining their goals inside the rehabilitation center. The findings have pinned down the goals of the informants while in the process of rehabilitation, specifically on being clean and sober. Nevertheless, they have set goals to fill the void of having character defects and to accept their disease and surrender their selves to the higher power.

Rafael, 43 (years old) stated:

“Pag ari nko diri sa rehab, nakatonan nako ang pag-akseptar sa akong sakit...ikaduha nakat-on ko mangayo og tabang na, ako diay
When I arrived at this rehab, I learned to accept that I have a disease, which is an addiction... Second, I learned to ask help from others, that certainly I could not do on my own. Third, I came to know my Higher Power.

As the findings, suggest that being clean and sober is their primary goal towards achieving their long-term or future plans inside the rehabilitation center. Jaime, 28 (years old) mentioned during our third visit:

“...akong plano isa na lang gyud bitaw, karon staying sober, staying clean...”(For now, I have only one plan, which is staying clean)

Frustration Tolerance

Containment theory emphasized the tolerance of frustrations to construct self-control. In fact, Reckless’ frustration tolerance (1967; p.10-21) defined as the result of low self-control. Self-control is vital at coping with failures; the absence of these would likely to engage individuals in delinquency. Our study defined frustration tolerance as the informants’ strategies in controlling their emotions inside the rehabilitation center. The findings revealed the informants generated strategies in controlling their frustrations such as the interventions of the center and their personal ways of coping. The rehabilitation center offers privileges to their informants regarding their performance in the center. Such as the staff allowed the informants to take cell phone calls, a weekend pass, and recreational activities.

Jon, 34 (years old) stated:

“...I’m in my 4th month going to 5th month, nakakahawak na ako ng cellphone, nakakapag-facebook... tsaka yung paglalaro ng basketball, swimming, yung mga ganoong bagay kasi may mga schedule kami kaya natatanggap ang lungkot ko..."(I am in my 4th month going to fifth, I could use a cell phone, Facebook... we also have scheduled basketball, swimming, and those can wear off my sadness.)

Personal ways of coping include praying and meditation. Jaime, 24 (years old) suggested.

"By praying, meditation, ingon ana na lang gyud." (Just by praying and meditation.)
Norm Retention

Norm retention is the final indicator of the inner containment. Reckless' (1972) again defined this as the acceptance of societal norms, laws, and the willingness to comply with such laws. Our study defined norm retention as the acceptance and the willingness of the informants in complying the set rules and regulations of the rehabilitation center. Institutions like the rehabs whether government or privately owned assigned specific rules towards their informants. The rehabilitation center has set rules to be attended by the informants. The cardinal rules of the rehabilitation center emphasized no drugs, sex, alcohol, gambling, and violence. Any violation of these rules will be accounted for to undergo detoxification. All informants in the rehab followed the rules, like when every time the bell rings, they gathered. They followed each activity of the rehab such as attending AA/NA Meetings, big book study, meditation, workbooks, washday, and general cleaning and so on. The most valued reason why the informants accept and internalize the rules was their willingness to change and recover. James, 27 (years old) narrated.

“Yung willingness, wala naman ako magfollowers eh kung example matigas ang ulo ko hindi ako mag followers ng rules... kaya ang ginawa ko I will follow rules” (I cannot gain anything for not following the rules but I have the willingness to follow, so I did.) Rafael, 43 (years old) added his willingness to follow the rules for the goodness of himself.

“Ako gyud gisunod matag higayon, naa raman ko diri sa sulod kinahanglan ni para sa akong kaayuhan.” (I followed every rule since my admission in this rehab in order to become better.)

Rules are just rules; they all followed these because they knew within their selves that it is for their recovery. Jon, 34 (years old) on statement emphasized his willingness to change and recover inside the rehab.

“...kung willing ka talaga magbago parang ano maisip ko na nandito ako para magbago para ma stop ang drug addiction ko, atsaka matanggal yung character defects ko, so in that way na mo-motivate ko yung sanli ko.” (I am here because I want to change, to stop my drug addiction, and to eradicate my character defects, these are my motivation.)

The Outer Containment

According to Reckless (1967), outer containment dealt with the structural buffers in the youth's proximal, social environment that served to restrain them. The outer containment of this study is the rehabilitation center that makes the informant resides and reflects socialization within the community. The function of the rehabilitation center is to help the informant in gaining back their clean and sober life before the influence of methamphetamine and influence them to conform to society.

The Twelve Steps Program of the Rehabilitation Center

The 12 steps program of narcotics anonymous includes, first is that we admitted that we were powerless over our addiction, that our lives had become unmanageable. Second, we came to believe that a Power greater than ourselves could restore us to sanity. Third, we made a decision to turn our will and our lives over to the care of God as we understood Him. Fourth, we made a searching and fearless
moral inventory of ourselves. Fifth we admitted to God, to ourselves, and to another human being the exact nature of our wrongs. Sixth we were entirely ready to have God remove all these defects of character. Seventh we humbly asked Him to remove our shortcomings. Eight we made a list of all persons we had harmed and became willing to make amends to them all. Ninth we made direct amends to such people wherever possible, except when to do so would injure them or others. Tenth we continued to take personal inventory and when we were wrong promptly admitted it. Eleventh we sought through prayer and meditation to improve our conscious contact with God as we understood Him, praying only for knowledge of His will for us and the power to carry that out. The twelfth and the last step is having had a spiritual awakening as a result of these steps, we tried to carry this message to addicts and to practice these principles in all our affairs.

There are 3 sets of the steps the first sets are step 1,2 and 3 that will show how the program can build a working relationship with the Higher Power; the other sets are the next succeeding 4 steps which involves step 4,5,6 and 7 will clearly look on knowing and living at peace with themselves and finally, the last five steps which are step 8,9,10, 11, and 12 that will give a design for living meaningful lives with other people and for continuing a daily program of recovery for the rest of their lives.

In acquiring these steps the rehabilitation center has employed a 90-days intensive recovery program, and the succeeding 90 days includes after-care and continuing care program. Within the 90-days intensive recovery program, the rehabilitation center educates the informants and their family to understand personally the principle of 12 steps program and if they succeed in internalizing the principle then it would be easier for them to go through the other succeeding program. Based on the study of Shari Roan, it reveals that an individual who receives substance abuse treatment for 90 days or more had lower relapse rates than those in programs of 21 days.

After taking the 90 days intensive recovery program the informant will proceed into the after-care program which involves preparing the informant and their family in the dependence re-entry into mainstream society and will also involve the relapse prevention program. Research shows that the longer the informant engages in continuing care the better their chances for sustaining recovery. In the case of the informant in the rehabilitation center, they can still stay in the institution even if they exceed in the given standard time in the rehabilitation center in the Philippines which is 6 months and they can be a trainee for becoming a recovery coach towards the other informant.

Assessment of the programs

This indicator involved the feedback of the informants toward the program imposed in the rehabilitation center. The principle of the 12 steps program plays a significant role in the life of the informant because they rely on its message which they can use after they will be released by the rehabilitation center. In this study, it found out that the informant’s assessment on the program was more positive and it is applicable to their recovery. The program is effective for the informants because it helped them on changing their character defects, it is good guidance towards everyday life and lastly, it strengthens the determination and willingness of the informant in avoiding the use of illegal drugs.

Michael, 28 stated that: “I think I'm gonna recover because of that program kasi
parang nagiging bala ko siya when it comes to temptations, urges, cravings na gusto kong mag-drugs, na gusto kong mag gamble. I would look for a meeting, 'yon yong sinabi sa amin na you should look for a meeting if you are having a problem with your life, yourself, your relationships, with anything, basta mag share kasa meeting magkakaroon ka nang relief so I could relate to that."

(I think I will recover because of that program for it serves as my shield regarding temptations, urges, cravings on taking drugs and urges in gambling. Based on what they taught us, if you have problems with your life, yourself, your relationship and with anything, just share it in the meetings then you will feel relief and I could relate to that.)

Some of the informants compared the program with other modality and they believe that if they are going to choose other modality over the 12 steps program they will choose the 12 steps program because it is the modality that helped them in their recovery.

Rafael, 43 stated that:
"Para nako haom kayo ang dose ka lakang. tungod kay, dili parihas sa TC Therapeutic Community nga naay physical abuse. Gaan ra para nako, haom sa tawonga gusto magpauli." (For me, the 12 steps program is very effective on my recovery since it is different from TC Therapeutic Community which involves physical abuse. It felt comforting, very appropriate for a person like me who wants to recover.)

Jon, 34 stated that:
(You are in confinement with the therapeutic community, you cannot go out, and you have no freedom, while in here I experienced using cellphone though only after 3 months depending on your behavior and performance. TC is so strict and as I heard they will shout and humiliate you, it seems like the approach is not effective on drug addicts' characteristics. Between here and with my first rehab? I will choose to stay in here.)

Effective supervision and discipline
This indicator involved the implementation process of the rehabilitation center. In order to assess this, we interviewed both the staff and informants. The staff supervises the informant first by assessing their medical records.

Rene Francisco, the Program Director of the rehabilitation center, mention that:
"Well una, og naa siyay psychological results daan mas maayo, kinahanglan mana nako sa pag assess og evaluate. Profile niya pwede pud social case study niya. Ikaupat Medical clearance from the doctor, medical problem like TB nga pwede mutakod., dapat e clear sana, hepatitis, naa basiyay HIV, kana tanan e clear sa hospital." (It is better if they have psychological results first for me to assess and evaluate. We
also consider the informant's profile or social case study.
Fourth, is its medical clearance from the doctor for determining health problems like TB, HIV or hepatitis which are contagious should all be cleared from the hospital.

After that, they will assist the informant in detoxification depending on the severity of their addiction and then they will commit their individual function in the rehabilitation center.

What makes the rehabilitation effective in terms of its supervision and discipline is because the staff follows the code of ethics provided by the rehabilitation center. Due to this, they serve as a good model for the recovery of the informants. During the interview with the staff, it reveals that the staff of the rehabilitation center specifically the recovery coaches did not graduate into the field of counseling but what makes them qualified were their experiences, where they also engaged in the use of illicit drugs. In this rehabilitation center, they tend to provide recovery coach that is well experienced in engaging illegal drug use in the past for it can be easier for them to assess the informant because they can feel them and they understand what they have been through. The recovery coach serves as a role model towards the informant for them to be motivated in their recovery. The staff is capable enough in explaining the program because they set themselves as an example of it and they can easily interconnect with each other.

Jaime, 24 sincerely stated that:
"Nag-explain sila sa amoa, makakuha sad mi sa ilaha og mag-sharing mi, ma-relate sad sa amoa banga makahatag sad og learnings sa amoa. Mo-duol pud sila nimo in times nga naa kay problema or emotional needs nako akong i-storya sad sailaha."
(They give us explanations, where we could identify through our sharing and in return we relate and gain more learning from each other. They would also approach you in times if you have a problem or emotional needs and you share it with them.)

Another is that the staff guides the informant in a systematic order which means that they focus on the activity on the proper order following the daily activities set by the rehabilitation center.

Vince, 35 stated that:
"Yes. Walang pagkukulang, Step by step, hindi pwede step 1 ka then Step 5 dapat sunod sunod. Mauuna ka muna Sa Grade 1 bago mag Grade 2."
(Yes, with no negligence. Its step by step, you cannot take step 1 then proceed to step 5. It should be chronological; you have to undergo grade 1 before becoming grade 2.)

Lastly is when the informant shows the signs of triggers then the staff will fix it immediately in which they used to check attentively every informant and overlook their conditions.

Sam, 39 mention that:
"Finifix nila kami kung papaano iwasan yung mga trigger namin at kung ano ang paging powerless namin at kailangan e accept namin ang faults namin and surrendering to high power atsaka acceptance."
(They fix us in avoiding triggers and taught how powerless we are that we should accept our
faults and surrender to higher power and acceptance.)

The staff of the rehabilitation center is strict in implementing the consequences faced by the violators of the rules and regulations of the institution. With this process, the informants were more conscious of preventing themselves in violating the rules and they became disciplined that leads them to conform to the rehabilitation center.

**Punishment and Privileges**

Punishment and privileges obliged the informant in pursuing the activity in the rehabilitation center and it increases the willingness of the informant to succeed in the treatment because it serves as a motivational factor in their recovery. In the rehabilitation center, they employ cardinal rules which emphasized no drugs, sex, alcohol, gambling, and violence. The informant used to follow the rules because if they violate it there is a corresponding consequence which primarily referred to as the process of detoxification. Most of the informant feared to undergo detoxification considering that they find themselves as a prisoner trapped in a small place for days or weeks. Detoxification is the process in which the violators are being put into a white room alone and they make them realizes their mistakes. One of the informants refers to this detoxification as "it's hell there,"

Due to this statement, detoxification is extremely heavy consequences for the rehabilitees in which they really avoid to do. Although the informant defines this harshly, the lesson gained is what matters most because, in this detoxification, the informant is taught to be responsible enough in order to be a law-abiding person and in this case, it will be a good indicator on the success on their recovery.

The rehabilitation center is not just about giving punishment for they also provide rewards to their informants. The informants were more motivated to perform their assign tasks because of their corresponding privileges. Like for example is if they properly cleaned their assign area in household chores then the staff would decide on letting them go in some of their recreational activities such as swimming and going to the mall. They also provided corresponding privileges on their informants who progressing in the 12 steps program. When you reach into the 4th month and you are doing well in the activity, then the possible privilege you can acquire is having day-pass and end-pass in which you have the privilege of going in and out in the rehabilitation center or you can acquire on having a phone call with your loved ones in every vacant time. This privilege is advantageous because the informant strives more effort in doing their activities in order to attain the corresponding reward.

**Future Plans**

Future plans involved making longer term plans. Drug use can be a significant barrier to achieving one’s goals, but when the informant undergoes in rehabilitation to change and correct the past mistakes they were given a chance to restore and aim back their plans in the future. As we went through the interviews with the informants, we interviewed them on their plans in their future lives. All of them responded that they really want to finish the program. Graduating under the program means following the daily activities provided by the center and applying the steps not just for themselves and inside the rehabilitation center but, also to the outside world. They also want to guarantee that they will have an assurance to stay away from their addiction and focus to have a new life. Their responses on their goal orientation
are consistent with their response in future plans in which they aim to have a new and much better life. The findings revealed three future plans of the informants.

The informants realized the importance of having a healthy family in taking their lives. The informant wanted to gain back their healthy relationship with their family with love, respect, and trust. Having a family plays a big factor after the recovery of the informant and they serve as a motivation in avoiding relapse.

Moreover, other informant’s way of ascertaining good life is related to business. Some of them have a family business and others have personal businesses in which they left their business because of their failure in handling it due to their involvement in drugs. They said that when they will be released in the rehabilitation center they will strive hard to succeed in their business and it is a way on retrieving back the trust of their family.

Lastly, the informants wanted to stay clean and sober for the rest of their lives. In order to attain all their plans in life, they first need to maintain and internalize the concept taught by the rehabilitation center so they can rebuild their characteristics from having a defect of being an addict who just wants to use drugs just to satisfy their selves or other means. When they will be released by the rehabilitation center they will become a person who has good intentions in life and will already know what is right and wrong in making decisions. Being sober is the heart of the program, which will be applied inside both the rehab and the outside world.

CONCLUSION

Based on the findings, it shows that most of the informants become drug dependents due to the push factors or personal and family-related reasons. For them to forget the troubles and challenges they encountered, they engage in using drugs. The personal and family-related reasons and the pull factors or the opportunities that resort them to used drugs were an insulator for them to become drug dependent. As they frequently used drugs, they felt satisfied and it became a need for their body, consequently, they were hooked with it. They have been suffering disappointments and judgments as being a drug dependent that makes them realize that they need someone’s help in order to stop their addiction and regain their selves.

Given the history of drug dependence as an outcome of the pushes and pulls towards deviancy which is drug addiction, the rehabilitation center serves as to avert future engagement on illegal drugs. Containment theory’s vital role as regards to the informants’ lives examines the impact of the inner and outer containment in the period of their rehabilitation. The major findings of our study foreground the crucial role of the outer containment in the formulation of the inner containment, subsequent with the findings regarding the informants’ self-concept and frustration tolerance. While goal orientation and norm retention were ingrained mainly on their willingness to recover.

The study of Reckless focused more on inner containment and provided less on outer containment, which contrasts to the findings of the study because this study highlights the importance of outer containment as a factor towards recovering from drug addiction. In our study, it is revealed that the rehabilitation center provided a quality program that would help the informants in recovering from their addiction.

The containment theory has its own disposition in explaining the well-being of the informants. The consideration regarding the mental well-being of the informants, which is apparent mainly in the inner containment reflected the positive
responses in their self-concept, goal orientation, frustration tolerance, and norm retention. The physical and social well-being of the informants has reflected with the outer containment. The rehabilitation center provided activities that would enhance the physical health of the informants such as eating at the right time, exercising, providing an accurate number of hours of sleeping, and checking their vital signs. Concerning the social well-being of the informants, they provided activities that would help the informants in interacting with other people such as going to the malls and sharing in the group session.

The most highlighted plans the informants wanted to pursue is staying clean and sober that would help them for their further recovery. In attaining this plan, the internalization of the program was significant that would detach them from relapse. If the informants have a strong desire and motivation in avoiding the influence of illicit drugs, then eventually they can meet their goals in achieving their full recovery and hopefully their future plans.

RECOMMENDATIONS

A wide range of aspects needs to be studied other than the well-being of drug dependents in the rehabilitation center. First, there is a need to study the drug dependents in other rehabilitation centers, with the utilization of another modality in order to know the flow towards the treatment of their informants, including their programs and daily activities, facilities and policies. Second, community-based rehabilitation centers could be also a locale for future study. The programs and policies offered and its significant differences from other rehabilitation institutions could be also studied as a major factor in knowing community-based rehabilitation centers. Third, in terms of policy making, the rehabilitation center should focus more on the condition of the informant to assess if there would be programs or activities that needed to be improved for better treatment. Fourth, we also recommend studying the out-patients of the rehabilitation centers. This would provide more information if there is a difference in the treatment and programs offered between the in-patients and out-patients. Fifth, we recommend studying the same rehabilitation center and try to look into its success rate by utilizing the quantitative method. Finally, it would be useful to look further into the inner and outer containment of the informants considering their family in order to justify the importance of significant others towards the success of treatment.

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Therapeutic Communities. 2008. “Therapeutic Community: International Journal of...
Community empowerment seeks to improve the quality of human resources, especially in shaping and changing people's behavior to achieve a better life and a higher quality of life. One strategy that must be carried out is by applying the principles of good governance. This research uses descriptive qualitative research methods.

This paper aims to indicate that the role of the rural government is (a) to receiving aspirations, (b) the rural government provides solutions by exchanging ideas, (c) Government efforts to prevent the community in terms of fear by providing legal certainty assistance and encouragement to the community by actualization and appreciation for the community. Community participation, namely (a) community participation is carried out through a needs analysis activity in the form of discussion or outreach, (b) Alternative stages of government programs such as Mataram village, Citizenship Scholarship, health card and waste management (c) Stage of program implementation, has been realized, (d) the evacuation stage, the results of the interview did not show any evaluation activities on non-physical development in Panggungharjo Village. Non-physical Village Development includes (a) the economic sector, the development of waste management and the mataram village (b) the education sector, the scholarship program for the poor, (c) the health sector, providing health cards so that the community has easy access to health.

Factors Affecting the Role of the Village Government in Increasing Community Participation in Non-Physical Development of the Panggungharjo Village include (a) Leadership Factors, evidenced by the community experiencing changes, (b) Communication factors, with socialization activities.

Conclusion: the role of the rural government has become a communication tool, dispute resolution, role as therapy. Community participation, such as in the economic sector, named as realization of the Mataram village program, and waste management, education, scholarships, and health cards.

Suggestion: for the rural government The results of this study provide input for the village government how the role of the village government in realizing Village development, which needs to be done by the village government in realizing non-physical Village development is to conduct a periodic evaluation form on each program

Keywords: rural government, community participation, village development
A. BACKGROUND

The decentralization policy launched by the government through the package of Law Number 22 of 1999 Jo of Law Number 32 of 2004 Jo of Law Number 23 of 2014 concerning Regional Government has opened up opportunities for equitable development in Indonesia. Through the Regional Government Law, the implementation of regional government is directed to accelerate the realization of the welfare of the community by shortening the range of administrative services to the people in the area (I Nyoman Sumaryadi, 2006: 70). Within the framework of regional autonomy, the component that receives the most attention from the central government is the rural area. In Government Regulation No. 72 of 2005 concerning villages, provides the opportunity for village communities to regulate and manage their own households, with mandated requirements namely by paying attention to the principles of democracy, community participation, equity, justice, and attention to the potential and diversity of the region. Community participation in village development is protected by the constitution as the highest law (article 28C paragraph 1 and article 28H paragraph 1 of the 1945 Constitution) and obliged for the state to fulfill it. These community rights have been strengthened since the ratification of the international covenant on economic, social and cultural rights by the government with the issuance of Law No. 11 of 2005. One of the Covenants requires the government to fulfill community rights in education and health (articles 12 and 13). The importance of encouraging community participation to be involved in the process of planning, implementation and evaluation of development is due to the fact that most Indonesian people live in rural areas so as to achieve development goals in Indonesia, namely to develop fully human beings so that village development will be a top priority (Ginting, 2005: 7). Therefore, in order to solve these problems, it is necessary to do an empowerment program, one of which is through a productive economic improvement program involving the people of Panggungharjo Village. As guidance and coordination of the running of the government, the Panggungharjo Village Government implements village community empowerment as an effort to improve the welfare of the community through activating government institutional units, increasing community participation in development, enhancing the productive economy of the community.

Panggungharjo Village was chosen as a research location because this village has a non-physical village development concept that involves community participation. Non-physical development programs in Panggungharjo include the economic management of waste, one house of one scholar, BUMDes, Gapoktan and demonstration plots. Panggungharjo Village in 2014 was set as the winner of the Village Competition in the 2014 National and Urban Village Contest organized by the Ministry of Home Affairs (Ministry of Home Affairs) with the category of villages with empowerment for sustainable development based on the community. This assessment is carried out by comparing the potential data held by a village and its development from early 2012 to the end of 2013.

B. THEORITICAL FRAMEWORK

B.1. Role of the Village Government

The role is a dynamic aspect in the position (status) of something. If a person performs his rights and obligations according to his position, then he performs a role (Soeharto 2002; Soekamto 1984: 237). This opinion is based on an understanding that when people feel they
have access to decision making and community care at each level of documented decisions is Horoepoetri, Arimbi and Santosa (2003), who put forward the following role dimensions: a. Role as a communication tool. The role is used as an instrument or tool to obtain input in the form of information in the decision making process. This perception is based on a thought that government is designed to serve the community, so that the views and preferences of the community are valuable input in order to realize responsive and responsive decisions. b. Role as a tool for resolving disputes, the role is utilized as a way to reduce or reduce conflict through efforts to achieve consensus from existing opinions. The assumption underlying this perception is that exchanging ideas and views can increase understanding and tolerance and reduce mistrust and bias. c. Role as therapy. According to this perception, the role is done as an effort to "treat" the psychological problems of society as well as feelings, sense of powerlessness, lack of confidence and a feeling that they are not important components in society.

B.2 Society Participation

The meaning of participation is always associated or synonymous with participation. A scientist named Keith Davis put forward his definition of participation cited by R.A. Santoso Sastropoetra (1988: 13) as follows: "Participation can be defined as mental or mental or moral involvement or feeling in a group situation that encourages to contribute to the group in an effort to achieve goals and take responsibility for the business concerned." Based on the opinion above, the participation is not based on physical involvement in the work but it involves a person's involvement so that there will be a great responsibility and contribution in the group. According to Adi (2001: 208), community participation or citizen involvement in development can be seen in 4 (four) stages, namely: 1) Assessment Phase done by identifying problems and resources they have. For this, the community is actively involved in seeing the problem that is happening, so that it is their own view. 2) Alternative Program or Activity Stage done by involving citizens to think about the problems they face and how to overcome them by thinking about several alternative programs. 3) Implementation Phase (Implementation) of the Program or Activity done by implementing a program that has been well planned so as not to deviate from its implementation in the field. 4) Evaluation Phase (including evaluation of inputs, processes, and results) done with the supervision of the community and officials of the ongoing program. From some of the definitions mentioned above, then in this study the definition of community participation intended by the researcher, namely community participation / involvement in planning by contributing ideas to development projects that will be implemented, in which case the community functions as a subject as well as an object of development who knows very well the conditions in their own area, so that the development that will be carried out in their area is exactly what they need.

B.3. Village Development

Village development is concluded by researchers as a form of change in the Village, both physical and non-physical changes aimed at the welfare of the entire village community. According to CST Kansil in (Hasanah, 2015), village development is "Development carried out in the village as a whole and integrated with a balanced balance of obligations between the government and the
community and the government is required to provide necessary guidance, direction, assistance and facilities, while village communities provide participation in the form of community self-help and self-help in any desired development.

Development in general can be divided into two forms, namely: physical development and non-physical development. Physical development includes the construction of facilities and infrastructure, for example the construction of roads and bridges, construction of places of worship, construction of markets, construction of drainage, and construction of other public facilities. While non-physical development is non-physical development is mental and spiritual development, for example health counseling, agricultural counseling, and so on (Hasanah, 2015).

C. RESEARCH METHODOLOGY

This research uses descriptive qualitative research methods. Data collection techniques using interviews and documentation, the number of samples in this study were 13 speakers. The analytical method used is a statistical test using qualitative data analysis.

D. ANALYSIS

The Role of Village Government in Increasing Community Participation in Non-Physical Village Development in 2016 (Case Study on BUMDes Development, Panggungharjo Village, Bantul Regency and Pejambon Village, Bojonegoro Regency). Interviews were conducted with a number of Government officials in the Village of Panggungharjo and Pejambon as role actors, namely by giving a number of questions in accordance with some of the issues to be examined, so the answers are used as data in this chapter. Interviews were also conducted with several communities as participants in the development of Panggungharjo Village.

D.1. Role of the Panggung Harjo Village Government

The role of the village government in increasing community participation in non-physical development in Panggungharjo Village is elaborated in more detail using the role theory proposed by Horoepoetri, Arimbi and Sentosa (2003), including the role as a communication tool, a role as a means of dispute resolution and a role as a therapy.

(a.) Role as a Communication Tool

In the results of the interview, it was illustrated that the village government became a communication tool for the community members in conveying their aspirations to realize responsive and responsive decisions. The meaning of the government as a communication tool is strengthened by research Horoepoetri, Arimbi and Santosa (2003) states that with the communication from citizens and village government will form a perception based on a thought that the government is designed to serve the community, so that the views and preferences of the community are valuable input in order to realize responsive and responsive decisions. The role of government communication in this case the village head to be able to convey various information about village development policies. The role and function of communication as a reciprocal message exchange activity.
between all parties involved in village hall development efforts, especially between the community and the government, from the planning process, then the implementation, and evaluation of village development.

(b.) Role as a Dispute Resolution Tool

In the results of the above research through interviews it can be seen that the role of the village government in development one of which is the dispute resolution. Settlement of disputes with the process of identifying problems then the village government provides a solution by exchanging ideas. The role is used as a way to reduce and reduce conflict through efforts to achieve consensus from the opinions that exist. According to Amriani (2012) a dispute is a dispute that occurs between the parties due to a violation of the agreement that has been set forth in a contract, either in part or in whole. In other words there has been a default by parties or one of the parties (Nurnaningsih, Amriani, 2012). The village government has the power to resolve disputes. The assumption underlying this perception is that exchanging ideas and views can increase understanding and tolerance and reduce mistrust and bias, According to Sarjono Sukamto (1984) that the role is a dynamic aspect of the position if someone is carrying out rights and obligations according with his position then he has done a role.

(c.) Role as Therapy

Based on the results of the study stated that the government as a therapy is realized by the government's efforts to prevent the community in terms of fear by providing legal certainty and encouragement to the community with actualization and respect for the community. Circumstances which are obstacles or weaknesses in the community, are overcome by a program. Therapy by starting a program can attract the attention and support of the community and develop motivation and initiative so that actualization is channeled. Village government becomes a therapy for the community to feel confident to continue to improve all aspects such as aspects of education, health and economy. Non-physical development is carried out for the community with the support of the village government in order to achieve its objectives. Village government as a therapeutic tool to motivate the community to improve aspects of education, health and economy.

D.2.Role of Government in Pejambon Village

According to Drs Husnandoko, Msi, Head of the Communication and Information Office of Bojonegoro Regency, said that the village government of Pejambon, Sumber Rejo Subdistrict, Bojonegoro Regency succeeded in bringing achievements, where on Information Openness Day on June 21, 2018, which was attended by Villages throughout Indonesia, Pejambon Village succeeded in institutionalizing Transparent Government and Accountability (TGA) especially in the Village-based Local Government Organization where the village succeeded in introducing Village Transparency and Village Budget Transparency. The TGA focuses on Transparency where this value begins with the role of the District Government that has succeeded in transforming TGA at the village government level. The
Bojonegoro District Head’s program is called “Sambang Desa”, which is the Government of the Bojonegoro District which conducts tours around villages filled with community dialogue. The village government is touched, approached and motivated to develop so that they can evaluate themselves, find out the strengths of their own strengths to recognize the potential they have for building a village. Furthermore, Mr. Kades Abdul Rohman and Hamlet Karsoni Pejambon said that the village government was committed to encouraging the community to submit suggestions and proposals, formulating regulais in the village regulated communicatively and transparently because community participation in planning activities, classifying village information, making media online based on information technology, held a face-to-face meeting which is the implementation of Presidential Regulation number 14/2018, where the Village must establish a Village Information System.

Society participation

To measure the level of community participation in Panggungharjo when implementing village development, in order to achieve the success and sustainability of development using the level of community participation according to Adi’s theory (2001: 208). Forms of community participation can be divided into several levels to measure the level of community participation in development programs implemented by the government, there are 4 (four) levels of community participation aimed at answering the research problem related to the level of community participation in the implementation of development in Panggungharjo Village, Sewon District, Bantul Regency as follows:

(a.) Assessment Phase

At this stage, identifying problems and resources they have. Therefore, the community is actively involved in seeing the problem that is happening, so that it is their own view. Community involvement in village development is very important in supporting the smooth development, in the theory of community participation in development, development should not only begin at the planning meeting or in its implementation but in this case the community should participate when identifying problems.

Based on the results of research from interviews from informants illustrated that community participation is done through the needs analysis to achieve development. In the case described by the informant, the informant has participated in analyzing the needs of rice farmers, namely the problem of waste so that the village government is able to meet the needs and overcome the problem. The results of this study state that the village government has conducted a needs assessment or analysis in the fields of economy, education, and health in the context of developing non-physical development so that the community participates in development. The results of this study are in accordance with Adi (2001) theory that community involvement can be seen in the Assessment stage, which is done by identifying problems and resources they have. For this, the community is actively involved in seeing the problem that is happening, so that it is their own view. The condition of the village in the presence of waste will become a barrier to non-physical development such as problems that arise in the community if the waste is left alone, it will become a problem in the health sector, which is related to non-physical development.
Community involvement in non-physical development is not just planning, but the community participates in identifying problems in order to achieve a solution to problems with local governments.

The results of this study are in line with Liwan's (2016) research that community participation or citizen involvement in development at the Assessment stage illustrates that community involvement in infrastructure development is very important in supporting the smooth development, in theory of community participation in development, development does not only start at meetings planning or implementation but in this case the community should participate when identifying problems.

(b.) Alternative Program or Activity Stage

This is done by involving residents to think about the problems they face and how to overcome them by thinking of several alternative programs. In the implementation of the development carried out in the village of Panggungharjo, Sewon District, the non-physical development that will be carried out is not immediately decided by the village government but rather by digging deep ideas by involving the community as a whole so that all the needs of the community can be accommodated all.

Based on the interview results, it is illustrated that the government has a stake in exploring ideas by involving the community in order to know the problems faced and the solutions that must be addressed by thinking of several programs that arise due to community participation in solving problems in the community.

In the implementation of development, it was not immediately decided unilaterally, but by involving the community as a whole by exploring in-depth ideas all the needs of the community could be accommodated properly and a solution to the problem was solved by using alternative programs designed by the village government for the community.

Alternative programs are implemented with planning activities. Development planning and implementation must be oriented downward and involve the wider community. In this way the government is increasingly able to absorb the aspirations of many people, so that the development carried out can empower and meet the needs of many people.

In non-physical development alternative activities can be realized by planning programs related to improving the health sector, education sector, and the field of socio-economic improvement. In the field of health, community development is planned based on community needs with the holding of counseling and free medical treatment to get health, both for infants to the elderly. In development in the field of education can be in the form of support to improve the level of community education such as scholarships for the community. In the field of socio-economic improvement, it can be realized planning activities such as training to process waste in order to provide community provisions to increase economic income from waste management.

(c.) Stage of Implementation (Implementation) of the Program or Activity

This stage is carried out by implementing well-planned programs so as not to deviate from their implementation in the field. Based on the results of the interview research it can be seen that the implementation of the non-physical development program is manifested in the improvement of the social sector which is manifested in the form of Kampoeng Mataraman. This stage assesses non-physical development in the field of socio-
economic improvement, namely the area of the village for organizing food so that the community can improve on the economic status with the area of food sales with various facilities is a business that is engaged in educational services and culinary tourism based on agrarian communities. The education sector of the village government provides scholarships for high achieving but economically weak residents, and the health sector provides health cards to help alleviate the weak economy citizens. The implementation of the program is one of the efforts to empower the community. Community empowerment is a continuous cycle. By optimizing available resources, it is expected that the community can be empowered. For this reason, the government, through related institutions, facilitates empowerment processes through various community programs, fostering and providing assistance to stimulate village development and providing skills training in community empowerment efforts. The results of this study are corroborated in Harli’s (2013) journal that the process of implementing a policy program is a series of action activities, further consisting of decision making, strategic and operational steps. The implementation process has at least 3 (three) absolute important elements, namely (a) there is a program or policy implemented. (b) target group, i.e. a group of people who are targeted to be expected to receive the program, change or increase. (c) implementing elements, both organizations or individuals who are responsible for processing as well as implementing and supervising the implementation process.

(d.) Evaluation Phase (including evaluation of inputs, processes and results)

In the following stages, it is carried out with the supervision of the community and officers of the ongoing program. The community also supervises the activity report in terms of the program, time and funds used. Based on the results of the interview above, there has not been any evaluation of non-physical development in Panggungharjo Village. Program evaluation can be done after monitoring. According to PP 39/2006, it is stated that Monitoring is a routine, ongoing and internal activity, used to gather information on outputs, results and indicators that will be used to evaluate program performance. Evaluations are conducted periodically and periodically, analyzing data obtained from Monitoring to provide an assessment of the implementation of the plan, and as periodic feedback to key stakeholders. The results of the interview research at the evaluation stage have not been reflected in the monitoring carried out by either the government or the community itself. In the research results also have not been described the existence of program evaluations conducted by the government and the community.

Village Development
a. Development in the economic field

Economics is one of the important things that support the improvement of the standard of living of humans. Economics also has the same relationship with development as education. The high level of economy will affect every existing development not apart from development in the village. When the economy in the village has increased it will have an impact on village development that aims at the welfare of the community. Based on the results of interview studies it is known that village development in the economic field with the development of BUMDes, this form of non-physical development is manifested.
in waste management which was once a problem for the village of Panggungharjo. This village utilizes waste material to support the development of non-physical villages in order to improve social economic progress. Community development benefits social economic progress. The results of this study are in accordance with the theory of Syamsi Yuswar Zainul Basri & Mulyadi Subri (2006) development is a process of system change that is planned towards improvement oriented towards modernist development and social economic progress. Meanwhile, according to Sondang P. Siagian (2008) development is a series of efforts to realize growth and change in a planned and conscious manner, which is travelled by a country towards modernity in the context of fostering the nation. Community development is synonymous with community empowerment. Community empowerment aims to support community development. Community empowerment is not only done with an approach but solves problems in their respective fields. In this case development in the economic field by means of waste management that begins with the provision of a rolling model, the village government also needs to strengthen community economic institutions, strengthen human resources, strengthen infrastructure. Community development in the economic field must be carried out consistently and not discriminate against other economies in a way group approach. Development in the economic field must always be supported by the community and also the village government.

a. Development in Education Sector

Education has a close relationship with development. Education is a way to improve the level of human resources so that it supports development, then development is a way that humans use to support education. Education has a very important role because it improves the quality of human resources. Therefore, development in the health sector is something that needs to be done to support rural development by improving the quality of the community.

Based on the results of research interviews show that the village government supports in community development in the field of education. Education is a way to improve the level of human resources so that it supports development. In this research it can be illustrated that people who have education will be able to build organized society. With the existence of education will be able to give birth to quality and competitive human resources. In the era of globalization, education is a major force in balancing the pace of development in various fields.

This was reinforced in the opening of the 1945 Constitution which was written to educate the life of the nation. In Indonesia, the method of development is commonly known as national development. In National Development, there are five component aspects that become the ultimate goal, namely prosperity in the material field, (2), physical and spiritual well-being, happiness., Society, nation with social justice and mental well-being, namely its relation to improving education through the addition of knowledge and the skills. Education in this case determines the direction of national development. If the level of education of the Indonesian people is still low, then this will become an obstacle to national development.

In this study shows that the village government with the community is able to support development in the field of education with the running of a
scholarship program for people who cannot afford, so that the entire community can become a qualified and competitive Human Resources.

b. Development in Health Sector
Health is one of the important indicators in determining community welfare. The lower the death rate due to disease, the more prosperous the community. Health is also one of the basic human needs in carrying out its activities. Public health is one part of a complex problem in Indonesia. Based on the interview results above, it shows that the village government provides support for non-physical development in the health sector, such as providing health cards so that people have easy access to health. The cooperation carried out by the village government to the BAZNAS UII Healthy House is one of the efforts of the village government in the framework of successful non-physical development. This is in accordance with Rangga's (2011) research that realizing non-physical development requires the role of government through relevant agencies in providing guidance, stimulation, and persuasion to the community so that non-physical development can run well. This is one step so that the welfare of the community in non-physical development can run well, so that the welfare and togetherness of the community to succeed development, both non-physical development can be achieved and can harmonize with physical development in the area.

Factors Affecting the Role of Village Governments in Increasing Community Participation in Non-Physical Development in Panggungharjo Village
Role is a dynamic aspect of status. When a person performs his or her rights and responsibilities according to his or her position, he or she plays a role. The difference between position and role is in the interest of science. They can't be separated, because of depend on each other. There is no role without position.

The role can also be said to be good if the resulting implementation is in accordance with the target or even exceeds the target, otherwise a role can be said to be bad if the resulting implementation is not in accordance with the target or far from the target.

Several factors can influence the role of the village government in increasing community participation, especially the Panggungharjo village government, namely in terms of leadership and communication factors.

1. Leadership Factors
The leadership factor is a factor that influences community participation in village development. The leadership model used by a leader in leading his citizens and in seeking community participation in development will affect the intensity of community participation that will be given to development in his village. Leadership is a very important factor important in influencing community participation, because the pros and cons of community participation depends on the leader. The leader is the mobilizer of others who will lead, guide, and influence in order to achieve the expected results. The leadership style adopted by the Village Head of Panggungharjo is a democratic leadership style because the approach used is participatory, this is intended to realize cooperation in order to achieve development goals by empowering community participation by participating in decision making. in this study the leadership style indicator to the
village is to have skills in motivating the community to make changes together. Evidence that the Village Head is involved in motivating the community is the existence of various non-physical developments that can improve the community in the economic, educational and health fields. In addition to the Village Panggungharjo has a firm in taking decisions and act fairly in decision making when community disputes occur. The results of this study are in line with the research of Aisia (2017) in her research stating that the leadership style of village heads is very significantly influential on community participation. In this research the leadership style used is democratic style. This leadership style tends to be more effective in building community participation to build villages.

2. Communication Factor

The communication factor is a very important factor in growing and increasing community participation so that they are willing to voluntarily participate actively in every development activity in their village. Communication activities undertaken by the Village Head of Panggungharjo to increase community participation in development in his village, have been very well proven by the very high participation of the community in every implementation of development programs. Communication activities undertaken by the Village Head of Panggungharjo besides being carried out in a meeting and deliberation (village meeting) are also carried out when the Village Head of Panggungharjo visits the hamlets under the auspices of the village government of Panggungharjo. So that it is hoped that with good communication, the Village Head of Panggungharjo will better understand the interests and needs of the community, related to the development that will be carried out in Panggungharjo. The results of this study are in line with the research of Heriyanti (2013) that the communication program carried out is Improving the skills of fishermen and their families in managing catches, improving attitudes that damage the environment by promoting the importance of preserving natural resources, increasing the ability to capture business management and business diversification accompanied by strengthening the family economy through productive business, integrated coastal management by prioritizing the principle of sustainability and community welfare, building networks with business partners to enlarge the fleet and use fishing gear that is more effective and does not damage the environment.

The important role of development communication in empowering coastal communities is to bridge the gap between the current conditions of the community and the conditions to be achieved through a process of communication that is participatory, dialogic and motivating.

Conclusion

The role of village government (a) accepting aspirations. (b) The village government provides solutions by exchanging ideas, (c) Government efforts to prevent the community in terms of fear by providing legal certainty assistance and encouragement to the community by actualization and appreciation for the community.

Society participation (a) community participation is carried out through needs analysis activities in the form of discussions or outreach, (b) alternative stages of government programs such as mataram village, citizen scholarships, health cards and waste management (c) program implementation phase, has been realized,
(d) evacuation stage, the results of the interview did not show any evaluation of non-physical development in the Village of Panggungharjo.

Non-physical Village Development include (a) the economic sector, the development of waste management and the mataram village (b) the education sector, the scholarship program for the poor, (c) the health sector, providing health cards so that the public has easy access to health.

Factors Affecting the Role of Village Governments in Increasing Community Participation in Non-Physical Development in Panggungharjo Village including (a) Leadership Factors, evidenced by the community can experience changes (b) Communication factors, with socialization activities.

Factors Affecting the Role of Village Governments in Increasing Community Participation in Non-Physical Development in Panggungharjo Village among others (a) Leadership Factors, the government has democratic leadership style realized by empowering community participation by participating in decision making, (b) Communication factors, will better understand the interests and needs needed by the community.

Recommendation

The results of this study provide input for the village government how the role of the village government in realizing village development, which needs to be done by the village government in realizing non-physical village development is to conduct regular evaluation forms on each program. The results of this study can provide information to the community to continue to participate in the Government's Program in order to realize the implementation of development in the Village.

Reference


Room 2

Overall Program 2019
YOUTH CIVIC ENGAGEMENT: A CASE STUDY OF THE HIGAONONS IN BRGY. KIABO, MALITBOG, BUKIDNON

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Abstract

Civic engagement is an essential integral part of functioning democratic cultures. Such engagement must be inclusive and present among citizens’ even among minorities. Addressing the wide literature gap on the civic engagement done by the IPs has been the primary objective of this paper by describing the civic engagement of the Higaonon youth in Brgy. Kiabo, Malitbog, Bukidnon. Through focus groups discussions (FGDs) with the indigenous youth and tribal leaders, key informant interviews (KII) with the barangay chairman and school principal, and personal interviews to the community members, the researchers explored the engagement of the youth in the domains of civic activism, grassroots community organizing, community service, and political participation. It also unveiled different socio-cultural, economic and political facilitators and barriers which affect their engagement. The Higaonon youth exhibits engagement within the four domains. Social ties, culture, community cohesion, and the presence of “role models” are crucial facilitators of engagement. Embedded in the Higaonon culture are indigenous concepts of engagement that has been encouraged by the community leaders. Poverty, dissolution of traditions, weak youth organization and leadership, lack of support from the government, and fragmentation caused by membership on different religious affiliation are among the identified challenges of engagement. Finally, engagement has done significant benefits to the youth and the community, explicit with their increased participation and sense of efficacy. In this regard, the paper calls for more researches on indigenous engagement and culturally appropriate government programs and policies, both at the local and national level, to fully cultivate the engagement culture of the IPs as an important stakeholder of the Philippine democracy.

Keywords: Youth, civic engagement, case study, Higaonon tribe, indigenous people

INTRODUCTION

Youth civic engagement has been recognized as an essential feature of healthy communities and functioning democratic cultures (Bermudez, 2012; Johnson, 2005; Brady et al., 2012). Camp and Baugh (2016) argued that a civically engaged and informed citizenry is a critical foundation on the success of a democratic society. Citizenry thus denotes engagement across all sectors, including the minorities. However, it has been established that indigenous people (IPs) around the world face the same issues on discrimination and marginalization, being considered as one of the poorest, most excluded and disadvantaged sectors of the society (United Nations Department of Economic and Social Affairs [UNDESA], 2014; Torres, 2016). This issue is relevant in the Philippine context where the IPs been subjected to historical discrimination and marginalization from political processes, participation and economic benefits (De Vera, 2007; United Nations Development Programme [UNDP], 2010). Such conditions encourage IP's
withdrawal to most social and political activities, creating a vicious loop as it diminishes their chances for inclusion and empowerment (Lafortez, 2012). However, on the positive light, the Philippines are one of the countries advocating for indigenous people’s rights, participation and empowerment and despite myriad of challenges, significant positive impacts for the promotion of the IPs are evident (Delias, 2004; Lafortez, 2012; Rovillos & Morales, 2002; De Vera, 2007).

Rich literature can be found on youth civic engagement however, there has been little discussion on youth from minority groups, most especially those who belong to the indigenous tribes. In addition, existing literatures on the civic engagement of indigenous communities focused on how the government, non-government organizations (NGOs), or a non-indigenous engaged indigenous communities (Hunt, 2013; Government of South Australia, 2013; Global Environment Facility, 2014; Morris, 2012) and not on civic engagement as it is done by the indigenous people. This study looks into the dynamics of indigenous youth civic engagement, particularly the youth of the Higaonon tribe.

The Higaonons are one of the least known ethno-linguistic indigenous groups that inhabit the North-Central part of Mindanao (Binahon Jr., 2015). Etymology of the name is derived from the words higa (to live or reside); goan (mountains); and onon (people) forming a description as “The People of the Living Mountains.” Higaonon culture is described as a “culture of peace.” The whole Higaonon people, despite geographic dispersion, are united by the Bungkatol ha bulawan daw nang ka tasa ha lana (literally translates as a bowl of gold and a jar of oil) which is the foundation of customary laws, norms, and values passed into generations (Malo-ay, 2008), and serves as the code to guide the conduct of man for a just society (Allan & Egitra, 2008). They also have a distinct society and own political system that revolves on a datu who assumes multiple roles within the community. As a community, extended families of the Higaonons serve as the major social and economic unit that may be composed of several nuclear families (Binahon Jr., 2015). The Institute for Advanced Comparative Studies—Philippines (2011) stressed that the Higaonon society can be viewed as a "big family." As peace-loving people, they abhor disunity and want harmony to prevail among them. Their oral literatures intrinsically play an important function in defining good citizenship and maintaining a harmonious social fabric (Cajetas-Saranza, 2016). Among other things, the Higaonon tribe’s beliefs, culture, and traditions manifest communitarian principles and values, which is the foundation of civic engagement, worthy of academic attention. Civic engagement on its part is a more relevant and inclusive concept as it transcends beyond engagement with state institutions and processes; capitalizing also on how the youth engage with their community vis-à-vis the greater society.

Many indigenous people groups’, including the Higaonons have had struggles with participation and self-determination (De Jong, 2010). Nonetheless, despite the scant attention afforded on the engagement among the Higaonons and their youth, there were narratives of activities which constitute meaningful civic engagement (Balane, 2012; Pedroza, 2016; Sablad, 2018). This study looks at the civic engagement of the Higaonon youth, and as common wisdom avers — the youth is the future— would establish an image of the future of the Higaonon community vis-à-vis the society writ large.
RESEARCH OBJECTIVES

This study endeavors to describe civic engagement among the Higaonon youth of Brgy. Kiabo, Malitbog, Bukidnon. Specifically, it aims to answer the following queries:

1. What are the core civic engagements of the Higaonon youth in terms of:
   a. Grassroots Community Organizing
   b. Civic Activism
   c. Community Service
   d. Political Participation

2. What are the socio-cultural, economic, and political facilitators and barriers of their civic engagement?

3. How do their current civic engagements benefit themselves? The Higaonon community?

THEORETICAL FRAMEWORK

Nussbaum’s Capabilities Approach

Nussbaum (2011) in “Creating Capabilities” provides guidance on how to conceptualize the “greater good” for the individual, community, and the relevant social structures. The approach identifies the “greater good” as those that sustain and encourage capabilities in one’s self and in other, of which that concerns both personal and collective good. The “greater good” thus involves creating opportunities for individuals in developing their abilities and community to foster social, economic, and political opportunities for themselves and others. Individual freedom and social justice hence are inseparable concepts binding both the “greater good” of the individual and the community. In this approach, youth engagement is concerned with working to create a society of which capabilities are accessible to all individuals. In essence, this approach suggests that the youth engage in order to develop capabilities that would inextricably develop their own selves and their community, and in creating a society where capabilities are accessible to everyone.

Social Ties and Community Cohesion

The ideas of community and the development of self-awareness are generally thought to begin in the family and expand into then a community definition. It would then be reasonable to state that community cohesion starts at the family. As the youth get cues from their family and close ties, they begin to model emotional bonds and attachment to the community (McGrath et al., 2012). If a youth finds a model of civic engagement roles within the family or close ties, these youth would have a greater probability of becoming civically engaged. A hindrance to youth participating in civic engagement is the lack of model or mentor to look up to.

In essence, the following models shed light on what facilitates or hinders the engagement of the youth. The perceived benefits of engagement itself are also facilitators. From the capabilities approach, it posited that the youth engage in order to create a society where individuals have capabilities. It is also keen on referring to the dismantling of social inequality and injustice as motivators. Social ties and community cohesion refers to the family and direct community as the model for the youth to emulate in engaging. Accordingly, non-engagement is caused when the youth does not have a model to look up to.

The study also adapted the model of Karakos (2013) on the core of youth civic engagement (see figure 1). The model illustrates the commonalities among the myriad conceptualization of youth civic engagement, highlighting the common
ground shared across the spectrum of more specific concepts. It can be divided into two parts: mental faculties (political socialization, civic education, civic development and civic identity) and actions (community service, political participation, grassroots community organizing and civic activism). In this study however, civic engagement is conceptualized within the actions domain which includes community service, political participation, grassroots community organizing and civic activism. The rationale of such delimitation, apart from inherent broadness (which made it inclusive) of the model is that the actions domain are manifested and concrete actions.

**Figure 1.** The core of youth civic engagement from among the different conceptualization of scholars in various fields (Karakos, 2013).

**CONCEPTUAL FRAMEWORK**

The diagram in Figure 2 shows the conceptual framework of the study on Higaonon youth civic engagement. The arrow (below the Higaonon youth) shows the engagement that is affected by different facilitators and barriers. Civic engagement in the study is conceptualized on the actions domain as enunciated by Karakos (2013) showed in the circle. These are civic activism, grassroots community organization, community service, and political participation. The arrow (below the engagement as enclosed in a circle) shows the flow of benefits derived from engagement going back to the youth and their community. Further, the direct line which connects the youth and the community avers the direct relationship of the two, such that both exert influence at each other.

**LITERATURE REVIEW**

Civic engagement of the youth has been deemed to be of utmost importance especially in democratic societies. Probing into the body of literature on the subject such as Pritzker, (2008), Bennett (2008), McCormack, Cathy, and Doran (2015), Ohlin et al. (2010), it was found that forms of youth engagement evolved from its traditional notion of institutional engagement, voluntarism, and awareness, towards its “personalization”. Thus, we have the trend of “personalization” in one hand and the valuing of community on the other. The youth as argued are more likely to engage in spaces (be it online or offline) where they feel agency (Ohlin et al., 2010).
Several studies also noted on some facets of civic engagement done by indigenous people and their youth and was revealed that such engagement has a confluence of traditional and the new forms. Houde (2007), Nakanura (2008), and Hill et al. (2012) noted an increasing trend globally on the engagement of the IPs on environmental management having known their rights and the worth of their Indigenous Ecological Knowledge (IEK). Blanchet-Cohen and Fernandez (2003) stressed that indigenous children and youth traditionally participated in their community by observing activities and taking part in community and family affairs. Alfred et al. (2007) on the same vein posited that although indigenous youths may not be participating in conventional electoral processes, they are nonetheless engaging in unconventional and indirect ways. Literatures such as Raynauld, Richez, and Morris (2017) Friedel (2015), Callinan (2014), Carlson and Frazer (2014) reported on the engagement of indigenous people on the online sphere.

Forms of engagement operates in an environment where there facilitators and barriers that directly or indirectly affects outcomes. These environments could be rural, urban, traditional, or a post-materialist society, each of which has its own unique context. This study thus explored the civic engagement among youth in an indigenous society. Literatures have mentioned factors such as family (Kelly, 2006; Pancer et al., 2007; Bekkers, 2007), peers (Kleon, 2006; Youniss, McLellan, & Mazer 2001; Zaff et al., 2003), social identification (Zhang & Chia, 2006; Cicognani et al, 2008), community (Zeldin and Topitzes, 2002; Kahne & Sporte, 2008) socio-economic status (Wilson & Musick, 1998; Inglehart, 2003; Hart, Atkins, and Ford, 1998), religion (Park & Smith, 2000; Perry & Brudney, 2008; Youniss, A triangulation of data gathering methods were utilized in this study, consisting of focus McLellan, & Yates, 2009), culture, politics, and social factors (D’Agostino and Visser, 2010; Zeldin, 2010). Nonetheless these factors operate within a unifying domain of a social context. As such, it is necessary to map out these factors and how it affects engagement in the context of the lumads. Hence, it was operationalized in the study to specifically magnify on the socio-cultural, economic, and political aspects of the Higaonon community.

Stressed also are the myriad of benefits of engagement which takes place in the personal level (Saito, 2011) such as psychosocial (Dworkin et al., 2004), health benefits and reduced negative risk behaviour (Catalano et al., 2004), improved academic outcomes (Mitra, 2009); and community level through social cohesion (Sherrod, Flanagan, & Youniss, 2002), strong communities and youth resiliency (Brennan, 2008), identity (Policy Link, 2008), and as a catalyst for social transformation (Tolman & Pittmann, 2001).

There have been voluminous literatures on youth civic engagement in a rural, urban, post-materialist, industrialized, and other mainstream groups, but little only on the marginalized group and in the social periphery. In the Philippine context, little also are known on the engagement of its many indigenous tribes or lumads.

METHODOLOGY

Research Design

This study utilized a qualitative approach, specifically a case study design. According to Zainal (2007), this method will enable the researcher to examine the data within a specific context. Most often, case studies selects a small geographical setting or limited numbers of individuals as research subjects.

group discussions (FGD), key informant interviews (KII), and personal interviews. Foremost, the researchers conducted two
FGDs with the youth and another FGD with the tribal council utilizing a semi-structured guide questionnaire. Second, KII were conducted for the barangay officials, select tribal leaders, and the principal of Kiabo Elementary School using a semi-structured interview guide. Personal interviews were also conducted in the community to corroborate the data of the findings.

Cebuano dialect was used during the FGDs and interviews. Before the formal questions, the respondents were asked for their basic personal details. More so, technological instruments were utilized to aid the research such as cameras, audio recorder, video recorder etc. apart from the field note-taking.

Further, descriptive analysis and thematic approach were employed in analyzing the data. Thematic analysis was employed to extract themes from the interviews and FGD data. It involves identifying patterned meaning across a datasheet (The University of Auckland, n.d.). Data gathered from the field were transcribed and then translated independently by the researchers. Further, themes from the data segments were independently identified by both researchers and the process of identifying themes from the data segments continued until all the data segments were analyzed. Both researchers then noted the similarities in the themes and contrasts were reconciled.

Research Setting

This study was conducted in Brgy. Kiabo, Malitbog, Bukidnon. Malitbog is one of the 22 municipalities in the province of Bukidnon. It is situated at 8° 32’ North, 124° 53’ East (8.5363, 124.8792) with an estimated elevation of 125.5 meters above sea level (PhilAtlas, 2019). This landlocked municipality is bounded on the North by the Municipality of Claveria and on the western side by Tagoloan — both of which are part of Misamis Oriental. Bounding on its southern part are the municipalities of Manolo Fortich and Impasug-ong of Bukidnon while on its eastern side is the municipality of Esperanza, Agusan del Sur (Ragandang III & Ponce, 2019). Malitbog is approximately 60 kilometers away (about 2 hours’ ride) from the regional center, Cagayan de Oro City (Google Maps, 2019).

Brgy. Kiabo is one of the 11 barangays of Malitbog and is situated with the coordinates 8.5719, 124.9449. Elevation is estimated at 514.1 meters above mean sea level. Its population as determined by the 2015 Census was 2,449 representing 10.02% of the total population of Malitbog (PhilAtlas, 2019) of which approximately 90 percent are Higaonons. It is bounded in the North by the municipality of Claveria, Misamis Oriental; on the South, by San Luis and Omauling; on the East, San Luis and on the West, Mindagat. The barangay is about 30 minutes ride from Poblacion covering roughly 12 kilometers (Ragandang III & Ponce, 2019).

FINDINGS AND DISCUSSION

Core Civic Engagement

A. Grassroots Community Organizing Tribal Youth Organization (TRIYO)

The TRIYO has its beginning as a grassroots organization through the initiative of some youth before it was eventually adopted into the tribal council. The problem on the gradual decay of traditions and cultural practices because it has not been practiced by the new generation of Higaonons has been the central issue of the establishment. Datu Timbangan, the babaylan of the tribe during the FGD stressed his concerns on this phenomenon of decay and the challenges to the continuity of practices. This phenomenon is nonetheless not unique only in the Kiabo, but a shared concern and experience among other
The organization began in 2016 as an initiative of several like-minded individuals who are concerned with the continuity of the Higaonon culture. Nevertheless, it has been adopted by the tribal council as one of its permanent committees. Ragandang and Ponce (2019), who did research in the same locale, stressed that there are currently 24 members (representing 24 committees) in the tribal council, of which the basbason belong which is the youth committee of the council.

**Figure 3.** Structure of the tribal council where the chieftain together with the babaehon (his wife) and masikampo is at the center. There are 24 committees in the council. (Source: Council Secretary Bae Mig-ayona, 2019).

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### TRIBAL YOUTH ORGANIZATION OFFICERS

<table>
<thead>
<tr>
<th>Office</th>
<th>Name</th>
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<tbody>
<tr>
<td>President</td>
<td>Norman Razalo</td>
</tr>
<tr>
<td>Vice-President</td>
<td>Jefson Dagpong</td>
</tr>
<tr>
<td>Secretary</td>
<td>Lionel Bayodo</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Jean Rose Buclasan</td>
</tr>
<tr>
<td>Auditor</td>
<td>John Vinson Libontas</td>
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**Figure 4.** Officers of the TRIYO. Norman Razalo (the basbasonon) represents the TRIYO in the tribal council. Jefson Dagpong on the other hand is the masikampo (administrator) of the tribal chieftain and the representative of the Indigenous Peoples Mandatory Representative (IPMR) to the barangay council (Source: Masikampo, 2019)

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The main purpose of the TRIYO is to include the youth in the activities and affairs of the elders. Prior to its establishment, there has been no formal representation of the youth in the tribal council. As such, TRIYO became instrumental on the pass on to the youth their knowledge on the cultural practices of the tribe. Hence, it can be inferred that the main rationale of TRIYO is on organizing the youth for cultural preservation. Nonetheless, the organization embarked on transcending from its fundamental purpose by doing community works and embarking on the venture of organic farming.

**B. Civic Activism**

Membership and active participation in the TRIYO is an expression of civic activism among the youth. Apart from the motive of cultural preservation, it also aims for creating capabilities among the community such as socio-economic security through farming venture.

The online sphere offers a domain for activism (Raynauld, Richez, & Morris, 2017; Friedel, 2015; Carlson and Frazer, 2016). The respondents stressed that they are active social media users particularly Facebook. However, during the FGDs with the youth participants, they revealed that they utilize the online platform solely for leisure purposes and pastime activity. Participants shared their activities online such as chats, share, scrolling, and “watching beautiful faces.”

**C. Community Service**

The youth do community service through pahinas which are the voluntary gathering of individuals helping each other to finish a work. There is a monthly community clean-up conducted by the youth called Operation Linis which is organized by the barangay. The youth are also enjoined in activities such as fiestas, recreational activities (sport leagues), Araw ng Kiabo and other related activities.
In the FGD with the tribal leaders, they narrated that the youth spend their free time in helping them with their activities. It should also be noted that the tribe is engaged into the business of organic farming with the assistance of the Green Minds, an NGO, and the Agricultural Training Institute (ATI) of the DA. They cultivate and supply peanuts, coffees, turmeric, and other agricultural crops grown organically through the fusion of modern and native technologies. Such venture became an integral part of the community’s livelihood. The elders also narrated how the youth are in full support to these activities in their spare time when there are no classes. Some youth have also sold the tribe’s product during the SM Trade Fair in Cagayan de Oro. By joining in such affairs, the youth gained skills and learning necessary for their future and of the tribe.

D. Political Participation

The youth exercised political participation through electoral activities and joining in the affairs of governance through serving in the Sangguniang Kabataan (SK) Council. The chairperson and six out of seven council members are Higaonons. This showed youth participation in the process of governance. In the FGD with the tribal leaders and interview with the barangay chairman, it was found that the youth are also active participants in barangay meetings and the barangay sometimes conducted a separate meeting with the youth. In the organization, each sitio has its own youth leaders to easily disseminate information. Nonetheless, the participation of the youth in the field of politics is traditional. They have not tried petition upon the fear that it “will create friction in the relationship as almost everyone (residents) are just relatives”. Literatures such as Chun (2012), Potgieter (2013), Keating and Melis (2017), and Abdu, Mohamad and Muda (2017) stressed the new forms of political participation of the youth in the online space. Youth respondents in Kiabo however have not utilized this space for political participation, thus they are just consumers of information and not a creator or re-creator of information.

<table>
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<tr>
<th>DOMAIN</th>
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<tr>
<td>Grassroots Community Organizing</td>
<td>Tribal Youth Organization (TRIYO)</td>
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<td>Civic Activism</td>
<td>Membership and participation in the TRIYO</td>
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<tr>
<td>Community Service</td>
<td>Pahinas</td>
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<td>Voluntarism through assisting in the works of elders and in barangay activities</td>
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<tr>
<td>Political Participation</td>
<td>Electoral participation Governance</td>
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Table 1. Summary of the civic engagement activities.

In contrast to the findings of Pritzker (2008), Bennett (2008), McCormack, Cathy, and Doran (2015) that the youth are disengaging into the traditional forms of civic engagement such as voting, volunteering, and keeping aware of political and public affairs, this study found that the engagement of the Higaonon youth can be considered traditional. Similar with the study of Callinan (2014), the triangulation revealed that the youth are utilizing the social media, however in contradistinction; the utilization of the youth of social media does not show online activism or political participation. Online activities of the youth are only for leisure. In corroboration with the findings of Blanchet-Cohen and Fernandez (2003), this study also found that the youth engaged in the community by observing and taking part with community and family affairs.

I. Facilitators of Engagement

Socio-Cultural

The Higaonon culture and society encourage engagement. The bungkato ha bulawan is an embodiment of communitarian principles. A study by Hilario (2005) found that the
bungkatol is the most important attribute that a datu should have, and the embodiment of these values includes: pagbatun-batuna (helping one another), pahaon-haona (loving, caring, and freeing one another), palaglagimowa (sharing with each other), pagpasayuda (open communication), and matareng and huda daugon (justice and absence of exploitation). Further, the datu of the Higaonons leads not as a ruler but as an administrator, with the community as children who assume individual tasks based on one’s capacity. Every common undertakings or activity such as hunting, dispensing justice, building hut, and the cleaning of field, always come with ethnic rituals.

The youth also highlighted that the traditional leaders are also supportive of the activities of the youth. Social ties and the closeness of the community also facilitated engagement. It was found that most of them are relatives. This close affinity facilitates openness and communication which in turn facilitates the engagement of the youth. In addition, the youth who have family members who are engaged in the community are also engaged. A participant in the first youth FGD stressed that she was encouraged to engage because she followed the example of her father who is active in the community and that she also wants to become a role model her siblings.

Political

The reinstatement of the SK Council through the SK Reform Act of 2015 (RA 10742) offers an opportunity for the youth to directly participate in governance. The mentioned law also mandated the observance of a Linggo ng Kabataan in every barangay, municipality, city, and province on the week where the 12th of August fall so that it will coincide with the celebration of the International Youth Day (Official Gazette, 2016). This event thus offers a platform for youth unity and development.

II. Barriers Religious Divide

Religious divide is a major barrier among on the unity of the community. However, caution must be observed. The divide of religion is a hindrance to the unity of community nevertheless it does not directly hinder engagement. The community was divided into two major religious camps — Roman Catholicism and Pentecostal. The administrator further stressed how the Pentecostal pastor “atake” (attack) the traditional beliefs of the Higaonons such as their rituals and “worship” on the forces of nature. Higaonon beliefs have been attacked and those who followed the Pentecostals slowly left their traditional beliefs. “Higaonon man sila pero sa dugo nalang nila, wala na nila gikinabuhing ang pagka-Higaonon”[They are Higaonons but only in blood, they don’t live with the ways of the Higaonon]. Malo-ay (2008) revealed that influences of different religions became a barrier to the practice of their way of life. Some religion even considered the traditional beliefs and practices of the tribe as evil. This is corroborated by the findings of Masinaring (2011) which found that different religious sects contributed to the disunity among the Higaonons in Malitbog, Bukidnon. Although religion has become a source of division among the youth, it nonetheless fostered cohesion within each group. Similar to the findings of Park and Smith (2000) and Youniss, McLellan, and Yates (2009) that religion is a strong predictor for civic engagement, both youth groups during the two FGDs, despite the differences, expressed the integral role of religion in fostering engagement.

Rationalistic Tendencies

Youth respondents in the two FGDs revealed incentive-seeking behavior of some youth that hinders their engagement. A participant in the second youth FGD on March 17, 2019 averred that “kung dili sila ganahan sa
activity, dili jud sila muapil" (if they don’t like the activity, they will not really participate). Moreover, this narrative is also resonates the concern of Datu Timbangan that some youth will not engage without incentives.

Cultural Decay

Although there are indigenous concepts of community life and solidarity which is an integral part of the bungkatol, the gradual dissolution to such cultural practices has been a significant threat to this. Datu Timbangan (personal communication, March 17, 2019) narrated how different has been the life of the tribe back then and today:

Sa pagkakaroon, natingala ako, nga ang buluhaton sa matag isa ka tawo, sila-sila ra, dili ipa-ambit sa uban. Pero saunang panahon, mag-inambita sila. [Today, I am quite disturbed on the individualistic approach to activities of a person instead of sharing them. In the ages of the old, there is sharing.]

Further, the concepts of community, sharing, and solidarity has been gradually waning and replaced with individualistic pursuit. Along this line, we can infer that the rise of rationalistic tendencies among the youth is tied to the gradual waning decay of the culture given that engagement is inextricably linked with the Higaonon culture. However, it must be clarified that such phenomenon does not mean the end of engagement, but rather the rise of new forms and facilitators. Nonetheless, incentive-seeking behavior in its very essence can also be a facilitator.

Economic

The youth stressed that poverty is a hindrance to their engagement. A participant expressed that instead of participating with activities, he would rather prioritize finding means to satisfy their everyday’s needs. This view was corroborated with the interview of the school principal stressing that financial constraint impedes the engagement of the youth. Respondents also expressed that there are youths who went to school in other barangays such as San Luis since there is no secondary school in their place, and some went to college in the municipal proper, in Tagoloan, Claveria, and even in the cities. They revealed that it is often rare that these students come home because the fare is quite expensive.

Hence, it hinders their participation in activities and even would chose not to exercise their political rights during election because of such constraint. Organization such as TRIYO also suffered lack of funds which in turn derail its activities and functions.

Political

Lack of support from the government can be seen as a missed opportunity for facilitating engagement. Apparently, there have been no programs from the LGU- Malitbog for the youth. The SK Chairman stressed that currently, there has been no fund for the Pederasyon ng mga Sangguiang Kabataan (SK Federation) of the municipality and added that there withstanding lack of budget for the youth at the barangay level. This correlates with the study of D’Agostino and Visser (2010) wherein they identified the access to funding as one of the political barriers of civic engagement. At the barangay level, discrepancy of perception is evident and this has been exacerbated by the religious divide. When asked if the barangay council is supportive with the affairs of the youth, a respondent in the second FGD claimed that the council is indeed supportive and what has been lacking is the participation of the youth. Chairman Sul-aron also highlighted the huge role the barangay played and the symbiotic relationship between them and the youth. However, this positive vantage is not shared by the respondents of the first youth FGD and
Having effective leaders (not just political) that would facilitate is an opportunity for engagement. In the FGDs and interviews, respondents pointed out the need for “naa juy dapet mu-guide nila” (somebody should guide them) because they will follow. In the same light, the remark that youth engagement could have been better through the barangay council is a manifestation that the youth needs a leadership to guide the way.

Benefits of Engagement

In virtually all FGDs and interviews, respondents identified that one of the major benefits of civic engagement to the youth were anchored in their personal development. One of which is improved self-esteem and self-confidence. A youth participant in the FGD pointed out that, “engagement and participation enabled us to be less shy and more engaging towards others”. In the study of Dworkin et. al. (2003), self-esteem development is one of the psychosocial benefits that can be gained through engagement. Confidence in the self and towards people who one interacts with also fosters the enhancement of communication skills. Respondents also identified the improvement of communication skills as a benefit of their participation.

According to Bosworth (2016), good communication is an important skill in any environment with human interactions. In this context, the improvement of the communication skills of the Higaonon youth enables to them to work more efficiently, in organizing activities and resolving issues, not only with their fellow youth but also to the community. As Taylor (n.d.) posits, improved communication skills result to stronger decision-making and problem-solving and gives an upturn in productivity. In one of the key informant interviews, the respondent emphasizes that engagement has elevated his level of social awareness.

Chairman Sul-aron stated that “when the youth join these activities, their awareness level is raised in terms of the events in the barangay and how issues are addressed”. Linked with the personal development of the Higaonon youth through participation is the positive impacts on education and academic life. According to the same respondent, “it [engagement] encourages them [Higaonon youth] to do well in their studies since they are able to witness and assess the present conditions in the community that may make use of their assistance in the future.” This is in line with the statement of Mitra (2009), stating that engagement produces positive academic outcomes in the youth and higher engagement in the school community.

The benefits from engagement of the Higaonon youth is not only limited to personal development but is extended to the community. These benefits to the community are identified as cultural continuity, better citizen mobilization, peace and order, and unity among residents.

Foremost, engagement of the youth gives hope for cultural preservation and continuity. It in some way allays the fear of the datus on the gradual decay of traditions. However, the masikampo revealed that they are still in the process of learning such that he himself have not mastered speaking binukid although he can comprehend the language and that he did not even know yet how to do the pandalawit (prayer especially during rituals) of the babaylan. Nevertheless, the presence of willing youth can be considered as an assurance of cultural survival. Youth engagement also contributed in the context of the business of the community.

Accordingly, the youth has become the main source of assistance by the Barangay Council whenever there are activities as they have become easier to mobilize. One example is when the youth readily provides assistance and serve during elections in assigned polls scattered in the
different sitios. The school principal also stressed that the youth became “the instrument to realize the programs of the barangay” (in the context of community service). Peace and order is also among the identified benefits. In the past, the youth is often the source of conflict and public disturbances in the barangay, however, changes in patterns of behavior have been seen as an effect of participation and engagement. These changes include lower levels of loitering and more obedience to rules such as curfew hours. Better citizen mobilization and the improvement of peace and order is then linked to a more united and harmonious relations among citizens. Engagement also fosters a sense of community and identity. In the FGD with the tribal leaders, a respondent narrated her past experience of “maulaw ko kay nitibo ko” (I am shy because I am a lumad) when they go to the city. She shared that engagement has enabled the youth to develop confidence and embrace their identity as lumads. This experience supports the findings of Sherrod, Flanagan, and Youniss (2002) that engagement fosters interconnectedness between members of community and develops a sense of belongingness.

CONCLUSION

The Higaonon youth of Brgy. Kiabo, Malitbog, Bukidnon have had participation in activities that constitutes to the concept of civic engagement. Narratives of the youth, however, capitalized that their engagement is at the mean — “not too high, yet not that low.” Grounded on the framework expounded by Karakos (2013), the youth exhibits participation in the four actions domain.

Foremost, there is a salient divide between the youth created by the differences in religion. Both groups identified themselves as Higaonons, nonetheless, their practices differs and often contradicts. This is an overarching barrier that impedes there unity hence, such divide obscures the view of what really “indigenous Higaonon youth civic engagement” really looks like. Thus, there is a need to define what really a “Higaonon” is. Is it just ancestral lineage, identification by blood, shared history, ethnicity, and language; or really the practice of traditions and way of life? Future researches can transcend from this limitation of the current study.

Nonetheless, the TRIYO manifest what Higaonon youth civic engagement looks like — an engagement stressing values embedded in the bungkatol such as pagbatun-batuna (helping each other) evident in the voluntarism of the youth during community clean-ups and in helping the elders in the community business of organic farming; palaglagimowa (sharing) exemplified with the sharing of individual resources (i.e. bananas) during pahinas; pahaon-haona (loving, caring, and freeing one another) evident on their venture of organic farming to ensure their economic sustenance that is environmentally-friendly; pagpasayuda (open communication) manifested on the instances when the youth consulted first the elders before doing a decision (i.e. establishing TRIYO and consultation of the tribe before engaging into organic farming). TRIYO also gives hope of cultural preservation and continuity where there are youth who willingly learned the traditions and practices from the elders. Evident here is that the organization relates with Nussbaum’s Capabilities Approach of which the youth engage to create opportunities and capabilities for the self and community. Apart from community engagement, the youth also engage into the institutions of the state through electoral participation, and participation in the affairs of governance. Thus, the socio-cultural foundation of the tribe such as the bungkatol ha bulawan or the shared code of conduct or customary law among the Higaonons is an integral facilitator of engagement. In addition, social ties and the closeness of the community, facilitates
openness and communication. Additionally, having role models in the family also encourages the youth to engage and participate. This validates the theory on social ties and community cohesion. Further, these features infer that engagement is integral in the Higaanon culture and has been encouraged by parents and elders. However, there has been a gradual decay of Higaanon culture and traditions. It has been the concern of the tribal council and was the central rationale behind the establishment of the TRIYO. Some youth stressed that they do not know the indigenous concepts of engagement. Such dissolution is a threat to the concepts embedded in the cultural foundation. Rationalistic motives and incentive-seeking behaviour is also evident on some youth, impeding their engagement, and the under-appreciation of the concept of pagbatun-batuna.

Further, lack of support from the government is also a missed opportunity. Narratives surfaced stressed the importance of an effective leadership in facilitating engagement. The differences in religion also impact to the discrepancy on the perception that the barangay is supportive to the affairs of the youth. Thus, culturally-appropriate intervention by the state can be instrumental in levelling up the engagement of the youth. Thus, there are potent barriers impeding the engagement of the youth.

Moreover, major benefit of civic engagement to the youth is on their personal development characterized by improved self-esteem and enhanced communication and social skills. Engagement also benefits the community. These benefits include: hope for cultural preservation and continuity, citizen mobilization, peace and order, and “unity” among residents. As such, there is a need to foster and facilitate more engagement of the youth.

RECOMMENDATIONS

This paper calls on for more academic researches on the civic engagement of the indigenous people to be able to formulate appropriate measures through policies and legislations to facilitate it. At the local level, the LGU-Malitbog should craft policies and spearhead the facilitation of engagement. Barriers such as poverty can be targeted. Further, this study calls on for dialogue, respect and reconciliation between followers of different religions which has been a significant source of disunity among the youth in the community.

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SMART CITY DEVELOPMENT THROUGH PUBLIC SERVICES IN PEKANBARU

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Abstract
Pekanbaru City is a city that is predicted to continue to grow and develop. This means that the development of services in Pekanbaru can still be developed into a city that applies smart city. Pekanbaru is experiencing a significant increase with the existence of the Public Service Mall which is a new innovation in the development of Smart City in Pekanbaru. The Public Service Mall is expected to improve public services. The purpose of this study is to find out and analyze the development of smart cities through the Public Service Mall. The research method used is qualitative with the help of big data. The results of this study indicate that public service malls in Pekanbaru greatly assist the development of smart cities in Pekanbaru City. Because, with the existence of a public service mall in Pekanbaru which has 26 government agencies, institutions, banks and state-owned enterprises able to facilitate the public in completing public service matters.

Keyword: Smart City, development, public service

I. INTRODUCTION
Smart City is a development of a vision to integrate information and communication technology (ICT) and Internet of things (IoT) technology in a safe way to manage city assets. These assets contain information systems for local government, schools, libraries, transportation systems, hospitals, power plants, air supply networks, waste management, law enforcement, and other community services.

Smart city is aimed at the use of informatics and urban technology to improve service efficiency. ICT enables city officials to interact directly with the community and city infrastructure and monitor what is happening in the city, how cities develop, and how to create a better quality of life. Through the use of sensors that are integrated with real-time monitoring systems, data collected from residents and devices - is then processed and analyzed. Information and knowledge collected is the key to overcoming inefficiencies.

The emergence of the concept of smart cities is currently caused by technological developments that exist in society regardless of gender, age, economic status or region. This causes people to easily get information, communicate and complete work quickly and precisely. At present the government is issuing policies using the concept of smart cities in big cities that are centered on public services. One of the government's policies in implementing this smart city is to make a breakthrough in making the Public Service Mall.

Public Service Mall is a place to carry out activities or activities for the implementation of public services for goods, services and / or administrative services which are a combination of
services that are managed well by the central government, as well as the ministry of State-Owned Enterprises and Private Companies in supply management fast, easy, affordable, safe and comfortable service.

Pekanbaru is a city that is predicted to continue to advance and develop. Therefore the government continues to try to make Pekanbaru City a smart city-based city. To be able to achieve this goal, the Pekanbaru government has now carried out one of the several components that make up a smart city, namely by increasing public services through the construction of a Public Service Mall in Pekanbaru city. The government hopes that with the existence of this Public Service Mall, the community can quickly, easily and safely complete all their affairs.

From the explanation above, the formulation of the problem in this research is to improve public services after the construction of Public Service Centers in Pekanbaru City?

II. RESEACH METHOD

The type of research used in this study is qualitative with the help of big data. Using qualitative methods because this method can reveal facts that are the focus of research based on facts.

Big data is a combination of technology that can manage large amounts of diverse data, at the right speed, and is right for the purposes of analysis and reaction. Especially big data has three characteristics, namely volume, speed, and variation. Big data that refers to a collection of data that exceeds the ability of database software to capture, store, manage, and analyze. The working principle of big data is not requiring or deleting data related to data. This becomes important in a certain period of time, processing data in real time and being able to extract and change data without using that data. Using big data in the work system will help.

So, the researchers decided to use qualitative methods with the help of Big Data because big data has very large, very varied data, very fast and maybe unstructured growth that needs to be processed specifically with innovative technology, get help developed, and can help. help improve results better. Using the type of qualitative research method with the help of big data taken from data sources from the internet / online needed will be analyzed using qualitative methods.

III. THEORY/CONCEPTUAL FRAMEWORK

1. Smart City Concept

Smart cities are currently widely applied in developed and developing countries. Smart city or what is meant as a smart city, is a concept of developing, implementing, and implementing technology that is applied in an area as a complex interaction between various systems within it (Pratama, 2014). The aim of approving smart cities is to achieve information and manage an integrated city. This integration can be through the management of digital geographic, resource, environmental, economic, social and other networks.

With another understanding of smart cities, namely the vision of development that integrates information and communication technology (ICT) and Internet of things (IoT) technology in a safe way to manage city assets. These assets contain information systems for local government, schools, libraries, transportation systems, hospitals, power plants, air supply networks, waste management, law enforcement, and other community services.
2. Concept of Development

Development is usually defined as an effort to realize good growth and change planned and realized by the Nation of the Nation towards modernity in the framework of fostering the nation towards a better than before.

3. The concept of public services

Public services are all forms of service, both in the form of public goods and public services which in principle are the responsibility and carried out by Government Agencies both in the Center, Region, and in the Environment of State-Owned Enterprises or Regional Owned Enterprises, in the Request section fulfillment of community needs and invitation legislation.

IV. FINDINGS

Pekanbaru is a city that has the opportunity to become a city based on smart city. Smart city is a vision of urban development to integrate information and communication technology (ICT) and Internet of things (IoT) technology in a safe way to manage city assets. These assets include information systems of local government agencies, schools, libraries, transportation systems, hospitals, power plants, water supply networks, waste management, law enforcement, and other community services.

To be able to apply the concept, the city of Pekanbaru is currently focused on better improvement in community service as part of the requirement to become a smart city-based area. Therefore the government provides a policy to build a container as a place for community service to take place which is named the Public Service Mall.

In Indonesia, many types of public services are operated. With the number of places or relationships that are scattered in various places in one area, it makes people lose compared to having to do work involving more than one institution. This relates to each of the public administration affairs that are located in different places and with a distance that is not close. To minimize this phenomenon, it is very appropriate for the government to build Public Service Malls in big cities.

The Public Service Mall has the duty as an ongoing organizer or organization, public organizers from various institutions to facilitate and improve work processes or community activities related to government.

In the city of Pekanbaru, the Public Service Mall has 26 institutions that are there. The following are the 26 institutions at the Pekanbaru Public Service Mall:

1. DPM-PTSP (Investment and Integrated One-Stop Service)
   Serving as many as 103 licensing and non-licensing services.

2. PT PLN
   Serve New Tides, Change Power and PLN Discount Promos during 2019

3. Riau High Prosecutor's Office
   Provide services such as legal services, counseling or legal information, E-reports or public complaints, supervision of printed materials and supervision of the flow of trust.

4. Pekanbaru District Prosecutor's Office
   Serving legal services and free legal consultations, E-ticketing services, providing assistance for approval items and giving assistance to prisoners.

5. Indonesian Architects Association
   The Association of Indonesian Architects (IAI) Riau provides
architectural and professional services to architects.

6. Health BPJS
   Giving membership services to business entities.

7. PT Taspen
   Providing TASPEN information services, providing information and claim requirements to active participants, pensions and their heirs, as well as handling participant complaints.

8. Immigration
   Providing services for travel documents of the Republic of Indonesia / RI Passports specifically for requests for passport replacement for the community of Pekanbaru City e-KTP holders.

9. Employment BPJS
   Serving an increase in membership in employment social security, conditions for the participation of Labor Social Security in the licensing and non-licensing processes, implementation of imposition and revocation of administrative sanctions do not get certain public services, and utilization of certain data.

10. PDAM
    The Regional Water Company (PDAM) of Pekanbaru City also provides customer service for the New Connection (SB) reconnection, Balik Nama (BN), and other types of customer complaints.

11. Samsat
    Serving tax payments and annual vehicle registration approval.

12. Bapenda Riau
    Serve payment for surface water tax and heavy equipment tax payments.

13. Pekanbaru Police
    Serve management of SIM extension, SKCK and SPTK (Goods Loss Service).

14. Indonesian Notary Association
    Serve the making / changing of legal entity deeds of PT, CV, Firm, Cooperative Foundation, Trade Business, Institution and Association. Rental agreement, cooperation and agreement others. Then the credit agreement, fiduciary, cessie personal guarantee, corporate guarantee. Power of attorney, waarmerking, legalization and similarity of photocopies.

15. Association of Deed Making Officials (IPPA)
    Serve:
    a. Buy and sell
    b. Grant
    c. Exchange
    d. Enter into the company (inbreng)
    e. Deed of Giving Rights (APHT)
    f. Power of Attorney Charges Mortgage (SKMHT)
    g. Joint Rights Sharing Act (APHB)
    h. Granting of Right to Build (HGB) or Right of Use on land owned by property

    The National Land Agency (BPN) serves the elimination of mortgage rights (Direct Applicants) and technical considerations in the context of location permits (OSS).

17. Riau Regional Tax Office Regional Office
    Serving assistance in delivering SPT through e-filing and NPWP Reprint services.

18. Pekanbaru Ministry of Religion
    Providing services on recommendations for Umrah and Hajj passports, Hajj Registration Information services and Marriage Registration Information services.
19. BNI
Serve customer service both deposit and withdrawal transactions and provide Automated Teller Machine (ATM) services.

20. BRI
Serve customer service both deposit and withdrawal transactions and provide Automated Teller Machine (ATM) services.

21. Bank Riau Kepri
A. Cash deposit service
b. Cash payment service
c. Payment service levies
d. UN Services
e. Tax Services, Hotels, Advertising and Restaurants

22. Disdukcapil Pekanbaru
The Serving introduction letter came and the certificate moved.

23. Pekanbaru BKPSDM
Serving pension services.

24. LPSE Pekanbaru
A. SPSE User Services consisting of;
  - Change email provider services
  - Password change service and support for the Helpdesk Agency ID
  - Service for password change and replacement of the Auditor User ID
  - Password change service and Helpdesk User ID support
  - Change Service of Provider NPWP
  - Change Data Auction Service - Provider User ID Information Service
  - Change Data Auction Service - Provider User ID Information Service
  - Service for using Intranet Access in the Offer Room for Users
  - Information Announcement Service to SPSE Users regarding SPSE System support
    - Announcement Services Information to SPSE Users Regarding the maintenance of the SPSE System
    - Problem Escalation Service through the TTS application
    - Problem escalation service via email
    - Service for handling SPSE user problems via telephone
    - Handling services for SPSE users through TTS
    - Service for handling SPSE user problems via e-mail
    - Service for handling SPSE user problems at LPSE
    - Mentoring services Upload in the Bidding Room
    - The final schedule change service uploads and opens the initial document
    - Information asset management services
    - Registration and Verification Services for goods and services providers
    - Forensic testing procedure services
    - Services for handling SPSE Infrastructure incidents
    - Service for handling SPSE incidents
    - Work instructions for handling E-Procurement Errors
  b. LPSE verifier services consist of;
    - Providing User ID Information service
    - Registration and verification services
    - E-mail provider change service
    - Services for changing NPWP providers
    - Service reactivation for
provider accounts.

25. Bapenda Pekanbaru
   A. UN Tax Payment
   b. Bill Payment Tax
   c. Tax Payment Restaurant
   d. Hotel Tax Payment
   e. Entertainment Tax Payments
   f. Parking Tax Payment
   g. PPJU Tax Payment
   h. Payment of Groundwater Taxes
   I. Tax Payment Excise C
   j. Tax Payment Wallet bird nest.

26. PT Pos Indonesia (Persero)
   A. Delivery of documents and goods.
   b. Financial services.

27. Customs
   Providing public information services needed by the community such as information about shipments, exports are also important, and various other information.

The results of the research carried out were completed by researchers, many people who stated about what happened to Pekanbaru Malasan they could experience changes when doing work involving government affairs and public services provided. Some of the things that researchers have summarized are the many publicly announced reviews below:

1. Save costs and time
   Often people who are holding things related to government must move and make people have to go from one institution to another. This contradicts making them have to spend more on travel, more when they have to use public transportation. This can also affect the time spent.

2. Rest
   Pekanbaru Service Mall provides facilities that make the community ready to serve the public more comfortable. This is because, Public Service Malls have treatment rooms that can be used by women who are breastfeeding. Without having to go looking out of the building. Next is a playground that is provided for children who are joining their parents. Therefore, they will not be bored when they have to wait for their parents who are completing government affairs.

3. Easy location discovery
   The location of the Public Service Mall is approved strategically. This is because the building is located in the middle of the city which makes it easier for people to come there.

4. Fast Activity Process
   Combining many institutions in one place that greatly benefits the community. It is emphasized that those who manage the affairs of more than one institution do not have to move. That makes them finish their work faster.

V. CONCLUSION
   Smart City is a development of a vision to integrate information and communication technology (ICT) and Internet of things (IoT) technology in a safe way to manage city assets. These assets contain information systems for local government, schools, libraries, transportation systems, hospitals, power plants, air supply networks, waste management, law enforcement, and other community services.

   The emergence of this smart city concept itself has technological developments that penetrate society without looking at gender, age, economic
status or region. This causes people to easily get information, communicate and complete work quickly and precisely. At present the government continues to approve the concept of smart cities in big cities that are centered on public services. One of the government’s policies in implementing this smart city is to make a breakthrough in making Public Services (MPP).

To be able to agree to the concept, the city of Pekanbaru is currently focusing on better improvement in community service, one part of the requirement to be a smart city-based area. Therefore the government provides a policy to build a container as a place for community service to take place which is named the Public Service Mall. The Public Service Mall has the duty as an ongoing organizer or organization, public organizers from various institutions to facilitate and improve work processes or community activities related to government.

It can be concluded from the results of research that have been completed by researchers about how to improve public services after the construction of the Public Service Mall in the city of Pekanbaru has been going well. This statement was obtained when researchers used qualitative research methods with the help of big data. Many people announced that after the Public Service Mall was built which had various types of government that helped community activities related to government, they agreed that they were satisfied with the changes in public services that were better than before. Some of the things that researchers have summarized are the many publicly announced reviews below:

1. Save costs and time
2. Rest
3. Easy location discovery
4. Fast Activity Process

After all is considered good given to the community, the community also has to wait for public services at this time to continue and not only good start.

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INDONESIA MULTILATERAL COOPERATION IN ENHANCING ENERGY SUSTAINABILITY THROUGH G20 FORUM

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ABSTRACT

This article explains that the G20 forum is one of the dominant forums in the world that addresses the main economic issues including discussions on energy and environment. Indonesia is currently experiencing various problems in the energy sector, such as energy availability and the development of energy towards the future. The issue of energy is important in relation to its member countries, where the G20 member are 80% of the world's energy users and producers and have huge potential to drive global energy governance. Energy sustainability were discussed within the framework of Energy Sustainability Working Group (ESWG) and it has commitments and implications for its member countries, including Indonesia. Indonesia's dependent on energy imports makes the energy decision making process cannot be excluded from external factors. The commitment made by the international forum including the G20 forum is a challenge that is expected to accelerate the realization of Indonesia's sustainable energy. This research discusses Indonesia's efforts to overcome the energy problems, especially in regarding to energy sustainability, including the influence of multilateral cooperation and its realization. Multilateral cooperation with the indivisibility and diffuse reciprocity scheme are parts of the mechanism in the G20 forum in which is discuss along with the commitments as results of the G20 forum on ESWG. Those results are expected to have implications for the G20 member countries. Transparency plays an important role in fulfilling Indonesia's commitments at the G20 in reducing energy subsidies as well as enhancing the energy policies in line with Indonesia's objective goals for the energy availability that is acceptable as well in safeguarding the environment not only in for the present use but also in the future.

Keywords: Multilateral Cooperation, G20, ESWG, Energy Sustainability

BACKGROUND

All countries in the world have interests and needs that require them to cooperate with each other to achieve their goals, one of which is through multilateral cooperation. According to Ruggie (1992), the history of multilateralism must also consider several things, by defining the international property rights, the issues of coordination and collaboration that must be discussed in the multilateral cooperation pattern. Since the end of World War II, multilateral cooperation has become an important part of efforts to achieve the world peace. At this time, the globalization concept has emerged with the presence of new issues that are not just about politics and security, but also require extra attention in other issues of the the global order, especially in the field of information.
technology, environment and inequality. According to Wibisono (2009), at present, there has been a shift in the discussion of political and security issues on new issues such as climate change, good governance, human rights and democracy. Various challenges continue to develop when the dominance of government actors in multilateral diplomacy is faced by new actors along with technological developments such as social media, mass media, non-governmental organizations, academics and multinational companies. The energy problems are one of the crucial issues in the world, in which this issue occurred due to an imbalance between demand and supply. This gap is increasing along with the world’s rapid growth of population and industrialization, resulting in the depletion of large amounts of energy reserves, especially fossil energy which is the world's main energy source. The global economic recovery driven by high economic growth in Asia along with the increase in energy demand for industry and consumption has also contributed to the large amount of world’s energy demand. The pattern of world energy movements are greatly affects the international market, in which it has implications for Indonesia’s dependence on enormous energy needs. The government's unpreparedness in overcoming global problems can bring Indonesia to the issue of energy security (Azmi and Amir, 2014; Simbolon, 2015). Therefore, it mentioned that renewable energy is the best form of alternative in the pattern of oil and gas management, especially in Indonesia there are a lot of potential natural resources, but renewable energy technology is still too expensive with very little development. Nevertheless, developed countries with advanced technology in renewable energy are still using fossil energy as primary resources. The development of current issue does not only cover energy security but begins to lead to sustainable energy. In this case, energy security is one dimension of sustainable energy. According to the World Energy Council the definition of sustainable energy is based on three core dimensions, namely energy security, social justice, and mitigation of environmental impacts. Sustainable energy requires stability, affordability and energy systems that are sensitive to the environment. All of these dimensions require a link between public and private actors, government, socio-economic, national resources, attention to the environment and individual behaviour. In conducting cooperation with foreign countries, especially through multilateral cooperation, Indonesia is expected to be able to penetrate a number of negotiations that benefit the nation, especially in realizing the energy sustainability’s potentials, both in meeting needs and developing technology through state actors or non-state actors. Dependence on imports of other countries requires the existence of an energy strategy in all lines to ensure the energy availability. This pattern of profits is expected to be able to realize the profits as big as possible including among them taking into account the relative benefits that may arise among them (Grieco, 1988).

One of the energy strategies that can be done is by collaborating in the energy sector by being actively involved in international forums, especially the Group of Twenty (G20). The forum has a strategic position because collectively, the G20 represents 65 percent of the world’s population, 79 percent global trade, and 84 percent of the world economy. The G20 gathers country leaders from world’s largest economies to
find ways to deal with the main challenges of the world economy. With this much power, in principle, the G20 is able to solve the problem of the global economy with the key lies in the dialogue and political will of the G20 leaders. With the economic power of its member countries, the G20 has a strong modality as a driver of world economic cooperation and a major influence on the management of the world economy and finance (Kirton, 1999), including energy issues. G20 is a unique forum compared to other forums, whereas it is a product of the present mechanisms and cooperation in achieving the global governance. G20 also is a very flexible forum to use the mechanism in dealing with current and specific global issues as needed. Moreover, G20 has the authority and influence of dominant forces, the variance of geographical location, the income level, politics and economy, and the diversity and broad structure of the G20 member democracy (Xiaohui: 2016). The G20 adopts a two track working mechanism, the Finance Track and the Sherpa Track. On the financial track, it handles financial and monetary issues that have been at the core of the G20 process since 1999 and are increasingly becoming a major concern after the G20 has been upgraded to become a forum leader (Kirton, 2004). The Sherpa track is intended to handle non-financial and monetary issues which are considered very important to be discussed in the G20 forum. This track is specifically felt to be very important with regard to the broader issues discussed in the G20. The discussion of energy sustainability is an important issue discuss at the Sherpa Track in the G20 forum under the Energy Sustainable Working Group (ESWG). The main discussion of the ESWG is to improve energy market transparency and market stability by publishing complete, accurate and timely data on oil production, consumption, processing levels and stocks that are in accordance with the country's conditions, on a regular basis, as well as discussing the energy efficiency improvements that can play a positive role in which it is important for promoting energy security and to overcome the climate change. Energy problems are increasingly becoming critical issues to discuss when the speed of the world's economic development and the rapid growth of population that is currently occurring are not matched by the fulfilment of the energy resources. This resulted a lack of energy resources to meet domestic energy needs. Not only that, the fulfilment of sustainable energy for now and in the future will be a problem that must be solved. Energy sustainability must go hand in hand with energy independence, in order that the dependence on foreign countries can be minimized. This priority is very necessary considering that energy is a basic need, in addition to the need for food and water. Politically, economically and socially, this is always discussed at the G20 forum, where the decisions taken by G20 leaders have a very broad impact on global energy policy. In addition, the decision on the multilateral agreement greatly impacts the direction and implementation of domestic energy policies. The concept of the same interests and needs according to Ruggie (1993) comes from the criticism of Keohane (1990) who underline the multilateral conception as "the practice of co-ordinating national policies in groups of three or more states" which emphasize the number or quantity of countries. Ruggie considers that multilateral cooperation also pays attention to the qualitative aspects of certain principles governing cooperation. According to Ruggie, multilateral is a general principle (generalized principles of conduct) which
is attached to indivisibility and diffuse reciprocity. In indivisibility it is emphasized that a pattern will bring benefits, therefore in this case Ruggie says that this becomes reasonable for the basis of its formation. Absolute definition of the parties participating because indivisibility is the most important reason (though not the only one) for each party to organize and implement the resulting agreement (Palimpong, 2014).

At the G20 forum, the energy sustainability issue is an advantage for all members whereas the developed countries also try to fulfil their commitment for cooperation. For Indonesia this has become an issue that arises, considering that Indonesia has not prioritized the achievement of this sector. Nevertheless multilateral continues to develop and becomes institutionalized in solving a problem (Keohane, 1990; Keohane and NYE; 2000a, 2000b). For Indonesia, multilateral cooperation is still an effort to find solutions to tackle the global problems, especially the issue of sustainable energy, which is a reality that must be accommodated in the implementation of Indonesia’s foreign policy.

I. Cooperation under the framework of Energy Sustainability Working Group (ESWG) in Fulfilling the Needs for Energy Sustainability

The problems in the energy sector are currently faced with the uncertainty of the world’s energy conditions. The conventional use of energy is accompanied by increasing energy needs due to high economic growth. Therefore, making efforts to fulfil energy sustainability become more and more challenging. In the international economic agenda, the issue of energy is still a dominant interdependent discussions between countries, producers and consumers. At the present time, the discussion on multilateral cooperation is starting to lead to the effectiveness of global energy governance.

In facing the global challenges of energy sustainability, low carbon technology has an important role in achieving global challenges. To achieve these challenges, international collaboration between countries is a needed. The efforts to develop the technology, to improve the efficiency and effectiveness of existing technologies is highly needed as an effort to address the challenges of mixed energy transformation in reducing dependence and dominance of fossil energy. Therefore, extra work, with fast and comprehensive efforts are very important in the application of carbon technology.

The multilateral cooperation in low carbon energy technology now days are focuses on the development and use of energy technology which is developed as a crucial component in integrated solutions to protect the environment and maintaining energy use in energy growth. Low carbon energy technology currently has an important role in overcoming the world’s energy challenges to realize the availability of energy sustainability. The idea of low carbon energy has been trying to lead to legal binding between countries, even though in reality the current multilateral cooperation initiative is still limited to political declarations that are non-legal binding and less formal.

The Fulfilment of energy needs sometimes raises concern of various problems in several countries including Indonesia, whereas the state should responsible and be able to meet energy needs for its people. This condition makes multilateral cooperation as a tool and efforts made by various countries to be
able to meet their national interests, including energy. Rugie (1993) stated that in conducting multilateral cooperation there is an indivisibility factor which explains the concept of inseparable benefits, namely the concept of social construction and not just technical. In an effort to meet the need for sustainable energy, the linearity of the G20 joint commitment must be accompanied by the fulfilment of domestic needs or national interests.

The use of fossil energy contributes significantly to global climate change. With some countries policy providing energy in the form of fossil fuel subsidies to their people, in which it also make it a very high carbon contributor, where it also account for around three fifths of the world’s community receives subsidized fuel and electricity consumption of its use (IEA 2013). The use of fossil fuels can have an impact on global climate change, this change is a result of the increasing amount of carbon dioxide emissions that could contribute to several health problems. There are a lot of methods that have been used to reduce the use of fossil fuels and provide alternative energy solutions, one of the focuses of solving problems with adjusting prices for fossil fuels (Aldy et al 2000).

The inefficient fuel subsidies issue were discussed since the first meeting of ESWG in Pittsburgh. This fuel subsidy is considered to only encourage wasteful consumption, can cause market distortions, hinder investment in various clean energy sources and hinder efforts to tackle climate change. Subsidies are defined as “Government actions that reduce production costs, increase producer income, or reduce prices paid by consumers” (IEA, OECD & World Bank, 2010). The purpose of the implementation of subsidies is to help the consumption of people with weak financial capabilities in order to increase economic growth. Fuel subsidies in Indonesia have been implemented since the 1967 fiscal year (Dillon et al., 2008). According to Suparmoko (2003), subsidies (transfers) are one form of government expenditure which also means negative taxes that will increase the income of those who receive subsidies or experience real income increases if they consume or buy goods subsidized by the government at the selling low price. Subsidies can be divided into two forms, subsidies in the form of cash (cash transfers) and subsidies in the form of goods (in kind subsidy).

According to a joint report by the IEA, the OECD and the World Bank on 11-12 November 2010, it was found that the issue of subsidy reform brought benefits from strengthening energy availability, reducing environmental impacts and also bringing economic benefits by reducing state budgets which weakened the balance sheet. Since this commitment was implemented, many countries within and outside the G20 began to step in by reforming energy subsidies mainly from fossils.

Indonesia realizes that even though the conditions at that time did not allow for the implementation of reducing subsidies on fuel, the concept has become one of the priorities in future implementation. In related to this, the diffuse reciprocity of Rugie (1993) explains that the benefits will be long-term, even though the possibilities in the short term have not yet benefited. For Indonesia itself, political and security interests are a priority compared to subsidy reduction reforms. At the ESWG meeting in the G20, the commitments carried out were accompanied by a request for a report on the implementation of energy subsidies in each country along with suggestions.
regarding the implementation of the initiative on fuel subsidy reform through annual report by the OECD. This report is also carried out by the IEA, OECD and World Bank accompanied by peer reviews from certain countries.

Picture 1. Yearly Report Scheme by IEA, OECD and World Bank
Source: Peer report, interview with Ministry of Finance and Ministry of Foreign Affairs 2018-2019

In the 2009 report prepared by IAEA, OECD and the World Bank regarding the estimation of the range of fossil energy reforms, it also contained exit stages road map of fossil energy subsidies. For Indonesia, which at that time had not been able to prioritize the reduction of fossil energy subsidies, this road map is a form of diffuse reciprocity that examines long-term benefits, even though the commitment is not able to be carried out at the nearest time. Interviews with the Ministry of Energy and Mineral Resources and the Coordinating Ministry for Economic Affairs, stated that this road map is a serious effort of Indonesia’s commitment to jointly conducted sustainable energy by reducing fuel subsidies and planning the sources of energy mix. The difficulties of multilateral cooperation in the energy sector at the G20 forum were related to the determination of definitions approved by G20 members and adopted according to the wishes of member countries, especially advanced economies. Every country has different profiles and priorities including the definition of the fossil fuel subsidy reform. Energy subsidies have different forms: subsidies directly to producers; tax reduction; low interest for loans; trading instruments; regulations and so on. Therefore, to understand the character of the needs of different countries in which determines the form of subsidies that are most appropriate to be implemented is in accordance with the conditions of each country.

The G20 leaders committed to build the process of implementing and reviewing the implementation of transparency programs. Through the policies of the Minister of Energy and the Minister of Finance the process to identify their respective fossil fuel subsidies is needed to develop a plan in eliminating subsidies and also to make a report to leaders about policy’s progress. The G20 then publishes
a summary report from all members' in identifying their subsidies approach and the eliminating plans for the next meeting. This process is a regular process that runs at each ESWG meeting in the energy sector.

It is clearly understood that in this case, the implementation of multilateral cooperation in the field of sustainable energy is a form of diffuse reciprocity in which at the long run benefits Indonesia, especially the allocation of fossil energy subsidies that can be used in infrastructure development and people’s welfare. Recently, the Government of the Republic of Indonesia has implemented a more targeted subsidy policy, whereas in 2016 and 2017, the amount of subsidy spending continues to decline, from 174.23 trillion rupiah in 2016 to 160.06 trillion rupiah in the 2017 State Budget. With this policy, there is still hope for diversifying energy. This shows Indonesia’s efforts to fulfil its joint commitment, especially in terms of reducing fossil energy subsidies, even though that it must be admitted that on the period of 2014-2015 is the right time to carry out this program due to the decline of the world’s oil prices. This effort is the beginning towards the awareness in fulfilling the G20 commitment.

In making and evaluating Indonesia’s long term plan policy (RPJMN) 2014-2019 and in the following year it was stated that international cooperation was carried out in which it was an important factor in supporting national development and the direction of national interests. In this case, it is explained that the G20 is a strategic and important forum because it has the potential for its members to create priority agenda for discussion that can be passed on to other organizations for more binding implementation platform.

In addition to that, it is specifically mentioned in the 2014-2019 RPJMN, Indonesia needs to strengthen its role and leadership at the global level, such as the G20 as the only Southeast Asian country that is a member. The G20 Forum is a strategic forum to increase Indonesia’s leverage in the international fora, as well as incorporating Indonesia’s national interests in global discussions. As one of the inputs in the making and evaluation of Indonesia’s development planning, the commitment to the G20 has become a strategic matter in determining Indonesia’s policies, especially in the energy sector.

B. Indonesian Cooperation on Sustainable Energy Issues at the G20 Forum

G20 as one of the main forum of global economic cooperation consists of a group of countries with the largest economies to find solutions in handling the global uncertainty. The strong interaction with the global main economic players, will make Indonesia increasingly understand and could predict the world economic situation in going forward, and vice versa.

The other member countries will also understand the priorities and economic situation of Indonesia. In particular, the G20 can help maintain the stability of the global economy that is conducive to Indonesia’s economic growth and financial stability.

As one of the main economic forum consists of developed countries and important emerging economies, the G20 can help maintain the stability of the global economy that is conducive to Indonesia’s economic growth and financial stability.
Through its active participation in the G20, Indonesia can play its role at the global level by being directly involved in the process of forming global economic governance, so that governance could support the realization of Indonesia’s national interests.

**Picture 2: The Importance of G20**

Source: Interview and documentation from relevant sources
The Paris Agreement was adopted in December 2015 and committed to have more effective and efficient energy diversification efforts and agreed in the agreements term to overcome the climate change. The Paris Agreement itself does not impose separate penalties or sanctions in its implementation, where it requires the existence of collective trust in reporting commitments and reviews on the implementation of the Paris Agreement. The policy implications of Paris Agreement are the responsibility of each country that collectively can produce common goals. As a form of transparency of information on climate, the Brown to Green 2018 Report explained that the progress towards the Paris Agreement was still not sufficient in the direction of joint commitments, namely reducing global temperatures and emissions. Brown to Green Report involves 80 indicators in evaluating the commitment of the Paris Agreement outlining that there is no seriousness from the state that holds a commitment to implement this agreement. From data obtained from 15 of the 20 countries, the G20 emissions have increased in 2017 and fossil energy is still the main use where it account for 82 percent.

In the concept of indivisibility, profit sharing applies to all members that makes the Paris agreement require a great effort in realizing the common interests. Commitments to reduce temperature is differ according to the measurement of the capacity of each country that should be implemented according to their planning. For Indonesia itself, which ranked first (23%) from reducing forest land since 1990, the increased use of coal means the increased emissions. But it in the longer term, it was positive for Indonesia that it began implementing its energy mix increase of 13 percent, above the other country's average that is 5 percent.

The credibility of fulfilling promises and commitments from each of the countries involved, shows that the country's position is a positive response for future dynamism by encouraging mechanisms for negotiations between countries regarding the energy and environment. This shows that there is a diffuse of reciprocity that explains the commitments made by many countries and will be implemented through pressure with joint review and commitment. The current multilateral role is an international transformation from a multilateral understanding which is a generic form was formed from the beginning in a modern society (Ruggie 1992: 567). Still according to Ruggie (1993), this is a core element of multilateralism and social construction that is built together and does not always originate from the multilateral process. This theory gave birth to new interpretations of multilateral institutions. In multilateral principles, Ruggie (1993) also explains that there is a need for arrangements in the general principles of each member and the success of multilateral implementation which is an expectation of the principle of diffuse reciprocity. The method for evaluating this commitment is challenging and in seeing how far the impact and implementation of commitments, especially in the energy sector.

According to Averchenko and Basil (2016) in measuring targets towards Paris Agreement, Indonesia has a significant increase in credibility along with Argentina, Canada, China, India and Saudi Arabia. But this leverage is far below the EU and South Korea which have a position as a "broad support" in the G20 credibility. There are several countries that have "moderately supportive" positions but still show significant weaknesses, namely: Australia, Brazil, Japan, Mexico, Russia,
Turkey, South Africa and the United States. This condition shows that currently Indonesia's commitment in developing efficiency and green energy is in progress along with the commitment to the international world through the G20. In addressing this issue, there are several factors that can accelerate the achievement, such as:

a. Consistency

Indonesia must continue to be able to maintain its objectives in a joint commitment both in the G20 and in the Paris agreement. The awareness to this commitment could motivate at the level of expected and the target of expectations will increase and enhanced to fulfil the global commitments. Domestic policy must also continue to be consistent in continuing joint commitments in the context of achieving benefits that will be enjoyed domestically, as well as for the creation of a greener global environment requiring input in multilateral discussions in the energy sector that is in line with the designed road map.

b. Coordination

The biggest problem in the discussion on multilateral cooperation including G20 internally is that the coordination between Ministries, namely the Coordinating Ministry for Economic Affairs, the Ministry of Foreign Affairs and the Ministry of Finance as the frontline in the discussion of the G20 forum had experienced several obstacles. The Ministry of Foreign Affairs has problems regarding the turnover rotation of human resources in managing input and distribution of substantial materials in the G20 discussion. For the Coordinating Ministry for Economic Affairs the problem of documentation and data storage as input material and subsequent evaluation is not easy considering many Ministries have not yet realized regarding the importance of multilateral cooperation which is not just an official trip. Meanwhile, the Ministry of Finance requires close coordination with relevant ministries for fiscal and monetary decisions. Data collection and evaluation are relatively difficult, especially for Ministries that have just been included in the G20 Working Group. Therefore, a personal approach that becomes an effective way to enhance the coordination of inputs and policies in the G20 forum discussions every year.

c. Credibility

Credibility is one of the key factors that reflects the expectations of a country, whereas credibility can lead to the level of leverage and image of the country internationally. Credibility in the form of expected values is not an instant process, but a process that is continuously considered as capable of carrying out joint plans and commitments. Credibility is important in the basis of obtaining important positions or roles in international forums, including in calculating financing or investing in developing sectors, especially in the fields of infrastructure and energy production.

d. Community Behaviour

This is related to the paradigm shift in society that the use of energy is more efficient and green. The behaviour of the Indonesian people who often wasteful, especially in the transportation sector, makes inefficiencies that lead to the lack of energy in the present or the future. Government support is very important in preparing infrastructure facilities including socialization and promotion of energy efficiency. This makes the Government
must calculate the costs used, the availability of capacity and capability, technology and financial budgets in the success of financial implementation.

e. State Character

The Government character is one of the most important factors in accelerating energy policy commitments. The creation of systems in energy policies and plans can make common goals that can be achieved in the direction set. This leads to the leadership role in the fields of energy policy and economic policy. Even if the government changes, the programs and joint commitments that have been determined should still be carried out according to plan, this system that makes the goal for realization of sustainable energy could also be achieved.

The G20 commitment in reducing subsidies for fossil fuels also has an impact on subsidy reform in which it resulted in political and economic pressure. This makes the policy a dilemma for policy makers with the presence of domestic needs with a shared commitment. Energy subsidies are a very sensitive issue especially in social and political life in Indonesia. This is often become one of the triggers for various incidents and riots due to the increase in fuel prices. For this reason, the G20 can provide an opportunity to influence domestic policy discussions and efforts to weaken domestic opposition in subsidy reform. The G20 can broadly influence the policy of revoking subsidies through the Minister of Finance and international agreements on fossil fuels (Gourevitch, 1978). According to Mayer (2010), the G20 can effectively be a positive thing in the part of implementing joint commitments, especially regarding fossil energy subsidy reform for fuel and electricity.

The fossil energy subsidies issue is a part of economic competition, where with subsidies, energy use can benefit especially in terms of its use in the industrial sector, in which it will cause production prices to be more competitive with other countries. In this case, a joint agreement on reducing subsidies must be carried out together, considering that each country has a different strategy in the political economy approach to attract producers. This also applies to trade tariff policies, whereas the government can reduce tariffs if tariff reduction is carried out jointly between trade partners. In the G20 multilateral agreement concerning fossil energy subsidies, there are several potentials that can be used in planning and implementing sustainable energy.

Multilateral cooperation is expected to reflect the diversity on the collective agreements, especially in matters that related to sustainable energy. All G20 member countries have different needs and specifications to fulfil their priority in sustainable energy, including the absence of agreement regarding the definition of fossil fuel subsidies and submitting a decision to implement the revocation of subsidies to each member country based on their respective capacities and capabilities. There are several things that are used in facilitating agreements in multilateral agreements, including the importance of product information from each institution in facilitating collaboration between countries (Keohane, 1994), a positive relationship between public information regarding state performance in accord with state performance in accordance with agreement agreements and trust (Wettestad; 2007), as well as the opportunity of the state to study and compare the design of program implementation in order to support international Collaborative collaboration (Aldy and Pizer 2015).
Another interesting issue in this study is Indonesia's efforts in the G20 forum in bringing the domestic interests into a more global level. Indonesia is currently starting to implement the application of diesel biofuel through Presidential Regulation no. 66 of 2018 concerning the Second Amendment of Presidential Regulation no. 61 of 2015 concerning the Association and the use of palm oil plantation funds, as well as the Ministry of Energy and Mineral Resources (ESDM) through Ministerial Regulation no. 41 of 2018 concerning provision and utilization of biodiesel and other types of biodiesel in the financing framework by the Palm Oil Plantation Fund Management Agency (BPDPKS). The obligation to use biofuel, known as the B20 program, is one of the latest efforts to develop the renewable energy through the enormous potential of Indonesia, as one of the largest palm oil producers in the world. The implementation of the B20 currently still requires socialization and guidance, especially the technical operations and maintenance of existing machinery, discussions and innovations on B20 technology that will continue to be developed by Indonesia with the ambition of becoming a 100 percent biofuel producer of vegetable products. This ambition was developed by Pertamina and the ESDM through their research and development centre, in the hope of diversifying and developing energy sources.

Indonesia's agenda in bringing biofuel programs in a global level has been traversed through discussions on the G20 forum since 2018. This agenda setting is not easy to become a joint agreement given that the resistance coming from several countries, especially the European Union (EU). This resistance is more concerns on the activities of producing palm oil plantations which are considered to damage the support system and are accused of being one of the causes of forest loss and destroying Indonesia's ecosystem. In addition, the issue of energy use from vegetable plants is related to food security schemes whose implications are considered to disturb chains and networks in the environment and food.

Indonesia needs a huge effort to bring biofuel into a common agenda and commitment in the context of developing renewable energy. The concept of biofuel for Indonesia is an answer to the challenges in developing the renewable energy that can be optimized with Indonesia's potential reserves and resources, whereas palm oil does not interfere with food security because it is not a food source in Indonesia. Despite of the many challenges, the strategy used is to seek collaboration, which includes assistance from Brazil which has sugar cane as the largest biofuel producing commodity. Brazil and several countries that have the same vision are expected to be able to support the G20 ESWG Team in incorporating the G20 agenda on biofuels into the world collective agreement as an effort to gain long-term benefits.

The success of the application this collaboration must be supported by transparent implementation and observation. In an international agreement that implements transparency, it is expected to support the reduction of costs through agreements (Hafner Burton et al. 2002). As in multilateral experience, international agreements can facilitate the transmission to domestic publics, and ensure policy reforms to reduce domestic opposition (Thompson 2006b). The results of the evaluation of the joint commitment can also be used as legitimacy of domestic policy (Farncois, 2001). Furthermore, transparency in evaluating
joint subsidy reduction strategies allows the government to look back on implementation and planning in an effective political strategy, and also can coordinate with regard to transparency policies that can be used as a vehicle for successful domestic reform.

The agreement to implement transparency is an effort to adjust fossil energy subsidies, and it has made the independent assessment of a country by comparing it with other countries to make state leaders to encourage their countries to commit to the legitimacy of domestic policies, which underlines the actions of other member countries. General information about state actions can encourage leaders and other state officials to push further the state policies in implementing their commitments. In this case, it is explained that leaders sometimes use high-level conference declarations to communicate to their constituents in rationalizing brand policies (Putnam, 1998). For some countries that are fail to carry out reform policies that are in line with their commitments, the review mechanism regarding this commitment can improve its credibility and leverage in the international order.

Multilateral cooperation with the concept of indivisibility is something that cannot be shared between members. This explains that in multilateral cooperation, all countries have interests that must be met. The form of indivisibility among its members is a challenge in the multilateral arrangements of each country. Part of the discussion of this study also underlined the issues obtained from the indivisibility section, which included the commitment of each country in reducing temperature, technology and the creation of energy diversification and capability in accessing data.

In addition, the diffuse reciprocity is a reciprocal relationship, where all assistance, profits or even sanctions given by one entity to another will return. This discussion also shows the diffuse reciprocity process in relation to energy subsidies, the energy mix and brings the global agenda on Biofuel (B20). In a mutual agreement it can be understood that from these two things there is one more element of acceleration from parties outside the country that can provide observations in the implementation of multilateral cooperation while providing indicators that can provide leverage for each country.

The IEA, OECD and World Bank are important entities in the G20 compared to other multilateral cooperation. In addition to transparency, there is another thing that can be used in acceleration, namely in the form of basic benefits such as data sharing to all members of the G20 which is the principle of integrity regardless of the economies of scale and needs of each country. The development of data usage can be a potential in adding bilateral and multilateral benefits. This makes the difference in the concept of possible benefits relatively, the use of data access for several countries can also be use as the basic capital of bilateral or multilateral cooperation in different spheres as access to information in relation to investment and the economy.

Multilateral cooperation, especially the G20 forum has a significant contribution not only to fulfil the needs of each member countries but also through the G20 forum, there are many other benefits that can support in solving other problems in enhancing the global economic growth.

Conclusion

G20 is one of the main economic cooperation in formulating various commitments and efforts to enhance the global economic growth global agenda.
setter in the economic field. The G20 is also a forum that seeks to overcome various global problems, as well as a forum for building strategic partnerships and cooperation among the G20 members and other countries including and especially the energy sector.

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Abstract

This paper is a historical study on Radio Broadcasting in Malaybalay City, Bukidnon: Its History and Influence from 1970-2018. It traced how radio broadcasting was established in the area, the challenges encountered by the local radio stations and the significant influences of radio broadcast media to socio-cultural, economic, and political aspects of the community.

In the presentation of data, the narrative-descriptive approach was utilized to trace the history of Radio Broadcasting in Malaybalay City, Bukidnon in the period covered. Both primary and secondary sources were used in the study. As some radio stations had not kept much-written records of their establishment, some data are gathered from oral testimonies of twenty (20) key informants. Available written documents were also used to validate their testimonies. Triangulation method was utilized in determining the significant influence. External and internal criticisms in evaluating the sources were also applied throughout the study.

The paper revealed that Malaybalay City has six radio stations currently operating. Radio broadcast in the area started at the establishment of the first radio station, DXDB-AM, in 1970. Based on the interviews, these radio stations encountered problems but continued to seek solutions. Radio in Malaybalay City continued to evolve through upgrading their programs and equipment to ride the waves of development. The survey also had revealed that radio broadcasting also had a significant influence, particularly in the socio-cultural, political and economic aspects of its listeners and the community. Thus, radio in the chosen locale is alive, relevant and plays an important role in serving and influencing the community and its people.

Keywords: Radio Broadcasting, Radio stations, Development, Challenges, Influence, Malaybalay
INTRODUCTION

1. Background

Mass media plays a crucial role in connecting the world of individuals. It can reach wide audiences with strong and influential messages which impact upon society. The mass media has at least three important roles to play: to inform, to educate and to influence opinion. It includes all the —tools we have for communicating with large numbers of people and radio is the most powerful instrument for the mass communication (Nagasvare, n.d.) According to Cordeiro (2012), radio has been influential on people’s daily lives, as an everyday companion, helping people to structure their routines and feeding their day-by-day information, news, and entertainment. It is definitely a life lived within media.

In the Philippines, when radio broadcasting was introduced, it has become one of the principal means of quickly disseminating information in news and entertainment, advertisements, infomercials and most importantly, to keep the masses up-to-date with fast, accurate and quality information. Despite being delimited by the presence of television, cable, computer and other mass communication media, it is still commonly used especially in the rural areas.

This mass medium is important in both developing and fully developed countries for information provision. Since it can function when television stations are not and are more easily accessed than the newspapers. Radio broadcast then has the potential of widest reach in the country and thus has the capacity of influencing the most number of people within its service area. It can be a dynamic factor towards socio-cultural, political, physical, spiritual and economic growth and development of the community and its people.

In the light of the above statements, this paper traced the history and development of radio broadcasting in Malaybalay City, Bukidnon. It documented the challenges encountered by the different radio stations in the area as well as presenting its significant influence in socio-cultural, political, and economic aspects. Moreover, this study also examined the current state of each operating radio stations to show that radio broadcasting in the chosen locale is alive, relevant and plays an important role in serving and influencing the community and its people.

2. Research Objectives

This paper aimed to document the history and the significant influence of radio broadcast media in Malaybalay City, Bukidnon. Specifically, it aspires to trace the history of radio broadcasting in Malaybalay City regarding its establishment, management, technical and structural. Also, to identify the challenges encountered by the local radio stations, and to determine the significant influences of radio broadcast media in Socio-cultural Development, Political Development and Economic Development of Malaybalay City.

3. Significance of the Study

This paper is one of the firsts to give the historical background and influences of radio broadcasting in Malaybalay City, Bukidnon. It is expected to create greater awareness, understanding, and appreciation of radio broadcasting. Thus, it is assumed that this paper will be significant to the following:

To the knowledge of history, this study gave additional information on the local history of Bukidnon. It also provided valuable data that would contribute further learning and insights for those who are interested to know how radio stations started in the locality.
To the Local Government Unit (LGU) of Malaybalay City, Bukidnon, it will give researched-based information as to the influence of radio broadcasting in LGU operations. They may use the findings of this study to develop radio broadcast media in the locality and promote new policies that will improve the programs and support the activities of the local radio stations.

To every individual in the community who listens to the different radio stations, this study gave new ideas and information on the significant role of radio broadcasting in providing quality information, emergency announcements, communication and knowledge and to how it influenced the people in the area positively.

To the radio stations management, it may serve as another source of a written document about the radio broadcast media that contributed to the present operations of the Malaybalay City radio broadcasting. It may also serve as useful information to each local radio station management along with its radio broadcasters/announcers to continually improve programming and dissemination capabilities.

4. Research Setting
The study was conducted in the city of Malaybalay, the first income class component city and the capital and administrative center of the province of Bukidnon, Philippines. The city is dubbed as the South Summer Capital of the Philippines, and it became one of the premier tourist destinations in Bukidnon (Dacumos, 2012).

Malaybalay City was chosen as the research locale since radio stations have good and clear receptions in the area. Currently, the city has several operating radio broadcast stations. Four (4) of the stations were registered as a KBP member namely the Catholic Media Network DXDB-AM (Radyo Bandilyo 594 Khz), the Manila Broadcasting Company DXIQ-FM (Q106.3 Love Radio), the Happy FM (DXGG 107.1 Mhz) and the Radio Mo Nationwide DXMB-AM (RMN 694).
media in the area. The quantitative method helped in determining the degree of influence of radio broadcast. Through the survey questionnaires, the generated opinions or perspectives of the listeners were described.

**Subjects/Respondents of the Study**

In the in-depth interview with the key informants and in administering the structured survey questionnaires, purposive selection of the population was used. The subjects of this inquiry were the personalities involved in the various radio broadcast in Malaybalay City.

For the survey, non-probability sampling was used because the researcher cannot determine the exact number of listeners. Seventy (70) respondents from the suggested lists of barangays provided by the local radio stations and LGU personnel were chosen. Selection of one representative per household was based on the following criteria: (a) a resident of the said locality (regardless of how many years), (b) an active listener of the radio broadcast, and (c) at least 18 years old.

For the in-depth interviews, key informants of the study was limited only to twenty (20) persons that constituted to nine (9) radio personnel, three (3) station managers or its equivalent, two (2) radio station owners, four (4) KBP officers and two (2) Local Government Unit officials from the information committee and licensing office who were involved in policy making and monitoring of radio stations in the city.

**RESULTS AND FINDINGS**

**History and Development of Radio Broadcasting in the Philippines**

In the Philippines, a couple of 50-watt radio stations were established by Henry Hermann. During that time, the Filipinos readily accepted radio news and entertainment programs, and local businessmen, who recognized its profitability, established their radio stations to advertise their products and services. It was in 1924, where the first two call letters —KZ was assigned to all radio stations in the Philippines by the laws of the United States of America applicable to the country, which was then an American colony. Later, 100-watt radio station replaced the 50-watt radio stations. As a colony of the United States, the first two call letters “KZ” was used until 1947 when Francisco “Koko” Trinidad regarded by broadcasters and broadcast faculty and students as the father of Philippine broadcasting, represented the country in a conference of the International Telecommunications Union in Atlantic City in the United States. Subsequently, the first two call letters “KZ” was replaced by “DZ” for Manila, “DW” for Luzon, “DY” for the Visayas, and “DX” for Mindanao in 1947. Also during that year, the Philippine Broadcasting System under Trinidad introduced developmental communication in radio broadcasting. Agricultural programs were broadcast on some radio stations in the country and the region (History of Radio and Television in the Early Years, n.d.)

**A. History and Development of Radio Broadcasting in Malaybalay City, Bukidnon**

In tracing the history and development of radio broadcast in Malaybalay City verbal testimonies of 20 key informants were gathered and corroborated. These key informants occupied important positions in local radio stations. Hence, their extensive knowledge of radio operations and management as well as their involvement in the establishment of their radio station were essential in reconstructing the beginnings.
and development of radio broadcast in Malaybalay City.

In the province of Bukidnon, the early foundation of radio stations started when radio broadcasting reached the area of Malaybalay City in the year 1970. During that time, no other municipalities have any radio stations, with that people have to travel to Malaybalay City just to air their sentimentalities. (Tipalan, 2018) Now, radio stations had proliferated not just in the area but also around the province of Bukidnon.

Table 1: Timeline of the Radio Stations established in Malaybalay City, Bukidnon

<table>
<thead>
<tr>
<th>RADIO STATION</th>
<th>CALL SIGN</th>
<th>FREQUENCY</th>
<th>YEAR ESTABLISHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Media Network</td>
<td>DXDB-AM</td>
<td>594 kHz</td>
<td>1970</td>
</tr>
<tr>
<td>Radio Mo Nationwide (RMN)</td>
<td>DXMB-AM</td>
<td>694 KHZ</td>
<td>1980</td>
</tr>
<tr>
<td>Manila Broadcasting Company</td>
<td>DXIQ-FM</td>
<td>106.3 MHZ</td>
<td>1995</td>
</tr>
<tr>
<td>Happy FM</td>
<td>DXGG</td>
<td>107.1 MHZ</td>
<td>2013</td>
</tr>
</tbody>
</table>

Source: Interview with Key Informants and Licensing Office, 2018

**CATHOLIC MEDIA NETWORK DXDB-AM (RADYO BANDILYO 594 kHz)**

Based on the DXDB Policy Manual, the DXDB traces its origins to its forerunner radio station DXBB. The Confraternity of Christian Doctrine (CCD) of the Archdiocese of Cagayan conceived the idea of putting up a radio station out of the need for the systematic teaching of religion to adults and out-of-school youth. Bukidnon, at that time, was still under the ecclesiastical jurisdiction of the Archdiocese of Cagayan de Oro. The CCD (under the directorship of Fr. Joseph I. Stoffel) wanted to organize classes in barrio chapels of Bukidnon and reach these classes with professional teaching using the radio.

In 1968, an appeal was made to the Swiss Catholic Lenten Fund for a grant to set up a radio station transmitter and a network of radio receivers for this purpose. Unfortunately, two years after, the Swiss Catholic Lenten Fund decided not to grant funds because the limitation of radio to this purpose was too limited to justify the investment. The Swiss Catholic Lenten Fund judged that the funds required would be better invested in general radio broadcasting. However, due to financial limitations, the CCD was not in a position to engage in general radio broadcasting.

In 1969, Bukidnon became an independent ecclesiastical Jurisdiction called the —Prelature of Malaybala with Bishop Francisco Claver as its prelate. In 1970, Bishop Francisco Claver, S.J. separated the functions of CCD into two operations: the Bukidnon Institute of Catechetics with Fr. Honesto Ch. Pacana as its Director and Communications Media Center (CMC) with Fr. Joseph I. Stoffel (who had been CCD Director during its ten years of existence) as its Director. The CMC was used to serve the communication needs of the Prelature of Malaybalay using three media—Press, Cinema and radio. Fr. Stoffel inherited all the technical facilities of the CCD and brought into the new structure his dream of adding radio facility of the CMC.

In 1970 of October, while the construction of the radio studio was going on, Fr. Stoffel was called to Manila by the Executive Secretary of the National Commission on Mass Media to discuss the possibility of a Catholic radio station in Bukidnon. In January 1971, construction of radio station begun, and by May 26, 1971 radio station DXBB was able to make its first test broadcast.

DXBB was operating with the strength of 2500 watts 540 KHz under the
legal title: Bukidnon Broadcasting Corporation. On July 1, 1971, DXBB began broadcasting experimentally on a regular daily schedule. Finally, on September 11, 1971, the full-time broadcasting with regular scheduled programs began. DXBB envisioned to be a community-service station promoting human development being tagged as “Bandilyo sa Bukidnon” (town crier). DXBB quickly climbed to the position of the most listened-to radio station by the radio listeners of Bukidnon.

Shortly after DXBB celebrated its first anniversary, Martial Law was declared on September 23, 1972, and mass media throughout the country were placed under suspension by President Ferdinand E. Marcos. According to Johnny Failago (2018) 34 years old and a station broadcaster: “Soon after Martial Law was declared the radio station was closed. Though the operation of the radio stopped, the dissemination of information and news continued through the publishing of newspapers which until now stays and one of the station’s sources of income.”

The government set up a provisional bureaucracy for processing permits to mass media to resume operation under tight controls of military authorities. The Provincial Commander (PC) was hostile to DXBB because DXBB courageously exposed the abuses committed by military personnel of his command. Moreover, DXBB incurred displeasure from the provincial Governor and local civil Government controlled by the Fortich political structure because the Federation of Free Farmers (FFF), an organization that helps the peasant farmers to achieve self-reliance, channelled educational programs through DXBB. Since both the local civil Government and the local military authorities were displeased by DXBB, it was almost impossible for DXBB to obtain the recommendation needed in Manila for processing the permit to resume broadcasting.

After having been off the air for five months, the secretary of National Defense and the Chief General of the Philippine Constabulary finally signed the permit and DXBB successfully resumed its full broadcast schedule on February 9, 1973. Its license was covered by the commercial franchise of the Catholic Welfare Organization (CWO) – the Bishops’ Conference of the Philippines.

On March 29, 1975, DXBB was very fortunate to receive from Misereor, a foundation supported by the German Bishops, a grant of approximately Php 250,000 to replace worn-out equipment of DXBB. The Philippine Province of Society of Jesus has also been contributing a subsidy of Php 2,000 per month. Fr. Stoffel also received a total of approximately Php 75,000 from personal benefactors. Without these financial aids, it would have been impossible for DXBB to continue its operation with fidelity to its apostolic objectives. Bukidnon is a poor market area which does not attract much advertising and is incapable of supporting, by commercial earning alone, a radio station offering the amount and quality of costly public service required to fulfil the apostolic objectives of DXBB. And if these apostolic objectives cannot be achieved, radio operation would cease to be valid.

By the policy of the Catholic Church that the function of foreign missionaries is to prepare the way for native-born citizens to take their place, Fr. Stoffel advised the bishop to prepare a Filipino for the office of the CMC director. Moreover, there was a recent ruling by the Broadcast Media Council that henceforth only Filipinos may be directors of broadcasting stations. It was very hard to hire a layperson due to the slim financial resources of CMC. Unlike Fr. Stoffel who was able to serve as CMC director without salary, this condition could
not be applied to a sufficiently qualified layman. On June 1, 1975, Father Stoffel was appointed Assistant Parish Priest of Malaybalay Parish, and Fr. Agustin L. Nazareno, S.J. assumed the full responsibility as Director of CMC which includes the management of Radio Station DXBB.

The government, on November 18, 1976, unfortunately, closed down DXBB radio station. No formal charges had been issued; none of the personnel brought to trial. Except for the preliminary investigation help by a kangaroo court, sporadic surveillance by government agents and threats, no further action from the government seems to be forthcoming. The military themselves admitted that the subversion-inciting-to-rebellion charges were baseless, but the reopening of DXBB depended on the say-so of President Marcos.

DXBB was still in possession of the license that has never been revoked since its closure by the government in 1976. The 1986 EDSA peaceful revolution brought about media freedom and democratic space. Hence, a new broadcast facility for evangelization and integral development was envisioned. In March 1991, with the help of Misereor, Bethlehemite Mission (Switzerland) and former Bishop Gaudencio B. Rosales, the radio station DXBB was reopened and renamed DXDB (ang Dan-ag sa Bukidnon/ Light of Bukidnon). Its thrust is for the total human development of the people of God. On March 22, 1991, DXDB started its first test broadcast that lasted for three months, following the requirements set by National Telecommunications Commission (NTC).

Finally, on July 15, 1991, DXDB started its regular semi-commercial broadcast with the National Telecommunication Commission’s authorized power output of five (5) thousand watts and radio frequency number 594 KHz under the franchise name of Catholic Welfare Organization (CWO). DXDB is a member of Catholic Media Network (CMN) which is the package name of the Philippine Federation of Catholic Broadcasters (PFCB). DXDB is also a member of the Kapisanan ng mga Brodkaster ng Pilipinas (KBP).

There are several significant changes and achievements of DXDB after a decade of its reopening. On June 06, 2002 the congressional franchise name of DXDB was changed from Catholic Welfare Organization (CWO) to Catholic Bishop’s Conference of the Philippines (CBCP) per BMC Case No. 99-281, 99-293 & 2000-084 NTC decision. Also, on January 10, 2003, DXDB was officially registered to Security and Exchange Commission (SEC) with the company registration no. CN200300515 under the name Catholic Radio Station DXDB-AM of Malaybalay, Inc. Finally, on January 1, 2004, DXDB was granted by the National Telecommunications Commission (NTC) an authorized power of Ten (10) Thousand watts with permit number BSD-00252004. DXDB is on the process of professionalizing its operation to serve God and His people to the best it could.

RADIO MO NATIONWIDE DXMB-AM
(RMN 694 kHz)

Mr. Henry Canoy started Radio Mo Nationwide (RMN) from discarded wires and transistors. The first broadcast of RMN originated from Cagayan de Oro City, Mindanao, with the station ID of DXCC. After that moment when Mr. Canoy hung the first RMN transmitter from a coconut tree. The name RMN was originally Radio Mindanao Network since the airwaves are within affiliated radio stations in Mindanao. When Radio Mindanao Network became stronger and heard in more places with more radio stations around the Philippines,
RMN meaning changed into Radio Mo Nationwide. (RMN Station Profile, n.d.)

In the province of Bukidnon particularly in the area of Malaybalay City, the Lopez family privately owned a radio station. When the owner Edgardo Lopez can no longer manage the station, he decided to sell the radio station. The RMN bought it in the year 1980 leading to the establishment of RMN DXMB-AM.

RMN is an AM type of radio station that should primarily focus on news, commentaries and public affairs. But the station has its unique program formats in entertaining the public. Most of their programs were on drama such as Kon Ako Ang Pasultihon, Libak to the Max, Tatang Meroy, Semper Fideles and Rehas. According to Mr. Maban (2018), it is better to have another way of entertainment than focusing only on one program format because people will always seek another source just to be entertained. The station also promotes advertisements of the local products in the province.

As the station grows, changes regarding management also develop. In an interview with Juanito Maban Jr. (2018) 24 years old, the Program Director of RMN DXMB-AM, he stated that: “There is a big development because of the management. The equipment before was not fully enhanced and complete, there was a need of a bigger area for the transmitter, the station also used the bigger disc for music, and even “Agong” were used in broadcasting. But as the year passed, technology improved as well as the equipment used by the station, a more high-tech transmitter, computerize and updated playlists are provided.”

HAPPY FM (DXGG 107.1 MHZ)

Happy FM was created in February 2013. It is owned and managed by Engineer Gino Armstrong D. Garcia. The station is an affiliate of IDDES Broadcast Group, Inc. On September 27, 2013, they already got their order from the National Telecommunications Commission (NTC) stating that the applicant is legally and financially qualified and that the proposed FM radio broadcast station in Malaybalay City, Bukidnon is technically and economically feasible. Just like the other radio station, they also rented an area for operation. According to Jun Carampil (2018) 45 years old and the Program Director of Happy FM, during his interview, he stated that: “Before, we just rented a place at Sitio Bindolan in Barangay Magsaysay, Malaybalay City, Bukidnon. During that time, both studio and transmitter were there. By the year 2014, we transferred (the studio) here while the transmitter stays at the old location. We used Studio Transmitter Link (STL) for broadcasting.” Now the radio station is located at the 2nd Floor Montaña Building, Corner Moreno and San Isidro Streets, Malaybalay City, Bukidnon.
The station was given the privilege by the said broadcast group to decide and produce its program format locally. Jun Carampil (2018) stated that: “When we say station format, it depends on the type of the radio. If it is an FM station, it is more on music. But we are different this time. In our station, we have combined it. We now have news, commentary program; it’s because of the present-day changes because AM station is obsolete in the other country. AM station is unavailable. Even our new gadget nowadays such as cellphones, AM is inaccessible. Only FM is obtainable. That is why currently Happy FM station is a combination of music, news and public affairs.” Since it is a commercial radio station, it accepts local products advertisements such as soaps, herbal rubs among others which also serves as one of their sources of income.

B. Problems and Challenges Encountered

Local radio stations on several occasions had experienced problems and challenges since the start of their operations. Hence, stations always endeavour to find solutions to address their specific problems and concerns. According to Benabaye (2018) of MBC Love Radio, he stated that: “There are a lot of problems, but it depends on the approach you will use to solve it. For example, in our station, if we have problems with Engineering, the Engineering Department in Manila will help us solve the problem if ever our station cannot find solutions. The real problem is on the people on how you will handle them because people have different ideas and skills. It depends on how you will handle them to work as one.”

On the other hand, some radio stations faced financial problems. The DXDB-AM Radyo Bandilyo Radio Station, for example, have a serious financial problem because the radio station is not a fully-commercial radio station and is not affiliated to other radio stations. Tipalan (2018) explained that the radio station has big accountability in news printing. They also have a problem in paying their monthly expenses regarding electricity wherein the transmitter’s electric bill will run up to 38,000 to 40,000 pesos per month excluding the office bills. They also have a problem in financial support because the station does not accept support from the politicians for personal purposes. The station relies only on the support given by its Church/Stations sponsors such as retired teachers and other people who are generous to give. They also have a problem in finding Parish-based volunteer reporters.

Another problem encountered by the local radio stations is the market. In an interview with Pinky Hallasgo (2018), 35 years old and a DJ/Broadcaster of Happy FM radio station, she shared that: “One of the problems of a radio station is the market because Malaybalay is the capital and the business center of Bukidnon, a lot of establishments and entrepreneurs are in the area. The radio station has an advertisement program as one of the sources of income of the station, what happened is that it is hard now to find a market for advertising because some of the entrepreneurs chose to inform their acquaintances about their business rather than advertising it through the radio.”

Meanwhile, RMN claimed that they never encountered such problems because their head offices monitored them. The management always makes sure that their radio station will never suffer from any problems that may occur. If the radio station faces such problems, then there is something to do with the management ways of handling the station.

While local radio stations faced such challenges, the internet has also impacted the radio station positively. Based on their assessment, the internet does not
limit or decrease the number of listeners. The Internet helped the radio stations to widen its areas of coverage in providing information not just locally but internationally as well. Internet and technology have brought a lot of people together who haven’t talked to each other for so many years. Technology does fill in those gaps.

C. Significant Influences of Radio Broadcast Media in Malaybalay City

The different radio stations in the area of Malaybalay City, Bukidnon helps in the development of the community. For development to be just and sustainable, citizens must productively participate in the decisions that shape their lives and participation requires an informed citizenry. A free and independent broadcast media supply timely and relevant information to the people, which allows them to change their behavior and to the demands of higher social standards of society and culture.

Local radio stations provide necessary and relevant services to the public. As presented in Table 2, radio stations offer different programs which greatly help the people deal with their problems at home, work, or in the community.

Radio also provides diverse, comprehensive, and up-to-date information because radio broadcasters go to the field area to gather complete information to disseminate to the people. Radio keeps the public informed of the current conditions, issues and events in the community through public announcements. The radio stations in Malaybalay City are acknowledged by the public to have a good broadcasting quality in providing relevant information and in disseminating it to the people.

Table 3: Local Radio Broadcasting Quality

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>AVERAGE</th>
<th>DESCRIPTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio provides diverse and comprehensive information.</td>
<td>4.23</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio keeps informed of the events in the community or celebrations.</td>
<td>4.23</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio provides relevant information.</td>
<td>4.19</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is effective in disseminating information.</td>
<td>4.11</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is educating the people</td>
<td>4.11</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is the most trusted source of information.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is good at covering local news stories that matter in the community.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio provides up to date information.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is the most useful source of information.</td>
<td>4.01</td>
<td>Agree</td>
</tr>
<tr>
<td>The information provided in the radio are:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Accurate</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Objective</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>4.11</td>
<td>AGREE</td>
</tr>
</tbody>
</table>

Source: Result of Survey Questionnaire

Socio-Cultural Influence of Local Radio in Malaybalay City

The survey in selected barangays in Malaybalay revealed a positive result regarding the radio’s socio-cultural influence on the public. The listeners affirmed that local radio stations promote indigenous knowledge and cultural
understanding. Radio programs acquaint the public with the culture, mores, traditions and other characteristics of the locality to best serve the community.

**Table 3: Socio-cultural Influence**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>AVERAGE</th>
<th>DESCRIPTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio influences public health and local sanitation.</td>
<td>4.21</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio provides awareness to environmental issues and concern.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio presents women related issues:</td>
<td>4.03</td>
<td>Agree</td>
</tr>
<tr>
<td>- Maternal care and infant health care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Violence against women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Women's reproductive rights</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Livelihood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio provides knowledge in disaster readiness and risk reduction.</td>
<td>4.20</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio promotes local language or the mother tongue of the community and is well understood by the public.</td>
<td>3.99</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio promotes indigenous knowledge and understanding in the community.</td>
<td>3.97</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio personnel are good role models for the public to emulate.</td>
<td>3.96</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is effective in changing the behavior or attitudes of the public.</td>
<td>3.79</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio promotes and strictly upholds the sanctity of marriage and family values</td>
<td>3.71</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>4.00</strong></td>
<td><strong>AGREE</strong></td>
</tr>
</tbody>
</table>

*Source: Result of Survey Questionnaire*

The locality of Malaybalay City uses Cebuano language as the mode of communication and the local radio stations use the local language in their daily segment which makes information dissemination and interaction faster and easier. Hence, it also connects people through the use of the mother tongue in their different programs.

**Political Influence of Local Radio in Malaybalay City**

Radio broadcasting in Malaybalay City also helps the development of the community, especially in the political aspect. As stated by Maban (2018) of RMN, their three advocacies are: to inform, to educate, and to entertain. Radio programs served as a channel between the government and the constituents to voice out their concerns about the development and problems in the locality.

**Table 4: Political Influence**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>AVERAGE</th>
<th>DESCRIPTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio voices the sentiments of the public.</td>
<td>4.11</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio facilitates the participation of marginalized individuals and communities in priority-setting and decision-making by providing them access to express their views and share their knowledge in programs.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio ensures responsiveness, responsibility, and accountability of the government to the public.</td>
<td>4.07</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio helps in marketing government development programs or policies to the masses in the society to encourage their adequate participation for collaborative societal development.</td>
<td>4.06</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio airs the problems of the local government</td>
<td>4.06</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio encourages self-development and self-reliance of individuals instead of being dependent on the government.</td>
<td>3.96</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio influences the people’s participations and decisions in electoral processes</td>
<td>3.91</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio influences the people’s opinion in public matters on political matters which may include ideological inclination, party affiliation, and identification, political biases, etc.</td>
<td>3.90</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio helps promote and maintain peace and order in the society.</td>
<td>3.87</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>4.00</strong></td>
<td><strong>AGREE</strong></td>
</tr>
</tbody>
</table>

*Source: Result of Survey Questionnaire*
Radio is also one of the tools used by the government and other officials to disseminate information to the public in promoting and maintaining peace and order in the society.

**Economic Influence of Local Radio in Malaybalay City**

Radio also enliven the economy of local community. It promotes employment opportunities for the people using public announcements about job hiring in any institutions/agencies. Through radio, the business performance in terms of sale of establishments are also enhance.

**Table 4: Economic Influence**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>AVERAGE</th>
<th>DESCRIPTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio is teaching and encouraging the use of modern strategies and technology in agriculture.</td>
<td>4.09</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio advertisement creates interests to try the brand or products and makes the public buy the goods/products it advertises.</td>
<td>4.07</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio provides participatory information/communication of the masses towards economic advancement.</td>
<td>3.99</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio is encouraging the establishment of small industries</td>
<td>3.96</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio motivates the public to participate in the community’s economic development process.</td>
<td>3.96</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio promotes employment opportunities for the people.</td>
<td>3.93</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio accelerates accomplishment of the economic development programs or policies of the local government.</td>
<td>3.91</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio helps the economy and the business performance in terms of sales in the community.</td>
<td>3.88</td>
<td>Agree</td>
</tr>
<tr>
<td>Radio helps to promote local enterprising.</td>
<td>3.81</td>
<td>Agree</td>
</tr>
</tbody>
</table>

**Conclusion**

Radio broadcasting started and developed when the first radio station, Catholic Media Network DXDB-AM also known as Radio Bandilyo in 1970. This was followed by Radio Mo Nationwide in 1980, Love Radio in 1995 and lastly Happy FM in 2013. Local radio stations had developed from the time it first started and continues to thrive through time.

Despite the developments of radio broadcast media in the area, radio also faced problems as it grows. But these challenges guide the radio stations to function effectively specifically in the communication that bears upon the needs of the community.

As the radio plays an important role, radio broadcasting also had a significant influence in the community that helps to stimulate the involvement and happening in socio-cultural, political and economic aspect. These influences are also found in the different programs and format that the station produced. Thus, radio cultivates a loyal and emotional bond with its listeners, a bond that is based on trust and community ties. The study has shown that radio stations in the chosen locale is alive, relevant and plays an important role in serving and influencing the community and its people.

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**Books**


**Online Journals**


**Online Articles**


SOCIAL DEVELOPMENT AND MANAGEMENT PROGRAM: A Holcim Community Story

Jay Ray G. Alovera
Mindanao State University - Iligan Institute of Technology

ABSTRACT
The Social Development and Management Programs (SDMP) for Mining Projects is a mechanism instituted in the Republic Act 7942 (Philippine Mining Act of 1995) to ensure that host communities benefit from the mineral extractive activities in their areas. These come as yearly projects and programs implemented in the communities based on a five-year development program which will be funded through a minimum allotment of 1% from direct mining and milling costs. The allotment shall cover the following areas: health, education, livelihood, public utilities and socio-cultural preservation. Holcim Mining and Development Corporation (HMDC) located in Lugait, Misamis Oriental, Philippines is one of the major plants of Holcim Philippines, a subsidiary of a global conglomerate in cement and aggregates. The local communities directly hosting the quarry and plant and those contiguous, enjoy the benefits of the SDMP which amounts to millions of pesos. A social profiling and impact assessment was conducted to determine the knowledge and acceptability of the people on the SDMP projects. Findings show that a big number of the residents are not aware of the program; they also find most of the operations not detrimental to the environment but alarmed at the smoke emitted by the plant especially during voltage dips. In late 2017, the HMDC subdivide in two entities: the plant and the quarry. This move creates repercussions on the 1% allotment for the host communities as it is only imposed on the quarry operations and no longer on the manufacturing which produces the biggest income in direct milling. The plant is covered by Corporate Social Responsibility Act of 2011 which only encourages companies to extend assistance to communities and sets no percentage allotment. This event caused alarm on the part of the local government units as this will greatly impact the five-year program cycle of the SDMP.

Keywords: impact assessment, social profiling, SDMP
Room 3

Overall Program 2019
INTRODUCTION

The 2014 Global Peace Index revealed that the world is becoming less peaceful every year since 2008. Despite various efforts and recent developments in the prevention of conflict and alleviating the conditions of the poor, violence and poverty/underdevelopment still continue to persist. Issues on peace and development is still the prevalent concerns especially in the developing world. However, due to recent projects, programs, and activities (PPAs) designed and implemented by different countries in collaboration with global institutions such as UN, notable progress has already been made. Global efforts are now concentrated in addressing this concerns by zooming in to the root cause/s of these problems and specifically giving special attention to conflict-affected and developing countries.

In the Philippines, it is one of the priority of the administration of President Rodrigo Duterte to end the decades-long conflict brought about by the Communist Party of the Philippines, New People's Army, and the National Democratic Front (CPP-NPA-NDF) and bring recognition to the just cause of the Bangsamoros in the Southern Philippines. This is positively expressed by the President himself even before he assumed office and officially on his first State of the Nation Address in 2017. His administration is pointing towards greater cooperation between national and local government institutions and non-government organizations to design and implement various programs, projects, and activities (PPAs) to alleviate the peace and development situation in the country.

With the adoption of the Philippine Development Plan (PDP) 2017-2022, the first medium-term plan anchored on the 0-10-point Socioeconomic Agenda and is geared towards the Ambisyon Natin 2040, plans from national down to the local governments are aligned to effectively operationalize the Filipino people’s collective vision of a “Mataag, Maginhawa, at Panatag na Buhay para sa Lahat (strongly rooted, comfortable and secure life for all). Strategies and targets are set to realize the plans and the PPAs will effect this. The Duterte administration has already implemented various PPAs to address issues and concerns vis-à-vis the peace and development. Thus, this study analyzes these PPAs and determined how it affects the condition of peace and development in the country.

This study is a qualitative research. It identifies the current status of peace in the country in terms of insurgency-related conflicts and criminalities and the current status of development in the country in the extent of economic, social, and political development. It also analyzes the policies, programs, and activities of the Duterte administration and determine how these PPAs affect the condition of peace and development in the country. This study proves that PPAs played a significant role
to the current peace and development situation in the country.

METHODOLOGY

This study was a qualitative research – a systematic scientific inquiry which seeks to build a holistic, largely narrative, description to inform the researcher’s understanding of a social or cultural phenomenon. According to McMillan and Schumacher (1993) qualitative research is defined as, “primarily an inductive process of organizing data into categories and identifying patterns (relationships) among categories.” Current status of peace in the country in terms of insurgency-related conflicts and criminalities and the current status of development in the country in the extent of economic, social, and political development are identified through dating mining. Policies, programs, and activities (PPAs) of the Duterte administration are also gathered through studying and examining various government agencies’ websites and publications, and are then evaluated/analyzed to determine its interaction with other variables of the study. Further, this study analyzes how these PPAs affects the condition of peace and development in the country. Thus in this study, data were gathered mainly through observations, document reviews, data mining, and context analysis.

RESULTS AND DISCUSSION

Peace and development are two areas that are widely researched by experts in the field of governance and public administration. As the world’s political landscape continue to shift, the meaning of peace and development seems to be indistinguishable nowadays. There is a continued change in the notion of the concepts from two distinct fields to parallel concepts where both are correlative. Presumably, there is development when there is peace and vice versa.

Peace

According to Barash and Webel (2009), peace is difficult to define. It is a multidisciplinary and complex concept that requires comprehensive analysis to fully grasp an understanding of its context and nature. According to International Alert (n.d.), peace is when people are able to resolve their conflicts without violence and can work together to improve the quality of their lives. There is peace is when everyone lives in safety without fear or threat of violence, when everyone is equal before the law, when everyone is able to participate in shaping political decisions and the government is accountable to the people, when everyone has fair and equal access to the basic needs for their wellbeing, and when everyone has an equal opportunity to work and make a living regardless of gender, ethnicity or any other aspect of identity. Thus, peace is only about the absence of war or violence but also entails the having a good quality of life (Adam, 20015).

In the Philippines, the latest issues and concerns relating to peace and security are criminalities and insurgency-related conflicts. These two are on the center of every peace and development agenda of government agencies and non-government organizations in line with the mandate of the President Duterte to prioritize these two. The current status of criminalities and insurgency-related conflicts in the Philippines are discussed below.

Criminalities

On the recent years, issues on criminalities are more focused on drug-related crimes in line with the expressed will of the President to solve drug-related
problems as soon as he assumes office. Few years after, it is still one of the battle
neck of the government because according
to the President himself, the illegal drugs
problem are so prevalent in the country in
which almost all barangays are affected,
giving rise, according to the President, to
more crimes such as theft, rape, murder,
etc.

Data from the Philippine National
Police shows that from 1 July 2016 to 17 January 2018, for homicide cases there are
a total number of drug-related incidents in
which 413 cases are solved and 1,822
cases are still under investigation. There
are also 589 minors rescued, 21,908 cases
are referred to prosecution, and 42,812
cases were also filed in court. A total of
19.34 billion pesos value of drugs, CPECs,
and laboratory equipment were also seized.
Further, 174 drug dens and 9 clandestine
laboratories were also dismantled. Even
government employees are not excluded in
the governments wide campaign in solving
criminalities for in fact, about 446
government workers (government
employees, elected officials, and uniformed
personnel) were also were also arrested in
anti-drug operations (Philippine National
Police, 2018).

Insurgency-related Conflicts

The Philippines has experienced
internal conflict for over four decades. This
includes violence related to two main
causes: a communist-inspired insurgency
and a separatist struggle in the Bangsamoro region. Discontent arising
from the repression of dissent and foreign
interference in the Philippines led to the
formation of the Communist Party of the
Philippines after World War II which aimed
to overthrow the government, and still
remains active today; peace talks between
it and the government have so far been
unsuccessful. The second conflict has
primarily taken place in the southern
Philippines. The failure of campaigns in the
1960s to recognize local people’s rights led
to the development of nationalist
movements, and various armed groups
have since fought the government for
greater autonomy.

The peace process between the
government and the Moro National
Liberation Front (MNLF) and Moro Islamic
Liberation Front+ (MILF) is the region's
longest peace undertaking. The formal
resumption of talks in 2011 was short-lived.
The challenge now is to resume talks and
broaden the 'peace constituency' to include
businesses, the judiciary, the media and
international development agencies, who
can shape public opinion and ensure a
successful and inclusive political
settlement. In March 2014 a peace deal
was signed between the government and
the largest of these groups, the Moro
Islamic Liberation Front. However, not all of
the rebel groups in Mindanao and Sulu
archipelago have signed the deal, and
clashes in early 2015 highlight the
challenges associated with this long and
protracted conflict. It is difficult to know the
total number of people who have been
affected by the conflicts in the Philippines,
but it is often estimated at 150,000. Natural
disasters have contributed to the
placement of many more (Peace Insight,
2015).

On the other hand, the peace
process between the Government and the
CPP-NPA-NDF groups are still pending
and one of the main priority of
the government this day. The administration
of President Duterte campaigned for mass
surrendering of the rebels, even offering
comprehensive assistance program for
former rebels which includes financial,
moral, emotional, social, and livelihood
under the Enhanced Comprehensive Local
The E-CLIP is a program providing a complete package of assistance to former rebels (FRs) to facilitate their reintegration to the community. Under E-CLIP, local government units are enjoined to also provide the necessary assistance to fasten the implementation of E-CLIP. In line with this, national agencies and organizations are also mandated to align their PPAs with to address problems relating to peace and security. Other regions, like Caraga Region, also developed and implemented the Peace and Development Zone (PDZ) to identify the conflict-affected areas who will be prioritized for funding of government and organization funded projects for development.

Development

The challenge facing Asian societies today is how to bring about development that is responsive, accountable, equitable, and sustainable, which give people greater control over their own lives. Whether this challenge can be met depends on how Asian governments affect the policy environment so that efforts to achieve people-centered development are enhanced. These governments establish the specific political and legal framework within which Asian NGOs operate and thus affect their potential contribution to the development agenda (Heyzer, et.al, 1995).

Many scholars speak of development in systematic and wholistic terms. They maintain that movements or changes in one sphere, say in the economic, could affect other spheres, the social, and the political. Thus, in this paper, economic, social, and political development are all considered in the discussion.

Economic Development

The Philippines is one of the world's development puzzles. Despite having many of the same conditions for successful economic growth as its neighboring East Asian countries, the country missed out almost completely on the Asian boom and never became one of the “Asian tiger” economies (Balisacan, 2003). With an average 6.6 percent GDP growth over the past five years, the Philippines is among the fastest growing economies globally. With a gross domestic product of US$329 billion and per capita income of US$3,280, it is quickly nearing upper middle-income status. Despite the positive developments, the principal challenge is the stubbornly high poverty rate estimated at 21 percent. Among the causes, analysts have highlighted weak governance, corruption, elite capture, inadequate education, health services and infrastructure, limited access to financing, and increased frequency and intensity of natural disasters (The Asian Foundation, 2017).

In 2017, the Philippines was among the top three growth performers in the region. Only Vietnam and China did better. The Philippine economy grew from 6.9 percent year-on-year in 2016 to 6.7 percent year-on-year in 2017. Growth was anchored in strong exports, while investment growth significantly slowed and consumption growth moderated. The Philippines’ annual exports rose sharply in 2017 and became the main engine of economic growth, while imports continued to grow by double-digits. Investment growth slowed in 2017, following two consecutive years of rapid expansion, and climbing inflation slowed real wage growth and contributed to a moderation in private consumption growth (National Encyclopedia, 2019).

Sustained economic growth is likely to continue to contribute to poverty
reduction. Under the assumption that the responsiveness of the poverty rate to economic growth follows historical trends, the poverty rate, based on the lower middle-income poverty line of US$3.20/day, is projected to decline from 27.0 percent in 2015 to 22.9 percent and 21.7 percent in 2018 and 2019, respectively, as economic growth remains robust. These projections would imply a continuing trend of one million Filipinos being lifted out of poverty each year. Factors that have been driving poverty reduction in the Philippines include the movement of employment out of agriculture, a sustained inflow of remittances, and the government’s conditional cash-transfer program.

More economic development of Philippines is required to alleviate poverty from that country and address imbalances in distribution of income. Though there has not been any negative impact on macroeconomic outlook of Philippines economy, yet this nation has faced some setbacks because of various external reasons. It has also faced challenges from regional competitors. Main focus of Philippines has been to develop employment opportunities and lessen poverty. Long term Philippines economic

Social Development

The World Bank (2019) defines social development as the need to “put people first” in development processes. Poverty is more than low income – it is also about vulnerability, exclusion, unaccountable institutions, powerlessness, and exposure to violence. Social Development promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions accessible and accountable to citizens.

Working with governments, communities, civil society, the private sector, and the marginalized, including persons with disabilities and Indigenous Peoples, Social Development translates the complex relationship between societies and states into operations. Empirical evidence and operational experience show that Social Development promotes economic growth and leads to better interventions and a higher quality of life. Even the World Bank supports social development by listening to poor people and promoting their voices in the development process; understanding and addressing their needs, priorities and aspirations; and building formal and informal institutions.

The Philippines has been one of the fastest-growing economies in the East Asia and Pacific Region. However, poverty has been slow to decline and remains high at 21.6 percent of the population. The high number of poor families represents a major challenge for the country. Poverty in the Philippines is concentrated in rural areas. Similarly, vulnerability to poverty, due to factors like disaster risks remain a major concern. Perennial typhoons and flooding are the most devastating in terms of their economic and social impact. Violent conflict in some parts of the country including in Mindanao has also disrupted the delivery of basic services and resulted in low human capital investment. Before the project was implemented in 2009, low health and education outcomes among poor children were largely a result of: (a) low spending on human development and social services and particular health and social assistance programs; (b) a fragmented approach to protect the poor and vulnerable; and (c) the absence of an effective and objective system to target or identify poor and vulnerable households (World Bank, 2017)
The Philippines ranked 84th in the Human Capital Index, with a score of 0.55. This indicates that an average Filipino child will be only 55% as productive as they could be in adulthood. The Philippines has vastly expanded access to education, but student learning outcomes fall below potential. Nutrition is the weakest link of human capital for the Philippines. 1 in 3 Filipino children under age 5 is stunted, a key marker of malnutrition. The Philippines can achieve its full potential by boosting human capital, making learning the central objective of the education system, tackle malnutrition of women and young children, and implement the Universal Health Coverage to boost health access and quality.

Political Development

Oxford Reference (2019) defines political development as the development of the institutions, attitudes, and values that form the political power system of a society. It can be observed that conflicts and violence are usually prevalent in poverty-stricken areas. Conflicts and insurgency in countries like South Sudan, Rwanda, Southern Philippines, etc. are all rooted in the poor living conditions and the seemingly neglect response from the government. In these areas, provision of the basic goods and services from the government is scarce, if not totally unavailable. There are no health insurance/assistance services, no immediate access to medicine and hospital cares, prices of goods are high, and services are costly. There might be existing policies and programs to address this but implementation is poor. Thus most of the time, it all points to poor governance and poor government mechanisms on regulating whatever resources is available for the people.

In the Philippines, the poorest regions are concentrated in the Southern part of the country. In these regions per capita income is low, unemployment rate is high, industries are undeveloped sometimes unorganized, child mortality rate is high, and the crime rate is also increasing. Significant amount of people are living below the poverty line. This is the reason why development projects are also poured out in these regions both not just from the national government but from non-government organizations and international agencies/organizations as well. But despite of all of this efforts, it is still undeniable that present conditions in Metro Manila and the peripheries differs a lot.

Programs, Projects, and Activities (PPAs) under the Duterte Administration

One of the main priorities of the Duterte administration is peace and order gearing towards the overall development of the country. To realize this, the Philippine Development Plan 2017-2022 was designed to serve as the country’s guide in formulating policies and implementing development programs for the next six years. It enables agencies and other stakeholders to work systematically to give the Filipino people a better chance of finally finding their way out of poverty, inequality, and the poor state of human development.

The PDP 2017-2022 adopts a framework of inclusive growth, which is high growth that is sustained, generates mass employment, and reduces poverty. With good governance and anticorruption as the overarching theme of each and every intervention, the Plan translates into specific goals, objectives, strategies, programs and projects all the things that we want to accomplish in the medium term. It intends to pursue rapid and sustainable economic growth and development, improve the quality of life of the Filipino, empower the poor and marginalized and enhance our social cohesion as a nation.
The strategic development policy framework thus focuses on improving transparency and accountability in governance, strengthening the macro economy, boosting the competitiveness of our industries, facilitating infrastructure development, strengthening the financial sector and capital mobilization, improving access to quality social services, enhancing peace and security for development, and ensuring ecological integrity.

In addition, the Duterte administration designed the Zero to 10-Point Socio-Economic Agenda with emphasis on peace and order as bedrock so that the 10-point agenda can materialize. With the bedrock, it will be difficult for the economy to thrive and for the country to prosper. The 10-Point agenda are the following: (1) Continue and maintain current macroeconomic policies, including fiscal, monetary and trade policies; (2) Institute progressive tax reform and more effective tax collection; (3) Increase competitiveness and the ease of doing business; (4) Accelerate annual infrastructure spending to account for 5 percent of GDP, with Public-Private Partnerships playing a key role; (5) Promote rural and value chain development toward increasing agricultural and rural enterprise productivity and rural tourism; (6) Ensure security of land tenure to encourage investments and address bottlenecks in land management and titling agencies; (7) Invest in human capital development; (8) Promote science, technology and the creative arts to enhance innovation and creative capacity toward self-sustaining, inclusive development; (9) Improve social protection programs; and (10) Strengthen implementation of the Responsible Parenthood and Reproductive Health Law to enable especially poor couples to make informed choices on financial and family planning. Under each agenda are specific priority programs/projects and strategies to be implemented by the government and other partner agencies.

Further, Duterte and Executive Secretary Salvador Medialdea signed four issuances to resolve inflation: (1) Administrative Order No. 13 removing non-tariff barriers and streamlining administrative procedures on the importation of basic agricultural commodities; (2) Memorandum Order (MO) No. 26 directing the departments of trade and agriculture to adopt measures to reduce the gap between farm-gate and retail prices of agricultural products; (3) MO No. 27 directing the Department of Agriculture (DA), Department of the Interior and Local Government and the Metro Manila Development Authority (MMDA) to come up with measures that would ensure efficient and seamless delivery of imported agriculture and fishery products from the ports to the markets; and (4) MO No. 28 directing the NFA to immediately release existing rice stocks in its warehouses, including the 230,000 metric tons (MT) of rice currently stored in its warehouses across the country and 100,000 MT of rice previously contracted to be delivered before the end of the month.

The Role of Programs, Projects, and Activities

Due to recent contemporary issues and problems where the lack of peace usually proves to be a detriment to developmental socio-economic changes puts peace at the center of development discourse. It is seen now as one of the driving force towards attracting investments to fund projects and sustaining vibrant local businesses in order to provide employment to the people. Growth and progress are now regarded as results of ethical programs and policies designed and implemented to promote peace and order.
A comprehensive and holistic approach towards addressing the lack of peace in a community precedes the effect of development initiatives. Thus, ensuring a conflict-free environment is imperative towards a successful development-anchored projects and programs. The data from the Philippine National Police (PNP) as cited by Rappler (2017) shows that the volume of crimes in the Philippines has dropped in 2017. All index crimes have dropped, except for homicide, from 2016 to 2017. The PNP’s Directorate for Investigation and Detective Management (DIDM), there was a total of 100,668 index crimes recorded from January to November 2017. It represents a 21.8% drop from the period in 2016, where they recorded 128,730 index crime incidents. Index crimes are offenses against persons and against property that are recognized nationwide and used by the PNP to assess public safety. Non-index crimes refer to violations of special laws and ordinances. Because the counts vary as one crosses local government territories, the PNP does not use them as a gauge of public safety. The following data show the significant changes made in the criminality-related situations in the country:

Homicide is the only index crime that rose by 14.6% in 2017, with 2,082 killings recorded in 2016 rising to 2,386 in 2017. The PNP, DIDM officials told Rappler, records all killings as homicides, and when they find that the slaying was premeditated and intentional, they transfer the tally over to murder. Homicide incidents almost doubled in May 2017 with 232 cases, jumping from 134 in April 2017. The soar stayed until October before dropping back below 200 in November.

Physical injury means assaults that result to another person’s injury, regardless of the wounds’ severity. From 32,459 attacks in 2016 to 28,794 in 2017, physical injuries dropped by 11.3%.

The crime went down consistently, with its lowest record count of 2,112 in November almost 300 below the second lowest recorded in August.
Rape incidents dropped by 1,079 (12.4%), from 8,663 in 2016 to 7,584 in 2017. Contrary to the claim of PNP chief Director General Ronald dela Rosa that rape incidents rose when the PNP was taken out of the drug war in October, the police’s own data showed the sexual crime slightly sliding down from 575 to 551 between October and November.

Robbery incidents fell from 19,759 in 2016 to 15,083 in 2017, registering a 23.6% decline. The drop in robbery numbers began as early as January 2016 and continued until November 2017, going down by around 50 incidents every month.

Thefts went down by almost a third from 2016 to 2017, with the PNP recording 46,232 incidents between January and November 2016 and 32,356 in the same period in 2017. Drops are steady between the months of August and November while numbers went up and down between March and July.

Despite the numbers fluctuating for the past months, cases of carnapping of motor vehicles still dropped by 35.5% in 2017 compared to 2016, with the PNP counting 470 by November 2017 compared to 729 by November 2016.

Carnapping of motorcycles have a more visible trend compared to the first type of vehicle theft, with numbers visibly going down over the last two years. The PNP counted 5,486 motorcycle carnapping incidents in 2017 between January and November – a 31.2% drop from the same timeframe in 2016 where they had recorded 7,979 cases of the crime.
The National Capital Region (NCR) continues to top Philippine regions in crime volume, with 16,930 incidents, while the Autonomous Region in Muslim Mindanao (ARMM) stayed at the bottom with just 1,141 recorded crimes. This is not surprising, Carlos said, as Metro Manila is the most densely populated region in the country, while the ARMM is one of the least densely populated areas. Of all the regions, the Cordillera Administrative Region (CAR) saw its index crimes drop the most, registering a decrease of 58.4%. The northern Luzon region recorded 3,754 between January and November 2016, down to 1,562 recorded within the same months in 2017. With these numbers, Carlos said the PNP sees 2017 as a success for their anti-criminality campaign.

On the other hand, talking about insurgency-related issues, many peace deals have been designed, explored, and passed aiming to put an end to decades-long conflict. But with all these peace agreements, another issue arises. Do the parties have the capacity for successful implementation? On July 26th, President Duterte signed the Bangsamoro Organic Law (previously known as the Bangsamoro Basic Law): a unique and historic moment in one of the longest running conflicts (and negotiation process) in the world. For the first time in decades a peace agreement is in place in the South of the Philippines, signed and ratified by all the main parties involved. The people also signified their intent to recognize the creation of the Bangsamoro Autonomous Region (BAR) in a plebiscite conducted amongst the concerned provinces and municipalities. This is the official end of the war between the Philippines government and the two Bangsamoro fronts. It however does not mark the end of tensions or violence in Mindanao. The challenging part of implementing the agreement and creating lasting peace is yet to begin.

On development concerns, because of the recent economic changes and policies initiated and implemented by the present administration, economic growth is projected to reach 6.4 percent in 2019 and slightly edge up to 6.5 percent in 2020 and 2021, as inflation is expected to decline, and spending due to the upcoming midterm elections is likely to boost private consumption growth. Despite softer GDP growth, revenue reached record high level of 19.6%, helping contain the fiscal deficit. An intensified El Niño may lead to food supply constraints, affecting the poor and vulnerable the most. Growth outlook

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remains positive fueled by an expected acceleration in private consumption growth, but tempered by a slowdown in public investment. While external risks remain high, domestic risks are intensifying given the delay in the approval of the 2019 budget and looming drought. In the short term, prudent fiscal and monetary policies are important to preserve consumer and business confidence. In the long term, addressing challenges of human capital development is critical for achieving inclusive growth.

The country’s medium-term growth outlook remains positive. The Philippine economy is projected to continue on its expansionary path and grow at an annual rate of 6.7 percent in both 2018 and 2019. In 2020, growth is expected to level at 6.6 percent. The economy is currently growing at its potential, making productive investment in physical and human capital essential so that the economy can continue to grow along its current growth trajectory. Investment growth hinges on the government’s ability to effectively and timely implement its ambitious public investment program. Moreover, the government needs to clarify the role of the private sector in its investment program.

With the presence of United Nations and other peace-operating international bodies pressuring countries around the world to choose the peaceful routes towards settling disputes and conflicts, countries and regions that are conflict-affected are also deciding to agree with peace talks and agreements to avoid sanctions from the international community. Various policies, programs, and activities were designed, adopted, and undertaken globally to address problems on peace and thrust towards development and progress. However, despite all these efforts, it is irrefutable that a lot must still be done to achieve the goals that this world has been aiming for as stipulated in the 2030 Agenda for Sustainable Development.

CONCLUSION

In conclusion, a lot of resources were already spent to further study the two aiming to develop comprehensive policy proposals and alternatives to provide concrete action plans. Recent accomplishments were already achieved through international partnerships and convergence resulting to declining poverty incidence and greater cooperation among countries. Out of these efforts, notable progress has been made yet there is still a long way to go considering that poverty and violence continue to persist over the years. However, significant changes and improvement are shown when these PPAs were initiated and implemented. Thus, this study proves that PPAs implemented by the administration and the government in general played a significant role to the current peace and development situation in the country.

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ABSTRACT

Transportation is an essential area in the life of society, recognizing the vital role of transport, then the traffic and road transport that is used must be arranged through the national transportation system in an integrated and able to realize the availability of services in accordance with the needs of traffic and transport service that is orderly, comfortable, smooth, fast and does not cost too expensive (Muhammad, 1998). Transport has a role in helping the growth of the economic importance of a particular city. This was revealed for transport-related activities of production, consumption, and distribution. The purpose of the government is needed in terms of highlighting the importance of the role of transport facilitates economic activities. Transportation also plays a vital role in accommodating the social and economic events in the community and as a facility for the production and investment will have a positive impact on economic conditions at the national and regional levels. If the purpose of the Trans Jogja to improve the system and public transport management, improving the quality of public transport services that are safe, comfortable, and reliable, through improved mass transport the Trans Jogja is successful, because it has changed the physical bus that was once an old, dirty, ugly, be nice, air-conditioned and comfortable. Trans Jogja success can also be seen from the number of people Yogya who switch to public transport from private transport and increase the budget of Yogyakarta. But besides that, if the purpose of the Trans Jogja is to organize mass transportation that is timely and efficient, the Trans Jogja cannot be said to be successful.

Keyword: Urban Planning, Public Transportation
INTRODUCTION

Humans are social creatures that have many needs to support the welfare of his life, the necessary requirements are not always located around the neighborhood. Therefore man need transportation as a means of transfer from one place to another (Salim A., 2000), Transport in the economic sphere is very important to help meet their daily needs. Transportation constantly increasing from time to time as the speed of growth of population and economic growth should be supported by the development of roads, terminals, ports, and other facilities that support the path of transportation that is efficient, secure, and seamless and environmentally sound. Transportation is an important area in the life of society, recognizing the important role of transport, then the traffic and road transport that is used must be arranged through the national transportation system in an integrated and able to realize the availability of services in accordance with the needs of traffic and transport service that is orderly, comfortable, smooth, fast and does not cost too expensive (Mohammed, 1998).

Transport has the importance of a role in helping the growth of the economy, especially in a city. Given in transport is closely linked to production, consumption, and distribution. The role of government is needed in terms of highlighting the importance of the role of transport facilitates economic activities. Transportation also plays an important role in accommodating the social and economic activities in the community and as a facility for the production and investment will have a positive impact on economic conditions at the national and regional levels. Improved public transport services one of which is the reform of public transportation. A city bus, for example, urban mass transportation modes are quite popular among the urban community. But in reality, the city buses that serve the needs of society, especially in Yogyakarta own age. The impression seedy, unsafe and uncomfortable sounds familiar among the public. It is birth Trans Jogja as a new form of city buses in Yogyakarta.

Trans Jogja is one of the public transportation in Yogyakarta, which is part of the implementation of Bus Rapid Transit program by the Department of Transportation, Communication and Information (Dishubkominfo) Yogyakarta and started its operation since March 2008. Trans Jogja implements a closed system, ie, passengers can only use Trans Jogja stops when through the specially prepared fleet of Trans Jogja. Trans Jogja is a road-based mass transit so service standards must comply with the Regulation of Minister of Transportation No. 10 of 2012 concerning the minimum standard road-based mass transit services. In general, the Trans Jogja operates through the main routes in Yogyakarta, and routes that passed in Yogyakarta. To facilitate passengers to memorize lines, every 2 lanes will pass through the same route, in the opposite direction. The path is not always the same because of different road conditions. For example, because there are some streets that only one direction. Another condition is that not all the stops are always opposite, although the average is not much different from one to eat it, until today there are 6 Trans Jogja operating. ie paths 1A, 1B lanes, lane 2A, lane 2B, 3A and 3B lane.
Please note that the implementation of the Trans Jogja services related to the travel time of each bus has not been fully implemented properly. This is because more and more difficult to implement the standard travel time Trans Jogja who does not have a special line. Therefore, when the volume of vehicles on the road increases, certainly more difficult to the distance traversed Trans Jogja. The importance of the technical requirements become critical success factors that are applied in the operation of the Trans Jogja. The main thing is to maintain the smooth running of separate lines for operating buses and avoid congestion.

If the purpose of the Trans Jogja to improve the system and public transport management, improving the quality of public transport services that are safe, comfortable, and reliable, through improved mass transport the Trans Jogja is successful, because it has changed the physical bus that was once an old, dirty, ugly, be nice, air-conditioned and comfortable. But if the purpose of the Trans Jogja is to organize mass transportation that is timely, then said it Trans Jogja cannot succeed. So naturally when the Trans Jogja has not been able to become one of the supporters of the city's transportation improvement because there are no special lines in operation. Based on the description above, it can be underlined that the operation of the Trans Jogja within the last 7 years cannot be said to be optimal. Use of Trans Jogja who still use other transportation lines combined together into one inhibiting factor in the realization of urban transport good governance.

**BASIC THEORY FRAMEWORK**

**EFFECTIVENESS**

Effectiveness comes from an operative word that has meaning achieved some success in attaining the goals previously set. In this case, the efficiency is closely related to the expected results with the results that will be the case. Assessment of the effectiveness of this themselves has different perspectives, depending on how
we judge the effectiveness. Arthur G. Gedeian et al. in his Organization Theory and Design defining effectiveness, as follows: "That is, the greater the extent it roommates an organization's goals are met or surpassed, the greater its effectiveness." (The more significant achievement of organizational goals more great effectiveness) (Gedeian, 1991).

Effectiveness is an essential element for achieving the goals and objectives that have been targeted by each organization, either activities or programs. Effective use of the word when it reached a goal or goals that initially specified. It is also expressed by H. Emerson cited by S. Handayaningsrat Soewarno, which revealed that effectiveness is the measurement in terms of the achievement of objectives predetermined (Handayaningsrat, 1994).

Many have considered that effective and efficient have a close correlation. But the fact that the definition between efficient and effective have vastly different meanings. Mahmudi in his book "Public Sector Performance Management" defines effectiveness as the relationship between the outputs with the goal, the more significant the contribution of the production to the target, the more effective the organization, program, or activity " (Mahmudi, 2005). Mark Zahnd, in his book "The Integrated Urban Design," adding the difference between effectiveness and efficiency in terms of target objectives. Where the effectiveness of focusing on the result, influence, or effect, whereas efficient means right or appropriate to do something to not waste time in vain (Zahnd, 2006).

According to Drucker (Mutiarin & Zaenuri, 2014), effectiveness means the extent to which we achieve the goal. In measuring the effectiveness dimension to consider several criteria that support a program such as execution time, satisfaction, and development. This development is supported by the opinion (Gibson, 1996) mentioning the effectiveness of the following criteria: Short-term criteria – productivity; Quality; Efficiency; Flexibility and satisfaction; Development; Criteria for the medium term – competition; and Long-term criteria – survival.

Suhana in (Mutiarin & Zaenuri, 2014) revealed that effectiveness is the measurement of the achievement of a goal that has been set beforehand. Assessment of effectiveness carried out to discover the extent of the benefits and impact of the program to the beneficiaries of the program. According to Campbell in (Mutiarin & Zaenuri, 2014) general effectiveness has some aspect that stands out, namely: program success; target success; satisfaction with the program; the level of output and input; achieving the overall objectives. Effectiveness refers to a low-achieving or achievement of a goal. Efficiency is also part of dimension productivity by achieving the targets relating to the quality, quantity, and time.

From the opinions on the effectiveness, it can be concluded that the efficacy is a measure that states how far the target has been achieved by the management, in which these targets have been determined in advance. Efforts to evaluate the course of an organization can be made with the concept of effectiveness; this concept is one of the factors to determine whether the necessary changes to the form and management of the organization. In this respect, the achievement of effectiveness through the use of the infrastructure owned by the organization concerned.

PUBLIC TRANSPORT

Understanding the transport comes from the Latin word transport, where trans means across or next to another and
portable means transporting or carrying. So transportation means transporting or carrying (something) other fence or from one place to another. This means of transportation is a service rendered, to help people and goods to be moved from one place to another. Thus, the transport can be defined as the business and activities of transporting or carrying goods and passengers from one place to another. Can be affirmed again that transportation is a service that is used as a tool to gain economic advantages in various business activities and public relations (Kamaluddin, 2003).

Understanding the transport comes from the Latin word transport, where trans means across or next to another and portable means transporting or carrying. So transportation means transporting or carrying (something) other fence or from one place to another. This means of transportation is a service rendered, to help people and goods to be moved from one place to another. Thus, the transport can be defined as the business and activities of transporting or carrying goods and passengers from one place to another. Can be affirmed again that transportation is a service that is used as a tool to gain economic advantages in various business activities and public relations (Kamaluddin, 2003).

RESEARCH METHODS
The method used in this study is a qualitative method which is a way more emphasis on the in-depth understanding of the problem. ResearchThis in itself is a qualitative research study that is descriptive and tends to use the analysis and further highlight the process and meaning. This qualitative research method to develop a variety of interrelated expected to develop an understanding of the subject matter at hand. Later in this qualitative study also uses data collection techniques of interview, observation, and instrumentation (Salim A., 2006). The purpose of this methodology is a more in-depth understanding of the effectiveness of the use of Trans Jogja governance in realizing good urban transport.
RESULT AND DISCUSSION

THE EFFECTIVENESS OF THE TRANS JOGJA

Effectiveness is a measure that states how far the target has been achieved by the management, in which these targets have been determined in advance. Efforts to evaluate the course of an organization can be made with the concept of effectiveness; this concept is one of the factors to determine whether the necessary changes to the form and management of the organization. In this respect the achievement of effectiveness through the path used by Trans Joga, while the indicators used to measure the ineffectiveness to Trans Jogja as follows;

A. THE SUCCESS OF THE PROGRAM

The process of implementation of the program is one aspect that determines the success of the implementation of the policy. The implementation process is one vital step to measure the success of an application, the success of the program can be seen or felt by the surrounding community. It can be seen from the infrastructure provided, services provided, and timeliness. The growing fleet of trans Jogja from year to year demanding the government to give away maximum service to the community. The main objective of trans Jogja violation no other services are encouraging users of motorcycles and cars that are privately owned to move using the Trans Jogja to reduce congestion in the city of Yogyakarta. By doing so, the effectiveness of the Trans Jogja as mass public transportation does not only depend on the quality of service but also the integration of programs aimed at encouraging people not to use private vehicles.

According to the interviews with Mr. Tri Harianto on November 8, 2017, he said that the Trans Jogja 2016 already has 105 feet and 17 lines were available, increasing the fleet and track a positive impact on services by Trans Jogja to the public, trans Jogja as transport mainstay rightly provide maximum service and execution in order to support the creation of the city of Yogyakarta has some neat urban areas. From his statements it understandable and concluded that the provision of Trans Jogja and existing lines, expected to be useful to effectively and efficiently to the public as the city’s public transport users. Trans Jogja they are scheduled as one of the implementations of urban governance policies with the aim of structuring and beauty of the city by public transport provision which has been facilitated by the government towards a better city and tidy.

B. THE SUCCESS OF GOAL BY THE OBJECTIVE OF THE PROGRAM THAT CREATED THE DEPARTMENT OF TRANSPORTATION IN COOPERATION WITH PT. ANINDYA MITRA INTERNASIONAL

The objective of the program that created the Department of Transportation in cooperation with PT. Anindya Mitra Internasional is to provide a mode of mass transportation in an effort called Trans Jogja to improve public services, especially in the area of urban land transport sector replacing the deposit system into a system of purchasing services or buy the service. It is based on the government's efforts to meet the needs of society, to see increasing activity and mobility of people in the city of Yogyakarta which incidentally is a university town and city tours primarily to support the need for the transportation of students and tourists who visit the city of Yogyakarta. This is evidenced by the construction of the Trans Jogja bus stops at strategic locations close to the center of education, such as colleges, schools, and
tourist attractions. The most apparent change experienced by the people after the Trans Jogja is to change the attitude of society to use public transport, in this case, Trans Jogja, because the citizen believes that Trans Jogja is cheap transportation and also very affordable. Next, is the nascent awareness of the public that by using trans Jogja then it can be helpful in terms of energy savings, assist the government in order to unravel congestion and density of vehicles on the streets of the city of Yogyakarta so Jogja into town which is convenient for students and tourists as well as efforts to reduce air pollution and global warming.

C. PUBLIC SATISFACTION PROGRAM AGAINST TRANS JOGJA

The existence of Infrastructures, Based on the observation of customers are not satisfied with the physical condition of the facilities and infrastructure provided by the Trans Jogja bus both old and unfit to operate until the cleanliness of the shelter is not good. Other facilities cannot be called satisfactory because it is still far from comfortable, as the fan is not a flame and the lights dim. The management itself continues to improve for the convenience of users Trans Jogja.

The readiness of Employees and Presence Information, Helping passengers is one of the tasks that need to be done by employees of the shelter when passengers have already paid and entered into the Trans Jogja shelter automatically that the employee must serve passengers well. From the observation of the performance of employees of Trans Jogja is good enough, but not fitted with emergency information handling procedures, the manager should provide information regarding procedures for handling emergencies on the bus so that the customer can read and understand the information.

Responsiveness Employees, Indicators employee responsiveness is the ability of employees to assist passengers with the response. Indicators of service responsiveness can be judged from the process of quick and precise service of existing employees at the shelter. When passengers require assistance from an employee should serve quickly. But from the observation that employees do still much indifferent to the needs of passengers. Besides, employees are ignoring many, although not all employees behave like that. Punctuality, Indicators of punctuality are the time required to serve passengers; it also includes a bus that stops at shelters and bus arrival time itself. From observations we did customers complained about the bus passengers who do not want to wait while it is finished at the shelter and some who do not take the bus passengers when a bus in a state of quiet. Besides less operating time long been a complaint of passengers.

Cost and Ease, Indicators of cultural and ease the cost incurred to employ the services of Trans Jogja as well as ease in reaching the Trans Jogja shelter. Shelter attempts made to allow easy access by passengers such as in public places like near schools, shopping centers, and homes of tourist destinations so that from the observation that we do passengers feel satisfied with it. And a reasonably low cost or approximately Rp3500.00 makes passengers feel happy with the price that can be reached by all circles.

D. OUTPUT AND INPUT

One variable that is required in the conduct of economic analysis is variable inputs of Trans Jogja is a resource that is
used to establish and to operate the Trans Jogja. Input variables are also defined as the variable costs, because of the results of the input variables arising from the operation of the Trans Jogja as calculated in terms of money or called fee. Cost classified be two of them: **Fixed cost**, which are costs that are not dependent and are not directly in line with the total output of goods and services produced from Trans Jogja. **Variable costs**, are the costs that amount dependent and directly in line with the total output of goods and services produced by Trans Jogja. Trans Jogja costs consist of costs required to build infrastructure to support the operation. From those produced by Trans Jogja then be used to stop the construction cost, portable hotel construction, installation of CCTV cameras that are applied at Trans Jogja ends, and used for other expenses. Trans Jogja variable costs consist of the damage to producing a service Trans Jogja, where this cost will increase in line with the operational intensity Trans Jogja. Some charge a variable that can be used as the calculation is the cost of purchase and cost of modifications., The cost of fuel consumption bus Trans Jogja, the cost of maintenance of bis Trans Jogja, ticket printing costs, and other costs that can support each unit of service produced by Trans Jogja, Prices in the year 2016 Rp879,647,913.00 and realized by Rp60,000,000.00 or 68.21%, this realization has increased from last year only amounted to Rp500,000,000.00. All elements of the cost of the Trans Jogja an input for Trans Jogja in generating service required output elements can be used in economic calculations Trans Jogja include the number of stops available, the number of buses that can operate, the number of kilometers traveled by each bus, and coverage networks can be calculated based on the number and length of service of each service provided by Trans Jogja. With the Trans Jogja is beneficial to society, it can reduce the unemployment rate of the community in Yogyakarta. With the Trans Jogja then open up employment opportunities for the people of Yogyakarta. Facilitate a tourist or traveler to arrive at its destination. It can reduce existing congestion if people are aware of make use of TransJogja Yogyakarta as a means of everyday transportation.

**E. COMPREHENSIVE ACHIEVEMENT**

According to the interview with Mr. Tri Harianto, ST, MT. as the head section of public transport provision. The exposure in the year of 2008 to 2011 Department of Transportation Yogyakarta has 54 fleet and six lanes. Subsequently in 2012 until 2016 there were 74 feet and eight lanes. With the increase in the bus fleet every year very directly proportional to the rise in the number of passengers every year. From the exposure of the number of passengers who delivered Mr. Tri in 2012 several 5,823,452, then increased again in 2013 an amount of 5,978,726, and in 2014 several 6.50629 million, and 2015 several 6,468,678. That is Trans Jogja from year to year has increased, starting from the fleet sector which originally numbered 54, now totaled 105 fleet. From the track sector also increased, which initially had six lines now completing 17 lines. Because of buses and paths also increase the passenger from year to year doubled. In the year 2012 amounted to 5,823,452 passengers, and now passengers increased by 6,468,678, so over the last three years Trans Jogja function, Trans Jogja increased passenger number 1 million people.

If the purpose of trans Jogja is giving away service to the community of the
factors of infrastructure and services, Trans Jogja already said public transport is quite useful considering the number of fleets and track increased trans Jogja makes people interested in using public transport Trans Jogja. However, when seen from the use of the concept of governance of urban space, yet capable Trans Jogja because trans track was joined by other public vehicles, such as motorcycles, cars, buggy and so forth. Thus, timeliness and Trans-Jogja mileage from one place to another can be said to have not been effective.

F. THE IMPACT OF THE TRANS JOGJA BUS TOWARDS ENVIRONMENTAL SAFETY

Trans Jogja began operational in 06.00 to 22.00 every day, in the service of Trans Jogja puts each of the two officers at a shelter/stop and the two officers on the bus as the driver and the officer who guides the ups and downs of passengers, time waiting for the bus with the same route is for a maximum of 15 minutes, costs to be incurred by the passenger to use the facilities of Trans Jogja is Rp. 3.000 - for one trip from shelter to shelter destination origin.

The notion neighborhood itself under article 1, paragraph 1 In Act No. 23 of 1997 on Environmental Management to mention understanding the environment is unity with all things space, power, state and living creatures, including human beings and behavior that affect the survival of our lives and well-being of humans and animals another life.

The environment is the sum of all living things and inanimate objects as well as all the conditions that exist in the space we occupy. There are two (2) kinds of environments, namely the physical environment and the biotic environment. The physical environments are all inanimate objects and physical conditions that exist around the specific instance of rocks, minerals, water, air, and others. the biotic environment are all living creatures that exist around individual whether human, animal, and plant (Supardi, 2003).

The smoke became one impact of the Trans Jogja bus exhaust. Smoke generated from exhaust air pollution has become. It should be noted by the local government, that buses that emit dense smoke it must be tested KIR, and should not operate to reduce the number of accidents arising from the exhaust fumes. And as the road users especially motorcyclists, more alert when driving, because if you continue to be exposed to air pollution when driving course is not only caused a mild cough but can be sustainable diseases such as tuberculosis which can lead to death.
The budget realization in 2013 PT. AMI (Anindya Mitra Internasional) as the manager of Trans Jogja there is no understanding of the planned initial budget plan amounted to 500,000,000.00. This is because in the PT. Anindya Mitra Internasional restructured the organization to create an organization that is more effective and efficient. Resstukturisasi conducted by PT. Anindya Mitra Internasional in terms of bureaucracy and also the placement of human resources according to their competencies. By doing this, restructuring is expected to be more specific and focused on the distribution of performance following the field and the duty to avoid overlapping with other parts. DIY Local Government is already doing additional capital in the form of cash amounting to Rp700,910,000,00 in 2013.

In 2015, the budget plan increased by 500,000,000.00 and can be realized by 500,000,000.00 or 100%. Such improvements also occurred in the ratio of the share of profit on equity of 2.45%, higher than last year, which was only 1.96%, which the local government paid-up capital amounted to Rp. 20,444,000,000.00 DIY. Meanwhile, in 2016, the planned budget PT. AMI for Rp879,647,913,00 and realized amounting to 600,000,000.00 or 68.21%, this realization has increased from last year only amounted to 500,000,000.00. DIY Local Government issued capital amounted Rp21,154,000,00 so that the ratio of the share of profit on equity amounted to 2.84% higher than the previous year by 2.36%.

II. SECURITY PROVIDED TO USERS TRANS JOGJA
Since Friday, 27 (Free wisata.id) last May is nothing new with the Trans Jogja bus. Looks more elegant appearance as painted in light blue. Here are some of the new facilities located on the Trans Jogja bus painted blue.
Also, to launch as many as 25 new Trans Jogja buses, there are nine coaches older but still feasible to operate so that it remains in use. Noted some new things could be found in this Jogja bus civic pride. One of them is the presence of an electronic payment instrument mounted on a pole near the entrance.

Now Trans Jogja priorities include individual rooms for passengers in wheelchairs. Floor buses specially marked so easily recognizable. Later, if there are users with special needs who wore a wheelchair, a place that will be used, so avoid using this room if there is a passenger in a wheelchair who was on the bus.

There are also two passenger seats that are prioritized for elderly, pregnant women, persons with disabilities without a wheelchair and mother carrying a child. This needs to be socialized so that the user can be precisely targeted. Later in the bus also has a digital trajectory board that will inform where the bus when it is in operation. Then this information can also be played on passengers who are blind, so it will not go down the wrong stop.

A total of 25 units of the new Trans Jogja bus will serve three most crowded routes, used that route 1A, 2A, and 1B. Route 1A is a trajectory that will deliver you to some famous tourist spots such as Prambanan Yogyakarta and Malioboro. Unlike the 2A bus stops that serve a variety of routes that are not touched by public transportation such as Jalan Palagan Student Military and Jalan Solo.

Trans Jogja is one alternative mass transport operating in the city of Yogyakarta since 2008. Fleet Trans Jogja is equipped with air conditioning runs every day starting from 05:30 to 21:30 and serves six special services which some of them do not pass a city bus. Like Trans Jakarta, Trans Jogja also have bus stops are scattered in various places. While distinguishing is Trans Jogja has no special corridors such as the Trans Jakarta, but it was mixed with other vehicles. Trans Jogja passenger capacity is 20 passengers seated and 20 standing passengers. Anyone who wants to ride the Trans Jogja compulsory purchase single trip ticket costs Rp 3,500. These tickets can be used to ride the Trans Jogja wherever and for whatever. If we get down on one stop and then transit to other fleets, we do not need to pay again. But this does not apply if we change stops. For anyone who wants to linger in Yogyakarta, it is better to buy a subscription ticket to a refill system ranging from Rp 15,000, Rp 25,000, Rp 50,000 and Rp 100,000. Besides, if we move the stop with a distance of less than 1 hour from the first ride, the Trans Jogja will not be charged. To purchase tickets for this subscription we have to fill the data themselves first in shelters, specially marked POS (Point of Sales). If we move the stop with a distance of less than 1 hour from the first ride, the Trans Jogja will not be charged. To purchase tickets for this subscription we have to fill the data themselves first in shelters, specially marked POS (Point of Sales).

As alternative transportation in the city, Trans Jogja into public transport convenient, easy, inexpensive, and safe. If confused with the intended location, we could ask the clerk Trans Jogja bus stop or the clerk who was on the bus. Although sometimes the arrival of the fleet is not per the timetable indicated, at least Trans Jogja is still a reliable public transport in terms of both convenience and safety to date.
REFERENCES


EMPLOYEE PERFORMANCE EFFECTIVENESS AT THE EDUCATION AND CULTURE OFFICE IN WAJO REGENCY

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Abstract

This study aims to determine the effectiveness of employee performance at the Department of Education and Culture of Wajo Regency. To achieve this goal, the researcher used data collection techniques through observation, documentation, questionnaires, and interviews, using a sample of 43 respondents from a total population of 144 employees. Analysis of research data that was successfully collected was processed by distribution processing techniques for the sake of percentage analysis. Data obtained from the research results were processed using descriptive quantitative to determine the effectiveness of employee performance at the Wajo Regency Education and Culture Office. The results showed that the performance of employees at the Education and Culture Office of Wajo Regency was classified as effective based on aspects: 1) work results, with analysis of data obtained that is 78.95%, 2) behavior, with analysis of the data obtained which was 82.97% 3) attributes and competencies with data analysis obtained are 79.07%, and 4) comparative with the analysis of the data obtained is 78.20%. Thus the effectiveness of employee performance at the Education and Culture Office of Wajo Regency as much as 80.32% is included in the effective category.

Keywords: Effectiveness, Employees, performance

INTRODUCTION

Organizations in a government agency or private institution are established by providing good and optimal services of civil and economic rights to the community (Erlingsson, Thomasson, & Öhrvall, 2018; Pullen, 1992, 1994; Schmidt, 2015; Tony Yu, 2008). The organization of an agency is established by a group of people in achieving a certain goal. In achieving these goals, each organization is influenced by organizational behavior which is a reflection of the behavior and attitudes of the actors in the organization concerned. Organizations have various kinds of resources as 'inputs' to be changed to 'output' in the form of goods or services. These resources include capital or money, technology to support the production process, methods or strategies that are encouraged to operate, humans and so on. Human Resources (HR) is the most important element (Daouli, 1982; Huselid, 1995; Ridder & Baluch, 2017). Therefore, the success of achieving the goals of an organization depends a lot on the behavior and attitudes of people in various synergizing resources, including human resources, natural resources, science and technology. In other words, the success of achieving goals depends on the reliability and ability of employees who operate work units contained in the organization concerned.

The discussion of HR development can be seen from two aspects, namely quantity and quality (Adams, 2011; Bailey, 2015; Berber & Lekovic, 2018; Innocenti, Profili, & Sammarra, 2013; Maheshwari & Yadav, 2019; Smith & Long, 2004). The definition of quantity concerns the number of HR. The quantity of human resources without being accompanied by good quality will be a burden on the organization. Whereas quality, concerns the quality of human resources concerning abilities, both physical abilities and non-physical abilities (intelligence and mental) (Dura, 2016; Elisabeth Castilla, 2007;
Therefore, improving the quality of human resources is one of the main requirements to accelerate the duties and functions of any organization. HR quality involves two aspects, namely physical aspects (physical quality) and non-physical (non-physical qualities) that involve the ability to work, think, and other skills. To determine physical quality can be through a program to improve welfare and nutrition. Whereas in improving non-physical quality, education and training efforts are very necessary. This effort is meant by developing HR.

Thus, it can be said that what is meant by the development of human resources (macro human resources development) on a macro basis, is a process of improving the quality or capability of human beings in order to achieve national development goals. The improvement process here includes planning for the development and management of human resources. Micro, in the sense of the environment of a work unit (another department or organization), then HR is a workforce or employee within an organization, which has an important role in achieving success.

Employees are the organization's main assets that must be managed properly. Good employee management must begin since employee recruitment, selection, and placement of employees according to their abilities so that employees can have good performance. Its important position and role cause employees always to be demanded to have loyalty and full strength in carrying out their duties. In this case, employees must work as effectively and efficiently as possible so that the goals of the organization or agency can be achieved. Organizational goals can be achieved as much as possible if supported by the effectiveness of the performance of the employees. An organization amid the community has this mission and purpose, so planned activities or programs, then for the implementation, monitoring and evaluation of these activities are needed professional staff or good quality. Also, with the discovery of new equipment and facilities and so on, if the organization wants to keep up with the current development, it must have the said equipment.

The enactment of Law Number 23 the Year 2014 concerning Regional Government has implemented regional government changes its paradigm from a centralistic system to a decentralized system which has resulted in regions having wider authority compared to the period of centralization. The broad authority possessed by the region covers all areas of government except the fields of foreign politics, defense and security, justice, monetary and fiscal, religion and other fields of authority which include national planning policies and macro development control, financial weighing funds, administrative systems country and others stipulated by legislation. Thus, beyond the authority mentioned above, regional authority includes management authority in the field of Human Resources, as stated in Article 63 of Act Number 23 of 2014.

Regions have the authority to carry out appointments, transfers, dismissals, stipulations of pensions, salaries, allowances and welfare of employees, and education and training by the needs and capabilities of the regions stipulated by Regional Regulations based on legislation. From this understanding it can be clearly stated that in the management of the HR field the authority possessed by the regions is so
wide ranging from planning to the needs of employees, career development to increasing welfare and observance/retirement of employees to be the authority of the region. Therefore, the extent of regional authority in the field of HR management, HR structuring activities have a strategic role in realizing organizational goals, especially to improve employee work effectiveness. Thus, if the utilization of HR in the organization can be effective, it is possible to have an impact on the success of the organization in achieving its objectives.

LITERATURE REVIEW

Effectiveness comes from English, which is effective, which means success or something that is done successfully (Eklund, Jokipii, & Länsiluoto, 2015; Johnson & Holdaway, 1990; Miller & B. Sarver, 2014; Mumford, 1984; Pelletier & Harrison, 1998; Piggot-Irvine, 2003). Popular scientific dictionaries define effectiveness as a provision of use, results of use or support goals. Whereas Organizational Effectiveness consists of the effectiveness of individuals and groups. However, organizational effectiveness is more than the number of the effectiveness of individuals and groups through synergistic influence (cooperation), organizations will be able to get the performance of each part. "Effectiveness is a condition that occurs as a result of what is desired. For example, if someone does action with a specific purpose and indeed wants it, then the person's actions are said to be effective if the results achieved are by what he wants and has been planned ".

While the Employee Performance indicator stands for work energy kinetics, that is, human energy if kinetic or employed will produce work output. Another term that is often used for performance is performance, but this term is widely used for engine performance. In English the equivalent word for performance is performance. Performance is the result of work achieved by a person based on job requirements.

In simple terms the performance of performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a particular period. From this explanation, performance implies that performance is the result of work and one's work behavior in a period, usually one year. Then performance can be measured by its ability to complete the tasks and responsibilities given. This means that in performance containing predetermined elements of standard means that performing well or vice versa for those who are not achieved is categorized as underperforming or not good.

A person's ability is the first measure in improving the performance shown by his work. That is, whether or not someone can carry out their work that will determine their performance. Furthermore this ability must also be followed by its responsibility for its work. In theory, it is said that performance also needs to be supported by strong motivation so that the abilities possessed can be optimized. Things that need to be considered besides the ability and motivation factors are the opportunities that are owned. This means that there is an opportunity for someone to do work.


If performance is seen from work
behavior, then what is assessed is the behavior of employees in carrying out their obligations that contribute, both positively and negatively to the fulfillment of company goals. Employee performance is also interpreted as an act, an achievement, a person's skills in doing work.

RESEARCH METHODS

The design of this study is quantitative descriptive research, namely research that aims to describe the effectiveness of employee performance at the Education and Culture Office of Wajo Regency. This study examines one variable, namely: employee performance variables commonly referred to as single variables. The single variable is a variable that does not examine the interaction or relationship between variables. Based on the results of research data that have been objectively from the results of questionnaires, interviews, observations, and documentation.

Based on the above opinion, this study included research with a population of 144 employees at the Office of Education and Culture, Wajo Regency. They see the population in the Office of Education and Culture Regency of Wajo, and because of limited funds, energy and time, it is necessary to draw samples taken from that population. So the researcher took 30% of the total population of 144 employees obtained 43.2 which was rounded up to 43. So the number of employees who were sampled was 43 people. To get the data, the researcher collected data through sources to answer the researchers' problems. The source in question is the primary data source, namely all staff of the Wajo Regency Education and Culture Office. Data analysis techniques used descriptive percentage analysis.

RESULT AND DISCUSSION

This study seeks to answer a key problem, namely how effective the performance of employees at the Wajo Regency Education and Culture Office. After the research data is presented, it can be seen that employee performance is classified as effective based on the theory put forward by Moeheriono that performance assessment is measured based on four aspects: 1) work results, 2) employee behavior, 3) attributes and competencies, and 4) comparative, Work result

The results of work are the success of employees in the implementation of work (output) is usually measured how much the amount has been produced, how many and how much increase. Work results are measured in quality and quantity achieved by an employee in carrying out their duties and functions by the responsibilities given to him. The work results of employees are related to how well the work produced is based on the work standards set at the Wajo Regency Education and Culture Office. To find out the results of the study, it is presented in table 1.

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Source: Results of data processing, 2019
% = \frac{\text{Amount of value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100

% = \frac{679}{5 \times 4 \times 43} \times 100

= 78.95% 

Based on the results of the study, the work results of employees are in the effective category with a percentage of 78.95%, this is in accordance with the observations, namely the services provided by the Wajo Regency Education Office in accordance with operational standards at the Education and Culture Office in Wajo Regency such as employees directly serve and provide clarity to the parties served when the certainty of the file can be retrieved as when the management of research permits only takes a few hours and no later than one day. Most employees have shown that the services provided are by the expectations of the parties being served. Most employees have also completed work according to the set targets. However, there are still employees who do not complete their work according to the targets set. Most employees have completed as much work as possible to avoid the buildup of work.

**Employee Behavior**

Behavior is the aspect of employee download in carrying out its work, such as an attitude shown by an employee in the work environment and can actualize himself through attitude in work. Behavior shows actions in carrying out tasks that are in a place where employees work. Good behavior shown by an employee can be assessed in terms of discipline, politeness and employee responsibility at work. To find out employee behavior is presented in table 2.

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Source: Results of data processing, 2019

% = \frac{\text{Amount of value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100

% = \frac{999}{7 \times 4 \times 43} \times 100

= 82.97%
Based on the results of the study, employee behavior is in the effective category with a percentage of 82.97%, this is in accordance with the results of observations, that employees have complied with office procedures, but there are still employees who often attend and go home according to office procedures, this can be seen that there are still employees who are not obedient to the rules, coming and returning are not in accordance with office procedures. Most employees can share breaks and work, but there are still employees who cannot share work and rest time. Employee behavior is friendly in serving the community by being polite and friendly when smiling and mappatabe (term Bugis Makassar) by asking for their needs when someone comes to the room. Most employees have initiatives in working by carrying out their duties without orders from superiors, but there are still employees who carry out their duties with orders from their superiors first. Most employees have carried out their duties and responsibilities, but there are still many employees who feel hesitant about not misusing their authority and responsibility. Most employees have carried out their duties and responsibilities when the leadership is not in place, even though there are still employees who use the responsibility given.

Attributes and Competencies

Attributes and Competencies, namely an employee's mastery and mastery according to the position demands, this is related to the ability, knowledge/insight and attitudes that are used as guidelines in carrying out the duties and responsibilities of the work according to the demands of the position. Can be assessed from knowledge, skills and expertise. To find out the results of the study, it is presented in table 3.

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Source: Results of data processing, 2019

\[
\% = \frac{\text{Amount of value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100
\]

\[
\% = \frac{816 \times 4 \times 43}{6 \times 4 \times 43} \times 100
\]

\[
= 79.07\%
\]
Based on the results of the research, attributes and employee competencies are in the effective category, with presentations of 79.07%, this is by the results of observations, namely, employees are placed according to their education, although not all because there are several reasons that the employees do not fit their education. Most employees know the use of office equipment, but there are still employees who do not know the use of office equipment, such as the use or use of computers. Employee skills in work are very influential with the work performance that is produced, even though there is still no influence on his skills with the results produced. Employees can solve work-related problems, but there are still employees who feel they have not been able / disagree about employees being able to solve their problems. From the respondents' answers it can be concluded that employees have been allowed to improve their expertise in the field of work, but there are still employees who feel they are not allowed to improve work-related skills.

Comparative

Comparative is a comparison between employees with one another by their respective fields of work. Comparison of work can be assessed from the results of the work evaluation of employees at the Wajo Regency Education and Culture Office. To find out the results of the study can be seen in table 4.

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Discussion

This study seeks to answer a key problem, namely how effective the performance of employees at the Wajo Regency Education and Culture Office. After the research data is presented, it can

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Source: Results of data processing, 2019

\[
\% = \frac{\text{Amount of value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100
\]

\[
\% = \frac{269}{2 \times 4 \times 43} \times 100 = 78.20\%
\]

Based on the results of the study, the comparative was in the effective category with a presentation of 7.20%, this was in accordance with the results of the implementation, the assessment was carried out using a predetermined evaluation system, usually the assessment was done every day and then the annual report was made every quarter. It is known whether the employee has carried out his work properly or not. Evaluations carried out every day and then recapitulated every quarter to annual reports are seen on the performance of employees, the results of the evaluation can be seen how their performance, loyalty, honesty, discipline, responsibility.

Overall shows that the effectiveness of employee performance at the Education and Culture Office of Wajo Regency is 80.32%. If the results are confirmed by categorization, then the effectiveness of the performance of employees at the Wajo Regency Education and Culture Office includes the Effective category.

Table 4.

Overview of Comparative

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<td>19</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No item</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
</tr>
</tbody>
</table>

\[
\text{Value} \times \text{Frequency} = \frac{\text{Amount of value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100
\]

\[
\text{Total} = \frac{269}{2 \times 4 \times 43} \times 100 = 78.20\%
\]
be seen that employee performance is classified as effective based on the theory put forward by Moheeriono that performance appraisal is measured based on four aspects, namely as follows:

**Work result**

The work of employees at the Wajo Regency Education and Culture Office has reached work standards in terms of quality and quantity of work based on services provided, accuracy in work, provision of good services to the community, and achievement of work by the targets set. To prevent a decline in good work results in the Wajo Regency Education and Culture Office, it can be avoided to provide excessive workloads and avoid unfair behavior so as not to cause a conflict of values and leaders to pay more attention to the performance of their employees.

**Behavior**

The results of the study at the Wajo Regency Education and Culture Office showed that most employees came and went home according to office procedures, employees were able to share breaks and work, friendly employees in serving the community, and employees carrying out their duties and responsibilities given to them.

To increase the behavior of employees at the Wajo Regency Education and Culture Office, leaders should better tighten employee discipline and increase supervision of employees.

**Attributes and Competencies**

The results of the study at the Wajo Regency Education and Culture Office, that most of the education and knowledge of employees are in accordance with the field of work, most employees have knowledge of the use of office equipment, employee skills in working performance, employees are able to solve problems related to work and employees are given the opportunity to improve work-related skills although there are still employees who work not in accordance with their education and field of expertise.

For the skills, knowledge and expertise of employees to increase, the leadership should place employees by their fields and expertise and provide special training to each employee.

**Comparative**

Comparative is a comparison between employees with one another by their respective fields of work. Comparison of work can be assessed from the results of the work evaluation of employees at the Wajo Regency Education and Culture Office. The results of the study at the Wajo Regency Education and Culture Office showed that the Wajo Regency Education and Culture Office had carried out or implemented a work assessment system and the results of the work assessment were used as information material as employee career development.

**CONCLUSION**

Based on the results of the analysis and discussion, the results of the study can be concluded that the level of effectiveness of employee performance at the Education and Culture Office of Wajo Regency is in the effective category. Seeing from aspects, namely work results that are categorized as effective, behaviors categorized as effective, attributes and competencies categorized as effective, and competencies that are categorized as effective. This proves that employees at the Education and Culture Office of Wajo Regency have been
able to carry out their duties and responsibilities and can provide good services to the community. The effectiveness of employee performance standards at the Education and Culture Office of Wajo Regency is seen in four aspects, namely: 1) work results, 2) behavior, 3) attributes and competencies 4) comparative.

REFERENCE


Collaborative Governance in Protecting Peatland Areas from Peat Fires in Indonesia

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Abstract

Tropical peatland is an important habitat that stores a large amount of carbon (70 GT) and is home to endemic flora and fauna in which Indonesia has the largest area of the habitat in the globe. In the last few decades, however, the Indonesian tropical peatland has been degrading due to peat fires. Nearly 80 per cent of Indonesian forest fires in 2006, 2010, 2013, 2014 and 2015 occurred in the peatland areas. The peat fire created economic damages, trans-boundary haze, and health problems. It released a considerable amount of carbon dioxide (CO2) to the atmosphere affecting the increase of greenhouse gases emission. This environmental degradation primarily happens due to the incapability of state and non-state actors’ relation to managing the natural resources sustainably. This research aims to examine the nature of collaborative governance among government agencies, palm oil plantation companies, environmental non-government organizations (NGOs), and local communities focusing on the peatland protection from peat fires. By combining in-depth interview and participatory observations in the community areas, the research hopes to describe government agencies, environmental NGOs, palm oil companies, and local communities’ roles in the collaborative peatland governance. The data will be supported by the geographical information system (GIS) mapping to present a visualization of conserved and degraded peatland, burned locations, and companies and local communities oil palm areas. Through the research, a collaborative model of peatland governance could be developed mainly in the local context.

Keyword: Collaborative Governance, Tropical Peatlands, Peat Fires, and Palm Oil Plantation
Room 4

Overall Program 2019
Smart Government: The involvement of government towards public services in Yogyakarta for Smart Development

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ABSTRACT

In digital era, Public services uses Information, Communication and Technology as tools for government to share information and easy accessed by citizen. Development public services created by government a realize support to smart city programs. In smart city program as a form of government involvement and participation of citizen needs to improve quality and create good services. The study focuses on this paper is the government involvement in public services to created smart development. Yogyakarta is city has long-term vision as a leading center for education, culture and tourism destination in Southeast Asia in Advanced, Independent and Prosperous in 2015. The government of Yogyakarta city was introduced digital government platform are Jogja Smart Services (JSS) as a one windows services service collaborated with department and partnership. Jogja Smart Services is government platform to support good public services in Yogyakarta and public complaint to support city development.

This study uses descriptive research which based on data and interviews with informant related to the cases of study. The data gathered from department and agencies in Yogyakarta City as provider public services collaborated with private sector or stakeholders also citizens as the user public services. The study also found that a government involvement in public services, engaging of citizens in Yogyakarta also Public and Private in collaboration with government conducted with SDGs (Sustainable Development Goals) program. The research using qualitative research methods and findings of result based on data analysis from informant concern to the involvement of government toward public services in Yogyakarta based on indicator smart government are Information, Communication and Technologies (ICTs), participation of society also government collaboration.

Keywords: The involvement Smart Government, Public Services, Smart Development, Citizens Participation, Sustainable Development Goals.
Introduction
The world civilization has undergone significant changes. This is marked by the development of science and technology, especially information technology (computers and telecommunications). As a result, the world feels smaller and not distant. Previously, communication between cities and between countries used written letters. However, it is currently using online (internet) media that is faster and more efficient (Moller, 2014).

Beforehand, public services used manual models and it was difficult to engage for person with long distances. Now they have switched to automation systems, and now discussions are very easy even though it is across provinces, even across countries can also meet face to face by utilizing information technology.

In its development the city became an area that was attractive to everyone (Michael, 2001). The city not only displays the dynamics of the changing times that are so fast but the city also shows the fact that almost the population on the earth inhabits the city as a residential area. this resulted in the city becoming an area that has very large and complex challenges related to all facilities from the government to its citizens. All basic needs must be able to be closed by the city government to create a harmonious region and create security, comfort and happiness for everyone who lives in it (Aurigi, 2005).

Along with the rapid urban development (Jon, 1999), making the problems that occur in several big cities, especially the city of Yogyakarta, become increasingly complex. Some problems such as the rise of juvenile delinquency, infrastructure damage, and other problems are becoming increasingly classic problems. The Regional Government is certainly required to become an organization that can maximize the potential of its region without overriding some of the problems that arise in its area. One effective solution in solving these problems is to implement the Smart City concept. The wider community views smart cities as limited to how many cities produce applications that are accessible to the public. But more than that the application of smart city requires a lot of interaction from the wider community with related local government circles.

Facing these challenges, with the existence of a foundation that can strengthen the application of Smart City, Yogyakarta can make its own motivation to improve service and public comfort. Based on the Mayor Regulation No. 15, the Yogyakarta city government began rolling out applications that can be accessed by android users to support the implementation of smart city and e-government called Jogja Smart Services (JSS). The application created by government since 2018 as a one windows system services collaborated

with government and stakeholders. JSS as an upgrade digital government platform with feature related to services, emergency, government activity, budgeting transparency, complaints, and information (Development Planning Agencies of Yogyakarta City, Interview, 2019). The medium-term regional design of Yogyakarta City (RPJMD) in 2017-2022 focused on several public services as follows:

1. **Education**, Improvement quality standard of education include quality of teacher and student also facilities support to academics.

2. **Public Health**, Concern with medical personnel, Availability of hospital and health centers, health problems, also facilities.

3. **Public Work**, include of infrastructure and public services also water governances.

4. **Spatial Planning and Housing**, Improvement of green space area, the utilization of mineral energy
5. **Social and Development Planning,**
Concern of Social Equality and implementation of government development planning.

According to Development Planning Agencies of Yogyakarta City, the medium-term regional design of Yogyakarta city relevant with the goals of SDGs (Sustainable Development Goals) number 11, focused on cities and settlement inclusive, safe, resilient and sustainable. Hence, this paper will be concern of influence and role of government are an involvement of government to implementation public services to created smart development in Yogyakarta. Subsequently of innovation and improvement of public services as a key important to good public services. Thus, the analyzes the participations of citizen to uses smart services, and the collaboration government of Yogyakarta between stakeholder to realize smart development in Yogyakarta and outcomes from implementation public services.

**Theoretical Framework**

According to Laws No. 25 in 2009 about Public Services in Indonesia, Public services is a provider services created by government included budgeting, administrative, resources also implementation of public services. In smart city concepts, the innovation of public services and technology as key factors to realize good smart city programs (Nam & Theresa, 2011). Smart city defined by Alberto (2014) as an implementation of government vision using technology included promotion of new public services, invite the partnership also empowerment of citizens. In descriptive about smart city concepts, to create smart government needs active the government involvement are efforts to create public services with decision making based citizen aspirations and transparency of government to development country (Nam & Theresa, 2011). According to Manuel (2015) The action of government called “smart government”, the elements support smart government they are: 1). The use of ICT for digital smart services and communication channels for citizens 2). Smart government needs collaboration and participation from department and communities 3). There are Internal coordination to achieve goals collaboration 4). Decision-making process 5). Fulfilment of e-administration 6). Outcomes to measurement of public services.

The relation between smart city between Sustainable Development Goals is strategic of government to build innovation using technology and gaining popularity with investor to support development country (David, 2016). In Public service, government needs responsibilities, clear, efficient also maintenance of actors involve in public services (David, 2016). According to Development Planning Agency at Sub-National Level in Indonesia (2019), Technology is a key of development in country hence globalization emphasis information exchange in quickly and easy accessed by society also technology effects the development of a country to compete with other countries.

In order hand, noted, Sustainable Development Goals (SDGs) handle by the General Assembly of the United Nation (UN) there 17 goals as reduce problem in countries. Based on official website un.org. By 2030, the number of population projected rise to 5 billion people. The challenges of government are creating urban planning include improve quality of infrastructure and public service also disaster risk management at all levels. The rule of government to created good public administration related to development goods and public services has several principles are promoting the rule of law, protecting fundamental freedoms, effectiveness, accountability and transparency also participation of citizen in political decision making (Geert and Steve,
The development of smart cities aims to improve the quality of life for residents through the integration of technology and innovation. The key concepts of smart cities include:

1. Repairing problems in the community
2. Improving the quality of public services
3. Creating a better government
4. Educating the community
5. Managing city potential and human resources.

In general, the successful development of smart cities involves several strategic principles. Lucas (2018) has argued that the strategic principles for smart city development are:

- **Strategic principle 1**: The creation of technology consists of long-term sustainability with engaging collaborative between individuals and organizations joining in development country.
- **Strategic principle 2**: Public and private sector collaboration to provide good service based on the needs of people.
- **Strategic principle 3**: Combine top-down and button up, the strategic to smart city development oriented toward creating based individuals and organizations. The role of government is identification conditions based on priorities reflect the vision and goals of the city.
- **Strategic principle 4**: Build a strategic planning collaborative with stakeholders to produce a long-term strategic framework as guiding the city transformations.
- **Strategic principle 5**: Create digital transformation with collaboration between individual and organization delivering innovative ICT.
- **Strategic principle 6**: Adopt an integrated intervention logic that extends the benefits of ICT offered to public sector with application domains.

In this study, the concepts of Sustainable Development Goals (SDGs) by the General Assembly of United Nations (2019) are relevant with medium-term regional design of city. Based on goals number 11, by 2030 the General Assembly of United Nation make cities inclusive, safe resilient and sustainable with targets are integrated city development, urban infrastructure and services, also disaster risk and climate change in cities. The efforts to achieve target carried out by government and non-government organization with engaging citizens, public and private sector collaboration to joining in smart city development.

**Research Methods**

This paper uses a qualitative research method to explain, understand and describe the involvement of government toward public services in Yogyakarta City, participation of citizen and collaborative public and stake holder to created smart development. The data was gathered using development planning of city also smart development goals and depth interviews with informant related to Government of Yogyakarta, society also actors in development of Yogyakarta City. A descriptive analysis approach using a concept of descriptive government in Yogyakarta city, do engaging participation of citizens, and collaborative government with public and private. The data mainly with the responses of the key informants with inductive approach. The discussion on smart government: the involvement of government toward public services in Yogyakarta for smart development into 3 parts: first part will discuss the involvement of government in public services, second part will discuss the participation of society in public services, and last part will discuss collaborative between government with public and private sector.
The Involvement of Government in Public Services

Public service uses Information, Communication, and Technology (ICT) is a part of smart city programs. Yogyakarta is a city joining smart city program with website and mobile application. In 2009, Yogyakarta was introducing digital platform are website handled by public relations and information office. UPIK (Unit Pelayanan Informasi Keluhan) is digital platform with website system by Yogyakarta government to provide information easy accessed by society also aspiration form. Complaint in order to system processed in 2x24 hours and classified based on government work unit. Thus, information and complaints channeled are:

Based on Mayor Decree No.86 of 2003, the purpose of UPIK, as follows: 1). Receive information delivered by society though media provided by Yogyakarta Government, included complaints, questions, proposals and suggestion both directly and indirectly, also news and statements. 2). Distributing information related to SKPD or Satuan Kerja Perangkat Desa (unit of government) 3). Delivering information based on decision making 4). Carry out inventor of problems and solution 5). Agenda report of the results to the Mayor of Yogyakarta.

In 2018, the renewal of digital platform based on mobile application made by Government of Yogyakarta. Jogja Smart Services is new digital platform with Mobile application system and downloaded in play store. JSS concern as one windows system to complementing of digital platform in Yogyakarta. Until on July 29th, 2019, there are 18.807 users in Jogja Smart Services. Tagline of JSS are Smart Services for Development Yogyakarta Cities toward Jogja Liveable City (Department of Information and Communication, interview, 2019). Jogja smart services as public services to realized E- Government and Public Services in Yogyakarta.
Showed in Figure 1 The classification of services in JSS application. First, E-Government is a government activity to support development with development plan until evaluation. Second, Public services is services provided by government to government administration affairs and information. Yogyakarta has development planning uses ICT such as Jogja Plan focused on Culture, Tourism object and Education. The government actions, government has concepts to sustainability development city.

Table 1. The Achievement of Government in Yogyakarta

<table>
<thead>
<tr>
<th>Indicator Smart City</th>
<th>Goals</th>
</tr>
</thead>
</table>
| Smart Living         | • Easy accessed toward education services, with development smart offices  
|                      | • Development mess media with talk show  
|                      | • Safe guaranty for humanity |
| Smart Environment    | • Development EBT or New Energy are waste utilization for traffic light |
In order to noted, the plan of government kinds of the involvement government improve quality public services for society in Yogyakarta. There are several goals from the implementation of agenda planning from government as outcomes in implementation government plan. Outcomes from implementation used for problem solve in society. Government of Yogyakarta has purpose toward public services to support smart city programs, there are several aspects smart city are: Smart Living focused on human development and protecting humanity, Smart Environment focused on utilization of environment, Smart infrastructure focused on quality improving toward infrastructure, Smart economy focused on development economics growth with supporting Small Medium Enterprises, last Smart Governance focused on Digital Government services. The agenda planning created by government can realized with good performance of government and participation of society, Hence, Government program has a job description for stakeholder as follow:

Table. 2 The Job Description of Stakeholder toward Public Services

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholders</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mayor and Vice of Mayor in Yogyakarta City</td>
<td>• Responsibility with all activity in public services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide ideas for services development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Makes Agenda Evaluation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Has a right gives mandate for staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Decision maker</td>
</tr>
<tr>
<td>2</td>
<td>Department in Yogyakarta (SKPD)</td>
<td>• Responsibility with a services and</td>
</tr>
</tbody>
</table>
|   |   | complaints for society  
|---|---|---
|   |   | • Reporting draft for agenda evaluation  
|   |   | • Collaborate with partnership, public, and private  
|   |   | • Sharing information related to government affairs  
|   |   | • Drafting Agenda Meeting  
| 3 | Admin | • Verification all information thought to society with digital platform are complaints, suggestion, question and statement  
|   |   | • Distribution of information forward to institutions  
| 4 | Computer Networking | • Development operational system and technology innovation related to public services  
|   |   | • Repairs computer system  
| 5 | Government Partner (PMI, BAZNAS, PDAM) | • Provide services in alms  
|   |   | • Upgrading information related to blood donors, health, mineral water, legal case, and others  
| 6 | Non-Government organization | • Participation in market place  
|   |   | • Participation and supporting in tourism events  
| 7 | Police | • Protect the community  

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In Conclusion, the involvement of government in programs based on job description can be impact toward implementations government programs. Every stake holder has job description depends a functions and purpose. Department in Yogyakarta included agencies are providing services for society, there are many departments in Yogyakarta with different goals. Digital platform created by Department of Communications and Information to supports services all department in Yogyakarta.

Citizens Participation in Public Services

Citizens participation giving impact towards effectivities of public services. In 2018, Government of Yogyakarta was introduced Jogja Smart Services as a digital platform of public services based mobile application. Jogja Smart Services (JSS) is public service with one windows system that collaborated with public and private in Yogyakarta. Data on June 2018 up to July 2019 there are 18.843 users in Jogja Smart Services. While, In Yogyakarta there are 417.705 population.

Figure 2. Diagram Users of Jogja Smart Services

69 percent: Society, 31 percent: Employee
Showed in diagram of users in Jogja Smart Services Application, there are 18,843 users included 69 societies (12,727 users) and 31 percent employee (6,116 users). In fact, From 12,727 users, 8,778 users of local society and 10,065 users outside Yogyakarta. While, 6,116 users included employee or government and partnership as long as staff in Government Yogyakarta from total 8,778 users of local society. If then make calculated users from local approximately 2,262 accounts. Whereas, the population in Yogyakarta are 417,705 local society. Comparison between population of local society and users are approximately 1 up to 2 percent. On the other hand, 10,065 users came from outside Yogyakarta as well as tourist, student living in Yogyakarta, researcher, foreigner, society from Special Region of Yogyakarta and others people has interest.

Participation from society uses application as a form of public services as support government evaluation. Aspiration or suggestion can have delivered to complaints system included report on inappropriate services and problem related to public services. Complaint system as many as 1,964 complain report since June 2018 up to August 2019. Yogyakarta has 14 Sub-district area as follows: Tegal Rejo, Jetis, Gondokusuman, Gedong Tengen, Umbul Harjo, Danurejan, Wirobrajan, Gondomanan, Pakualam, Ngampilan, Mergangsan, Kotagede, Kraton also Mantrijeron.

Table 3. The Complaints in Jogja Smart Services

(7th June 2018 – 1st August 2019)

<table>
<thead>
<tr>
<th>Kinds of Complaints</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Public Service (street, pollutant, traffic, waste, land,</td>
<td>1803</td>
</tr>
<tr>
<td>garden, tourism object, tax, internet host spot, agriculture,</td>
<td></td>
</tr>
<tr>
<td>trading)</td>
<td></td>
</tr>
<tr>
<td>Social and media problem</td>
<td>86</td>
</tr>
<tr>
<td>UMKM, IKM and market management</td>
<td>12</td>
</tr>
<tr>
<td>Disaster Management</td>
<td>35</td>
</tr>
<tr>
<td>Sub-District area</td>
<td>28</td>
</tr>
<tr>
<td>Totals</td>
<td>1,964</td>
</tr>
</tbody>
</table>
Based on Table 3. Total of complaint report are 1,964 Complaints consist of 1,803 general public services problem, 86 cases related to social and media problem, 12 cases UMKM (Micro, Small, Medium Enterprises) problem, 35 related to Disaster Management and last 28 cases in Sub-district area. The General Public services is the most problem in society, the general public is services realized with infrastructure and services of governance. The several problem of infrastructure are street problem, pollutant, traffic jam, waste management, land scape, garden for green house space, tourism object, tax, internet and host spot area, agriculture, and trading in market. In Conclusion, the citizens participation in Yogyakarta needs improve quality of digital platform consist of governance process. Complaint reported in system are 1,964 complaints consist of 1,498 complaints in finished by government, 118 on processed and 348 complaints by rejected. The complaints into a system has identification based evidence and public needs. The complaints into on system and clarification based on problem and department relevant with problem. Concluded, the participation of society needs to implementation of public services as well as the using JSS to access information and services.

**Government Collaboration in Yogyakarta**

Government collaboration needs to improve quality of public services. In 2018, Government of Yogyakarta was introduce digital platform are Jogja Smart Services comes with features to society needs. In features, government of Yogyakarta collaborated with partnership are public and private sector. Every partnership joining in to support in budgeting, facilities, or investor. In Jogja Smart Services, the government collaborated with BAZNAS (Badan Amil Zakat Nasional) or Zakat National Agency, PMI (Palang Merah Indonesia) or Agency related to Blood Stocks, District Courts, Polices and others.

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BAZNAS or National Agency</td>
<td>Donation in Indonesia Agency has function to manage donation from citizens in Indonesia</td>
</tr>
<tr>
<td>2</td>
<td>PMI or Agency of Blood Stock</td>
<td>Manage of blood stock from citizen to donated for citizen needs.</td>
</tr>
<tr>
<td>3</td>
<td>District Court</td>
<td>Authorize to support agenda related to district court and administration court.</td>
</tr>
<tr>
<td>4</td>
<td>Police</td>
<td>Protect the community</td>
</tr>
<tr>
<td>5</td>
<td>Public Safety Center 119 (PSC 119)</td>
<td>Services related to health emergency</td>
</tr>
<tr>
<td>6</td>
<td>Civil Services Police Unit (Satpol PP)</td>
<td>Protect the community</td>
</tr>
<tr>
<td>7</td>
<td>Bank Jogja</td>
<td>To manage of incoming finance related to public services</td>
</tr>
<tr>
<td>8</td>
<td>PDAM or company of mineral water</td>
<td>Subsidy mineral water for society</td>
</tr>
<tr>
<td>9</td>
<td>Hospital</td>
<td>Support for health services for society also hearse services.</td>
</tr>
<tr>
<td>10</td>
<td>Medium-Small Enterprises</td>
<td>Participation in market place</td>
</tr>
</tbody>
</table>
The actors collaboration with government consist of agencies handled by government, private sector, and public. BAZNAS is national agency for donation handled by government, PMI and PDAM is agency or company has existence for blood stock and mineral water supply. Thus, Police and Civil Service police unit (Satpol PP) protecting the society. Thus, Bank Jogja is Government bank with investor from private. Last, Hospital and Public Safety Center has purposed to provide health services for society. In order hand, noted, the government of Yogyakarta include all department, inspectorate, regional secretary and local government.

From the explanation above, it can be seen that the government collaboration in Jogja Smart Services are partnership, public and private sector has provide good public services. In it development city collaboration needs to improve facilities and supporting financial to implementation public services and role of actors has main of purposed in public services. In fact, the government collaboration there is no mass media as media for disseminating information and introduce government services continuously (Department Communication and Information of Yogyakarta, 2019, interview).

Due to the role of government collaboration is complementary to improvement quality of public services. Based on features created by government division between department, public and partnership. The actor leads to authority, functional and role depends on public service needs.

Conclusion

The paper has discussed that several approach, are the involvement of government toward public services as well as the efforts and goals of government in public services also the role of government and stakeholders in public services. In Yogyakarta, digital platform was introduced in 2009 with website called UPIK (Unit Pelayanan Informasi Keluhan) or a unit provide by government as system for complaints, as long as the implementation of website not supporting evidence as fact of complaints. Hence, government needs a process to identification of complaint from society. Therefore, Government of Yogyakarta created renewal from digital platform uses mobile app. Jogja Smart Services as digital platform can accessed by society by smart phone. JSS as mobile application with several features collaborated with public, and private. JSS is one windows system related to government networking. JSS was introduce in 2019, with numbers of users 18.843. Although, the number is quite a lot. In fact, the users based society of Yogyakarta only 8.778 with 6.117 government staff and 2.662 users from society in Yogyakarta. The lower of participation of society has influence with implementation of public services. Whereas, Yogyakarta has population 417.705 in 2019 with 14 sub-district area. Suppose that calculated population and users has 1 up to 2 percent users from society in Yogyakarta.

The paper also discussed several actors collaboration in public services, such as the BAZNAS or National agency for donation, PMI or Agency for blood stock, District court, Hospital, Police and Unit Police (Satpol PP), Company of mineral water, Medium-Small Enterprises, and Bank Jogja. The contribution of actors such as information of public needs, economics growth for society joining in Medium-Small Enterprises, Protect the society, Also budgeting. Total complaints enter the system are 1.964 complaints on June 2018 up to August 2019 that classification 1.498 complaint finished by government, 118 on processed, 348 complaint rejected by government. The classification of
complaints based priority, emergency and public needs. There are several of complaints not relevant either problem or cases in public services.

However, taking a look at the track record of digital platform created by government and public services, the paper found that the lack of participation of society need improvement. This is mainly due to promotion of digital platform and willingness of society to uses public services. Therefore, the collaboration of government, public and private needs to improve quality and quantity in public services. Suppose that, government collaboration needs mess media as known as to share and introduce government has something new and explained usability, excellence and profit uses the JSS application in public services.

References


Sustainability Development Goals.
INTER-ORGANIZATIONAL NETWORK
IN HANDLING TRAFFIC CONGESTION IN MAKASSAR CITY

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Abstract
This research purposed to analyze and identify the working arrangement is done, synchronization, common interest the transportation department with traffic unit in the prevention of traffic jams in Makassar. The research used the qualitative approach through pressing of the case study approach. In collecting data the researcher used data primary through observing, interviewing, documentation, and secondary data through document search in qualitative descriptive analysis in using the interactive model of Miles and Hubermen, namely, collection, reduction, display, and data verification. The organization network that have used by the regional working unit according about reestablish the traffic forum and the road transport of Makassar, in this case the transportation department as a leading sectoris considered not maximized. It was seen by arrangement, common interest was not running well. So, the organization network model between the traffic unit and the transportation department was not seen in prevention of traffic jams have happened in Makassar. The obstacle happened that the organization network model in prevention of the traffic jams were not running well were awareness of societies, communication, bureaucracy between institute, infrastructure, and estimate allocations were inadequate.

Keywords: The organization network, traffic congestion, coordination

Introduction
The policy of the Makassar City Government to cope with the occurrence of traffic congestion on the protocol road has been regulated in the regulation of the Makassar City Government including the Regulation of Mayor of Makassar Number 94 in 2013 concerning Prohibition of City Operational Trucks in the Daytime and Makassar Mayor Regulation Number 64 in 2011 concerning Parking Prohibition in five Road Section (road body) on the Protocol Roads. In addition, the regulation supporting the order and utilization of the highway is Regional Regulation No. 17 of 2006 concerning Management of Public Road Parking in the City of Makassar, Regional Regulation No. 15 in 2004 concerning about Building Arrangement, Regional Regulation No. 10 in 1990 concerning Guidance of Street Vendors, and Makassar Mayor Decree No. 44 in 2002 concerning the appointment of several court locations that can and cannot be used by street vendors in the city of Makassar.

These regulations is principle contribute to the implementation of road traffic management to prevent congestion, or slow down the flow of traffic. However, because the implementation of the regulation was not carried out properly so that it has implications for the level of congestion on certain roads, it did not decrease. In fact, traffic jams often occur not only at certain times such as in the morning for work or in the afternoon when they back to home after work.
The ineffectiveness of the implementation of these various regulations is because agencies related to traffic congestion issues do not coordinate well with agencies that are the leading sector in traffic matters, namely the Transportation Agency of Makassar City. There are several agencies related to traffic congestion issues including those within the scope of the Makassar City Government, including the Spatial and Building Agency, the Civil Service Police Unit, the Public Works Service, PD Parking Makassar, while the agencies outside the Makassar City Government are the Traffic Police Unit in Polrestabes Makassar City, and Land Transport Organization (Organda).

Transport services and smoothness of traffic is one of the main manifestation of the desire of Makassar as a world city have to fully the welfare and public services standards of the world, as well as the development and management of world class infrastructure. In line with the three pillars of the strategic issue of Makassar City, namely, first, reconstructing the fate of the people into a world standard prosperous society; second, restoring the urban spatial structure into a world-class, comfortable city, and third, reforming the bureaucratic system towards good and world-class public services.

The problem of traffic congestion in big cities like the City of Makassar has become a problem that requires serious handling. This is due to various dimensions including the increasing production of motorized vehicles and the increasing interest of private citizens to have private vehicles, inadequate availability of public transportation facilities, lack of adequate road infrastructure, and undisciplined behavior of the vehicles users that not orderly, and ignoring existing regulations.

Traffic congestion problems are public problems that must be addressed and sought solutions by the government. This problem is not handled properly by traffic congestion because one of the factors that cause is the lack of synergy between government agencies and other related organizations. The problem of traffic congestion is still charged to the Transportation Agency and the Traffic Police Unit. So that in this case synergy is needed through institutionalized cross-sector coordination.

Weak coordination between institutions within the scope of the Makassar City Government and agencies outside the Makassar City Government, such as from the Makassar Police, especially the Traffic Unit unit in overcoming traffic congestion, so this research conducted an assessment to find an effective organizational network in resolving The problem is through cross-sectoral coordination, both within the scope of the Makassar City Government and with the Traffic Unit Unit of the Makassar Police Department.

There are two concepts that used in this research, network organization and coordination. Networking organizations are one of the approaches in organizational and management studies. Based on the history of organizational development, that the network between organizations is the last change in the agenda of organizational theory which focuses on improving the network of cooperation between organizations (Leach, Stewart, and Walsh, 1994). The study of interorganizational networks originally came from studies conducted by Henry Fayol in 1916 (Seufert, Krough, and Back). In its development this study has been widely developed in the management literature (Savage, 1996; Seufert, Krough and Back).

Gulati (1998) explains that the importance of studying networks between organizations is not because an organization in environment where the
organization can influence and is also influenced by the environment in which the organization is located. Therefore, the environment is a place to get resources that are increasingly difficult to predict so that they need to be addressed through a network of collaboration between organizations. The same statement was also expressed by Roberts (2000) who explained that the collaboration of this organization emphasized that it would be better to join a group that has the power to achieve a goal rather than doing it individually. Another opinion about the meaning of inter-organizational networks as stated by Bardach (1994) that the strength of a network lies in combining two capacities, namely the capacity to organize work relationships and the capacity to convey information efficiently.

The Network among organizations theory is supported by a variety of theoretical sources including resource dependency theory which is one of the theories that underlie the network-to-organizational perspective. According to Jones (2004) the dependence of resources on other organizations needs to be managed properly through: (1) that it must influence other organizations so that he can obtain resources, and (2) it needs to respond to the needs and demands of other organizations in his environment then the level of dependence of an organization on certain resources is a function of two factors, namely how important the resources are to the survival of the organization, and how far the resources are controlled by other organizations. Thus to reduce dependence on resources controlled by other organizations can be done through a network of collaboration between organizations (interorganizational network / collaboration).

The network between organizations is a collaboration between various organizations, for example between district / city regional government organizations in one province and outside the province, cooperation between government organizations with the private sector (business), local government with non-governmental organizations, or cooperation between local government organizations in this case Regional Work Unit (SKPD) internally with other SKPD in one district / city area.

In a network approach, organizations work together to achieve their goals will be far more effective if the organization works alone (Jones, 2004; Sydow, 2002; Jaffee, 2001). This shows the importance of the organization building a network to achieve a common goal. This is due to the limited control of the resources of each organization. There are several organizational network patterns according to their level, Farace's opinion written by Liliweri (2014) states that organizational levels can be seen in interaction patterns namely personal networks, comprehensive networks in organizations, clique subsystems, and networks between organizations. In this study using a network pattern between organizations, a network formed between one organization and another, to carry out a task through information exchange.

Coordination is a management function that aims to harmonize work or tasks between units within the organization and outside the organization in order to achieve goals efficiently and effectively. Downey and Erickson define coordination as an effort to synchronize and unite the actions of a group of people (Tambunan, 2015: 175). Coordination is the leader's responsibility to see that the operations of departments, divisions and individuals under his control are properly integrated to produce the results of achieving organizational goals. While Stoner said coordination is a process of integrating objectives and activities of separate units.
Coordination in the operationalization of management in the organization becomes important, as well as in the administration of government all existing tasks have been distributed into various organizational units. Therefore, the work that exists in one organizational unit is sometimes related to the work that exists in other organizations whose authority is different. The difference between the implementing authority and the person in charge of the activities is often hindering each other and not synchronizing the implementation so that it does not lead to optimal achievement of the objectives of implementing a government or public service. Though from different organizations even though the work or duties are different but the purpose is the same.

The approach that used in this research is qualitative research, with a type of case study that examines the networking organization in handling traffic congestion in Makassar City. Data obtained from sources informants who know about traffic congestion problems consist of the heads of agencies and staff at agencies related to the tasks of traffic congestion and other agencies that have the authority to deal with traffic congestion issues, including agencies outside the Makassar City Government. such as the Traffic Unit of the Makassar Police Unit. Research data is also obtained from citizens who use transportation facilities and infrastructure. Data is obtained through interviews and observations and document tracking. The research data was analyzed using the principles of qualitative analysis with an interactive approach according to Miles and Huberman including collection, reduction, display and data verification. The validity of the data is done through source triangulation, and time.

The research findings in the form of interviews, observations and the results of the subsequent document review are then interpreted after data processing is processed and then presented in a narrative form.

**Discussion**

Traffic and road transportation as part of national or regional transportation must be the main concern for the central government and regional governments as policy makers, especially policies in the field of transportation in order to support and encourage economic growth of the people in the region and in turn can sustain national economic growth. This can be seen based on the results of the analysis of the informants that the number of land transport in Makassar City is increasing, from two wheels, tricycle to four wheels. When viewed in terms of the road space that is owned, it is no longer able to accommodate to be passed by existing vehicles. This is evidenced based on data from the Ministry of Transportation stating that the number of vehicles in 2015 in the city of Makassar, namely two wheels reached 1.1 million and four wheels as much as 1.3 million so that it can be accumulated and analyzed that the growth in the number of vehicles each year increases to 2.4 Million.

Besides that, the existing roadways are not able to accommodate the number of vehicles that are available and are exacerbated by the existing road sections that must be divided for various interests, not only motorized vehicle users but also by other parties who use the road for various purposes it is illegal, like street vendors, illegal parking, street children and beggars.
Besides that the road is also often used for various celebration activities held by residents.

In accordance with these conditions, the handling of traffic congestion on the highway in Makassar City is not only charged to the leading sector that is responsible for such matters as the Transportation Department and the Traffic Police but also the involvement of other parties (Dinas-Dinas) whose authority is still related to traffic congestion issues.

Mitigating traffic congestion requires synergy between agencies, therefore there needs to be an inter-organizational network through cross-sector coordination to deal with existing problems. The results of the study showed that aspects of the organizational network from the results of the study found several dimensions of the work network, namely:

1. Work arrangements

There are three components of traffic, namely humans as users, vehicles and roads that interact with each other in the movement of vehicles that meet the eligibility requirements driven by the driver following the traffic rules that are determined by laws and regulations concerning road traffic and transportation that meet geometric requirements. To overcome traffic congestion and traffic congestion, a good system for determining the phase and traffic regulation is needed and is very influential on the smoothness, comfort and safety of the vehicle passing through the road. The system of determining phases and setting traffic is usually emphasized in locations where road or road intersections occur. Because at a two-way or more meeting this resulted in a point of conflict that eventually resulted in traffic congestion.

The results of the interview with BR as a member of DIKYASA can be known as follows:

"If our side (Satlantas) is already ideal it is just that this traffic problem is dynamic, so it is uncertain for example that we have arranged the signs in an orderly manner, in other places there are usually more so there is usually a location survey, so the Dikyalah unit that conducts surveys every day where points are prone to traffic where it is studied and evaluated together with other agencies. Examples of traffic light problems on Emmy Saelan Street, we have corresponded to the agency responsible in the field to the Transportation Agency to make repairs and we only provide advice / input to the responsible agency, we cannot act directly, we just put personnel there to suppress, minimize traffic congestion. The response from the Department of Transportation already exists but is constrained in terms of the budget. Their budget for improvement is there." (Interview results on 22-07-2017).

Based on the above quotation, it can be analyzed that in relation to the traffic management in Makassar City, Satlantas only monitors the survey method so that the evaluation process is less than optimal, in addition to the communication process carried out by the city government to add a budget to process congestion traffic.

As is said by the Head of Traffic Management Section of the Transportation Service, it can be seen as follows:

"We make a shift to the members, for example morning / hour 6 there are several groups, there are some people such as this deviated, for
example in Antang there are several people. We are for which conditions are really prone to traffic jams. Even though it’s still a member, even though it’s not jammed, it means we are more focused here, which is indeed prone to congestion. However, we still spread everything. Then right now we have the ATCS above, so we can handle everywhere again so that there is direct coordination with members, the monitor is standby. For a while there is already a connection with the Mayor, we want to give the connection to the Head of the Kadis office with the Infokom room. Actually, we have a lot of innovative just because it is constrained by funds, this is a problem for us to move. We actually have a lot of innovation, like this and this but because our budget is limited and divided, there are several fields here and we cannot prove all authority ”(Results of interviews 29-08-2017).

Based on the results of the interview excerpt above shows that a rearrangement at one intersection will change the pattern of current coming out of each foot of the intersection, the implications of which will still affect the rhythm of traffic flow on other roads. at some point, this current will actually cause delays at other junctions that still have a connection with the intersection that we have just rearranged the light cycle. simply, we have succeeded in launching a current at one intersection, but the current coming out of that point actually makes a jam at another intersection. The arrangement of traffic rhythms will be better if applying the Area Traffic Control System (ATCS) technology at all traffic intersections in the city.

ATCS is a coordinated signified traffic control system that covers one area centrally. with ATCS, traffic engineering management efforts can be carried out that coordinate all signaled crossing points through the ATCS control center, so as to obtain an efficient traffic movement condition. ATCS technology itself has been widely applied in various major cities in developed countries. With ATCS, traffic light cycle arrangement is carried out based on input traffic data obtained in real time through traffic monitoring CCTV cameras at intersection points. the cycle of the junction lights can be changed many times a day according to the most efficient traffic requirements that cover the entire area. For this reason, the operation of ATCS is regulated by an integrated control system involving several components in the form of: 1) regulating the flow of intersections in the form of traffic lights; 2) inputting traffic data in the form of CCTV surveillance cameras, 3) sending data in the form of data cable networks or wave transmitters, 4) ATCS system software and 5) control room (central control room) ATC plus the operator.

2. Synchronization

Efforts to overcome traffic congestion synchronization are needed by all stakeholders because it is one of the most important factors in building a good and flexible collaboration to determine that success in solving a problem if done with a more effective synchronization process. Therefore, in building such cooperation, there is a need for information disclosure in making clear agreements and division of labor.

Based on the results of the excerpt from the interview with the Makassar City Satlantas Head, it can be seen that:

“If we synchronize it, we have planned activities, if there are these, like yesterday they asked us to be
the material carriers of the new Transportation Agency personnel, it was taught the problem of regulation, action on the road, how to manage traffic that was minimal, continue the ways on that road, we already have it, it has been running that yesterday, we have given the training to the Dishub personnel “(Results of interviews 16-08-2017).

From the above quotation, it can be illustrated that in the synchronization carried out by Satlantas in tackling traffic congestion it was seen that it had made a better effort by improving the quality of human resources through the form of collaboration involving the participants of Dishub to be given trainings on how to do the past arrangement patterns road traffic.

The results of the quotation interview with the Head of Traffic Management Section can be known as follows:

"That the form of synchronization of activities with the police is always carried out every time there is an activity. Anyway, every activity is as small as there is a police force. So, we are always in line, such as traffic engineering regulation activities, routine traffic management activities, there is traffic impact analysis, traffic maintenance continues. If in other fields such as supervision on the road every day, all of our activities in the Transportation Department have synchronization with the traffic "(Results of interviews on 29-08-2017).

Based on the results of the excerpt of the interview above, it shows that the synchronization process carried out by Dishub and Satlantas went well only at meetings or meetings. However, the facts in the field found that the implementation process carried out in the training obtained was not running properly because it was seen by a number of Dishub officers that most of them were silent, not carrying out their duties fully.

As said by Azis Sila as a member of DALOPS, the Transportation Department can be seen as follows:

“That in the synchronization carried out Right, we synchronize with each other. Like parking order yesterday on the Boulevard we have to make a team. This team is called an integrated team to unify perception, I say again we have limits on authority. Limitation of this authority if we want to unite together, this is the name of an integrated team” (Results of interviews on 19-08-2017).

As per the interview quote above shows that the synchronization between Dishub and Satlantas in tackling congestion has been effective because it has been seen through training and communication that has been done continuously. Besides that, it was seen that Dishub had begun to be seen conveying creative ideas namely forming a team to accommodate the aspirations of the community so that it became the right input in overcoming congestion.

3. Common interests

In this case, when referring to the problems that occur in Makassar City related to traffic congestion, therefore it is necessary to prioritize togetherness in tackling congestion that occurs, including the City government, Satlantas, Dishub and related stakeholders sitting together in discussing congestion problems, so they can find a solution that is good for the benefit of many people.
Based on the results of the interview with the Deputy Mayor of Makassar it is known as follows:

"The most important thing here is that the problem of congestion is that we are thinking of ensuring that the problem of traffic jams is not the result of wrong traffic management but we also want to fix this traffic management but we can also describe the main source of congestion. So the matter of traffic management means a balance between road facilities and infrastructure and the number of vehicles, but it is jammed. Means that traffic management is wrong or the behavior is wrong, we want to also calculate the source of congestion in all sectors so that there is a livebel city (a comfortable city). We want what is really from the basic / the causes so that we consider the problem of congestion is not just a symptom that we partially handle but indeed the cause we solve "(Results of interviews 27-08-2017).

Based on the interview excerpt above, it can be illustrated that in building mutual interests the Makassar city government tries to build a network with parties in the field of education to reduce traffic congestion whose target is schoolchildren, but seen from the coordination built with the Transportation, Satlantas and the community has not been clearly seen things done in achieving the right solution.

The results of quotations from interviews with Transport Observers in Makassar City that:

"In essence, to deal with traffic congestion issues in this city, it is necessary to activate the Traffic Forum that has been formed by the Mayor of Makassar. This forum consists of all elements related to road traffic, only the problem seen in this forum is that the people who participated in the consultation were not decision makers such as the head of the service, so that the results of the meetings were not effective. The average participant is the second derivative or third derivative. This is what really needs to be encouraged, whose name is building institutions in two ways. The institution is in the sense of inter-agency, institutional in the internal meaning of the institution ". (Results of interviews on 18-08-2017).

Based on the results of the excerpt from the interview above, it shows that the congestion process in the public interest is clearly seen that with an organization or forum in discussing problems and finding solutions, it is only a formality because there is no central point that can accommodate the discussion or this is a decision maker, so there is a confusion and only information, so the implementation stage does not work effectively.

4. Common Goals

Utilization of highways as transportation infrastructure is basically all the elements that utilize have the same goal, namely to arrive at the destination quickly and safely. Similar to the implementation of traffic congestion, all relevant agencies have the same substance of interest. For example, the Department of Transportation's interests are to provide good services to citizens through the provision of transportation facilities and infrastructure. While the Police Traffic Unit's purpose of work is to provide services to the community through traffic management to create smoothness,
order and traffic safety. The same is true for other institutions, namely providing comfort to the community.

In accordance with the results of observations in the field and interviews with several informants, there is still an overlap of interests, including the presence of sectoral ego in several agencies. Like between the Transportation Agency and PD Parking. The results of interviews with parking attendants said that:

"Utilization of the road body as a parking lot has to be done because there is no parking space available in some shopping areas or business centers, while on the one hand parking attendants are given the obligation to deposit parking services with certain targets as a source of regional income" (Interview results 10-08-2017).

Based on the results of an interview with Mr. Syarif as a community of road users are as follows:

"In my opinion, awareness of some people who do not understand how traffic is going well, we see that many people violate traffic signs, both traffic light and zebra crossing, resulting in long traffic accidents and traffic congestion. Therefore, I hope that the government and the police can play an active role in regulating traffic, such as in the jl. Student body, Sulawesi, and in the competition so that traffic order can be achieved "(Results of interviews 10-08-2017).

The results of the interview above show that in realizing shared interests in overcoming traffic congestion in Makassar City, it is seen that the level of public awareness is still low in driving, so that the common goals built by the government in this case Dishub, Satlantas have not been maximized, because in achieving the goals together the community was never directly involved in coordination, information from the government to be directly involved in delivering solutions. So that it can be concluded that the common goal of tackling traffic congestion I think needs to be more hard working to do more effective coordination so that traffic order can be achieved.

Based on the results of the interview with Mr. H. Zaenal DG. Beta as a Member of Commission C of the City of Makassar DPRD can be known as follows:

"So the coordination pattern for the DPRD is actually the point of meeting, calling, so if there are findings we will convey it because they are executors and he must follow up because otherwise we will face the mayor to convey. So there is supervision if it has been conveyed several times and cannot be in line, we will make a recommendation to the mayor that the head of this agency is not suitable because we are the representatives of the people conveying "(Results of interview dated 08-19-2017).

From the results of the interview quotation above, it shows that the process to achieve a common goal by the DPRD in conducting supervision and coordination in overcoming traffic congestion has been effective because they open a common opportunity to solve problems by meeting relevant stakeholders, but the conditions in the field have not been seen clearly the response of the city government, Satlantas, and Dishub in doing good cooperation in achieving common goals.

An ideal organization should have a goal. This goal then becomes the basis of the activities of the organization. Without a
goal, the organization will die because there is nothing to fight for. The purpose of an organization must be clearly explained so that the activities carried out are oriented towards achieving organizational goals that have been previously determined. With the aim of being an encouragement of work and commitment for its members.

Conclusion

Based on the description of the research results that have been described in the previous chapter, the authors draw conclusions in accordance with the problems studied, namely the Organizational Network Model of the Department of Transportation with the Traffic Unit in Traffic Congestion Management in Makassar City. by SKPD in accordance with the Indonesian regulation. 551.05 / 869 / Kep / IX / 2012 concerning Re-establishment of traffic forums and Makassar City level road transportation in this case the Department of Transportation as a Leading sector is considered not maximal due to the results of meetings in the forum which should have followed the decision makers but the fact is inversely proportional because the people of each agency representative both the Ministry of Transportation and the Police only Section head or members of each agency so that the decision of the meeting is not distributed at the lowest level. Therefore, it is necessary to do an evaluation so that the performance of the SKPD including the police can be better in order to overcome traffic congestion in the city of Makassar. Coordination System Control (control coordination system) carried out by leaders or top leaders at the central government level and at the local government level such as the Regional Work Unit in order to encourage government programs to be achieved optimally such as transportation services that are more effective, comfortable and safe, Commitment of the city government to encourage the creation of world-class transportation services in accordance with what becomes Vision-Mission Makassar City Government Becomes World City for All. The form of commitment is to encourage the Regional Work Unit (SKPD) to be more massive in handling traffic congestion and establish cooperation with the Makassar City Satlantas so that the problem can be resolved because the problem is joint responsibility and enforcement of tighter traffic rules so that road users can travel in an orderly and free manner rather than congestion. Communication and collaboration between agencies, especially the Transportation Agency with the Makassar City Traffic Unit must run more effectively (Horizontal Coordination) and at the agency level each outcome rather than meeting the forum must be distributed at the lowest level or any field implementer who becomes a decision or solution in order to overcome traffic congestion in Makassar City (vertical coordination).

References


Peraturan Walikota Makassar Nomor 94 Tahun 2013 Tentang Larangan Truk Beroperasi Dalam Kota Pada Siang Hari (Jam tertentu).


WEBSITE EFFECTIVENESS AS E-GOVERNMENT MEDIA IN IMPROVING PUBLIC SERVICES

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Abstract

Government sites are E-Government which is a trend and greatly helps the world of government. Because government sites (websites) are used as information media, media for interaction with the public. Websites are a trusted source of information because they are managed directly from government offices. The purpose of this study is to find out and analyze the effectiveness of the Website as E-Government Media in Improving Public Services. The research method used is Big Data Word Cloud Analysis. The results of this study indicate that web sites become e-government media in increasing the effectiveness of public services because using the community website can easily find information about this public service.

Keywords: E-government, good governance, transparency, accountability, effectiveness, efficiency.

PRELIMINARY

Today evaluates and looks at the implementation of e-government in general that has been carried out by the regional government (regional government), either the provincial government (provincial government) or the city / regency regional government (city government / district government). As already known, the basis of the implementation of e-government is Presidential Instruction No. 3 of 2003 concerning National Development Policy and E-government Strategy which departs from the thought of considering the use of communication and information technology in government processes which are believed to increase efficiency, effectiveness, transparency and accountability administration. While the main purpose of the implementation is to improve the quality of public services effectively and efficiently. In the context of the definition of e-government is e-government refers to the processes and structures of electronic delivery of government services to the public (www.eu.com/e-government.html). The application of information technology to government institutions can facilitate access between the community and the government. Not only through one-way communication where the government can publish data and information it has. But also two-way communication, that is, people can receive from the government and provide information to the government. In this way, transparency between the government and the community can be established within the scope of democracy as part of supporting government accountability.

The policy of implementing electronic Government (e-Government) is an effort to develop the implementation of electronic-based governance.
One way that the government can do to realize good governance is by providing good services to the community or commonly referred to as reforms to public services. Public services can be defined as a series of activities carried out by the public bureaucracy to meet the needs of users. In fact, the Riau Provincial Revenue Agency invites taxpayers to use the e-Samsat Riau application to facilitate payment of motor vehicle tax. “The e-Samsat application is easy to use, enough to use the device does not need to queue,” said Head of Regional Taxes at the Regional Revenue Agency (Bapenda) Riau, Ispan Syahputra told Antara, in Pekanbaru on Friday.

He explained, this online service aims to facilitate the public to fulfill the obligation to pay motor vehicle tax.

I. RESEARCH METHODS

This study uses a qualitative approach with the help of Big Data Analysis. The web is an application that contains multimedia documents (text, images, videos, sounds, animations) in them that use the HTTP protocol (hypertext transfer protocol) and to access it using software called a browser. The website is a collection of web pages that have been published on the internet and have a domain / URL (Uniform Resource Locator) that can be accessed by all internet users by typing the address.

The World Wide Web or commonly referred to as the web is one of the fastest growing internet resources. At present, web information is distributed through a hyperlink approach, which allows a text, image, or other object to become a reference for opening other web pages. With this hyperlink approach, one obtains information by jumping from one page to another.

E-Government according to Indrajit (2006: 4) says that e-government is a way for the government to use new technology in providing easy access for others and government information services, to improve the quality of services and provide greater opportunities for the community in institutional processes the democracy.

Electronic government is a government system process by utilizing ICT (information, communication and technology) as a tool to facilitate the process of communication and transactions to citizens, business organizations and between government institutions and their staff. So that it can be achieved efficiency, effectiveness, transparency and accountability of the government to its people. The concept of e-Government development determines the priority of e-Government development of a government institution.

II. THEORY / CONCEPTUAL FRAMEWORK

The real manifestation of the application of e-government that has been commonly implemented and regulated is the creation of local government web sites. The local government website is one of the strategies in implementing e-government development systematically through realistic and measurable stages. Local government websites are the first level in the development of e-Government in Indonesia which has a goal so that Indonesian people can easily gain access to local government information and services, and participate in developing democracy in Indonesia by using internet media Government elements in improving services to the community to implement e-government through several stages, one of which is managing official government websites. The government has run an electronic system in activities carried out by...
the Pekanbaru City Government to promote public transparency aimed at improving efficiency, as well as better accessibility of public services. With the official website of the Pekanbaru City Government, the community can easily get information about the Pekanbaru City Government work program. The website can also integrate coordination between relevant government agencies in terms of providing information to the public and the creation of good relations between the public and the government so as to improve public services.

The existence of the Government aims to provide excellent service and facilitate the process of community empowerment. Therefore, the Government is considered to have the competence to translate people's wishes more accurately. When creating a smart government with the application of e-Government, the government first needs to develop the intelligence of its people. Because the function of the government is community service, as a driving force for increasing human resource capacity. With smart human resources, it is expected to have insight to innovate, especially in improving their economic life for the comfort of society. The use of E-Samsat will of course facilitate payment of vehicle tax so that transparency is good governance. Transparency is one of the principles of Good Governance. Pasaribu (2011) said transparency was built on the basis of the freedom to obtain information needed by the public. That is, information that is directly related to public interests can be obtained by those who need it. Transparency is the principle that guarantees access or freedom for everyone to obtain information about the administration of government, namely information about policies, the process of making and implementing them, and the results achieved.

III. FINDINGS

The findings from the results of the theoretical / conceptual framework are very supportive, the website can be used easily by the community relating to the public interest and obtained the information they need. Previous research by Desriani Paulina explained that the strategy for implementing e-government in Pekanbaru was guided by the President no. 3 of 2003 concerning e-government development policies and strategies and in accordance with mayor pekanbaru no. 107 of 2016 through statistical information communication and the kota barubar coding has taken place and is under development. But in its implementation carried out by the statistical information communication agency and the town of Pekanbaru coding is not optimal for weak infrastructure and lack of human resources to hit the acceleration of e-government.

Previous research by Zamzami, Fajrizal and Mhd Arief Hasan E-Government is now the right solution for local and central governments, because it can help the government in managing government data and is able to provide information to the public quickly, precisely and efficiently. The general purpose of making e-government application systems is to provide new alternatives for government institutions or institutions in improving their public service systems.

The development of e-government is an effort to develop the implementation of governance through the use of electronic media to improve the quality of public services. The aim of electronic government is to increase citizen access to public services, government services, increase access to information sources held by the government, to handle public complaints and service quality equality that can be enjoyed by all citizens. The use of information systems for the purpose that
services can be faster, but not everyone knows the existence of the information system.

e-government or government sites are now starting to become a new and rapidly growing trend in the world of government. This is because the government website (website) can act as an information media, media interaction with the community, become a benchmark for how active or not government activities are, becoming a place for the community to express their aspirations. With the website the citizens also get reliable information because the website is managed directly from the government office.

Not only that, but there is another understanding of e-government. The point is the process of utilizing information technology as a tool to help run a government system more efficiently. Therefore, there are two main things in the definition of e-government above; the first is the use of information technology (one of which is the internet) as a tool, and, second, the purpose of its use so that government can run more efficiently.

However, e-government does not mean changing the way the government deals with the community. In an e-government council, people can still relate to service posts, talk by telephone to get government services, or send letters. So, e-government is in accordance with its function, is the use of information technology that can improve relations between the government and other parties. The conclusion of e-government is an effort to develop the administration of government based (using) electronics in order to improve the quality of public services effectively and efficiently.

Why is e-government becoming necessary and important to implement? the reason is: traditionally usually the interaction between a citizen or a social institution with a government agency always takes place in government offices. But along with the emergence of information and communication technology (ICT) it is increasingly possible to bring government service centers closer to each client. As an example; if there is a service center that is not served by a government agency, then there are kiosks that are brought closer to the clients or by using computers at home or in offices.

e-government provides new opportunities to improve the quality of governance, by increasing efficiency, new services, increasing citizen participation and an increase in global information infrastructure. Thus E-government will improve the quality of public information services as a way to realize good government. Through e-government, government services will take place transparently, the process can be tracked, so that it can be considered accountable. Elements of irregularities can be avoided and services can be provided effectively and efficiently.

Government websites or also called e-government is the use of information technology by the government to provide information and services for its citizens, business affairs, and other matters relating to government. e-government can be applied to improve internal efficiency, deliver public services, or democratic governance processes. The main delivery model is Government-to-Citizen or Government-to-Customer (G2C), Government-to-Business (G2B) and Government-to-Government (G2G). The most expected advantage of e-government is improving efficiency, comfort, and better accessibility of public services. The concept of e-government actually does not stop at the use of information communication technology networks in the form of the internet, but the use of other or integrated information and communication technologies that help support the implementation of government in order to
lead to efficiency and effectiveness of public services. Thus it can be obtained a characteristic of the concept of e-government, namely: e-government is a new (modern) interaction mechanism between the government and the community and other interested parties (stakeholders); which involves the use of information technology (especially the internet); with the aim of improving the quality (quality) of services that are running. The local government website is one of the strategies in implementing e-government development systematically through realistic and measurable stages. Making local government web sites is the first level in the development of e-government in Indonesia with the aim that Indonesians can easily gain access to local government information and services, and participate in the development of democracy in Indonesia using internet media. Based on the nature of information transactions and public services provided by the Regional Government through information networks, e-government development. Talking about e-government in Indonesia, there are many scientific approaches such as information and communication technology and government. However, the most discourse is from the perspective of technology and government management. Other aspects are still less visible and very little involved in the issue of e-government. In fact, e-government is an application of concepts and technologies that require many scientific approaches so that applications carried out by the organizers (government) can be realized ideally and comprehensively. Therefore, it is not surprising that the translation of e-government is still so superficial that its implementation is still not optimal. In the ranks of high institutions and non-departmental institutions, quantitative and quality factually, the difference seems to be the regional government website. Generally, almost every non-governmental organization already has a website and the average optimization of the facilities within it has been able to overtake the levels of local government sites. These indicators can be seen from the various link facilities and services that exist on institutional sites that are close to combat which consist of application forms and so on. One example of an institutional site that has optimized its website is www.ristek.go.id. From the web of research and technology, it is now able to make an online registration application in the framework of the grant and offer financial assistance in research and so forth. Thus, it can be seen that the implementation of e-government in Indonesia is more dominated by sites belonging to the provincial government, district government and city government. However, sites that serve the community in general affairs are still not optimal in their implementation both in quantity and in quality. This means that there are obstacles and obstacles experienced by the local government in terms of realizing the ideal implementation of e-government.

IV. CONCLUSION

Based on the results of the discussion that has been described regarding E-Government Effectiveness in the City of Pekanbaru, it has seen quite good, as seen from: 1) Implementation of E-Government in Pekanbaru City which is guided by Presidential Instruction No. 3 of 2003 concerning E-Government Development Policies and Strategies and in accordance with Pekanbaru Mayor Regulation No. 107 of 2016 through the Statistical Information Communication Office and Pekanbaru City Coding has been running and is in the development stage. But it still doesn't look optimal because of the lack of human resources who understand information technology.
And there are still some Pekanbaru City people who prefer manual services rather than electronic services. However, the Website as an e-government media to facilitate the process of communication and transactions to citizens, business organizations and between government institutions and their staff. Government sites (websites) can increase the effectiveness of public services if government activities are managed effectively and efficiently. The main purpose of the implementation is to improve the quality of public services effectively and efficiently. E-government as part of internet products became the topic of discussion in internet and mass media discussions and was popular after being associated with regional autonomy. The implementation of e-government in Indonesia is only at an early stage, so that many government institutions that declare themselves to have applied e-government have turned out to be only at the web presence stage. The main challenge lies in the ability and readiness of management as well as the actors and not supporting technology for e-government. If this is not addressed, it can lead to the emergence of a digital divide. Furthermore, transparency in policies and implementation of regional autonomy will be increasingly difficult to manage and will close the road to perfect democratization.

REFERENCES


THE PATTERNS OF COLLABORATIVE GOVERNANCE IN DAYAK LAND, CENTRAL BORNEO, INDONESIA

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Abstract
This study explores the collaboration between the local government and the Central Kalimantan Dayak Customary Council (DAD-KT). This research focus was proposed on the relation between the facts of collaboration in supporting regional government and sustainable development in Central Borneo. The procedure of data finding is done by interviews focused on a number of informants, validated by triangulation and analyzed critically and interactively. From the study and discussion found that several trends have implications for the effectiveness of governance in some programs that require the support of the DAD-KT, especially in terms of traditional governance. This collaboration provides advantages in maintaining natural resource capacity, especially excessive extraction from investors. The collaborative process between the local government and the DAD-KT was strengthened by regional regulation 16/2008 to legalize the customary government structure in Central Borneo. Collaboration runs in the context of an imbalance of power or resources, but still works, the reason behind this success is the strength of patronage relations between the regional government and the DAD-KT, which creates benefits for both parties. Another interesting finding is that the customary government structure is used to develop informal elite political networks in obtaining and maintaining formal power. The imbalance of power or resources that is an obstacle to the collaborative process can be broken based on facts that are viewed from patronage theory.

Keywords: collaborative governance, DAD-KT, natural resources, patronage, enforcement of customary law

INTRODUCTION
The Dayak Land referred on in this paper is the island of Borneo (known as Kalimantan), which was originally a territorial or place of residence for Dayak people, including its growth and development to date. As part of the Unitary

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4 The Dayak are a name and at the same time as a feature of ethnic identity for the Proto-Malay (Old Malay) tribe which is claimed to be the indigenous population of the island of Borneo, including North Borneo. Based on the history of human development, the ancestors of the Dayak tribe originated from the Yunan region (South China), estimated around the beginning of this century to over population in China so that some residents went out to find new residential areas. The Dayak tribe is classified into the least 405 sub-ethnic groups (Riwut 1958 and 1993; Hudson 1967; Ukur 1972; Commans 1987).
Republic of Indonesia, the island of Borneo is divided into five provinces, namely North Borneo, East Borneo, West Borneo, South Borneo, and Central Borneo. The presentation on this paper, specifically takes the setting of Central Borneo (or Central Kalimantan) which is thought to have its own uniqueness in describing collaborative governance.

According to Ansell and Gash (2008, 544) that the pattern of collaboration is carried out by involving one or more public organizations that are joined by stakeholder forums outside the country to carry out collective decision-making processes in a formal, consensus-oriented, consultative manner and aim to implement public policies and program management. In his study, Ansell and Gash (2008, 562) have contributed ideas and theoretical frameworks in understanding the patterns of collaborative governance, but they acknowledge that more in-depth and specific case studies of non-linear variables will be able to develop perfect thinking about collaborative governance.

This study focuses more on the case of collaboration in Central Borneo between local governments and the Dayak community institutions, formally known as the Central Kalimantan Dayak Customary Council (DAD-KT). The DAD-KT was formed after the tragedy of the 2001 ethnic conflict, and it was a historical record of Central Borneo which became the starting point of the consensus of the people of Central Borneo with the regional government. This momentum is almost the same as the Indonesia transition from an authoritarian regime to a reform regime. A number of literatures put forward contrasting opinions regarding the dark history. There are those points that show as social injustice, conflict of cultural values, ethnic barbarity, unpreparedness of Dayak people in facing changes, abuse of power, and over-extraction of natural resources (Casson 2001).

Collaborative governance is a new paradigm for governing democratic systems (Jun 2002; Kettl 2002). Local governments as state institutions must continue to implement their policies to improve the development progress of Central Borneo, such as increasing regional income, alleviating poverty, improving the quality of education and health, improving infrastructure and opening isolation. On the other hand, the Dayak people themselves who inherited the effects of the conflict wanted reinforcement and empowerment in all fields, after all this time in the name of development, natural resource being over-extracted which damaged the sites of Dayak culture, forest, land and water, degradation and environmental pollution. After the conflict, the Dayak people have very high challenges, marked by enthusiasm in popularizing Dayak culture in various events, the growth of Dayak organizations, frequency of studies and seminars on Dayak identity by Dayak leaders, and resistance to investors over natural resource management that did not favor the Dayak culture.

Post-conflict, regional government faced with local aspirations and changes in the Dayak community. The regional government firstly must restore the confidence of the Dayak community, especially regarding governance that respects local wisdom. Culturally the legitimacy of the local community (Smith 2008, 84) can be the basis for the sustainability of government policies. The Borneo regional government, which carries out its functions over the interests of the state at large, needs to get support from the Dayak community, so that the objectives of the implementation of local government can be achieved linearly with the aspirations of the Dayak people.
However, the value of hard work of the regional government in restoring this trust is to carry out the concept of empowering Dayak people through the formalization of Dayak community institutions which are explicitly illustrated in regional regulation Number 16 of 2008 (Perda 16/2008). This rule is an organizational structure and function of customary government that is structured to the village level. Perda 16/2008 is the basis of the establishment of the DAD-KT Organization. The establishment of the DAD-KT was the entry point in carrying out the function of collaboration with the regional government. The intention is to obtain an overview of the pattern of collaboration between the regional government and the DAD-KT, which is mostly carried out in the form of enforcement of customary law and the broad introduction of Dayak culture. The function of the DAD-KT in the enforcement of customary law is said to be the decentralization of customary government authority from the regional government to the DAD-KT. The functioning of this function has also had implications for several roles of the DAD-KT in protecting the environment and questioning the management of natural resources and fighting for the right to manage natural resources. There are other implications as a result of the collaboration process, specifically achieving goals agreed and maintained by both parties. By using a collaborative governance approach and by not ignoring other theories, cases of interaction and relations between the regional government and DAD-KT will be presented on this writing.

RESEARCH METHODS

The pattern of collaboration between local government and DAD-KT will be elaborated using collaborative governance indicators taken from various comparative studies (Ansell and Gash 2008; Emerson et al. 2011; Janet Newman et al. 2004). Includes initial conditions, institutional design, leadership facilitation, dynamic collaboration, output, outcomes, impact. Data is collaboration cases and the results, empirical events and obtained through interviews with selected informants based on the direction or focus of research. Moreover, the results of the policy will also be examined and elaborated as well as the consensus of both parties, the regional government and the DAD-KT. Data will be analyzed interactively and critically using collaborative governance approaches and other supporting theories, governance theory, patronage theory and other related theories.

COLLABORATIVE GOVERNANCE IN COMPARATIVE PERSPECTIVES

The theory of collaborative governance has been developed in more than two decades in a multi-disciplinary manner, including those related to public administration (Stoker 1998; Klijn et al. 2000; Thomas 1995; Kettl 2002), political science and government (Ansell and Gash 2008; Emerson et al 2012), planning (Forester 1999; Selman 2004), conflict (Susskind, McKearnen and Thomas-Larmer 1999; Putnam et al. 2003), environmental studies (Saarikoski 2000; Short 1999), public management (Imperial 2005; Leach 2002).

Quoting the notions of Ansell and Gash (2008) and Emerson et al. (2011), collaborative governance can be defined, “A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets” (Ansell and Gash 2008, 544).
“collaborative governance broadly as the processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished” (Emerson et al. 2011, 2).

In discussing the collaborative governance approach, the framework of Ansell and Gash (2008) can be used as a basic reference in analyzing the patterns of collaboration in Central Borneo. Ansell and Gash (2008) have analyzed 137 cases of collaborative governance and determined six conditions for collaborative governance, including: (1) forums are the initiation of institutions that will collaborate; (2) the actors involved in collaboration are both parties; (3) all members are directly involved in the decision making process; (4) forums are formally organized and meet collectively; (5) the purpose of the forum is to make decisions so that consensus is reached; (6) the focus of collaboration is public policy or public management. Ansell and Gash’s (2008) study of several cases resulted in models or patterns of collaborative governance that were very popular. The collaborative governance model developed covers four spectrums with variable conditions, institutional design, leadership, and collaborative processes.

Starting condition is the basis of the importance of the collaboration carried out including the level of trust, conflict, and social capital. Institutional design is a set of basic rules that become a reference for such collaborative activities. Leadership is a character or pattern of facilitation or mediation for the passage of the collaboration process. Then, collaborative process is a repetitive cycle of collaborative activities including face to face dialogue, trust building, commitment to process, shared understanding, intermediate outcomes (Ansell and Gash 2008).

Part of the literature illustrates that collaborative governance as a dialectic between collaborative process, outcomes and public management (Thomson and Perry 2006; Bryson, Crosby and Stone 2006). Besides that there is also a separation between institutional design and leadership from the collaborative process cycle (Johnston et al. 2010). Johnston et al. (2010, 703) continue to use the Ansell and Gash (2008) model or pattern in developing the research foundations, only the difference lies in the development of multi-agent models in analyzing collaborative governance complexity to complement the views of the case study method, where previous studies only rely on buildings theories that have no understanding of phenomena (Davis, Eisenhardt and Bingham 2007).

Emerson et al. (2012, 5-8) develop an integrative framework of collaborative governance in three spectrums, namely, the context of the system, collaborative governance regime (CGR), and collaborative dynamics and action. They develop more comprehensive variables as elaboration of these three dimensions, including, (1) drivers - leadership, consequential incentives, interdependence; (2) principled engagement - discovery, deliberation, determination; (3) shared motivation - mutual trust, mutual understanding, internal legitimacy, shared commitment; (4) capacity for joint action - procedural / institutional arrangements, leadership, knowledge, resources; (5) output collaborative action; (6) impact; (7) adaptation.
Gunningham et al. (2009 164) examine the new collaboration of environmental governance between the public, private sector and non-governmental organizations, acting together to reach an agreement. By taking the case in Australia regarding to environmental management, a proposition was developed about the role of the state in collaborative governance at the local level. First, the definitional guidance - describes and defines the area regulation of the study of collaborative governance, including what are the issues to be addressed?; who was involved?; what is the legal aspect?; how are these goals achieved? Second, participatory incentives - explain that the state provides incentives, both positively (eg. persuasion) and negative (eg. sanctions) to all actors involved in participating in collaborative governance. Third, enforcement capability - the state provides the role of enforcement to ensure the process of collaborative governance processes fulfill their obligations.

Janet Newman et al. (2004, 218-221) obtained findings from their exploration of the process of participation in consultation forums between the government and the community. The method is to place the initiation of public participation in the context of government policies, how policies are interpreted, and test the perceptions of forum members on government policies. In all of them, the link between government theory and social movements is also obtained in developing the theory of collaborative governance. Furthermore, he explained that conflict between actors in the forum was indeed needed to encourage the participation of actors from below. However, this condition illustrates the inequality of power between actors, both formal and non-formal, between legal organizations and voluntary community organizations. According to the proposition, such a situation would close the way for the process of collaborative governance.

The failure of the collaborative governance process as the opinion of Gunningham et al. (2009) related with the resources that are not balanced between actors in the forum in an effort to reach consensus. This variable gets the same attention from some analysts, such as Ansell and Gash (2008) citing the opinion of Short and Winter (1999); Tett, Crowther and O’Hara (2003); and Warner (2006) that what they call ”power imbalances” between actors is usually noted as a problem in collaborative governance. In its proposition, it is said that if the actor does not have the capacity, organization, status or resources to participate and this condition is also shared by other actors in the forum, the collaborative governance process tends to be manipulated by actors who have strong resources.

This proposition actually fits perfectly with the statement of Janet Newman et al. (2004) that collaborative governance is very dynamic and complex. In his study, collaborative governance will be a rich theory when it is related to governance theory and social movement theory. Collaborative governance also means interaction between actors, negotiations in seeking consensus. Things that are not difference in both governance theory and social movements, in which also interact in the process. According to him the theory of governance contributes in explaining the dimensions of relations between the state and society, asking questions about social diversity and differences also the complex questions about social identity and organization. But social movements emphasize the analysis of political protest circles rather than citizen participation. Quoting the opinion of Barners (2002) and Barners and Bowl (2001) it is known that the relationship between governance theory and the literature that connects
social movement theory is closer to describing the role of politically marginalized groups in the service process and development policy.

RESULTS AND DISCUSSION

In this section, the results of the research data and discussion of collaboration and interaction between the regional government and the DAD-KT will be presented, specifically the patterns and collaborative processes that occur while still referring to some preconceptions and collaborative governance indicators.

Past history

The previous situation or history influenced the collaboration process (Ansell and Gash 2008) between the regional government and the Dayak community institutions. In understanding the process of collaboration between local government and the Dayak community institutions, this cannot be done without understanding some historical phases in Central Borneo, in which there are elements that underlie commitment and consensus.

First phase is the Rapat Damai Tumbang Anoi (RDTA)/The Tumbang Anoi Peace Meeting. The RTDA is a meeting to bring about the peace to hostility between humans, related to the tradition of "kayau" (heads hunting). According to Usop (1994) RDTA is an initiative and politicization of the Dutch in reducing the attack of Dayak forces. Whereas according to Widen (2017, 274) RTDA is an event of the rise of the identity of Dayak people to be free from the tradition of cutting heads, slavery, murder and enforcement of customary law.

The results of interviews with several key informants⁵ that RTDA is the final process of stopping the killing of people and the starting point of attention to drive away Dutch colonialism. Jhon and Hardison research study (2017, 63-65), the RDTA event is a phase of development of a more civilized Dayak community, namely the enactment of customary law, recognizing the organization and administration of power through both Dutch and sultanate powers. Besides that, it raises an awareness of the Dayak community regarding the integration of the community from existing differences, including religious differences. Furthermore, Usop (1994) assessed the spirit of RDTA to encourage the emergence of values such as family, openness, tolerance, legal order, harmonization of customary law in the laws introduced by the Dutch, and humanistic behavior.

The second phase is the establishment of the Union Dayak organization - Dayak Pakat. The Dayak Union organization was born in 1919 and changed its name to the Dayak Pakat Organization in 1926. The values that have grown through RDTA have in a sense built awareness among tribal leaders and community leaders in the central of Borneo. According to the key informant statement⁶ that the organization was spearheaded by Dayak figures who had received western education. The Dayak Union organization aims to elevate the dignity and dignity of the Dayak community through social and educational activities. When it changed its name to

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⁵ interview with the chairman of the DAD-KT  
⁶ interview with leader of Dayak
Pakat Dayak organization, its goal was to expand into economic and political activities, but its importance was still on improving human resources. The purpose of the Pakat Dayak organization (Usop 1994, 55) is part of the demand for political rights, including - tribal modernization in all fields and pursuing rights recognized by state law.

The third phase is the Movement of the Gerakan Mandau Talawang Pancasila (GMTPS)/ Mandau Talawang Pancasila Movement. The birth of this organization as a manifestation of following up on the aspirations and demands of the Dayak community to accelerate the establishment of the Central Borneo Province that the Central Government has not granted. The basic demand is the separation of government areas from the Province of South Borneo. Unfulfilled aspirations have an impact on bloody conflict so the central government and the provincial government of South Borneo take wise actions to reconcile the bloody events by GMTPS, which resulted in the Madara Agreement, with several decisions (Widen 2017, 276), including the merging of South Borneo Province into Central Borneo; conflict must be stopped; GMTPS members who become suspects must be released from all kinds of criminal charges and recruited to become civil servants. Through Emergency Law Number 10 of 1957 on May 23, 1957 Central Borneo formally became a separate autonomous province of the Province of South Borneo.

Fourth phase is the organization of the Lembaga Musyawarah Masyarakat Dayak dan Daerah Kalimantan Tengah (LMMDD-KT)/ organization of Dayak community consultation Central Kalimantan and regional. This organization was established at the end of the New Order’s power, precisely in 1993. LMMDD-KT was established with aimed in increasing the involvement of Dayak people in all fields and the initiation of openness and spirit of national and regional integration. The LMMDD-KT organization was mobilized by Dayak intellectuals and moved more on the political side, it was very clear from the demonstration against the governor dropping.

The fifth phase is the dynamics of reform. Aspinall (2004) argues that the economic crisis in 1997 was the momentum of Indonesia's democratic transition, known as the reform era, marked by a distrust public that was at the culmination point; the emergence of civil organizations and the push for political change. The response to that was finally fulfilled by the central government by enacting Law Number 22 of 1999 concerning Regional Government, better known as the Regional Autonomy Law. This law adheres to the principle of decentralization, whose main purpose is the division of authority in government management from the former centralistic and then given part of its functions to the regions as autonomous regions (decentralized). The impact of the enactment of this law is freedom of opinion, direct regional elections, and accessibility to various sectors managed by the regions to manage their own households (Jhon and Haridison 2017). The reform agenda by affected the Dayak people in Central

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7 interview with selected member
Borneo by rolling back the discourse of "sons of the region". This discourse has always been linked to the issue of the dropping governor who is considered unable to answer the aspirations of the community, including economic interests that do not pay attention to local conditions (cases of forest and customary land use) and the process of marginalization of local culture (Casson, 2001).

Sixth phase is the ethnic conflict. Coinciding with changes in the format of government and the process of division of districts in Central Borneo, ethnic conflicts erupted in 2001. The conflict between the two cultures gave rise to a lot of speculation from Dayak people, figures, and researchers. From the perspective of the Dayak people, the culture of ethnic Madurese violence, including the mastery of economic sectors became the main trigger point. Some views try to reproduce the tragedy of the conflict as a resistance to the interests of the Dayak people who have been clogged since the New Order era. However, the eruption of conflict generally considers the failure of the security forces to anticipate so that the impact is widespread.

Some literature considers that the tragedy of pure conflict is fully carried out based on communal identities. There is a group of actors who determine the course of the conflict aimed at mobilizing and supporting political coalitions. The arena is used in playing the interests of a number of elites to gain authority. When the power authority cannot be obtained through formal channels - the state will be taken another way (Klinken 2008). Conflict is constructed as a picture of the distrust of the Dayak people towards the state or government and is considered marginalizing the Dayak community, both related to excessive natural resource extraction, mastery of productive sectors, and destruction of cultural sites as a result of investments made by the private sector.

**New institutional format**

Ethnic conflict is the starting point for new awareness for Dayak people in Central Borneo. This awareness is interpreted as an increase in the role of Dayak people in various sectors related to the need for participation in decision-making or policy in the region. Strengthening the institutions of the Dayak community in a more modern and professional direction. Based on the interviews with key informant in which the problem was mostly generally faced by the Dayak in Borneo. Based on the similarity of this struggle, the figures spread in four provinces in the Borneo region, formed the Kalimantan of Dayak Customary Council (DAD-K). DAD-K was legalized by the public notary May 15, 2001.

In the context of Central Borneo, based on interviews with key informants it is known that the Dayak community institutions are known as the Kedamangan Institute, which was formally formed in 1993 through the Central Borneo Provincial Regulation Number 14 of 1998 (Perda 14/1998) concerning “Kedamangan”/sub district. The Institute of Peace has not been able to function properly, because of the impact of the new order political power. On the other hand, their work is limited to

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8 interview with leader of Dayak  
9 interview with member of DAD-KT
traditional affairs and Dayak culture, unable to function as partners or counternarrative public policies.

The results of interviews with key informant\(^{10}\) confirmed that the new institutional format of the Dayak community was the formation of the DAD-KT as an implementation of the Perda 16/2008 concerning Dayak Indigenous Institutions in Central Borneo.

According to Widen (2017) the formation of the DAD-KT aims to prepare a forum and channel for the aspirations of the Dayak community with regard to access to various sectors as well as the DAD-KT work program (Widen, 2017). According to the interview with the key informant\(^{11}\) DAD-KT, it will also strengthen the role of “Damang” (the head of the custom district) from a legal standpoint, so that Damang has the power to carry out its functions and preserve the Dayak traditional culture so that it is not destroyed.

DAD-KT carries out the function of coordination and supervision. The function of "coordination" is the function of the Dayak Customary Council to coordinate internally and externally and coordinate in a reciprocal manner, both with fellow regional Dayak Customary Councils and with the Damang. While the function of "supervision" is the responsibility of DAD-KT and authorized to oversee the implementation of the main tasks and functions of the security institutions in the region\(^{12}\).

The main task of the DAD-KT is to implement a work program that is reflected in the division of tasks, in the 2011-2016 period, there are ten fields, namely the organizational/institutional sector; government; infrastructure, economic, financial, border, and spatial development; fields of customs, customary law and traditional defense; management of natural resources and the environment; education, health, and family planning; arts, culture, tourism and sports; social politics; women's empowerment and child protection; and inter-institutional relations.

In the 2016-2022 period, the work program developed into seventeen fields, namely organization, regeneration and membership; law and advocacy; custom defense and security; art, culture and tourism; economy, human resources, cooperative and entrepreneurship; education; research and development; youth and sports; women empowerment and people welfare; environment and natural resources; social politics; students and students; public relations and publications; inter-institutional and international relations; farmers, fishermen and maritime; prevention and management of natural disasters; and drug prevention and theory.

An outline can be drawn based on the results of research and studies that the new institutional format of the Dayak community is in the form of a customary government format to administer Dayak customary and cultural governance and enforcement of rules based on customary law. The new institutional format is a factor in meeting the

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\(^{10}\) interview with general secretary of DAD-KT

\(^{11}\) interview with member of local government

\(^{12}\) Available in Perda 16/2008
collaboration process criteria (Ansell and Gash 2008).

**Leadership support**

Leadership support is very important in building the spirit to achieve a collaborative process (Huxham and Vangen 2000; Lasker and Weiss 2003; Burger et al. 2001). Some literature also finds that the role of leadership is very important in encouraging actors or organizations to be involved in the collaborative process (Ansell and Gash 2008; Ozawa 1993; Reilly 2001).

The lack of channels to convey the aspirations of the participation of the Dayak people was so sporadic that a thought was taken to legalize actions and also increase the involvement of Dayak people in the dynamics of governance in Central Borneo, by drafting a legal regulation, namely Perda 16/2008. The first direct regional election in Central Borneo in 2005, gave birth to a regional leader who was a native Dayak descendant. Since 2005, a number of aspirations have been discussed to form a Dayak customary institutional organization and to succeed in becoming an organization of DAD-KT.

The opinion summarized by a number of Dayak figures that the formation of the DAD-KT formally through Perda 16/2008 was based on several things: First\(^{13}\), the view of the Dayak constellation itself. The Dayaks are related to echoes or popularity outside Borneo that the prosperous and prosperous Dayak are contrary to the fact in their own homes that the Dayak are not in accordance with outside discourse. The fact is that companies use state tools to weaken Dayaks, this is related to abundant natural resources in Central Borneo. Damang does not function properly because there is no legal or regulatory reinforcement. The existence of a Dayak that is not linear with its actual conditions, the Dayak land is famous for the prosperity of its natural resources while the lives of the Dayak people themselves are very difficult and marginalized, far from access to natural, socio-economic and political resources and fields that lead to the welfare of the Dayak people.

Second\(^{14}\), ethnic conflict is a dark history that presents new challenges for Dayak people to enter the competition arena. The strong values of collectivity and social awareness encourage strengthening in every step of reforming the Dayak community institutions. The formation of the DAD-K is in order to improve the quality of Dayak human resources in the relation of the competition existing. Why have the Dayak never been active at the national level since? This is because access to various sources is not available; channels are not available, even though the Dayaks are actually very persistent. With the formation of the DAD-KT the aspirations of the Dayak people will be channeled both in efforts to support the government and criticize the government. On the other hand, this impetus will provide the organization and institutions of the Dayak community's order from the previous conditions. For example, the institutional aspects were still sporadic, after formalization, the institutions were well-

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\(^{13}\) Interview with regional secretary as a member of DAD-KT

\(^{14}\) Interview with member of DAD-KT
systemized and the mechanism became clearer.

Vangen and Huxham (2003) debate the important role of leaders in empowering and embracing actors and then mobilizing them to be involved in the collaborative process. Chrislip and Larson (1994) view the important position of leaders as servants in supporting collaborative activities to be successful. The success of the collaboration pattern is determined and depends on the type of leadership and leadership character (Bradford 1998). Some literature debates about the importance of leadership support in the success of the collaboration process are answered in the realm of research. Perda 16/2008 was designed to be the basis for the operation of the DAD-KT even in the beginning Central Borneo was the province which first had rules regarding the institutions of the Dayak community. The Governor and DPRD of Central Borneo at that time had a strong role in encouraging discussion and ratification of Perda 16/2008\(^\text{15}\). The incentives of leaders, governors and elements of the bureaucracy, ensure that the work and operational programs of the DAD-KT can be carried out continuously, in the form of budgetary assistance sourced from the provincial and regency / city pure budgets. Then, in guaranteeing the capacity of human resources, administrators of the security institutions are given a fixed allowance per month equivalent to the position allowance in the government at a certain level.\(^\text{16}\) Provision of benefits is an effort to provide space for Dayak community institutions to be able to sustainably carry out their roles and functions.

**Collaborative process**

In Perda 16/2008 it is stated that the establishment of Dayak customary institutions to encourage efforts to empower indigenous Dayak institutions to be able to build the character of Dayak indigenous people through efforts to preserve, develop and empower customs, customs and uphold customary law in the community to support efforts to improve community welfare local, and support the smooth running of government. The purpose of the formation is so that efforts to empower the Dayak customary institutions are able to encourage, support and increase the participation of the Dayak indigenous people for the smooth running of government, development, and community development in the region.

DAD-KT as the embodiment of the Dayak customary institution is an organization that carries out the role of the Dayak community empowerment and the enforcement of customary law. The role of DAD-KT is carried out to assist in the implementation of development and administration of the government. Meanwhile, the role of the Central Borneo regional government is to carry out development and improve the welfare of local communities.

As explained earlier, the collaborative process is influenced by a variety of factors, such as initial conditions, institutional

\(^{15}\) interview with chairman of DAD-KT

\(^{16}\) interview with regional secretary as a member of DAD-KT
design and leadership incentives (Ansell and Gash 2008). Based on the background of the research, it is known that the initial situation was described as a stage of struggle for the Dayak community seeking identity from the colonial period to the New Order period. In the reform era, the Dayak people were in a period of darkness, namely ethnic conflict. This historical situation affects the awareness of the identity of the Dayak people, especially the ideology about “where the earth is stepped on there, heaven is upheld”. This awareness increases their mistrust of the government as part of the countries, this is motivated by their perception that the state has not been concerned with the empowerment of Dayak people.

According to the results of interviews with key informant17, awareness of identity and excessive spirit of brotherhood if not managed properly can be dragged into the understanding of ethnocentrism and will have implications for the concept of the Unitary State of the Republic of Indonesia. This potential encourages regional governments to give special attention to post-conflict Dayak communities.

The momentum of the election of the son of the region from Central Borneo as Governor became the entrance to restore the confidence of the Dayak community to the regional government. Intensively building the communication with Dayak community organizations, uniting various types of organizations into one organization, and delegating part of government authority to DAD-KT, and ratifying Perda 16/2008 to provide legality for DAD-KT in carrying out its functions.

Perda 16/2008 became a written agreement between the regional government and the Dayak community. This rule also guarantees the sustainability of the collaboration process. The regional government is aware of having great resources and is needed in uplifting, protecting and empowering Dayak people after decades of marginalization.

The result of the collaboration in the first stage was the enactment of Perda 16/2008, then the implementation in the form of collaborative programs or handling certain cases. DAD-KT was given the authority to enforce customary law and settle cases related to customs and culture. The regional government gave this portion as devolution of authority from the government to the Dayak community. According to the results of interviews with key informants18 that the collaborative work of the regional governments that gave authority to the DAD-KT, particularly in terms of the enforcement of customary law, was enough to help the government and law enforcement officials in resolving cases in the community. The burden usually borne by formal law enforcement officials is now lighter with the role of DAD-KT. Collaboration on the completion of customary law which greatly relieved the work of the local government was like a case of insulting the Dayak community by the University of Indonesia sociologist in 2011 which was successfully completed with a customary trial; cases of persecution by community members of the Indonesian Air Force in West Kotawaringin District in

17 interview with leader of Dayak
18 interview with member of local government
2017 which were successfully resolved by the customary trial; then, an ethical and moral case by the Regent of Katingan District, which terminated from his position.

Commitment to encourage the introduction of Dayak local wisdom, resulted in a policy regarding the application of the local content curriculum contained in the Governor Regulation Number 22 of 2011 (Pergub 22/2011). The implementation of the regulation is the publication of local curriculum books for primary schools in several districts in Central Borneo.

Based on the results of field research it is known that the commitment of the regional government and the DAD-KT is to maintain environmental sustainability related to the management of natural resources and the environment, both by investors and by the Dayak community. Data released by Wahana Lingkungan Hidup (2013) that 83% of Central Borneo productive land area has been used for various investment activities, included plantations, mining and agriculture. The authority of the DAD-KT is the enforcement of customary law related to natural resource management.

In order to accelerate the development of Central Borneo productive investment is an option to explore regional income, on the other hand, Dayak communities still need the capacity of natural resources to be managed. Forests and nature symbolize something magical and are believed to be the place of residence of the ancestors so that they should be preserved. The regional government and DAD-KT took small wins by not prohibiting investors from managing Central Borneo natural wealth, but also in their activities not to disturb the traditional and sacred sites that the Dayak community believed to be a symbol of trust and means of living for ancestral spirits.

Collaborative practices are illustrated in handling cases of destruction of customary and sacred sites. Disputes between Dayak people and PT. Indo Muro Kencana (IMK) Straits described each group participating in seeking consensus, specifically the Dayak community, investors, the Dayak Customary Council (DAD) of Murung Raya Regency and also the local government. In an interview with key informants, it was found that this dispute began with the mining activities of PT. IMK Straits for annexing the Puruk Kambang cultural reserve area in Murung Raya District in 2010. This action violates the provisions of customary law until DAD Murung Raya Regency imposes customary sanctions on PT. IMK Straits. Damang imposes customary sanctions and conducts customary proceedings and decides on customary cases, by imposing some customary sanctions on PT. IMK Straits. Following up on the customary sanctions, on May 19, 2011, the Chairman of the Dayak Customary Council Murung Raya Regency who was also the Head of Murung Raya Regency made a memorandum of understanding with PT. IMK - Straits, whose main point is the contribution to the development of Murung Raya Regency in the fields of social, economic, cultural and tourism, education and the environment. In an explicit memorandum of understanding PT. IMK - Straits will contribute IDR 50,000,000 per

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19 interview with member of Dayak community
month to indigenous peoples based on the period of the memorandum of understanding.

In the course of the customary sanctions and several commitments not to stop mining activities in the Puruk Kambang cultural reserve area, thus encouraging DAD-KT to intervene to resolve the issue. According to the Chairman of the DAD-KT, 2011-201620, the importance of the Puruk Kambang cultural preservation, because it is said that according to ancient legends, Tanah Siang Dayak people descended from the sky on the hill through "palangka bulau" (gold). In addition, according to the myth, this location became the beginning of the decline of Dayak people to the earth, namely from Muller-Swaner in Murung Raya Regency. This reasoning should not be damaged by Puruk Kambang. DAD-KT put forward their statement, first, Puruk Kambang should not be contested by anyone and must be maintained, protected and preserved. Secondly, PT. IMK-Straits is obliged to stop any activities in the vicinity with a radius of two kilometers from the foot of Puruk Kambang. Third, required to law enforcement officials to immediately enforce the law to PT. IMK-Straits that have been mining illegally without obeying the rules of customary law. The fourth point, required to the Dayak indigenous people as legitimate owners of Puruk Kambang cultural heritage to help law enforcement officials to save Puruk Kambang from looting and eviction by PT. IMK-Straits. This demand influenced the regional government and all elements so that the Governor decided to stop mining by PT IMK-Straits in the Puruk Kambang cultural reserve area.

Interviews with key informants21, in addition to cases in the mining sector, other environmental cases occurred in the plantation and land sectors. Social movements (Barners, 2002; Barners and Bowl, 2001) Dayak communities as people who are marginalized from the social and political side penetrate into the land control area by plantation investors. The movement was with the establishment of the wing organization DAD-KT, the Forum Komunikasi Kelompok Tani Dayak Misik (FKKTDM)/ Communication Forum for the, which responded to the fact that 258 villages in Central Borneo where 80% -90% of their villages had been controlled for investment purposes. The Governor of Central Borneo supports the FKKTDM program with the concept of land ownership originating from the conversion of forest areas that have switched other use functions, rather than disturbing the already allocated area22.

Relying on the contribution of Janet Newman et al. (2004); Barners (2002); Barners and Bowl (2001) that the relationship between local government and DAD-KT, is the dynamic of the interests of both parties to seek consensus. The DAD-KT benefited from strengthening the Dayak community identity and authority over the counternarrative management of natural resources, the local government benefited from the DAD-KT organizational network

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20 interview with chairman of DAD-KT
21 interview with member of Dayak community
22 interview with chairman of FKKTDM
structure from the province to the village level. As explained earlier, that the local government has facilitated and "donated resources" (Alagappa 2004) needed by DAD-KT in mobilizing organizations, funding, incentives, legal strengthening, cultural popularity, strengthening indigenous peoples, of course this is in framework for empowering Dayak people. As in the previous conditions, the Dayak community is positioned as a community that has limited resources so that it must be protected and sustained by the local government.

The regional government is considered a patron for the Dayak community because it has unlimited power or resources. Of course as a patron, regional governments in collaborating have the maximum benefit from this process. The statement of several key informants that elites who led the regional government bureaucracy in some cases used the DAD-KT networks in seeking political support. The structure of the DAD-KT is very effective in establishing an informal political network of the Dayak community in winning the candidates for regional heads. This proposition is actually clearly visible to this day where the DAD-KT is a strategic organization to be owned and controlled by elites in Central Borneo.

CONCLUSION: IMBALANCES RESOURCES AND PATRONAGE

Relying on some literature (Ansell and Gash, 2008; Janet Newman et al. 2004; Emerson et al. 2012; Vangen and Huxham 2003) that the success of the collaborative governance process is determined by historical aspects, leadership support, institutional, and actor resources that balanced, commitment to be faithful to the process, mutualism benefits from collaboration. This research study was conducted using case studies that are more specific to find out more in the cycle variables of collaborative governance unilaterally.

Some of the things found in this study, that the process of collaboration between the local government and the DAD-KT has positive implications for the sustainability of natural and environmental resources, such as several cases that have been described regarding customary law enforcement for investors who have managed resources with no respect a cultural heritage that is considered sacred to the Dayak community. The regional government prepares legal instruments so that Dayak people can get legality in preserving culture. This effort is contrary to the logic of modernization, but this form of local wisdom can be taken as a model in slowing down the rate of extraction of natural resources.

The pattern of collaboration between the local government and the DAD-KT can be described as a collaboration in structuring indigenous governance in Central Borneo in a structured manner. Actors in regional government are also involved in the DAD-KT organization. This means that local government resources are very strong in supporting the weakness of the DAD-KT. From the results of this study, an important question can be asked, whether the imbalance of resources of each actor in the organization hinders the

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23 interview with selected member
achievement of a consensus or the success of the collaboration process? This refers to the statement of some collaborative governance experts that resource imbalance is an obstacle to the implementation of the collaborative process (Ansell and Gash 2008); imbalances cause organizations not to be able to represent themselves in the collaborative process (Buanes et al. 2004); unable to engage technically because of lack of expertise (Merkhofer, et al. 1997; Gunton and Day 2003; Warner 2006); imbalance also causes actors in organizations not to have the freedom and energy to engage intensively and actively in collaboration (Yafee and Wondolleck 2003). The results of this study prove the opposite, that the imbalance of resources is not an obstacle, but instead strengthens the collaboration between one the others. Incentives in participation are driven by very strong trusts, the maximum benefits achieved by DAD-KT.

The imbalance between the regional government and the DAD-KT will actually make the collaboration process not durable, but in reality the unbalanced condition of the process of collaboration between the local government and the DAD-KT still persists to this day. Our research study found a fact that the collaboration process in an unbalanced portion of power and resources can be resistant due to the creation of strong patronage relations. The local government carries out its role, its main characteristic is donation (Alagappa 2004) received by the DAD-KT as part of efforts to empower the Dayak community. Our research also argues that the characteristics of empowerment are an excuse to maintain the collaboration process in an unbalanced position of resources. Local government donations to DAD-KT were welcomed and encouraged to increase the confidence of the Dayak community to the local government. Government assistance is given in the form of authority to carry out the role of Dayak people in various sectors, assistance with pork barrel project and programmatic redistributive (Aspinall 2014; Stokes 2013). This assistance reinforces a recurring interaction and guarantees the loyalty of actors in social networks, forcing individuals to internalize future benefits to be connected (Sobel, 2005; Leider et al., 2009), with the patronage relation context each actor in collaboration creates goals to form social networks that can be implemented in any context. The results of our study have illustrated that social networks have built up the power to conduct rational discourses, form political networks (brokers) to mobilize political support from the Dayak community in regional elections in Central Borneo.

The formation of political networks is the impact of the collaborative process so that creating other goals, whether consciously or not, has benefited certain elites to obtain formal power. This fact is actually accepted by DAD-KT members and is productive in reality in Central Borneo.

The case study of collaboration between the local government and the DAD-KT has shown the involvement of patronage theory in looking at the patterns of their relations and building a straightforward framework for collaborative governance. The collaboration model is both very effective in maintaining the sustainability of natural resources. Patronage in collaborative governance becomes nutrition in ensuring the resilience and trust of both parties so that the collaboration process runs successfully. Future studies have the opportunity to criticize procedures carried out in the intermediation process (brokers) in influencing actors in the collaborative process, including guaranteeing the level of
trust of actors so that consensus is obtained.

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Abstract
The objective is to find ways to manage local communities and develop tourism to sustainability in order to create a better quality of life for the community which is considered the mission of the government. Therefore, the public sector needs to find ways to manage in order for the community to have a better living including income, happiness, and well-being which the New Public Management is considered an essential principle in increasing efficiency in management and response the quality of life of the community. In addition, the tourism is also considered a significant source of income as well as if the community can manage tourism sustainably, therefore, the author is interested in studying and proposing articles on definition of tourism, problems, and obstacles of tourism management, meaning of local communities, roles and participation of communities in tourism management, and New Public Management for tourism and local communities development to sustainability.

Key Word: New Public Management, Tourism, Local Communities.

Introduction
Thailand tourism Regardless of any event Either natural disasters, political disasters or any events, tourists continue to pour in the country uninterrupted Because Thailand is reputed Already worth it Because it is full of natural resources Both beautiful beaches Fertile mountains Including cultural traditions Unique lifestyle Various distinctive foods And the goodwill of the Thai people who meet It is really a country that comes in all directions. It also comes easy for money if compared to traveling in other countries. Therefore, it is not surprising that Thailand will be ranked the country with income from tourism as the third in the world after the United States. Moreover, Spain only (Special Area Development Administration Organization For sustainable tourism (Public Organization), 2561)

Also, at present, Thailand There is a development flow to support the upgrading of the economic foundation of local people. The government and local administrative organizations, therefore, emphasize the importance of decentralization and community rights following the Constitution, in particular, the
participation in the allocation of natural resources and the environment, self-reliance and decision-making regarding community business management. Including the tendency to claim various rights according to the concept of participatory process development (Kobkul Rayaanakorn, 2007). Found that there were problems and obstacles with participation in many areas for the development of various types of tourism management, especially the problem of lack of knowledge and participation in all sectors in the process of management.

Moreover, the concept of travel in today’s world Travelers will consider economic value rather than other aspects. Especially about the satisfaction response that is worth the expense while some tourists see the importance of ecotourism aimed at protecting the environment and cultural traditions that are conveyed from ancient monuments, art objects, performances while there are tourists who want to travel to experience the ways of villagers and local wisdom. Increasingly and seems to be a stream of ecotourism in the whole picture as with sustainable tourism, it is widely known and developed today. Due to problems caused by the environment Both global warming and the global economy Which affects the awareness of the survival and livelihood of most people in different countries, which can be seen from the linkage of the critical elements in the participation process, namely, joint thinking, co-operation, and fair benefit sharing.

Therefore, the author, therefore, presents local community articles and tourism development to sustainability, consisting of the meaning of tourism. Problems and obstacles of tourism management Meaning of local communities Roles and participation of communities in tourism management And new public sector management for tourism to lead the way in the management of local communities and the development of tourism to sustainability

**Definition of tourism**

Thirchaya Maneeet (2009) that gives the meaning of Tourism is a human journey from one place to another. Alternatively, traveling from a residence that is temporarily living in another place, voluntarily and traveling for reasons of tourism To pursue a career or earn money like Leisure travel Traveling to see sporting events travel for education, traveling for meetings, seminars, traveling to visit relatives or friends. Travel for cultural exchanges, etc. In addition, consistent with McIntosh R.W. & Gupta S. (1980), said tourism is a journey for various purposes, with 4 types of motivations as follows: 1) Physical motivation Means traveling needs for recreation such as Join sports activities Or maintain health Beach vacation Or join other entertainment activities 2) cultural motivation Refers to the need to learn various matters in sources other than the original, whether in the arts, culture or Dance, musical instruments, arts, traditions 3) Motivation in interpersonal relationships means the need to meet with new people. Alternatively, old friends, relatives, 4) motivation, status, and dignity means the need for self-development to be of high status or prestige may be for education, meetings, and business contacts. Same as Lumsdon (1999) that said Tourism refers to activities that are connected and related to the activities of the person, which can arise from traveling from one place to another with the purpose of leisure and business contacts. Which is a social exchange process Economy and culture which is the essential element of travel and tourism

Therefore, tourism means the journey of a person from a place where they regularly live to another place temporarily and travel back to their original place of residence. By traveling that is not for direct occupation although some forms of tourism have occupations Or some related
business such as tourism in the form of conferences, seminars, training. Travelers or travelers often have different reasons or types of travel purposes, with the supporting factors or unequal personal motivations. These factors include income, time, and family opportunity. Receiving information, And personal interests, such as interested in stories of tribes, cultures, traditions, history, environment, recreation, or the need to experience new experiences, etc., which, regardless of any reason. What tourists expect to receive is happiness, fun, enjoyment, knowledge, and new experiences that meet the personal needs that exist.

**Problems and obstacles of tourism management**

Tourism in Thailand is faced with problems and obstacles in tourism management in many areas, for example, from the study of community potential in tourism management by the community in the environment. However, they cannot manage systematically or cannot divide responsibilities, including the lack of continuous community participation and community participation in benefiting. Gather for business. Together, the majority of the community will have extra income from tourism (Wanwimol Poonak, 2014) which reflects that the community is aware of learning. Both in environmental management and natural resources and cultural conservation. But lack of cooperation As well as research results Community-based tourism for communities and localities (Sud Thanom Thancharoen, 2016) which found that community organizations were formally established. Which has management and learning for each other under the consciousness of self-development but the strength in the community that will lead to sustainable development still lack cooperation and support the strength of the group in the long term.

In addition to problems and obstacles in the community itself, Tourism is also faced with pollution problems and impacts on the society or community because of the growth of tourism that has economic benefits but affects the environment such as the destruction of scenery. Higher living costs the way of life of the community has changed into urban society and lost the identity or local identity. Tourism management based on local communities is, therefore, an excellent solution for reducing and eliminating this problem. Because of tourism in the context of a variety of community resources. Consideration of the use of this issue is primarily focused on tourism in tourist-related destinations. With a unique identity including cultural and historical sources related to ecology in the area.

Therefore, tourism management should, therefore, be based on a conceptual base that emphasizes the importance of incorporating the aims of environmental restoration and conservation. Including the identity and cultural diversity of various ethnic groups of communities with different lifestyles and customs. In addition, there is a purpose for people in the community to know the local consciousness. Urging pride in their ethnic identity and cultural traditions. Including being able to give explanations to outsiders or tourists to get to know And understand the local way of life and culture. Beauty and value As well as communicating the development of culture Customary, so that local people and tourists participate in the learning process of each other. Respect for faith Dignity and rights in various ethnic groups, cultures, traditions, and rituals of the community. By focusing on tourism management on the conditions of management with responsibility to help reduce the impact on the environment and society. Including sustainable conservation and management.
Meaning of local communities

Kovit Phuangngam (2010) explained the words Local and community that both words are closely related. This is because the foundation of many local governments in the continental shelf of Europe, such as France, Germany, and Switzerland, has a local administrative system based on the community. By the traditional communities of these countries as self-governing communities, such as the local level at the end of France in Currently still called the community (Commune) because France adheres to the traditional community-style as an administrative unit, while England uses the term local by bringing the area into the central administrative unit. Which focuses on the ease of using power from the central government to control, view and manage the administration so that it can easily control the groups in different locality, which is in line with the development of Kita (2003) that explains that Various meanings such as local communities, groups or social organizations Product image Ideology or even discourse And the pattern of settlement that is adjacent to the physical habitat is only a form of local, such as Bang Khung, water, home, village, district, province, etc. Before Which in the sense of local If defined according to the critical content format of the concept and local practices that are popular Can define as follows: concepts and practices in economic, political, social and cultural aspects that adhere to localities as a starting point and an essential unit for analysis But in a broad sense, local means that every human being as a member of society has a commitment Memories from experience And definitions of their own area Every human being has the potential and ability to communicate and present their identity and local identity in various forms such as storytelling. Local performances are also more meaningful than lectures on the natural environment and cultural society. Rather than being a political and governing body of a state only Local, whether it means social, cultural or local, on the surface of the world, one of the same is the Juncture of Discourses which is the product of interaction and dynamics between local people and nature. All Around Among local people and between local people and neighboring society and external society especially the state representing the capitalist economy and globalization (Pattana Kitaasa, 2003)

Therefore, the local community means the area where people live in any way. Whether in the city or the countryside, in terms of physical, facilities in everyday life, such as electricity roads, plumbing, school temples, etc., and this group has some social characteristics and social and economic activities Clearly together Moreover, the scope of the community will have a clear territory Wood that will be a natural boundary Or the extent that created itself Including the implications and meanings that are based on change and movement along the society Because the local community is not a standstill, But the community is alive. Therefore, the social science concept will help to reflect the community or group, including the interaction and dynamics between local people and the surrounding nature. Among local people and between local people and neighboring society and external society.

Roles and participation of communities in tourism management

The work process that strengthens the community in tourism management, the critical part is the participation and role of the community. If the community is ready, there are factors contributing to the role of tourism management Various community leaders and leaders Representatives of various groups in the community such as youth groups, women groups, savings groups Agricultural cooperatives, etc., and those who are involved will create creativity in the management and development of tourism to achieve sustainability (Suan Sri,
Also, the tourism industry it is a tourism business that generates income in the currency for entrepreneurs and distributes them into the local tourist attractions. Therefore, local administrative organizations, public administrative organizations and municipal administrative organizations, government agencies and the government should have policies and plans to develop and promote tourism. By increasing the number of tourists, both Thai tourists and foreign tourists to increase tourism revenue it also increases the local economy as a whole. Moreover, affect the overall economy of the country as well. Income from tourism will spread to the local, the owner of the tourist attraction has raised such as tourists come to eat in the area. Alternatively, buy various souvenir products. Money from tourists will pass the hand from the shop owner to buy fresh food, fresh fruit or buy woven fabrics. These funds will spread to food producers and fruit farmers. Alternatively, go to a local weaver, etc. Therefore, local tourism management is an obligation of local people to join Together thinking together doing In order to increase the number of foreign tourists traveling throughout the year and forever which is sustainable tourism management

Sustainable tourism management process there are many levels the first level is Community or community. The responsible person is the owner. Must have the following roles

1) Responsible for tourism of the community as specified by law

Community organization or community or public group is the smallest organization and has a role as a local owner of tourism resources the owners of tourist sites must have a role and duty to develop and promote sustainable tourism together. According to the Constitution, the role of public participation is as follows:

Thai Constitution Specified in Section 3, the rights and freedoms of Thai people, Article 46, states that individuals who form a traditional local community have the right to preserve and restore tradition. Local knowledge Art or good culture of local and national And participate in management Maintenance And balanced and sustainable use of natural resources and the environment In accordance with section 56 of the law, states that the right of a person to participate with the state and the community for maintenance And benefiting from natural resources and biodiversity And in the protection, promotion and preservation of environmental quality In order to live regularly and continuously In an environment that will not cause harm to health, health, welfare or quality of life Will be protected According to the law In order for the community to work with other agencies with flexibility The community or community must choose a group of representatives to act as community organizations, including the president, vice president (1-2 positions), secretary and registrar. Treasurer or accountant Hostess and public relations There is a clear set of duties, rules, regulations, and reports to the local community in a transparent manner so that the work of the representative groups can work.

Roles of community organizations or communities towards development And promoting sustainable tourism must work together with multilateral By presenting ideas and brainstorming ideas to study the status of tourist attractions and tourism activities that have highlights, disadvantages and what problems Then join the event planning. Both to solve problems Promote and promote tourism Make action plans for both ad hoc plans Medium and long-term urgent plans to work together as planned Including investing in tourism businesses that have received consent from the community Together evaluate the work In order to achieve the goal set together Or found problems that need to be shared, corrected, restored, developed for better quality. Also,
community representatives must act to create networks both vertically and horizontally as well.

2) Tourism resources Tourism activities that the community is the owner if considering local tourism resources can be separated into seven different categories, namely

1) Natural resources that are unique, unique, and local
2) Archaeological sites / Historical sites / Beautiful places of worship
3) Folk Museum
4) Folk merit Native work traditions in the year (12 months)
5) Local wisdom Folk life and the main occupation in the community
6) Farms, various agricultural gardens, and farm animals
7) Local personnel who can work in the tourism business for quality services in each branch, such as car rental, boat tours, restaurant services And tour services (Local guides or local speakers), etc.

Therefore, if bringing local tourism resources to form a tourism model, it enters the principle of tourism, watching rural life. Moreover, can arrange the travel pattern that is international style as follows

1) Agro-tourism means traveling to agricultural areas, agricultural fields, agroforestry, herb gardens, livestock farms and raising animals. To appreciate the beauty Success and enjoyment in the agricultural garden has the knowledge, new experience based on responsibility. Conscious of maintaining the environment of that place

2) Historical tourism means traveling to archaeological sites. Moreover, history In order to appreciate and enjoy the sights, knowledge, and understanding of history and local archeology based on responsibility And have a consciousness to preserve cultural heritage, And the value of the environment by the local community Participate in tourism management

3) Tourism, sightseeing, culture, and tradition means traveling to see various traditions. That local villagers have held to enjoy the excitement in the aesthetic To study faith Respect for respect Various rituals And gain knowledge, understanding of the social and cultural conditions of the community, with new experiences based on responsibility and consciousness in preserving the environment And cultural heritage By the local community to participate in tourism management

4) Tourism: Visiting rural life means traveling in rural villages with a way of life. Also, unique creative works are outstanding for enjoyment, knowledge, see creative works And folk wisdom Have an understanding of the local culture from responsibility and consciousness in preserving cultural heritage and the value of the environment by local people participating in tourism management

5) Health tourism means tourism in natural resources and cultural sites. For relaxation and learning how to maintain physical and mental health Enjoy and aesthetics have the knowledge to maintain value and good quality of life, consciousness in preserving the environment and local culture where local people contribute to sustainable tourism management

6) Field trip and religious tourism mean traveling for field trips. Exchange learning from religious philosophy, seeking knowledge of the truth of life have meditation practice to have more experience and new knowledge Have more value and better quality of life there is a conscience for preserving the environment and local culture by engaging local people towards sustainable tourism management. Besides, some tourists focus on learning Thai culture and wisdom such as Thai
cooking, Thai massage, Thai dance, Thai boxing, mechanic and Thai arts and crafts. Including learning to force the elephant and being a mahout, etc.

(7) Tourism to study ethnic groups or minority groups means traveling to learn about the way of life. Minority culture Or tribes such as Thai Song Village Thai village Kui Village Karen village Chinese village, etc. to have more experience and new knowledge Have more value and better quality of life There is a conscience for preserving the environment and local culture. Where local people contribute to sustainable tourism management

(8) Homestay travel and farm stay Means a group of tourists who want to live close to the local family visiting For learning local wisdom and local culture Gain more experience in life With consciousness in preserving the environment and local culture Is participatory tourism management of sustainable local communities

Therefore, the role and participation of communities in tourism management are therefore important for sustainable tourism management in particular. The pride of the community and participation in conservation Pride in tourist attractions Because of seeing that tourism creates a stable economy within the community every citizen, therefore, must look after the community and maintain various tourism resources, including participation in problem analysis. And management and planning should have the community play a role as well to lead to sustainable development

**New public Management with tourism**

The New Public Management (NPM) was born from the merger of the two main concepts which Hood

(Hood) Explains that the new government management is originated from institutional economics originated from Public choice theory the Principal-agent theory. Moreover, Transaction theory which looks at politics as a marketing phenomenon and another trend is one that is popular management (Managerialism) which is a concept related to reform

Public administration by applying various methods or techniques of the private business sector Or is the administration that mimics the private business sector. The auction does not call or use the term NPM in the first place. Administrative reforms in public administration at that time were based on the discourse field 2. Currents which include public choice theory and popular management (Managerialism) (Yamamoto, 2003)

Key characteristics of the new public sector management

In terms of the essential aspects of the new public sector management although many scholars are showing their views but the first generation of scholars who presented this concept most comprehensively were Jonathan Boston and the faculty. Key characteristics of the following ten new public sector management practices

1) There is a belief that the administration is universal. Alternatively, there is no significant difference between the administration of the private business sector and government administration

2) Change the weight of importance from the original focus on controlling resources (factors Import) and rules are about controlling output and results or change from giving priority in the process accountability to the responsibility of achievement (Accountability for the result)

3) Focus on management skills rather than policy
4) Transfer the control power of the central authority (devolution of centralized power) to provide freedom and agility to the executives of each unit.

Therefore, the new public management (NPM) is meant to have a management system focused on achievement. There is a standard measure using market mechanisms. Opportunity for competition for the private sector and the public sector to participate in investment, transparent, verifiable and providing services that respond to the needs of the people. Therefore, in order for the bureaucracy to be consistent with the concept of reform, the bureaucracy should look like

1) The state will have a specific role in the part that needs to be done only to allow more opportunities for people and communities to play a role.

2) Management in the public sector is fast, high quality. Moreover, high efficiency

3) The organization is compact and flexible. Moreover, change quickly, focusing on the work that uses technology as a tool

4) Having the characteristics of modern work, using technology, tools, equipment suitable for work

5) High-quality government officials and government officials

6) Government officials work towards achievement by having people as targets.

7) There is a mechanism for managing various individuals with a fair compensation system in order to provide opportunities for knowledgeable and willing individuals to come to serve as a profession.

8) There are culture and atmosphere in working with participation.

9) There is transparency, can be verified from the concept of new government management. It can be considered as an organizational innovation by the Office of the Public Sector Development Commission (KORP), which is the central unit set up under the Public Administration Act, No. 5, BE 2545, to be implemented. The bureaucratic reform has therefore applied such concepts to be used as a guiding principle by the Office of the Public Sector Development Commission. The development of bureaucracy Thailand 4 reasons.

1) Improve the quality of public service

2) Adjust the role, mission and size to be appropriate.

3) Raise the level of capability and standard of work to a high level and equivalent to international criteria and

4) Responding to the administration of democracy

Applying new public management concepts in tourism management is therefore summarized as follows: Applying new management concepts to help tourism management have a control mechanism and pushing for more efficient use of resources in all aspects. In this regard, the emphasis is on a budget-oriented system. Work or Result-based or Performance-Based Budgeting, which is defined as allocating budget or administrative resources after having various performance indicators. Under this budget system, there must be a variety of work plans, including activities that have the same goals together. And allocating budget or resources under the plan to create efficiency in the use of resources or budget of the government sector, local community. Which is under the concept of management ideology (Managerialism) that takes into account the various principles. In addition, new management concepts should be applied to help provide more channels for
society or those affected by management to participate in management. Which the participant or the recipient of this result must be both the person providing the information to the management system as well as participating in receiving some expenses. This is to prevent groups of people who do not receive benefits in that matter. Must disadvantage this principle. May be called a government operation as a business. Co-polarization which is consistent with the mechanism of service in the market (Marketization) by allowing government service providers to pay direct costs for certain services (User-Pay), including applying new management concepts to help carry out various government tasks can be a duty of the market or sector. More private by helping to have mechanisms such as laws that will be a tool to allow the private sector to undertake missions or businesses that are products and services for people, especially those that are not public goods. Which the state must have a role in being a controller (Regulator) to ensure service satisfaction. In order to prevent the government from using the budget of the whole country to arrange services. Thus reducing the size of the budget and the government sector as well.

Therefore, the new public sector management and tourism should consider the consistency with the context of the community in order to achieve the highest efficiency for the community and the participation and sense of ownership in the management of the community’s tourist attractions for towards community management and sustainable development.

Summary

Tourism is considered an indispensable an indispensable source of income for the community and is considered an essential factor in improving the quality of life of the community. Therefore, if the community has a role and sense of belonging, as well as having adequate participation in tourism awareness determining the direction of tourism management as well as participation in receiving benefits and assessing tourism management will affect the satisfaction of tourism management to sustainability. Also, if the local community The public and private sectors collaborate and adopt new public sector management principles to apply in tourism management, which will result in better development and quality of life of the community for sustainable management.

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Room 5

Overall Program 2019
Evaluation of Implementation of E-Budgeting in the Formulation Budget in Maros

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ABSTRACT

This paper discusses how the evaluation of the implementation of the E-Budgeting system in budgeting in Maros Regency can be stated that currently the electronic-based budgeting system has been running well but has not been fully optimized to achieve results and benefits, seen in six (6) criteria in evaluation.

Methods The study in this paper do with the study of literature, articles and using secondary data with documentation from the observation through the internet (Sugiyono, 2009), Data obtained by monitoring the government websites and applications used by the Government of Maros in Conducting E-budgeting process and then perform the analysis with qualitative descriptive.

The finding discusses namely First, on the criteria of effectiveness results of the implementation of e-budgeting system less than optimal in achieving the desired results because of the low accountability of the performance of employees, but the e-budgeting system has been carried out in accordance with the procedure. Second, On the efficiency of application of e-budgeting system, the business goal achievement can be quite efficient, but start the e-budgeting system requires a high cost. Third, On the adequacy of the value of e-budgeting has not been able to be maximized by the government, but with the integration of the system would make the budget more transparent and can be monitored by all parties, including the public. Fourth, In Alignment E-Budgeting system has to provide convenience for all working units (SKPD) in doing penyusuna budget, as well as providing easy access public conveniences in overseeing the use of anggaran. Kriteria fifth one, the responsiveness of the e-budgeting system application in Maros be said to have had an element of responsiveness. Because all stakeholder both government agencies and the public can easily access information about the preparation of local budgets. Furthermore, the sixth,

Keywords: Evaluation, E-Budgeting, Formulation, Maros Regency

1. INTRODUCTION

The development of increasingly rapid technology required to make the government more quickly in making governance. The use of technology and Opera became a necessity within the scope of government and public agencies because it is considered to increase the quality of services to be more effective, efficient, responsive and accountable course (Napitupulu, 2015), Answering this need the government later responded positively and gave the mandate to the whole element pemeintahan and public institutions as well as government administrative services with the issuance of policies as a legal umbrella. Among Presidential Decree no. 3 THN 2003 on the development of the National strategy of E-Government, Law No. 19 of 2002 on Intellectual Property, Law No. 11 Year 2008 on Information and Transactions Electronic, and Law Number. 14 of 2008 on Public Information. Based on the regulation of government and public institutions are increasingly active in the development and use of ICT (Information, Communication, and Technology) for the benefit of government service. In terms of e-government implementation in some areas in Indonesia, still much is not implemented to the fullest,
Utilization of Technology in the Governing certainly interesting, Financial Management did not escape the electronic system, so that hadirlah E-Budgeting namely the preparation of the Budget electronic system by the government. Via Regulation 64 of 2014 On Accrual Based Accounting, local governments are required to perform in a professional financial management(Khoirunnisak, 2017), Some Local Government then apply e-Budgeting in the preparation of the budget. One area that has implemented the E-Budgeting in the preparation of local budgets are Maros, through the Financial Management Information System (SIPKD) which is an area of financial applications developed features and performance by PT. Usadi Sistemindo Intematika. E-Budgeting system implementation is expected to answer the problems that had occurred in the preparation of the budget in the Region. So need to see how the results of the application of the system of E-Budgeting. In this article will discuss how the evaluation of the application of E-Budgeting system in Maros regency.

2. LITERATURE REVIEW AND RESEARCH FOCUS

Another study on “analysis of the implementation of E-Planning and the local government case study on kabupaten government Bengkalis“ (Virgian ningsih: 2018) is about a .penelitian describe, analyze and look at more factors were less successful implementation of planning and Budgeting. And there are also other studies of E-Budgeting “effective use of E-Budgeting in DKI Jakarta Provincial Government” (Sianipar: 2017) research on the use of e-budgeting in Jakarta government has been effective with the value of the effectiveness of e-budgeting in 2017 was 69 , 23% and in 2016 and 2015 amounted to 65.39% and the third entry in the category of effective, top-evaluation of the 26 guidelines, and in 2017 a total of 18 guidelines implemented in accordance with the guidelines.

2.1 E-Budgeting

E-Budgeting System is a product that originated from the larger scenario of e-Management System (GRMS). E-Budgeting program is a system of budgeting that have the web-based computerized applications therein as facilities in the process of preparation of the Regional Budget (APBD), Repair / Revision and Amendment of Articles Activities (PAK) in Government(Gunawan, Rizki, 2016). Furthermore, in other literature suggests that the E-Budgeting is peyusunan budgets system in which there are programs with a web-based computer application in facilitating the process of budgeting in a government agency. In this system, there are several items to support the success of e-budgeting are: E-project, EDelivery, and E-Controlling. This system is held online to be accessed by any agency and wherever the location, and can be used at a time of budget discussed by the board and can be accessed by the public if you want to know the performance of the government and also the area of financial circulation(Khoirunnisak, 2017),

Interest E-Budgeting

E-budgeting program aims to assist the government in preparing the Regional Budget (APBD) and facilitate the rencangan revision of the budget, and in doing Activity Budget Amendment. The program can also minimize the follow kecuragan in penganggaran since been integrated online several government agencies that conduct surveillance in pengaggaran(Khoirunnisak, 2017),

2.2. Evaluation

In general, the evaluation can be interpreted as an appraisal (appraisal), rating (Giving figures) and assessment (assessment), all these terms express an attempt to provide an analysis of the results of a product policy in the sense of providing more specialized unit value and depth. Evaluation is actually related to the conduct of
manufacture / production information related to the value and benefit from the results of a product policy(Dunn, 2003), Policy evaluation can also be regarded as an activity undertaken to assess the success rate for the performance of a policy, and is intended to look at the parts that failing to product policy as well as to explore and analyze the extent to which the policy has been formulated / formulated and implemented can have an impact / effect desired purpose. (Lejiu, 2009),

Policy Evaluation and comparison have measurements from all the results of the activities / work that has been achieved with the results in proper performance, Ada some important things that must be considered in the evaluation, as follows.

1. In the evaluation, the assessment conducted is a function of the organism, an organization.
2. Assessment conducted a due process means the assessment conducted continuously or continuously by the management and administration of an institution
3. The assessment carried out showed that chasm intermediary between the findings in the activities / actions according to the results of the implementation realities which should(Lejiu, 2009),

2.2.1 Evaluation criteria
The evaluation criteria have six (6) criteria that Policy Implementation, Efficiency Policies, Policy Efficiency, Sufficiency in need, alignment in the implementation of policies, responsiveness, and accuracy in the implementation of the program, as more detail as follows:

1. effectiveness
effectiveness is All the government and institutional organization of the process aimed at getting service that is fully relevant to public purposes through the use of the ideal with tersediaya various resources. It will succeed if the objectives that have been made to achieve the target of success(Sutama, 2017), Effectiveness (effectiveness) is an alternative step to obtain the expected results or impacts, and achieve the intended purposes of the activities carried out. Specifically have a relationship degan technical rationality, always measured out of a product / service or value in the financial(Dunn, 2003),

2. Efficiency
Efficiency can be realized if use of the potential and resources can be used optimally so that the main goal will be achieved. Then the efficiency with regards to the amount of effort and resources needed to get the desired effectiveness value. Efficiency is an equation of economic rationality, is measured by the cost of the budget. Efficiency is typically determined by calculating the funds needed per product / unit within a service. A policy that managed to reach the highest efektifita with the lowest so-called funds spent efficiently(Dunn, 2003),

3. Adequacy
Adequacy as defined in the policy is the goal that has been achieved and it is considered sufficient. adequacy or adequacyis related to how far the effectiveness in fulfilling the values, needs or opportunities in memnimalisir and can even solve a problem. So it can be argued that adequacy is still closely related to the effectiveness of that with their size or predictions on how much alternative do to meet the needs, values, or opportunity in solving problems occurred(Dunn, 2003),

4. flattening
Alignment in the discussion of public policy is the same thing as giving a fair measure obtained from the target policy. Smoothing as well as similarities or equitywhich is closely associated with formal rationality with social conditions and refer to the resulting exchange of business between kelompok groups that have a difference in society. Policy orientations in
common is that their business policies can be fairly and efficiently achieved. A specific activity enables the business to get the value of a good and sufficient if the utilization costs are evenly distributed. So it can be said that the secret of success of the alignment of justice or commitment is considered reasonable in a policy (Dunn, 2003).

5. **Responsiveness**

Responsiveness in a product means the effectiveness of policy objectives on a policy for implementation as public policy. William N. Dunn suggests that the responsiveness (responsiveness) relates to the extent to which a policy can satisfy the preferences, needs, or values in certain population groups. The success of a policy can be identified through the responses of citizens on its implementation having previously been predicted that if a policy implemented what will happen has been a previous study. Then the people who want to respond to the perceived impact of the policy either in the positive results are usually in the form of support and negative responses are usually in the form of denial (Dunn, 2003). Then the other side of responsiveness in policy may mean that all who have an involvement in the development process of governance that both must have the responsiveness to the desires and needs of the community as the primary stakeholders, efforts perkembangan responsiveness is more geared to the public sector are normally closed, arrogant and provide a good service, the government is expected to perform on a regular basis to the satisfaction of the people polled (Andini, 2017).

6. **Accuracy**

The accuracy refers to the suitability or fitness of indicators to be achieved in a policy with the value and results that have been obtained in a performance of policy implementation. Maksunya is the accuracy can be measured by indicators of success to see the realization of the policy program whether in accordance with the intent and purpose difromulaikan in the policy. The accuracy actually be the end of an evaluation is to see how far the policy is deemed to have been right on target or even much of what was expected (Dunn, 2003).

**RESEARCH FOCUS**

The focus of research is a measurement or point of view of the target of the variable under study. So that in simple terms it can be concluded that in setting the focus of research, it will be easier for researchers to analyze each problem that exists. Based on the problems studied and the research objectives, the focus of this research is:

1. Evaluation of the implementation of E-budgeting in Maros regency will be seen from six (6) criteria of the evaluation policy, namely Efficiency Policies, Efficiency Policies, adequacy in need, alignment in the implementation of policies, responsiveness, and accuracy in the execution of the program, for further details will be given the vote one by one, as follows: Effectiveness, Efficiency, Adequacy, flattening, Responsiveness, Accuracy

**3. RESEARCH METHOD**

Methods The study in this paper do with the study of literature, articles and using secondary data with documentation from the observation through the internet (Sugiyono, 2009). Data obtained by monitoring the government websites and applications used by the Government of Maros in Conducting E-budgeting process and then perform the analysis with qualitative descriptive.

**4. RESULT AND DISCUSSION**

Application of E-Budgeting in Maros is a strategic step in doing pengaggaran be electronic. E-Budgeting program has been implemented for 4 (four) years from the date of issuance Permendagri 2014 Regulation 64
of 2014 On Accrual Based Accounting, local governments are required to perform in a professional financial management.

Budgeting This electronic system is integrated with the application SIPKD (Financial Management Information System) which is an area of financial applications developed features and performance by PT. Usadi Sistemindo Intermatika cooperation with the Government of Maros regency in which there are some features in areas such as budgeting doing, E-Planing (application in the preparation of local government's plan), E-Budgeting (application in Budgetary Region), E-Inventory (all government inventory can be accessed here), E-Monitoring and E-Verify (applications used by certain employees who have access pengelollan keaungan untu oversee the process area and verify the results of the budget),

E-Budgeting is the most interesting thing in the Finance Management Information Systems area Maros, with the system's e-budgeting, pemeritah Maros hope have the ease of budgeting, and SKPD (SKPD) and TAPD (Tim Anggaran Local Government) acquire ease in budget drafting process and can make the quality of the budget increases with the suitability of the Medium Term Development Plan. The accuracy of the accounts and the allocation of liability shopping areas.

Evaluation of the implementation program E-budgeting in Maros regency will be seen from six (6) criteria of the evaluation policy, namely Efficiency Policies, Efficiency Policies, adequacy in need, alignment in the implementation of policies, responsiveness, and accuracy in the execution of the program, for further details will be given the vote one by one, as follows:

4.1 effectiveness

In this article will look at the effectiveness of e-government budgeting Maros by several indicators, namely, Employee Productivity as Human Resources, ease of preparation of the budget and improving the quality of the budget in accordance with RPJMD. Data showed that the presence of E-budgeting Productivity of employees would be increased, in accordance with the objective of E-budgeting, however constraints experienced by the local government are employees who have worked before their e-budgeting certainly can not immediately adapt, so there is still a dependency with ICT experts for assistance to implement the program E-Budgeting in Pengangaran still high. So that the productivity and performance of employees still have not seen significant improvement in Maros, as in the Dawn newspaper reports revealed that the Performance Accountability in Maros regency still ranks C, or the lowest among other areas in South Sulawesi (Daily Dawn. 2018). Despite the bad judgment to performance accountability, efforts made by the government district. Maros by implementing E-Budgeting actually have to innovate in enhancing the effectiveness pengaggaran in the Region.

Furthermore it is in terms of ease of Budgetary certainly the most desirable aspects of the system E-Budgeting. Referring to the facilities provided by SIKPD
(Information Management System Financial Management) with the electronic based in Budgeting facilitate Bureaus in Developing RKA which will be integrated with the TIM Data. Then there are lots of features provided such as, E-Pricelist providing information Standards Unit Price Basis (SHSD) that provides all the prices of goods in the market complete with its providers start for most items cost up to stuff the most expensive, then Unit Price Principal Activity (HSPK) in which there is the making of accounting information, are like salary analysis, programmer, and others, then Standard Cost analysis (SAB), and the last is that for menagumpulkan Estimated expenditure components which do not have a standard price detail. All of these features can clearly be easier for the government in the preparation of the Budget.

Image: E-Pricelist (SHSD, HSPK, SAB).
Source: Maros Regency SIPKD

The next indicator of effectiveness is the Quality Improvement budget in accordance with RPJMD, of course with the Budgeting system in electronic ease karen atelah budget process integrates multiple agencies then all themes work plan budgets have been adjusted to RPJMD (Regional Medium-Term Development Plan). All products Maros district budget can be easily accessed by anyone with cooperation with SITP (Public Transparency Information System) to publish all the results of government activities. Then tune to the one in Surabaya, which has implemented the E-Budgeting system first since 2005, nytanya can produce results Products E-Budgeting in the form of budget quality with conformity to RPJMD(Khoirunnisak, 2017).

4.2 Efficiency

E-Budgeting system evaluation criteria will focus on analyzing the efficiency of the program kemmpuan can provide value efficiency in resources, time, and certainly in terms of financing.

From the observation in the implementation of the E-Budgeting in Maros regency in terms of resources can certainly streamline. Power employees needed in the electronic-based budgeting is certainly less than the conventional manner, so that the government can force employees mengifisienkan in doing budgeting(Khoirunnisak, 2017). Furthermore, the efficiency in terms of time, looking at the features provided by the district government Maros in E-Budgeting can certainly save time in the operational preparation of the budget, because it no longer uses the conventional ways that have to collect the data one by one, but with e-Budgeting this the data needed in preparing the budget have been integrated, so as the time required in the budgeting course can be trimmed.

Efficiency in terms of cost, this is an aspect that has always been a priority of the government which in terms of cost efficiency must be taken seriously in order to avoid budget waste. Program-based budgeting would be singnifikan electronics can reduce the total financing of the administration, liaison and coordination, as well as the interaction of government and some stakeholders in the preparation of the budget (Sosiawan 2008). But in its application of e-budgeting system in Maros require great expense, recorded in E-Pricelist in Maros SIPKD on one internet service provider to install a government agency only costs Rp 100,000,000, what if it's the integration of all agencies, of consuming costs are very large, so the implementation of E-Budgeting is indeed entail significant costs in the beginning but after running for several years the cost it takes is the cost of care and of course the cost of the conventional way can also be eliminated with the use of technology. So it
can be said that the implementation of E-Budgeting in the preparation of the Budget can provide benefits in terms of efficiency, but there must be consistency of government in maintaining and maximizing technology in government administration.

4.3 Adequacy

Sufficiency in question is the extent to which the achievement of desired objectives, then whether the e-budgeting system has solved the problem of budgeting that still there is a game in their preparation. The local government in managing public finances with the use of technology is the main goal of efficiency and effectiveness and accountability, if we look at the effectiveness and efficiency of that goal is certainly partly been achieved as described in the previous evaluation criteria. Furthermore, in terms of accountability, the purpose of the creation of accountable budgeting are a major concern of government, because the accountability of course the implementation of e-budgeting can eliminate corruption in the preparation of the budget for the internet base budgeting can be monitored and monitored by many parties who have access to e-budgeting system. Maros district government but unfortunately still not getting good grades accountability in governance (Daily Dawn, 2018).

Adequacy of the next is the e-budgeting can solve the problem in the preparation of the budget for this to happen, that is the practice of “bermai in the budget” with various practices of manipulation because of the lack of openness and transparency of the budget, after the implementation of the E-Budgeting of course the government can no longer be freely manipulate budgeting as it has openly and integrates multiple management supervisor keunagan like BPK and KPK. It can be concluded that in terms of adequacy, E-budgeting system has not been able to be maximized by the government, but with the integration of the system would make the budget more transparent and can be monitored by all parties, including the public.

4.4 Flattening

Alignment in the discussion of public policy is the same thing as giving a fair measure obtained from the subject of a policy (Dunn, 2003). Alignment in the implementation Pengaggaran is to see whether the implementation of such programs can have an impact equitable and fair to all parties (Kurrohman, 2013), in this case SKPDs integrated in the system E-Budgeting would receive the same treatment in budgeting, integration-budgeting system makes it easier to budget preparation area. Application of E-Budgeting does not discriminate in the use of the system in each SKPD district. Maros, even if problems arise Team Local Budget will membeikan SKPD assistance to KPA in order to use E-Budgeting system properly so that it will minimize the violations usually occur in pengaggaran. It can be concluded that from the aspect of alignment, E-Budgeting system has to provide convenience for all work units penyusuna area to do a budget.

4.5 Responsiveness

Responsiveness in a product means the responsiveness of policy objectives on a policy for implementation as public policy. William N. Dunn suggests that the responsiveness (responsiveness) relates to the extent to which a policy can satisfy the preferences, needs, or nilai-values in certain population groups (Dunn, 2003). In the E-Budgeting Program responsivity aspect is certainly very concerned, by relying on electronics to facilitate the public give to the government taggapan participated in guarding the Regional financial management. Responsiveness of the community created when there is ease of access to reach the government's financial information, Maros district government conduct public disclosure of financial notably by using the Public Transparency Information System (SITP)
Results of Budgetary via E-Budgeting Directly on the Post by the Government.

Transparency of the Public Information System has two features that Government to Public and Government to Government. So good of society as well as the Region has easy access to escort electronic budgeting. So in terms of responsiveness, the implementation of e-budgeting in Maros be said to have had an element of responsiveness.

4.6 Accuracy

The accuracy refers to the suitability or fitness of indicators to be achieved in a policy with the value and results that have been obtained in a performance of policy implementation, so as to indicate that if the implementation of the program is appropriate or not appropriate (Dunn, 2003). Indeed Appropriateness Criteria evaluation is an end of the assessment phase of the evaluation is to see the extent to which the results of a program in accordance with the indicators to be achieved in the preparation of the budget. To measure the accuracy of E-Budgeting program will certainly be seen how the impact of this system of E-Budgeting. Budgetary electronic based in Maros regency to facilitate the Audit Board in conducting audits and budget team has also been given the procedure for preparing the budget is good and right to use the E-Budgeting so that errors can be eliminated in the preparation of the budget.

Budgetary based electronics can also complicate if there are officials who would abuse the budget, because all have been integrated so that it does not adalagi covert projects to manipulate the budget. KPK also has the same view, in which the E-Budgeting System very useful for difficult elements in play so that the budget envisages that all regions can implement E-Budgeting in the preparation of local budgets (CNN Indonesia, 2017). So the application of e-Budgeting in Maros regency course meet the criteria of accuracy because the system pengaggaran based electronics facilitate SKPD in the preparation of the Budget, then the integrated system online then cheating cheating generated by the actors who played the budget can be reduced, and the latter certainly the community as a destination budgeting major improvements can be easily and quickly to oversee the process until the results of the budget.

5. CONCLUSION

Evaluation penerapan system E-Budgeting in budgeting in Maros regency can be stated that at this time based budgeting system electronics have been run well but has not been fully optimized to achieve the results and benefits, it was seen in six (6) criteria in the evaluation, namely First, on the criteria of effectiveness results of the implementation of e-budgeting system less than optimal in achieving the desired results because of the low accountability of the performance of employees, but the e-budgeting system has been carried out in accordance with the procedure. Second, On the efficiency of application of e-budgeting system, the business goal achievement can be quite efficient, but start the e-budgeting system requires a high cost. Third, On the adequacy of the value of e-budgeting has not been able to be maximized by the government, but with the integration of the system would make the budget more transparent and can be monitored by all parties, including the public. Fourth, In Alignment E-Budgeting system has to provide convenience for all working units (SKPD) in doing penyusuna budget, as well
as providing easy access public conveniences in overseeing the use of anggaran. Kriteria fifth one, the responsiveness of the e-budgeting system, application in Maros be said to have had an element of responsiveness. Because all stakeholer both government agencies and the public can easily access information about the preparation of local budgets. Furthermore, the sixth, suggestion:

1. The government is expected to Maros order to perform steps for improving the quality of employee performance, with the E-Budgeting system would require employees who understand the technology so as not to programs that have been funded with a high budget becomes ineffective because the performance of employees less than the maximum.
2. Maros recommended to the government in order to conduct routine surveillance to each SKPD (SKPD) in every budget.
3. Maros regency government is expected to remain consistent in the transparency of information regarding the use of the budget by using electronic systems.
5. Expect Government in Maros menhimbau to the local people are able to learn to understand more about the technology because the future will be increasingly cangkih so Maros still Apdate or exist in a variety of innovation and regional activities in order menwujudkan government according to the vision and mission of the Maros regency.

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Turnitin
COORDINATION FUNCTION OF CAMAT IN SUPPORTING DEVELOPMENT SUCCESS IN TELLULIMPOE DISTRICT, SINJAI REGENCY

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Abstract

This study aims to determine the coordination of district heads (Camat) in supporting the success of development in Tellulimpo District, Sinjai Regency. This type of research is a qualitative descriptive. The technique of collecting data is done through observation, interviews and documentation. Data validation technique. The data analysis technique used consists of data reduction, data presentation, and withdrawal and testing conclusions. The results of the study showed that: "Coordination of district heads in Supporting the Success of Development in Tellulimpo district, Sinjai Regency" was seen from five ways of coordinating namely a) Appropriate actions; b) Knowledge and acceptance of the objectives to be achieved; c) Engagement and participation; d) Human relations ; e) Informal communication, has not run optimally. Of the five aspects that are used as benchmarks, the aspects of appropriate actions, knowledge and acceptance of the objectives to be achieved need attention from the district head so that they can produce equitable development in all fields and quality development outcomes that are well received by the community.

Keywords: Coordination, Development Success, Appropriate Actions, Knowledge and Acceptance of Goals to Be Achieved, Engagement and Participation, Human Relations, Informal Communication.
INTRODUCTION

The objective of Indonesia's national development, as stated in the opening of the 1945 Constitution of the Republic of Indonesia, is to protect the entire Indonesian nation and the whole of Indonesia's bloodshed and advance public welfare, educate the nation's life, and participate in carrying out world order based on lasting peace and social justice. Referring to these norms, national development can be said to be successful if there is an increase in people's prosperity, high health and education, thus enabling people’s quality of life to increase, and supported by effective and efficient government administration and community coordination. A prosperous, healthy and intelligent people mandated in the 1945 Constitution of the Republic of Indonesia, are integrative national development capital.

National development as a development for all of us, carries a mission to improve justice and prosperity. The total reform that began in 1998 wanted to fight for the achievement of this mission. Development must be carried out comprehensively by all interesting elements including the people to be accountable for the basic values of a socially just society for all the people of Indonesia. These values must at least be stated openly and adapted to the development of the community. This is very necessary to respect humans in their ability to develop themselves in essential dimensions.

According to Drydyk & Keleher (2018) Wall (2018) Winarno (2013), development is a process over time, a process of transformation which is a "breakthrough" of the state of the economy stalled (Stagnant) to a cumulative growth is continuous.

Regional development as an integral part of national development is essentially a planned effort to increase the capacity of regional governments so as to create a reliable and professional capability in providing services to the community, as well as the ability to manage regional economic resources in an efficient and effective manner for the progress of the regional economy and community welfare (Athukorala & Narayanan, 2018; Basco, 2015; Kolmakov & Polyakova, 2019; Shahraki, 2019; Söderholm & Svahn, 2015). Regional development is carried out through the development of regional autonomy in regulating resources that provide opportunities for the realization of good governance.

Regional development is also an effort to empower communities in all regions to create an environment that enables people to enjoy better, more advanced, peaceful quality of life, and at the same time broaden the choices that can be made by the community to increase dignity, dignity and self-esteem. The aim of the regional government is only achieved if the regional government runs well (Cao, Zhang, & Wen, 2018; Doh & Kim, 2014; Lee, 2018; Lei, Tian, Huang, & He, 2017; Mura, Buleca, Horváth, Machyniak, & Šebík, 2014; Navarro-Galera, Alcaraz-Quiles, & Ortiz-Rodríguez, 2016).

The importance of coordination is a conscious effort to unite the movements of all work units involved in completing organizational tasks. It should be realized that coordination will only be carried out well if the principle of function is held firmly. That is, in completing a job, which acts as a coordinator is the head of a work unit that is functionally most responsible for completing the task. Coordination often does not work as it should because there is an inappropriate perception among the parties involved, namely that if he is subject to the coordination of another party, he loses his authority.

To achieve development goals in all sectors, coordination and seriousness of the apparatus are needed in carrying out
development tasks and moving the community to participate and play a role in it. The efficient direction of funds and energy needs to be done to foster community self-reliance because it determines the success of development so that development with human resources needs to be maximized.

In increasing integration through the pattern of government coordination, openness and the granting of rights to local governments to develop their regions, benefits are felt for the benefit of the community. However, it is not entirely hoped that it can be enjoyed by the people as a whole, various weaknesses including readiness of the district apparatus including human resources, coordination with the integration of perceptions with integrity in work and the similarity of motion in work is not maximized, added the tendency of the apparatus to work often arises differences and interpretation in seeing a policy finally will show that the competence in carrying out the wheels of the government as a whole has not been reflected.

Based on Law No. 23 of 2014 concerning Regional Government, local governments as an extension of the central government have a very important role in carrying out regional development as part of national development.

The previous research conducted by Tuwing, Gosal & Singkoh (2019) with the title of the research, the role of the sub-district administrator in carrying out development in the Tikala district of Manado City. The research conducted by Suawah concluded that it relates to the role of the subdistrict head in carrying out development and the performance of the sub-district apparatus which has been running well based on the dependent variable namely community support and participation in the implementation of the sub-district development program, implementation of sub-district development projects / plans achievement of the objectives of each program, especially the benefits for the district.

Also, in 2013, Tawatuan conducted a study with the title concerning the coordination of the sub-district head vertically in supporting the success of development in the Nanusa District of Talaud Regency. This study draws the conclusion that coordination is an important factor in the implementation of development, because various observations and experiences show that the implementation of development including the development of districts often experiences obstacles at the central, regional and sub-district levels and coordination needs to be done because coordination can guarantee the smooth running of various activities for increase the effectiveness of work, to avoid the occurrence of chaos, and squabbling or emptiness of work and harmonizing people in their work and the work for the organization there needs to be cooperation between parts one with other parts.

Coordination has an important meaning in the implementation of development. Camat in implementing regional development coordinates development activities to regents/mayors, subordinates and the community. With good coordination, the implementation of development will be effective.

**RESEARCH METHODS**

The type of research used is qualitative descriptive research. Defines descriptive research is research conducted to determine the value of variables without making comparisons, or connecting between variables one with other variables (Creswell & Creswell, 2017; Miles, Huberman, & Saldana, 2014; Sugiono, 2017). The descriptive type was chosen in this study because it is very suitable to be used in researching the coordination role of the subdistrict head in supporting the success of development in Tellulimpe
sub-district, where this research is based on events that occur while conducting research and analyzing and comparing with existing facts with theory, then draw conclusions.

Based on the title of the research are: Sub-district Coordination in Supporting the Success of Development in Tellulimpoe District, Sinjai Regency.

Sources of data in this study are the words and actions of the informants as primary data and writing or documents that support the informant's statement. The data sources in this study are two, namely primary data and secondary data, this data is needed to obtain information that is relevant to the research objectives.

The data collection techniques used in this study is interviews, observation, and documentation. One of the most important ways of testing the validity of research results is to do triangulation. Triangulation in testing credibility is interpreted as checking data from various sources in various ways, and at various times. Thus there is source triangulation, triangulation of data collection techniques, and time.

Data analysis in qualitative research, carried out when data collection takes place, and after completion of data collection takes place and after completion of data collection within a certain period. Argued that the activities in qualitative data analysis were carried out interactively and continued continuously to completion, so that the data was saturated. Activities in data analysis, namely data reduction, data presentation (data display), and conclusion (verification).

RESULT AND DISCUSSION

Based on SANKRI (2004: 226), coordination is one of the main functions of management. Coordination is always needed in large and complex organizations, as well as in modern life, because in various activities for a purpose, or different purposes, there are always interrelated things.

The process of connecting or integrating parts of an organization so that organizational goals can be achieved effectively. Without coordination effective, individuals and departments will lose their grip or role in the organization.

Coordination is to balance and mobilize the team by giving the location of suitable work activities to each of them and keeping the activities carried out in proper harmony among the members themselves.

Coordination is an activity carried out by various equal parties to provide information to one another and together arrange or agree on something and unity of directed actions, so that on the one hand the process of implementing the task and the success of one party does not interfere with the process of the task and success of the other party. While on the other hand one directly or indirectly supports the other party.

District head or Camat as regional government officials have very important duties and responsibilities in coordinating and leading district in addition to planning and implementing government programs, sub-district head can also foster order and peace in the community. In addition to the original Regional Regulation the districts of Sinjai Number 20 of 2010 on the Organization and Working Procedures village Committees Districts and the Regency of Sinjai described district head duties and functions:

1) The district head in carrying out the tasks referred to in article 3 paragraph (1), carries out the following functions:
   a) Coordinating community empowerment activities.
   b) Coordinating efforts to organize peace and public order.
   c) Coordinating the application and enforcement of legislation.
   d) Coordinating maintenance of infrastructure and public service facilities.
e) Coordinating the implementation of government activities at the sub-district level.

f) Fostering organizing village and village government, and

g) Carry out community services that are the scope of their duties and that cannot be implemented by the village or Village government.

2) The delegation of part of the authority of the Regent as referred to in Article 3 paragraph (2) of this regional regulation, is stipulated by the regent's regulation.

One of the roles of the camat in regional development is to evaluate the coordination of development carried out in the district.

According to Sun'an and Senuk (2015: 20) regional development is all development activities both including and not including regional household affairs which include various funding sources, both from the government (APBD and APBN) and sourced from the community.

The success of regional development cannot be separated from the role of the local government. The district head as the executor of development in his area is an element supporting the implementation of the tasks of the regional government, especially at the district level. The Head of Tellulimpoe District has an important role as an administrator in the field of development, as a director to take clear and equitable actions by previous planning to achieve successful implementation of development in Tellulimpoe District.

Development is the physical and mental state of reality (state of mind) of society has been through a certain combination of the social process, economy and institutions have the means to achieve a better life. According to Todaro and Smith (2011: 27) as for the components included in life better, development in all societies must at least have the following three objectives:

**The right actions**

Appropriate actions are synchronous/regular efforts to produce a uniform and harmonious action on a predetermined goal or strategy. To obtain effective development results, appropriate actions are needed by implementers or resources as the main driving actors in implementing development. The right actions in both physical and non-physical development play an important role in determining the success of a development.

Argues that the steps taken to ensure that one plan and action are coordinated as follows:

a. Conduct meetings, as a step to integrate the main work results of each employee.

b. Summing up reports on the implementation of the leadership policies that have been outlined.

c. Make visits to see firsthand and to provide direct instructions by the guidelines outlined.

d. I am maintaining relationships in various forms to improve work harmony.

The effort to carry out development carried out by the Head of Tellulimpoe is related to development programs, namely physical development and non-physical development because the Head of Tellulimpoe has an important role as an administrator in the field of development, as a director to take clear and equitable actions by previous planning to achieve successful implementation of development in Tellulimpoe District.
a. Increased availability and expansion of the distribution of necessities such as food, shelter, health and protection.

b. It is improving living standards that are not only in the form of increased income but also more employment opportunities, better education, and greater attention to cultural and humanitarian values. Overall, these things can not only improve material well-being but also foster individual and national self-esteem.

c. Expansion of economic and social choices available to individuals and the nation as a whole, which not only frees the nation from the confinement of slavery and a feeling of dependence on other nations and nations but also from various factors that cause ignorance and misery.

The right action towards development by the government is the main hope for the community. One of the efforts that have been carried out by the government of Tellulimpoe district, C intestine is very to create the right development in the target, namely by formulating strategies towards equitable development and always encouraging all parties involved to always work together with the government.

The implementation of development carried out by the Head of Tellulimpoe is divided into two, namely physical development and non-physical development. The Head of Tellulimpoe has an important role as the main administrator in the field of development. Also, the Camat has the main task in development as a director to take clear and precise actions on the shared goals that have been decided. With the implementation of this role, it can be concluded that the right action indicator about the Camat coordination in Tellulimpoe district has gone well.

The district government will carry out development first formulating a development strategy that is evenly distributed in all aspects of life in each region that can support the daily activities of the community to improve the living standards of the better society.

The district government is trying to ensure that the development activities that are carried out are able to be accepted and in accordance with the wishes or expectations of the community by establishing equitable development that is pro-people, but in reality development that is in accordance with the wishes of the community is still a plan that cannot be fully realized.

Implementation of development that is by the wishes of the community is needed by an area to be able to develop the resources they have. Infrastructure development such as road repairs, irrigation is the main factor that must be considered by the sub-district government to increase the potential of a region. Physical development must go in line with non-physical development, increasing the quality of human resources also needs to be considered to succeed in the expected regional development.

Based on the description of the results of the research the author as whole coordinates the district head in directing and moving his subordinates to take appropriate action. sub-district head in formulating a strategy to implement development prioritizes equitable and quality development in all fields. However, the implementation has not been fully implemented, this is due to the fact that there are still many developments that are not evenly distributed and the results of the development are still found to be lacking in one area so that they are quickly damaged and unable to fully meet the community expectations, and one of the obstacles faced by the government is lack of the budget.

Knowledge and acceptance of goals to be achieved
Knowledge and acceptance of goals to be achieved is a process to achieve good results or goals in an organization, the level of knowledge or expertise of human resources is very important so that organizational goals can be implemented properly by the plan. Knowledge from the coordinating implementers is very supportive so that the objectives of the development implementation can be well received by all parties who will feel the results of the development carried out by the government.

Wicaksono (2019) argues that coordination is the arrangement of the relationship arrangements of joint ventures to obtain unity of action in the effort to achieve common goals as well. In other words coordination is a process that regulates that the division of labor for various individuals or groups can be arranged into one roundness that is integrated in the most efficient way possible.

There are three broad categories of building activities in the area of regional development that define the planning spectrums. Society/human is the core or source of the entire spectrum of development planning. According to Azis & Wijaya (2019) the three major categories within the scope of regional development are as follows: social development, economic development, and environmental development.

The description of the explanation is as follows:

a. Social development; related to all building activities to improve human/society in the social order with a spectrum of development planning everything about it, among others: education, worship, fitness, poverty, tradition, culture, transformation, communication, security, safety, ideology, politics, and so on.

b. Economic development; related to all building activities to improve people/communities in the economic order with the economic spectrum of everything about it, including: livelihoods, business, work, and so on.

c. Environmental development; related to all building activities to improve the feasibility of his place of life with the spectrum of development planning everything about it, including: clean water, clean air, clean environment/technology, health, cleanliness of pollution, disaster vulnerability, global warming, climate change, and others so.

Thus, coordination in government is essentially a system and process that is developed to integrate, harmonize and harmonize various interrelated interests and activities to optimize the achievement of shared goals and objectives previously determined by the government and the community.

Knowledge and acceptance of the goals to be achieved must be carried out to determine the wishes or expectations of the community, this is the first step in implementing development. Knowledge from the development executives especially the sub-district head in directing his subordinates is very supportive so that targeted action can be achieved by the plan and can utilize the potential and resources possessed by the region itself.

One form of knowledge and acceptance of the objectives to be achieved is related to coordination in the Pambangunan which is carried out in Tellulimpoe District before the district head informs subordinates and the community about the development goals to be carried out through development planning consultations so that the community can know the development to be carried out. But from the results of the research in Tellulimpoe Subdistrict the development carried out was not fully by the goals and desires of the community, this was because...
the quality and quality of development still lacked so that the community had not fully received the development results.

Involvement and participation
Engagement and participation is a process that follows all parties concerned or real contributions made by individuals or groups of people in contributing their energy and mind in an activity. Where in this case the involvement and participation of the sub-district government and the community in the Tellulimpoe sub-district greatly determine the running of good coordination of aspects of involvement and participation so that predetermined development targets can be achieved.

The involvement and active participation of various parties is one indicator to measure the success of a development. Good involvement and participation in the scope of government and society require good coordination from the Head of District.

The success of the development is greatly supported by the involvement of the community and government elements carried out systematically to achieve goals in the context of the prosperity of the community who are economically unable to become more capable, with the involvement and participation of all parties able to control their implementation and produce quality development.

The success of the development is tangible evidence of the implementation of a well-functioning development that has benefited. According to Azis & Wijaya (2019) from the perspective of development results, integrated development planning must meet the following requirements:

a. Ensure continuous service delivery.
b. Developing improvement in social and economic life.
c. Develop a healthy and healthy environment secure.
d. Prioritizing basic needs of the community.
e. Stimulate community participation.

The involvement of leaders is needed to attract community participation in implementing development. Community involvement and participation is needed to help the government in dealing with various obstacles faced and can be solved together so that they can be by the needs and targets that have been planned by the aspirations and cooperation between the government and the community in the realization of the objectives to be achieved.

The ability of the district head to lead in the sub-district must be able to carry out his duties as a form of supporting the success of development and the applied leadership style must touch all levels of society. The success of the development is not only seen in terms of its physical development, but must be able to produce quality and quality of development. Therefore, it is necessary to have the ability of resources to become actors in the implementation of development. In carrying out its duties the camat as head of the district area is also inseparable from the involvement and participation of the community to achieve the planned development goals.

Based on the results of the research conducted in this study, the indicators of involvement and participation in Tellulimpoe Subdistrict have been well implemented based on the coordination of the Camat both for government officials and the community. The Camat always encourages all of his officials to be able to synergize well in supporting the implementation of development by the objectives. Camats not only coordinate at the government level, but also at the community level through village officials and existing community leaders.

Human relations
Ping & Setyanto (2018) states that in public relations there is an activity to instill
and obtain understanding, good will, trust, respect for and the public or a particular body and society in general. In public relations there is an effort to realize a harmonious relationship between a body and its public, an effort to give or inculcate a pleasant impression, so that public opinion will arise that is beneficial for the survival of the body.

Human relations is one of the foundations for creating quality development, in this case human relations play an important role in creating a good working spirit in Tellulimpoe Subdistrict because it creates harmonization and directed unity of actions from leaders with subordinates and with the community.

The custom of the government to establish harmonious relations with the community will have a positive impact on the acceptance of the results of development carried out and can minimize the occurrence of disputes or misunderstandings between the government and the community in the realization of development.

According to the results of the subdistrict head coordination study from the aspect of human relations in the governmental area of Sinjai Regency, tellulimpoe District, it was seen from the leadership of the Tellulimpoe sub-district who always paid attention to the community and subordinates and always provided good motivation and direction so that the work results could be accepted by the public.

**Informal communication**

Communication is a prerequisite for human life. Human life will appear empty or there is no life at all if there is no communication. Because without communication between people, both individuals, groups or organizations cannot possibly occur.

Communication is the key to effective coordination. Coordination depends directly on the acquisition, transmission and processing of information. The greater the uncertainty of the tasks being coordinated, the greater the need for information.

Informal communication is defined as communication that occurs within the organizational environment or outside the organizational environment that is not planned or not determined in the organizational structure, between leaders and subordinates, as well as with the community so that good reciprocal relations occur. If communication goes well, formal communication and informal communication are carried out, the results of the activities will be carried out running maximum. Communication in the context of this research is a process of delivering messages or instructions to coordinating implementers and with the community so that the development process runs on time. Sub-district head always encourages his subordinates and the community to foster good communication and always unite their thoughts and understanding so that every instruction delivered can be carried out and mistakes that occur can be done together to solve it.

Communication is one of the variables that influence the success of the development, if communication goes well, formal communication and informal communication are carried out then the results of the implementation of development will run optimally.

The government in carrying out the wheels of government must be able to communicate well as public servants or as directors and implementers of development activities, with a good communication process that will provide clarity on the direction of development to be carried out and provide understanding to the community about the actions to be carried out. Good development will be carried out if it begins with good communication by the government and the community.
The success of the development is greatly supported by development implementers who can carry out their duties properly. Communication as one way to build and maintain relations with the community to improve government performance by creating effective communication, both formal and informal communication to encourage the aspirations of the community so that the realization of development can run effectively and achieve optimal results.

One of the concrete manifestations made by the Tellulimpoe District government is that people easily convey their aspirations to the government, because the sub-district head always speaks in any situation with his subordinates and the community so that there is no awkward feeling and shame and a sense of community that makes it easier for the community submit complaints/aspirations so that the development to be carried out can run according to the time determined together.

CONCLUSION

Coordination of district head (Camat) in supporting the successful development of views on the five ways to coordinate that action appropriately, the knowledge and acceptance of goals to be achieved, the involvement and participation, human relations, informal communication is as follows: 1) Coordination of district Head to take the appropriate action has not been able to run with the maximum, it is because there is still uneven development and not fully in accordance expectations of society. 2) The acceptance of the objectives to be achieved has not run optimally, this is because the quality and quality of development is still lacking, so that the community has not fully received the good results of the development carried out. 3) Viewed from the aspect of involvement and participation has been going well, the subdistrict head always encourages his subordinates and the community to work together in the implementation of development. 4) Human relations that the sub-district head has built has been going well, seen from the results of the leadership of the Tellulimpoe district head who always pay attention to the community and subordinates and always provide good motivation and direction so that the work results can be accepted by the wider community.

REFERENCE


Designing a Sustainable Framework for Inclusive Smart City: Harnessing Findings and Lessons from a Study of Selected Local Governments in Kedah Malaysia

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Abstract

The smart city concept originates from the search for building an equilibrium approach to sustainable development that aims to synergize environmental dimensions with economic and social changes. It is estimated that by 2050 more than two thirds of the world population will live in cities. However, the world has witnessed that rapid urbanization can lead to greater urban poverty, massive deforestation, profound social instability, water crises, and devastating spread of diseases. These risks have further exacerbated as more people have migrated from rural areas to cities. How effective these risks can be addressed will largely depend on how well the cities are governed. As such, the smart city concept is an innovative way to try to mitigate those risks. By creating a balance that links economics, social, and environmental dimensions, it is hopeful that rapid urbanization will now be driven by creating a sustainable quality of life for citizens that empower them to collaborate with the city councils to develop the city. The planned urbanization will now incorporate residents’ quality of life, social inclusion, and economic opportunities while reducing the impact of environmental degradation. Therefore, an urban development model that is more social and environmentally friendly is important to ensure that our cities are both efficient and resilient. Building upon this foundation, this paper aims to examine to what extent local governments in Kedah are ready to design a smart city concept that focuses on citizen needs, embracing citizen-centric design, and promote engagement of citizens and communities. Using qualitative approach that focuses on interviews with local administrators, the study hopes to unearth current urban development model and whether this development takes into consideration the important of inclusive smart city as part of the government initiative to pursue a sustainable quality of life for the city residents in Kedah. The findings of this study reveal four important themes: inclusivity, governance, implementation, and challenges. Smart city concept is a viable solution to solve the dilemmas of urbanization. However, transformation to smart city requires the design of a more inclusive and accessible features to advance and promote engagement of all citizens.

Keywords: Smart City Concept, Inclusivity, Sustainable quality of life, Local Governments, Kedah

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INTRODUCTION

In the last few years, smart city concept has been gaining popularity among local government administrators. It has been widely embedded into strategic development planning for the future. Apart from making the city friendlier to economic and social sustainability, this concept has enabled the cities to focus on creating a sustainable environment for the years to come (Mori dan Christodoulou, 2012). This is important because according to The United Nation Population Studies, there is an increasing rate of mobility from people moving from villages into the cities and this rate is expected to reach 70 percent in 2050 (PBB, 2008).

In Europe, it is estimated that more than 75 percent of people have migrated to cities and is expected to reach 80 percent by 2020 (EEA, 2016). The urbanization phenomenon takes place because of greater work opportunities and rapid industrialization. The trend of urban migration seems more pertinent in the developing world in which statistics have shown that more than 20 million citizens have migrated to the urban cities in Asia, Latin America, and Africa (PBB, 2018). Consequently, while rapid urbanization speeds up the economic growth, it also entails social problems as well as environmental degradations. The increasing social and environmental issues facing many cities in the world today have encouraged researchers to search for answers to these issues. The potential solutions include creating a smart city that enables city administrators to deal with depressing social issues, falling air quality index, high unemployment, affordable housing, increasing crimes, poor public transportation, and illegal squatters. These problems have pushed the city administrators to find proactive policy prescriptions to alleviate these challenges. Using technology as the leverage, cities are using data and technology to make themselves inclusive, smarter, more effective, better connected, and more productive. This smart city concept has been tried and tested in many developed countries like America, UK, and Australia. While smart city concept attempts to integrate social and economic opportunities into the design of the cities, it also advocates sound environmental policy that focuses on greater environmental and energy sustainability (Turcu, 2012).

According to International Labor Office (ILO), it is smart to invest in improvement of accessibility in infrastructures and services rather than spending more money to focus on rebuilding, renovating or redesigning existing inaccessible infrastructure or facility to make them more accessible and inclusive. Taking into account the loss of human capital and opportunity cost incurred due to inaccessibility, economies stand to lose a great deal more when significant groups, such as persons with disabilities are excluded from participation. Importantly, the current city reform aims at ensuring that future cities, towns and basic urban infrastructures and services are more environmentally accessible, user-friendly and inclusive of all people’s needs.

In recent years, designers and developers have been encouraged to think more about movement within the city. Accessible design, usable and inclusive design, and universal design are all approaches to design that can make it easier for everyone to use, including people with disabilities and older age. Such concepts focus not only on buildings, transport infrastructure, public space and parks, but also to products, services and facilities that help improve the movement and connectivity of all citizens. As a result, opening up the city
to all by improving the accessibility for all urban residents will involve a wide array of different types of designers.

In this context, there is a need to view inclusivity as an investment in a public good that contributes to effective, sustainable and equitable development for all and not merely an issue of cost or compliance. This will involve fundamental reconsiderations of policies that address the inclusivity especially for people with disabilities, and to focus on measures that contribute to accessibility for all residents.

For example, London has an automated traffic congestion pricing program, using its cameras to log and charge cars entering the central part of the city. In Korea, developers have been building Songdo, a smart city, from the ground up with connected infrastructure and building systems. Singapore has implemented dynamic routing systems for its public buses and installed flood sensors and monitoring throughout the island. Singapore was chosen as the “Smart City of 2018” at the Smart City Expo World Congress in Barcelona, Spain in November. In Barcelona, which is already known for its information technology projects, officials have taken note that being a smart city is as much about serving people as it is about implementing devices. They are now trying to use their technology to improve democratic participation among their citizens.

BACKGROUND

The concept of smart city varies in its application. Some cities prefer to use intelligent to denotes the various application of technology in their services and design. Others have opted to be called digital city or hybrid city to reflect the integration technology in regard to infrastructure, governance, and services (Holland, 2008). However, the common understanding of smart city centers around a convergence between people, technology, and services and how technology fosters the inclusivity of people and their environment to search for innovative solutions that are holistic which include creating a smart economy, smart living, smart governance, and smart environment (Donaghy, 2017; Travis, 2017).

Malaysia is taking steps to keep pace with the new initiatives, especially in new developments such as Cyberjaya and Putrajaya near Kuala Lumpur and the Iskandar Region in Johor. Penang intends to release a refreshed Penang Structure Plan 2030, with a key pillar being to transform the state using smart technologies. Shah Alam which is at the forefront of implementing the intelligent city concept in Malaysia has been actively promoting smart city concept. In developing the smart city blueprint, the city is guided by the philosophy of promoting social inclusion and actively engaging citizens and addressing urban challenges using technology as a key enabler. In doing so, the state government allocated RM22mil for the Smart Digital Ecosystem, with RM14mil set aside to develop Big Data Command and Control Centre as well as a Smart Apps Development Platform (Selva, 2016).

In addition to Shah Alam, George Town has also implemented some well-known smart city initiatives. For example, implementing a smart transport grid would allow for real-time adjustment of traffic light timings to improve traffic flow. Improving public bus tracking and monitoring would ease the daily grind for commuters and encourage them to drive less. The city could also improve and automate water use monitoring, waste handling and
recycling. They are now trying to use technology to improve democratic participation among their citizens. Such new idea in smart city development augurs well with the commitment of the new federal government to improve transparency and accountability.

The climate and built environment in Malaysian cities also call for a specific, tailored approach. Since we are in a hot and wet climate, public transport tracking improvements would be beneficial, so that residents are not running or waiting for buses in the sun, or getting wet in the rain. Smart building technology with sensors and shades would allow more efficient air-conditioning use and reduce overall energy costs. The challenges with making urban areas more inclusive will be plentiful, further compounded by the diversity of Malaysia as a whole with each locality facing different challenges. But as with most issues, it starts with the people. We need to have policies and initiatives to foster smart cities and smart citizens at federal, state and local levels of government.

Local governments need to create the right partnerships among the government, private sector and local communities to make decisions about the best future cities we want and how to realize them. However, With Malaysians quickly adopting new technology, as proven by many urbanites’ use of mobile apps, the real barrier to smart city implementation in the country is the lack of data transparency versus a tech-savvy population. In addition to that, the push for smart cities implementation is bogged down by energy and financial costs. Maintaining and supporting a city is becoming more expensive. We may no longer afford bureaucratic methods of governance. Transitioning to a new model requires municipalities to train their manpower and review each new policy to identify its efficacy. Some argue that this is difficult to achieve as they are frequently overwhelmed and understaffed (Norainah 2009).

**METHODOLOGY**

This study employs qualitative method in which personal interviews were conducted with five senior state government officials. Qualitative research design is more appropriate for exploratory research such as this one because it produces actual words of participants in the study and provide multifacet perspectives on the issue being studied. By adopting a qualitative research design, we are able to gain complex and rich details from individuals who are directly dealing with the smart city implementation. This is crucial because existing literature provides little knowledge about the implementation of inclusive smart city concept in Malaysia.

The study utilizes thematic analysis in analyzing and interpreting relevant data. The thematic analysis offers an approach to interpret, discover, and report clusters and patterns of meaning related to smart city concept. It also allows researchers to categorize topics that are progressively combined into higher-order major themes, the significance of which lies in their ability to answer pre-determined research questions. The whole process of data analysis is performed and facilitated by using ATLAS.ti Version 8.
The table below identifies the respondents for the interview.

**Table 1: List of Personal Interview**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Position</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Director of State Human Resource Department</td>
<td>Alor Star, Kedah</td>
</tr>
<tr>
<td>Two</td>
<td>Secretary of Langkawi Municipal Council</td>
<td>Langkawi</td>
</tr>
<tr>
<td>Three</td>
<td>Secretary of Sungai Petani Municipal Council</td>
<td>Sungai Petani</td>
</tr>
<tr>
<td>Four</td>
<td>Administrator, State Local Authority</td>
<td>Alor Star, Kedah</td>
</tr>
<tr>
<td>Five</td>
<td>Head of Smart City Division, Alor Star City Council</td>
<td>Alor Star, Kedah</td>
</tr>
</tbody>
</table>

In the administration of the interview, we have adopted six steps in line with Creswell (2013) suggested.

**Table 2: Preparation for the Interview**

<table>
<thead>
<tr>
<th>Step</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Identifying the respondents</td>
</tr>
<tr>
<td>Two</td>
<td>Determining the type of interview</td>
</tr>
<tr>
<td>Three</td>
<td>Utilizing suitable recording tools</td>
</tr>
<tr>
<td>Four</td>
<td>Preparing an interview protocol</td>
</tr>
<tr>
<td>Five</td>
<td>Pilot testing</td>
</tr>
<tr>
<td>Six</td>
<td>Determining the place of interviews</td>
</tr>
</tbody>
</table>

The interview sessions were conducted between April and May 2019. The duration of the interviews were between 30-45 minutes and the respondents were notified of the objective of research prior to the interview. After the interview, researches performed thematic analysis procedures that involve six phases that include familiarizing with data, generating codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. The following table portrays the main themes, sub-themes, and additional sub-themes of the issues being explored.
Table 3: Summary of Themes and Sub-themes

<table>
<thead>
<tr>
<th>Themes</th>
<th>Sub-themes</th>
<th>Additional sub-themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inclusivity</td>
<td>2. Context specific</td>
<td>i. Specific needs</td>
</tr>
<tr>
<td></td>
<td>3. People centered</td>
<td>ii. Technology driven</td>
</tr>
<tr>
<td></td>
<td>4. Technology as an enabler</td>
<td>iii. Address needs of women, elderly, people with disabilities</td>
</tr>
<tr>
<td></td>
<td>5. Promote inclusive development</td>
<td>iv. Collaboration with private sector</td>
</tr>
<tr>
<td></td>
<td>6. Partnership</td>
<td></td>
</tr>
<tr>
<td>2. Governance</td>
<td>1. Policy direction</td>
<td>i. Budgetary allocation</td>
</tr>
<tr>
<td></td>
<td>2. Law and Regulation</td>
<td>ii. Procurement policies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Accessability</td>
</tr>
<tr>
<td>3. Implementation</td>
<td>1. Infrastructure</td>
<td>i. Physical facilities</td>
</tr>
<tr>
<td></td>
<td>2. Financial</td>
<td>ii. Financial contraints</td>
</tr>
<tr>
<td></td>
<td>3. Human Capital</td>
<td>iii. Shortage of staff</td>
</tr>
<tr>
<td>4. Challenges</td>
<td>1. Awareness</td>
<td>i. Acessibility for people with physical disabilities</td>
</tr>
<tr>
<td></td>
<td>2. Existing data on people with disabilities</td>
<td>ii. Design lack accessibility features</td>
</tr>
<tr>
<td></td>
<td>3. Accessibility</td>
<td>iii. Lack of guiding policies/principles</td>
</tr>
<tr>
<td></td>
<td>4. No benchmark</td>
<td></td>
</tr>
</tbody>
</table>

**DISCUSSION**

There are four major themes derived from the interviews. They include inclusivity, governance, implementation, and challenges. The first theme is inclusivity. Smart city concept that focuses on inclusivity has garnered a lot of attention from academicians as well as practitioners. Malaysia has also taken keen interests in developing smart cities that are more environmentally accessible, user friendly, and inclusive of all people's needs. However, designers and developers of such concept agree that building a smart and inclusive city is highly context specific. This means that the needs of specific communities have to be incorporated into the design of infrastructures and services in the city. This argument augurs well with the respondents who indicate that city planners have to be sensitive with their own
respective communities before implementing smart city concept. However, to do that, city administrators need to have precise data on the deprived groups. According to respondent two, this is an issue with the state government because the state does not have specific information regarding people with physical disabilities or elderly people. As far as gender is concerned, the data is readily available. To develop and design a city that is sensitive to the needs of various citizens especially people with physical disabilities, it is critical that enough information is provided to the city planners so that they can design buildings and other facilities that have accessibility standards for all.

Secondly, all respondents agree that investing in technology guarantees independence and autonomy for people that constantly feel alienated and slighted by the existing facilities and services. By having digital technologies that is citizen-centric, cities can now reinforce the participation of everyone irrespective of diverse gender, age, and physical abilities. According to respondent five, the City of Alor Setar has committed to use technology to promote participatory governance. This will ensure that digital barrier will not impede the ability of all people to access products and services offered by the city. Finally, respondents also talk about the important for state and city governments to work together with all relevant stakeholders to develop and design infrastructures that recognize the potential of technology as an enabler yet at the same time has the potential to promote inclusivity that specifically addresses the needs of various communities.

The second theme is governance. All of the respondents agree that for smart city concept to be implemented, there has to be a clear policy direction from the government spelling out the direction to implement smart city. This is critical, as in the words of respondent two, “we do not want to be blamed later if the implementation goes wrong.” Policy direction is also important because it entails monetary allocation. Since the implementation of smart city requires money, it is imperative that government set aside financial allocation to implement smart city concept. For example, the government of Selangor has allocated 36 million in 2017 to implement smart city ideas in its local governments. Many respondents indicated that although they agree with the concept, they feel the implementation will be difficult if financial allocation is not there. In the case of Langkawi, although the state government has indicated its intention to make the city a smart city, but there has been no financial allocation because the state government has yet to pass the blueprint for Langkawi to become a digital city. In the words of respondent two, “without the approval of the blueprint, the local government does not have financial means to implement smart city concept.”

According to respondent three, the state government is committed to establish itself as the hub for digital city, yet it cannot afford to do it throughout the state. Thus, the implementation of smart city idea will be done in phases and will be based on specific localities and special needs. For example, because Kulim township is set up for industrial area, that local government will be the first city that aims to implement the smart city concept. This is critical because by integrating technology into services, the city will be able to facilitate cooperation among citizens, industries, and government to ensure sustainable social, economic, and environmental benefits. Therefore, financial allocation still dictates the ability of state government to improve
sustainability living of communities through the implementation of smart cities.

In addition to policy, law and regulation are also important for the city administrators to implement smart city concept. Issues of transparency, inclusivity, and bureaucracies continue to be raised by respondents. For example, respondent three opined that procurement process has to be followed if on-line open tender for government projects are to be implemented. He argued that transparency is good but sometimes it can make the job of administrators more difficult especially when good regulatory practice (GRP) has to be observed. In addition to that, existing government regulations are not flexible for e-transactions. Complaints keep popping up when customers are not satisfied with the delay of actions by government officials. These delay take place due to old bureaucratic structure that adhere to strict rules and regulations. Furthermore, in regard to accessability, respondent two pointed out that because of income disparity among citizens in the city, there are cases where poor citizens are not able to enjoy smart city initiatives like e-payments or e-services due to the affordability issue. Thus, making every citizen having equal access to technology poses undue contraints on the government due to financial difficulties of the government.

Theme Three relates to implementation. Respondent four indicated that he faced many problems during the implementation of smart city in Sungai Petani. Infrastructure continues to become the stumbling block for effective implementation of smart city. For example, having a digital billboard that could help locals and tourists identify places of interest would be good for tourism industry in the city. However, building a digital billboard is very costly and the city cannot afford to install it. Unless private sector is paying for the billboard, the city cannot afford to have the billboard although it will bring a lot benefits to the city. Secondly, inadequate staff is another issue facing many local governments. Respondent two highlighted that due to shortage of staff, many smart city initiatives cannot be implemented. For example, a web-based designer that updates the progress and actions of the city is important to ensure that citizens can download any relevant information that they seek from the city and address any issues that are deemed important for the city to take. However, employing a web-based designer who is in charge of all the information technology initiatives is costly to some local governments compared to others. Thus, many smart city initiatives cannot be implemented and the city continues to receive complaints online due to the delay in updating information in the website or other relevant issues pertaining to IT matters.

Theme Four is about challenges of smart city implementation. Although smart city concept is still in the infancy stage in Kedah, the state is committed to transform some of the urbanized cities into an inclusive city especially cities such as Langkawi, Alor Setar, Kulim, and Sungai Petani. According to respondent two and three, the state government is currently seeking domestic and international partners to collaborate in its effort to make the state a digital state in the future. This is because financial contraints continue to impede the state’s ability to initiate smart city activities in many urban areas. Because Kedah is not a rich state, it continues to seek for smart partnership with private sector to develop and transform some of the cities into digital and inclusive city that incorporates technological advancement into its economic, social, and
environmental sustainable activities. As in the case of Langkawi, respondent one revealed that lack of coordination among government agencies also hinder its ability to implement smart city initiatives. For example, because Langkawi Municipal Council is under the jurisdiction of the state government, it cannot initiate smart city activities in areas that are controlled by the federal agency. Thus, lack of coordination sometimes impedes the city’s ability to fully digitized its activities. Finally, respondent five also addressed the issue of accessability of people of disadvantaged and underprivileaged groups. This is certainly an issue that merits attention because for the city to be inclusive, it needs to ensure that people of all background can enjoy the benefits of smart city initiatives such as networked government or e-government services.

CONCLUSION

Inclusive smart cities is an important opportunity to ensure transparency, increase accountability, improve accessibility, address social inequality, preserve the environment, combat social ills, and empower citizens. Smart cities making investments in new infrastructure should focus on a framework that creates economic benefits for all including people with disabilities and older people. Inclusive smart cities also can advance essential rights, including decent work opportunities, an adequate standard of living, and opportunities to participate in all aspects of life. Consequently, promoting participatory governance in cities is a prerequisite for developing inclusive smart cities. It is easier to talk about designing a city that fosters the participation of all people, yet translating that design into a reality is easier said than done.

REFERENCES


PAPER INDUSTRIES CORPORATION OF THE PHILIPPINES (PICOP): ITS HISTORY AND SOCIO- ECONOMIC IMPACT IN BISLIG CITY, SURIGAO DEL SUR

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Central Mindanao University (CMU) and Pantucan National High School

Abstract

Paper Industries Corporation of the Philippines, popularly known as PICOP, is a multi-billion-peso wood-based industry operating the only fully integrated pulp and paper mill in Southeast Asia in 1963. Its timber and paper products are known both in local and international markets. It has also the biggest share of forest concessions among other timber and paper corporations in Mindanao. It operates of about 182,682 hectares in the eastern cost of Mindanao.

PICOP's establishment in 1963 and its productive years of operations through the years had significantly contributed to the development of the socio-economic conditions of the municipality of Bislig. Thus, Bislig City's development was and end result of PICOP's corporate design to give the local community economic and social equity through local employment, infrastructural development and long-term livelihood.

However, PICOP's productive years was beleaguered by both external and internal problems--natural calamities; national economic and political instability; high fuel costs in the international market; unfavorable national market conditions due to market globalization; subtle effects of full privatization; emergence of poachers, smugglers and other unscrupulous illegal log buyers within PICOP's areas of concessions; and the legal and environmental constraints, affected PICOP's operation, production, and financial standing that forced PICOP to shut down in 2006.

PICOP, now PRI Resource Incorporated (PRI), shutdown in 2006 is a great loss to the community, especially to the local economy of Bislig City, which became almost dependent to PRI's operations, and the problem of unemployment surfaced. Until this time PRI's condition is still a national issue that warranted the attention of many policy makers. Furthermore, Bislig City's local government never lost hope that the national government will find a more feasible solution to redress the problem.

Keywords: PICOP, Socio-economic, Bislig

INTRODUCTION

History is defined as the "record" of the life of men in societies in their geographical and physical environment. These societies interact with their natural environmental conditions, and these interactions produce the social, economic and cultural milieu which influences the way of men." Some historians emphasize the role of the individual as a product of society; others emphasize the role of the mass. Therefore, this study tries to bring together social history and economic history to better understand the role of Paper Industries Corporation of the Philippines or PICOP and its contributions to the local community of Bislig.

Bislig has been dubbed by many economics as "the paper capital of the Philippines." It is known as such because it is the home of the Paper Industries Corporation of the Philippines. PICOP has the biggest share of forest concessions among other timber and paper corporations in Mindanao. It is a multi-billion-peso wood-based industrial complex operating only fully integrated pulp and paper mill in
Southeast Asia in 1963. And, its timber and paper products are known both in local and international markets. PICOP’s role to the development of the socio-economic conditions of people of Bislig cannot be undermined. Nonetheless, it was PICOP that transformed Bislig from once lethargic to a developing community in Surigao del Sur.

PICOP’s establishment has produced positive effect to the socio-economic conditions of the Bisliganon. This is noticeable in the establishment of many businesses in the areas. Some social ills are also discernable like – intense pollution that threatened health of the people living around the plant’s vicinity and its environs; widespread deforestation and illegal logging; unsettled agrarian disputes; and prostitution, etc. all these spring up as a negative effect to Bislig and its people as a result of PICOP’s establishment.

**PICOP: ITS BEGINNING AND DEVELOPMENT**

The rapid growth of migrant population in Bislig is noticeable from 1960 onwards. In 1960, a span of only 12 years, Bislig has a total population of 68,345 – the Surigaonons with 19.8%, while the Bisaya (includes the Boholanos, Leytenos, Cebuanos, Ilongos) with 19.2%, Tagalogs, Muslims- Maranaos, Bicolanos etc. with 42.8%, while the Kamayos occupies only about 18.2% number of population (Bislig: A town fulfilled, 1978).

Bislig was considered by many migrants as a good haven for employment. This can be attributed as a result of the establishment of the Paper Industries Corporation of the Philippines or PICOP in Bislig.

Furthermore, Bislig’s annual income has grown from 5,000.00 of 1921 to 2.8 million in 1978 and a staggering 77.53 million in 1999 (Bislig: A town fulfilled, 1978). In the year 1999, efforts were made by the local officials to consider Bislig for cityhood. Thus, after a plebiscite conducted in September 18, 2000, Bislig became a component city of Surigao del Sur by virtue of Republic Act No. 8804. Moreover, Bislig City during the 2000 Census has a total population of 97,860 with 18,269 number of households (NSO Census, 2000).

Bislig has 24 barangays. Bislig’s primary urban centers are barangays Tabon and Mangagoy. The former is the site of PICOP Resource Incorporated (PRI) while the latter is the commercial and educational center.

**President Diosdado Macapagal and his Free Enterprise or Decontrol Program**

In 1962, President Diosdado Macapagal launched a new program of government. He proclaimed free enterprise as his government thrust. The first two (2) major acts of his administration was the elimination of the entire foreign exchange control system that had been in force since 1950 and the devaluation of peso from $1:P2 to $1 : P3.90 (Lichauco, 1988).

As a result, the free enterprise (decontrol program) of Diosdado Macapagal gave a more advantageous position to foreign investors, and foreign business enterprise particularly the multinationals, in relation to Filipino entrepreneurs. It facilitated the entry of foreign capital and investors in the Philippines, especially new American investments via joint ventures in agri-business (i.e. logging, fishing, livestock, and poultry, copra, abaca, sugar, rice coffee, citrus, banana and rubber). In addition, American corporations increased their local investments and dominated the growing manufacturing sectors.

In like manner, six (6) of the biggest companies in the timber industry in the U.S. were granted large timber concessions in
Mindanao. And one of these was Don Andres Soriano’s Paper Industries Corporation of the Philippines (PICOP) with Bislig, Surigao del Sur as the center of its operations (NEDA, 1975).

**PICOP: How PICOP came to be?**

PICOP was established by the well-known American industrialist, Don Andres Soriano. His economic venture to establish a paper industry in the Philippines started as early 1950 when Bislig Bay Lumber Company Incorporated (BBLCI) was established in Bislig, with limited operation only to logging and sawmills operations. But since BBLCI’s production is limited only logging and sawmills operation, Don Andres Soriano incorporated and registered a subsidiary of BBLCI known as Bislig Industries Incorporated (BBI) with the Securities and Exchange Commission on April 1, 1952. However, BBI operations focused in pulp, veneer and plywood productions (NEDA, 1975). Thus, BBI laid the groundwork for the establishment of integrated timber industry in Bislig.

However, BBI changed its name in May 27, 1963 as Paper Industries Corporation of the Philippines (PICOP). It was then that PICOP further expanded its operation from the pulp and veneer production to manufacturing of paper out from Philippines hardwoods (Managment Plan of PICOP and BBLCI for FY 1972-1976: A Soriano Corporation).

By July 1, 1969, PICOP control the administration of BBLCI. And it was also in this year that PICOP constructed a paper mill that developed into paper industrial complex. Three years later, on May 31, 1972 the two (2) companies – BBLCI and PICOP- merged as a single working unit taking the name PICOP as the name of merged companies. This was to ensure a steady and reliable source of raw materials (wood) and synchronize the flow of production, processing, and manufacturing.

**PICOP’s Significant Contribution to the National Economy**

PICOP through the years, has achieved and developed the expertise and advancement on wood technology and paper manufacturing. And, it is noted worldwide for the quality of its export plywood, veneer and logs and in the local market for its paper products such as newsprint, kraft liner-board, corrugating medium mechanical paper and telephone directory paper.

PICOP plywood passes global quality standards to compete in the highly competitive plywood business. PICOP’s economic importance can be gauged by its contribution to the national economy. PICOP is both foreign saver and foreign exchange earner for the country. For the example, on the year 1989, PICOP saved the country about $64.4 million for not importing paper and earned about $12.4 million from exports sales. This meant that even deducting direct and indirect importations, the company is still has a net foreign exchange contribution of $44.1 million (PICOP at a glance, 1989).

The company, in spite of its exemption from certain taxes as a registered pioneer enterprise under the Board of Investment (BOI) Incentives Law, the company however pays a large sum for taxes. (PICOP at a glance, 1989).

Aside from foreign exchange savings derived from not importing paper, the country also benefited from the company’s ability to served immediate needs of the market by ensuring steady supply of various grades of high-quality paper at reasonable prices. This capacity in making the country self-reliant in newsprint greatly strengthens the role of print media as an important communication tool in Philippine...
society. PICOP’s technological innovations benefited not only the company through improve operational efficiency and enhanced product quality, but the industry and the economy as well. But the most significant contribution of PICOP to the national economy is its vital role in the perpetuation of the Philippine forest, as well as in the protection and maintenance of ecological equilibrium (PRI Annual Report, 1993). This is because, through the company’s sound forest management techniques such as selective logging, enrichment planting and other appropriate silvicultural practices and its various undertakings such as the industrial tree plantations, agro- forestry and social forestry project. PICOP stands as a model not only to those involved in the industry, but to the government as well.

**PICOP’s Forest Concessions in Eastern Mindanao**

PICOP has three forest concessions covered by Timber License Agreement No. 43, known as Integrated Forest Management Agreement, afforded PICOP 78,645 hectares roughly within the provinces of Agusan del Sur (municipalities of Francisco, Trento, Rosario and Bunawan) and Compostela Valley (municipalities of Compostela and Monkayo). While Plantation Timber License Agreement No. 47 apportioned PICOP with 49,657 hectares along the provinces of Davao Oriental (municipalities of Cateel and Baganga). Finally, Industrial Tree Plantation License Agreement No. 96 accorded PICOP with 54,380 hectares within the provinces of Surigao del Sur (that include the city of Bislig and municipalities of Barobo, Tagbina, Hinatuan and Lingui). Thus, PICOP’s total forest concessions totaled 182,682 hectares (PRI Annual Report, 1993).

PICOP’s forest concessions are covered by a tropical rain forest of varying ages dominated by *dipterocarp* species, commercially known as Philippine Mahogany, which consists among other of red and white *lauan, tangile, almon, bagtican* and *mayapis*. Other timber species founded in lesser quantity includes *apitong, yakal, guijo, toog, binuang* and *toktob* (PRI Annual Report, 1993).

**PICOP’s Socio-Economic Contribution in Bislig**

**PICOP and the Influx of Migrant Employees in Bislig**

As the result of the establishment of PICOP in 1963, many people from the other places in the Philippines, especially from the Bisayas, have considered the idea of migrating to Bislig. One of the reasons that favored Bislig’s granting of cityhood in 2000 is the consideration of Bislig as the most populous town in Surigao del Sur. It has registered a total of 97,860 people or 19.50% of the total provincial population in 2000. While Tandag, the capital town, only ranks next with 44,327 and a population share of 8.8% (NSO, 2000).

PICOP’s successful operation was known nationally, because of these migrants came to Bislig for the job opportunities. However, some migrants also came not to seek PICOP’s employment, but to establish their own business in Bislig.

Consequently, other national and international industries also were encouraged to operate business in municipality of Bislig. Along with the establishment of these different industries, it resulted to mass hiring of employees to meet the demand of labor. Thus, it provided another avenue for more job opportunities and resulted to the increase of Bislig’s population.
PICOP and Local Employment

Alejandro Lichauco in considering the dynamics of manufacturing industry as compared to agriculture in matters of employment opportunities remarked that: *the manufacturing industry is the most dynamic. This is because it creates an almost unending chain of jobs and business opportunities that linked to each other.*

Lichauco’s remarked best described the case of Bislig. Upon the establishment of PICOP, job and income opportunities made the lives of the *Bisliganon* more sustainable and worthwhile.

PICOP is one of the country’s business firms that had largest numbers of employees. It provided direct employment to more than 9,400 employees and income opportunities to more than 4,800 tree farmers and 9,300 independent contractors (PICOP Annual Report, 1987). Data show that almost 38% of the population of Bislig were PICOP employees and dependents. Moreover, close to P395 million annual salaries and benefits were paid to employees while P252 million were paid to tree farmers and contract workers.

PICOP also concerns after the general interest and welfare of its employees and dependents. Along this line, the company afforded a socialized housing program in the year 1978. This led to the creation of a housing project known as Forest Drive Village (FDV) in the two (2) areas of Bislig: (1) Forest Drive Village No. 1 in barangay San Roque, and (2) Forest drive Village No. 2 in Barangay Maharlika. This project also was undertaken by PICOP to resettle many employees who were affected by fire that caught Barangay Mangagoy during that year.

PICOP established Bislig Bay Elementary School in Barangay Mangagoy in 1955. Initially, the school offered primary education only until it became a complete elementary school in 1963. This school provided basic elementary and granted scholarships among the children of deserving PICOP employees. It also offered vocational and technical courses during night sessions purposely to produce graduates with skills and competency that could help the company’s operation and production after graduation.

Moreover, to provide the employees and dependents medical assistance, PICOP established Don Andres Soriano Memorial Hospital in 1977.

PICOP provided shelter, electricity, and water for free. And the workers were fetched by the Company Bus called CB during our operations in the mountain... and every afternoon there was fogging activity to get rid of malaria mosquitos (Aleno, 2006).

Therefore, the existence of PICOP in Bislig provided better employment, stabilized income, and standardized living condition to the lives of the *Bisliganons*.

Community Development and Infrastructure

Numerous infrastructure projects have been constructed not only in Bislig but also with other concession area of the company. The company provided and maintained approximately 190 kilometers of gravel-surface and all-weather roads and have constructed three bridges, open for public use, hence connected Bislig directly to other adjacent municipalities in Surigao del Sur. Thus, PICOP’s efforts in providing the people in Bislig a stable infrastructure projects later on led the foundation in further concreting and widening of many roads, especially in the urban areas, when the municipality of Bislig launched the “Urban Renewal Projects” (Bislig: A town fulfilled, 1978) in 1976.
As a result of PICOP’s efficient infrastructure projects, transportation conditions within and outside Surigao del Sur also affected. Three major bus companies that operated in Bislig recorded an average of about 53 inbound and outbound trips per day along the coastal municipalities of Surigao del Sur and Davao Oriental and the non-coastal municipalities of Agusan del Sur, and Davao del Norte; and along the cities of Butuan, Surigao, and Cagayan de Oro. While jeepney and “baby bus” operators recorded an average of 29 in-bound and out-bound trips per day along the municipalities of Barobo, Tagbina and Hinatuan; with 8 in-bound and out-bound trips per day along the municipalities of Lingig, all within the province of Surigao del Sur. Whereas, cargo trucks from Davao City and Tagum, Davao del Norte bring in prime commodities, like constructions materials. And upon their return, they are loaded with agricultural exports products such as copra, abaca and other forest products from Surigao (Bislig: A town fulfilled, 1978).

Hence, Patricio S. Villanueva took note on the primal importance of roads to the economy, wrote: ... roads create economic activity and provide possibilities for local products to reach market place, improve access to medical, social and recreational services... (Villanueva, 1968).

In effect roads, constructed by PICOP shortened the distance travel; developed the mode of transportation in Bislig and its adjacent municipalities and provinces; contributed to the development of the growing agricultural economy in Surigao del Sur, in particular, and in Mindanao, in general. Another landmark of PICOP’s efforts in providing stable infrastructure in Bislig was the construction of the municipal airport in 1977. It is located along the coastline of Bislig Bay, some 3.5 kilometers southeast of the heart of the Poblacion in Bislig. The airport is being served by a daily flight from Bislig to Cebu and Davao by the Philippine Airlines (PAL). Moreover, a seaport was also constructed in Coast way in barangay Tabon. This port, however, caters only PICOP’s company ships that transport timber and paper products within outside the Philippines (Villanueva, 1968).

**PICOP and the Commerce and Trade in Bislig**

Trade and commerce also developed along the way PICOP continued its operation. PICOP’s more than 13,000 employees made the trade and commerce in Bislig more secure and offered a good steady market to the growing local economy of Bislig. Business establishments ranging from small sari-sari stores to big merchandising firms have grown in number in a faster rate. Accordingly, as of the first quarter of 1977, Bislig has a total of 1,132 registered business establishments – 641 fall under general merchandise category; 214 vendors’ category; 88 under personal services; 73 eateries; 32 repair shops; 29 dealers; 18 entertainments; 6 buyers’ category and 2 constructors’ category (MPDC, 1989).

As one of PICOP’s thrust in giving basic services to its employees and dependents, the Surigao del Sur Cooperative Incorporated (SURCECO) was established in 1977. Its main office is in Bislig and is responsible in the distribution of electric power in the community, as well as in the neighboring municipalities of Surigao del Sur (Bislig: A town fulfilled, 1978). PICOP-Bislig Community Consumers Cooperative Incorporated (PBCCI) also known as Superpalengke was established in 1976. It is considered as one of the biggest cooperatives in the country that plays an important role in stabilizing the prices of various consumer commodities.
PICOP employees did not spare even beer pubs and night spots. It appears that night clubs and beerhouses developed as a result of continuous patronage of some PICOP employees who are looking for relaxation and entertainment, especially during pay day. Many have claim that these establishments also were prostitution dens.

Famous night clubs and beerhouses in Bislig were Blue Heaven, Diamond, Aida’s, Polar, Alcrosas, etc. Hence, the emergence of small and large scale business in Bislig was the indirect beneficiaries of PICOP.

Agro and Social Forestry Developments Programs

PICOP is an integrated wood based industry that obtains most of its supplies of raw material from its own concessions. However, to ensure continuous flow of supply for growth and expansion, PICOP implemented a program that involves private landowners whose land is outside PICOP’s own concessions. This project is known as Agro-forestry.

This program was implemented through the initiative of PICOP Assistant Vice-President for Forestry, Forester Nicholas P. Lansigan in 1967. This project aimed to improve the socio-economic welfare of the people living near PICOP’s concessions and is especially designed to develop supplementary sources of pulpwood for the pulp and paper mills in Bislig (Matela, 1974). The concept of the program revolves around developing the land intensively, by devoting 20 percent of the most suitable land to production of farms crops and livestock, and using the remaining 80 percent of poorer land for tree farming.

In 1972, the Development Bank of the Philippines (DBP) became interested in the project. The Bank agreed to provide financial assistance or the participating farmers and private landowners. Also, the program state that private landowners and farmers who own land outside PICOP's concessions within 100-kilometers distance road from the PICOP mill can obtain loans from the bank for the development of their land, both for food and pulpwod production (Matela, 1974).

This process encouraged many private landowners and farmers to join the program in the hope of improving their socio-economic conditions. For instance, from only 22 participants in 1969, it grew to 3,800 in 1980. This is because, under the Agro-forestry program, PICOP serves as a technical partner and buyer of pulpwod to farmers. Moreover, this program was aided by PICOP’s Livelihood Enhancement from Agro-Forestry (LEAF) program which is designed to counteract the destructive effect of slash and burn (kaingin) agricultural practices along sloping and rolling lands (Matela, 1974).

Another component of PICOP’s reforestation program is social forestry. This program intends to help kaingineros, and forest squatters who have entered PICOP’s forest concessions on or before December 31, 1981 (PICOP at a glance, 1989). These people were given specific area to develop by following PICOP’s activity and time specifications. With the aid of PICOP’s Modified Social Forestry Program (MSFP), these kaingineros and squatters were now considered as “Tree Contract Growers.” They planted ipil-ipil, or falcate trees at one hectare per month, in a 10-hectare lot allotted to them. These kaingineros were provided with free seedlings and allowed to interplant cash crops and fruit trees as long as the growth of the pulp tree are ensured. The company pays them for their services in developing the land. Moreover, the company also buys poultry and livestock and gives them the priority to harvest the trees for a free, upon reaching rotation age of 8 to 10 years.
PICOP's Program for Environmental and Ecological Protection

The company's thrust on environment protection is closely tied up to its corporate social responsibility activities. PICOP's community development programs promote perpetuation of the forest through sound and ecological balance through agro-forestry. The LEAF and MSEP have been instrumental in increasing the hectare of reforested areas inside the company's concessions. While farmer livelihood programs have been responsible for bringing about environmental benefits such as soil enrichment, minimizing soil erosion and the transformation of denude areas resulting from kaingin farming into productive tree plants (PRI Annual Report, 1993).

A good indication of PICOP's continuous consideration and promotion of ecological balance is the establishments of many wildlife sanctuaries within its forest concessions. Foremost among these sanctuaries is the Borboanan Falls which has been considered by many as "Niagara Falls in Mindanao." Over the years, PICOP tried to maintain its pristine state. In fact, one demonstration of PICOP's untiring concern for the local community and the environment in Bislig is the many prestigious awards that PICOP received in the year 1972- the Philippine Business for Social Progress-Corporate Excellence Award, Anvil award for Most Outstanding Public Relation Program, and Molawin Award for Outstanding Achievement in Wood Products Development.

PICOP THROUGH THE YEARS PROBLEMS AND CHALLENGES

The Typhoon “Akang” Disaster of 1981: Its effect to PICOP

PICOP's “golden era” was also affected as external problems beset the company. One problem that PICOP experienced was the typhoon Akang that hit the eastern coast of Mindanao, including Bislig in 1981. This was also the first set-back that it experienced ever after almost two decades of operations. Thus, Akang profoundly affected PICOP's economic standing and operations and the Bisliganons economic activities.

It turned out that the most affected group of people in Bislig was the company's private tree farmers. These private tree farmers engaged in agro-forestry and provided another PICOP a steady source of wood besides PICOP's own tree plantations. This process, in effect, provided PICOP a continuous flow of supply to sustain the company's timber and paper productions.

However, after the typhoon these private tree planters were confronted by many problems. One problem that beleaguered the tree planters was PICOP's refusal to buy both fallen logs and logs which are less than five years of age. This policy was premised upon the company's assumption that these logs might contain harmful organisms, like bacteria and fungi, which will affect the quality of their timber and paper products. As a result, many private tree planters lost their income.

It appears that PICOP could not also provide financial and to these private tree planters for the company was also pre-occupied in trying to solve its own problems with regards to their plantation which are also affected by the typhoon. So destructive the typhoon was that PICOP lost more than 1.5 million metric cube of wood on the ground (Bislig Bay News, 1983).

Another effect of the typhoon was that PICOP ceased to subsidize its financial obligation in the Bislig Bay Elementary School. This school was directly managed
by the company as early as 1965 by granting scholarships to those deserving children of PICOP employees and dependents. However, after the typhoon ravaged Bislig, PICOP opted to relinquish the school to the De La Salle Brothers for financial consideration, now popularly known as John Bosco School. In effect, PICOP’s financial aid and scholarship grants came to an end.

**PICOP and the New People’s Army (NPA) in Surigao**

Another problem that beset PICOP was the presence of the armed group of the communist party of the Philippines, the New People’s Army. The existence of this armed group in Surigao is traceable as early as 1973 as a result of the national democratic force (activists and cadres alike) to wage guerrilla warfare. The provinces of Surigao are part of the guerrilla fronts and zones established by the movement that connected Davao and Agusan areas, places were the people’s armies have been thoroughly organized as a continuing demonstration of a protected people’s war in Mindanao.

This movement collected revolutionary taxes from the people. It was found out that many of these members roamed around the different places in Bislig. It even tried to collect a revolutionary tax from PICOP. But the company had its firm policy not to give any single amount to avoid precedent. This, however, resulted to coercion and worst, it even ended up to burning of many company buses and other machineries; harassment of company workers in the field; and ambushing and killing of company security personnel and forest rangers.

There are two (2) factors can be drawn that accentuated the participation of the people in the NPA movement in Bislig. (1) the plummeting Philippine economy during the last five years of the Marcos Administration; and; (2) the typhoon *Akang* in 1981.

First, many people, especially those in the remote areas in Bislig, joined the movement as a sign of their disenchantment as an effect of the floundering economy during the repressive Marcos government. Since the last five years of the Marcos regime was characterized by overspending of the national budget on political affairs, thus made the Philippine economy floundering that affected even the forestry business in Philippines, in general, and PICOP and other small private landowners and farmers, in particular. However, economic recovery started to take place only during the establishment of the Aquino administration as the result of the EDSA Revolution in 1986. Along with this new optimism started to spread new tree farms were established. Hence, NPA’s territory reduced and started losing its supporters. Apparently, those large tree farming communities were also supplied with electricity thus a new economic era was underway.

Lastly, the typhoon *Akang* in 1981 also aggravated the already deplorable socio-economic conditions of the people in Bislig as a result of the national economic crisis of the Marcos regime and PICOP’s harsh the policy regarding farmers’ marketability of their fallen logs. Though it cannot be said directly that the cause of people’s participation in the movement was the typhoon in 1981, however, it turned out the typhoon affected the socio-economic conditions of the farmers in Bislig enormously.

**General Agreement on Tariffs and Trade (GATT) its Effect to PICOP**

Since 1980 the Philippines, along with most Asian countries, is a signatory of the
General Agreement on Tariffs and Trade (GATT), which provided the basic rules of the multilateral trading system. The agreement was also designed to provide an international forum that encourage free trade between member states by regulating and reducing tariffs on traded goods and by providing a common mechanism for resolving trade disputes (www.worldgattcentre.org/GATT.asp, 2007).

As a result, the government generally lowered the tariffs for virtually all products in line with its stated goal of phasing down all tariffs to a uniform rate of 5% in all business firms and establishments whose line is in manufacturing and producing industry in particular in wood and paper industry and the like. Moreover, the main market access commitment came in the form of tariff bindings wherein, normally undertaken for specific products, and a level of tariff which a contracting party commits not to exceed. The Philippines tariff bindings were undertaken for about 5% of the total tariff lines.

As one of the provisions of GATT to reduce and regulate tariffs to a uniform of 5% to all GATT members, however, this provision is not favorable to the Philippine industry. This is because some of the domestic and the national industry relied so much from import goods and raw materials (e.g. steel, iron etc.) of a very high cost rate. This would mean that the cost of production and maintenance of the domestic industry is costly and expensive enough compared other countries that are blessed and have advantage of having these basic raw materials to the manufacturing industry. In effect, member countries of GATT who had this essentials and potentials had no worry for the imposition of uniforms tariff 5%.

As a subsequent result with this GATT's provision the timber operations of PICOP was under unfavorable market conditions. This is marked by an increased importation of lower-cost plywood substitute and low-grade lumber products and the reduction in tariff for plywood from 50% to 30% in 1993 which resulted to the decline in selling price about 4% or 1.506 million for plywood sales volume (PRI Annual Report, 1993).

PICOP, therefore, had the difficulty of selling their products in the global market hence the cost of production and maintenance is costly thus resulted to high and expensive finished products as compared to other GATT members.

PICOP’s Full Privatization: The Nagkahiusang Mamumuo sa PICOP Resources, Inc.- Southern Philippines Federation of Labor (NAMMAPRI-SPEFL)

For more than three decades of existence from 1963-1995, PICOP operates as a public corporation where in both government institutions (e.g. DBP, NDC, And PNB) and private investors (e.g. SMC, ANSCOR, Rustan Group, IPCO) have the equal rights of ownership, management and shares about the properties, production and sale of PICOP. However, the Aquino Administration in 1992 paved the way for the full privatization of state-owned companies and corporations and other government-owned business firms. President Aquino through presidential Proclamation No. 50, stated, thus; ... the state shall promote privatization for prompt disposition of large number of non-performing assets of the government-owned or controlled corporations, which have been found unnecessary or inappropriate for the government to maintain.... (www.financemanila.net/php., 2006).

Hence, privatization is the government logical step to strengthen and improve the weak fiscal administration of the country. Besides, the proceeds of the sale could be
used by the government to invest in other more vital industries, as a result, many state-owned corporations and government financial institutions were privatized. On the other hand, this privatization effort of the government would be also mean the “reduction of state intervention and participation in the economy” because it allows foreign investors to take charge of the economy and thus government development initiatives were left to foreign business sectors (www.financemanila.net/php., 2006).

With this privatization effort of the government, PICOP was also fully privatized PICOP Board of Director’s headed by Ramon I. Garcia, were made to agree, approve and implement the process of privatization in the sphere of management and ownership in the year 1994. Consequently, PICOP privatization encouraged new investors to take hold over the ownership and management of PICOP. Thus, PICOP was changed into PICOP Resources Incorporated (PRI) with its new ownership under the Guoco Holdings Philippine Company in 1994, which was later on sold to the FECCI by Ramon C. Ang in 1996, and finally to the T.G. Bernardino Group in 1998, the present owner of PICOP Resource Incorporated (PRI) to date.

When PICOP was privatized, the focus was on the core business of the company timber and paper productions, as much as possible rationalize its manpower. Thus, manpower rationalization program was instituted by PRI’s new leadership. This effort of “rationalizing manpower” feared many of its employees that this might result in retrenchment (Bocani, 2006).

Thus, many PRI’s employees’ organized a labor union named Nagkahiusang Mamumuo sa PICOP Resources, Inc. (NAMAPRI) –Southern Philippines Federation of Labor (SPFL) in 1998. The labor union was headed by Mr. Edgardo Diaz and was recognized as a labor union of the rank and file employees in the paper mill and plywood manufacturing plants PRI.

The primary cause in the noted “1998 PRI Strike” was PRI’s declaration for temporary shutdown for six months. This affected the forest and timber operations and subsequently the paper manufacturing operations and auxiliary or service group of PICOP Resource Inc. PRI’s declaration was based on that year’s serious financial and operational problems due to unfavorable market conditions. Thus, the continuing increase cost of the major operating inputs such as power and fuel is a very heavy burden to the company’s operations. In addition, increased in power rates also increased the cost of the company’s operations and productions. Hence, the company would have to spend P13 million per month for power supply only and another P6 million per month would be spent for fuel to run the company’s vehicle’s equipment and other facilities (Dagcutan, 2006).

NAMAPRI-SPFL distrusted PRI’s motives behind the shutdown. It has been argued that since the time when the company was privatized financial transparency and the state of affairs of the company was closed to public. Unlike before PICOP’s privatization, transparency and access to all vital information about the company is out of question.

When the new owner and investor, T.G Bernardino Group, took over PRI in 1998, it turned out that the new management is not willing to discuss all kinds of labor issues that concern the previous administration. It was found out also that the new management would not divulge any information that concern the financial standing of the company. In fact, some public information before was now considered “confidential” (Avila, 2006). To show their dissatisfaction of the new
administration. NAMAPRI-SPFL filed a “Notice of Strike”, which was also approved by the regional office of the National Conciliation and Media Board (NCMB) in Butuan City. Thus, on January 11, 1998, NAMAPRI-SPFL staged a strike by picketing and barricading all roads leading to an end from the premises of PRI.

On the other hand, PRI filed a “Petition Preliminary Prohibition Injunction” with the Fifth Division of the National Labor Relations Commissions (NLRC) in Cagayan De Oro City, which also issued a Temporary Restraining Order (TRO) in January 13, 1998. As a result, on January 14, 1998, PRI enjoined all the union members and officers to remove all the obstructions, man-made barricades, and to refrain from committing other acts that would prevent the resumption of the normal business operations of the company (Paper Mill in Mindanao being mulled, 1999).

However, despite the National Labor Relations Commission’s January 14 directive, NAMAPRI-SPFL members continued to hold their strike. Due to the union’s defiance, PRI with NLRC filed a petition for “Assumption of Jurisdiction” over the labor dispute addressed to the Office of the Secretary of Labor and Employment on January 28, 1998. The labor secretary saw merit in the petition, assumed jurisdiction over the controversy and issued and order declaring the temporary shutdown of PRI’s paper and plywood plants lawful. In addition, the Labor Secretary also considered the temporary lay-off of workers legitimate, declaring PRI’s retrenchment effort at the plywood plant and other administrative and support services valid declaring the impeachment of the Union’s President Mr. Edgardo Diaz, illegal dismissing NAMAPRI-SPFL’s demands for actual, moral, exemplary damages and costs litigation and attorneys and ordering PRI to pay separation benefits to all other workers at the plywood plant and its administrative and support services who have been permanently retrenched (Paper Mill in Mindanao being mulled, 1999).

The decision of the Labor Secretary ended the dispute. The Department of Labor is also directed PRI to unconditionally accept those workers were NAMAPRI-SPFL members and have participated during the strike under the same terms and conditions prior to the strike. It also mandated that PRI and NAMAPRI-SPFL are to cease and desist from committing any act that may aggravate the situation.

PRI Legal and Environmental Constraints: Illegal Logging and Air Pollution Issues

The early years of 21st century were characterized by surfacing of great problems and challenges for PRI. It was during these years, that the company had been facing serious issues regarding their operations which involve many institutions like the local and the national governments: government environmental agencies; and non-governmental organizations (NGO’s).

Two of the strongest allegations that had been raised against PICOP Resource Incorporated today are: (1) PICOP Resource Incorporated’s legal constraints, and (2) environmental issue and air pollution.

1. PRI Legal Constraint: The Illegal Logging Issue

While PRI had been given the rights and privileges from the government through DENR, to operate and utilize forest resources within the 182,682 hectares covering the four provinces of the eastern coast of Mindanao and three areas of concessions with different terms of
agreement and date of expirations, however, some non-governmental organizations have questioned PRI’s legality of their logging operations.

PRI’s legality of logging operations has been questioned by KABAKA (Kalihukan Bantay Kabuhatan) and the Aksyon Sambayanan organization headed by Father Florio Falcon and these groups urged the Department of Environment and Natural Resources (DENR) to investigate that PRI is conducting illegal logging activities within its areas of concessions in the province of Surigao del Sur.

The basis of Father Falcon’s complaints is that one of the area of concessions of PRI, which is Timber License Agreement No. 43 encompassing 78,645 hectares including the province of Surigao del Sur and Bislig City, has expired on April 25, 2002. Yet, the company has continued its logging operation in the area. Thus, PRI’s logging operation after April 25, 2002, was considered illegal.

PRI claimed that they are renewed by DENR, which operating a logging concession without legal consent is far practicable, and that PRI had complied all the purported administrative requirements. Accordingly, statutory requirements do not cover PICOP since it had been in operations since 1971. Accordingly, the DENR did not immediately grant the conversion of PRI’s expired TLA to IFMA and purposely withheld PRI’s contract documents. As a result, PRI brought the issue to the Regional Trial Court Branch 220 in Diliman Quezon City under Jose Paneda as the presiding judge. PRI won the case at this level. DENR Secretary Heherson Alvarez elevated the case to the Court of Appeals but PRI won again. However, the decision of these two court. Nonetheless, PRI through its President Bernardino filed a Motion for Reconsideration.

As a result of the Supreme Court decision in 2002, PRI’s logging operation is limited only to its two remaining concessions, namely: (1) PILA No. 47, and, (2) IIPLA No.96: while TLA No. 43 is still under judicial consideration. Therefore, PRI’s timber and paper production also decreased.

2. PRI and the Air Pollution Issue

Another problem that beset PRI’s operation was the air pollution issue. Father Florio Falcon, the friar-curate of Saint Vincent de Paul of Mangagoy with the support of his parishioners and the City Health Office of Bislig (CHO), divulge the air pollution issue to the public through the media. Father Falcon condemned and charged PRI for polluting Bislig City, particularly the two barangays of Mangagoy and Tabon, where the paper mill site is located. This pollution was caused by Bark Boiler No. 2 of PRI’s pulp and paper mill.

Air sampling and smoke testing were conducted on September 14, 2005, at the pulp and paper mill by Father Falcon and the Bislig City Health Office. They found 69 ppm SO₂ (Sulphur Dioxide) and 0.3 ppm of NO₂ (Nitrogen Dioxide) emitted by the mill, which are considered extremely hazardous to the health of the people living the near vicinity of the plant for it can cause lung irritation, thus lowers body resistance to respiratory infections such as influenza. It is even detrimental to trees and plants.

The results of the test were used by Father Falcon and his group as a ground to file a complaint against PRI for violation of section 19, Article 3 of the R.A. 8747, also known as “The Clean Air Act of 1999.” Because of this PRI’s operation ceased for a while until PRI implemented a comprehensive solution in redressing the company’s issue in air pollution.
However, with the invitation of the PRI. The CARAGA-Environment Management Bureau (EMB) in Butuan headed by Director Reynaldo R. Villafruerte also conducted an air re-sampling test. This move was undertaken by PRI to correct the quality of air of the affected barangays (Tabon and Mangagoy) of Bislig. The EMB technical Team found out that Bislig City Health Office used a wrong instrument in measuring the particles of Sulphur Dioxide (SO$_2$) and Nitrogen Dioxide (NO$_2$) emitted by the smokestack of PRI. The new findings of the EMB Technical Team revealed that, these gases were natural phenomena, like combustion of fossil fuels, oxidation of organic materials in soils, volcanic eruptions and biomass burning, and anthropogenic activities, principally from motor vehicle exhaust, stationary sources such as electric utilities and industrial boilers, which burned at high temperature and enter in the atmosphere and react in the air to form a cohesive nitric acid, as well as toxic organic nitrates that is deposited as acid rain (www.sunstar.com.ph/static/cag/2005/12. , 2007).

Although prior to the complaints of Father Falcon and Bislig City Health Office, the company had already use coal as fuel which is the single largest man-made source of Sulphur Dioxide, however, the company assures EMB to improve and repair its pollution control devices. Shortly after, the company modified its fuel by using a combination of 100% wood chips and coal. According to the EMB Technical Team, the fuel used by PRI in their Bark Boiler No.2, for pulp and paper mill had passed the EMB standard.

As a result of EMB’s reinvestigations, PRI resumed operation after one-month shutdown.

The 2006 Shutdown

PRI had appealed to the Department of Labor and Employment (DOLE) and to the local government of Bislig, headed by Mayor Alberto Tan, calling for a temporary shutdown in all operations and laying off success 926 casual and contractual workers on December 2006. One problem that beset PRI, according to its officials was the increasing cost of major operating inputs such as power and fuel. The continuing increase in the cost of power heavily burdened the company’s operation for it would spent more or less P13 million for power supply alone supplied by the National Power Corporation (NPC), and the continuing increase of petroleum products would also hinder the productive operation of the company (Peoples Journal, 2006).

Another reason for PRI 2006 shutdown was the unfavorable national market condition. National market has been supplied with imported products with the lower cost in power and energy as against PRI’s. Under this condition, the company finds it very difficult to compete in the international market would only produce losses or high product inventory. Thus, the making PRI’s timbers and paper products less marketable (Peoples Journal, 2006). Besides, the company is also spending P4 million monthly for security costs covering salaries and wages of security personnel to ensure employees safety and protection of company’s property within PRI concessions areas. This is because PRI’s plantations were continuously raided by poachers, smugglers and other unscrupulous log buyers usually at night. These people were protected by no less than some government personnel who are working in the government institutions whose prime responsibility is supposed to ensure and protect PRI’s areas of concessions (Peoples Journal, 2006). In addition, the
uncertainty of PRI’s forestry operations was also one of the reasons for PRI’s shutdown in 2006. This is because the company confronted by the ongoing legal problems over its forest tenurial rights. Although the shutdown of PRI in 2006 is great loss to the local economy of Bislig, directly affected the employees and dependents; and the more than 5,000 indirect beneficiaries of PRI. Bislig’s local government headed by Mayor Alberto Tan, sought the aid of the Department of Labor and Employment through its Secretary, Patricia Santo Tomas regarding PRI’s mass lay-off in 2006. However, until this time PRI’s condition is still an issue among national policy makers. Moreover, Bislig’s local government never lost hope that the national government will find a more extensive solution to redress the problem.

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Vergie Bocani 50 years old at her residence at Maravilleie District, Tabon Bislig City on December 06, 2006. Mrs. Bocani was a former PICOP employee at the Paper Mill Department.
Room 6

Overall Program 2019
Dynamic Capability in Licensing and Business Investment Services in the Jakarta’s Hinterland Area
(Case Study of Bekasi City Integrated Licensing and Business Investment Service Agency)

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Abstract

The metropolitan city of Bekasi is one of the Jakarta hinterland which it has been urban area developed as one of the Jakarta megapolitan subnetwork. The polarization effect of the megapolitan network of Jakarta which has an impact on the growth of Bekasi, requires facilities for licensing and business investment to support economic growth and regional development of Bekasi. For this reason, the Bekasi City Government launched the one-stop integrated licensing and business investment service i.e Bekasi One-Stop Integrated Licensing and Investment Service (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/DPMPTSP). The significance of the DPMPTSP is to accommodate the growth and development of Bekasi as a hinterland or a buffer zone of Jakarta. So far, the existence of DPMPTSP service in providing public services has been facing problems of integrity, accountability, accessibility, fairness and responsibility. Therefore, the purpose of the study was about how dynamic capabilities in licensing and business investment services are carried out by the Bekasi City Government. The research method used a qualitative method with a case study strategy. The study revealed that dynamic capabilities support the innovation of licensing business investment services in the city of Bekasi as a hinterland of Jakarta by accommodating integrated services from several technical bodies, so that they are more accessible, accountable, responsive, transparent, but there were several service brokers. So, the dynamic capability supports the innovation of e-adm-based services as a form of e-Gov and it has minimized red tape bureaucracy in the DPMPTSP services. Although it is still an incremental innovation than before and not fully interactive model yet. On the other hand, even though there is a complaint service link in the website of the DPMPTSP service, there is no space provided for public consultation and participation. Even though public participation is providing input for improving the service model process, collaborative governance underlined it. Recommendations of the research are (a) a need for strengthening internal capabilities to carry out service transformation, (b) information technology support needs to be developed into a fully interactive model to meet the industrial era 4.0, (c) high work commitment at the operational level, (d) supervision layered administrative work service operations, and (e) a need of government political will carrying out collaborative governance in the City of Bekasi licensing and investment services for the continuity of better service innovations and systematic networking with stakeholders.

Keywords: dynamic capability, integrated licensing, hinterland, e-Gov, collaborative governance
INTRODUCTION

The hinterland zone has a strategic position in expanding urban growth and development. Regional expansion, borders and hinterland are trickle-down-areas in regional development. Investment policies and licensing services are a package that can accommodate economic growth in the context of regional development. Licensing services in regions that have economic potential and have strategical positions in economic, social and political are one of the significant aspects.

Integrated licensing services have been regulated in the Ministry of Homeland Regulation (Permendagri) No. 24/2006 which forms a one-stop integrated service in all regencies / cities and becomes a supporter of the Law No. 25/2007 concerning Investment and the Law No. 25 of 2009 concerning Public Services. To achieve the effectiveness and efficiency of public services, a tool for measuring public service performance has also been regulated in the Ministry of Utilization of State Apparatus and Bureaucracy Reform (Permenpan dan RB) No. 38/2012 concerning Guidelines for Evaluating the Performance of Integrated Service Units. In Indonesia, in general, integrated service units refer to PTSP or One-stop Integrated Services.

According to the Law No. 25 of 2007 concerning Investment, one-stop integrated services were activities of administering a permit and non-licensing that have delegated authority from institutions / agencies that have licensing and non-licensing authority, where the management process started from the application to the issuance of documents stage carried out in one place (http://www.sjidih.depkeu.go.id/fulltext/2007/25TAHUN2007UU.htm). From this understanding, it could be seen that one-stop integrated service is a series of processes of organizing and managing public investment services in an area from the beginning to the end in a series of service production. To strengthen the operationalization of the Law No. 25 of 2007, the Government of Republic of Indonesia has issued the Presidential Regulation No. 91 of 2017 concerning the Acceleration of Business Services. In the Article 1 point 15 of the regulation, it was stated that the Regency/City Integrated One-Stop Services and Investment Services (Regency/City DPMPTSP) was the organizers of PTSP in districts/cities.

In order to advance our understanding of dynamic capability of the local or regional new form of the online single submission (OSS) public service in hinterland (buffer zone) of the Jakarta

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30 One-stop Integrated Services in Indonesia, is Pelayanan Terpadu Satu Pintu/PTSP; One-stop integrated services (PTSP) is an activity of licensing and non-licensing activities based on delegation or delegation of authority from institutions or agencies that have licensing and non-licensing authority whose management process starts from the application stage up to the issuance of documents carried out in one place

31 Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) is Investment Services and One-Stop Integrated Services. The Bekasi One-Stop Investment and Services Office (DPMPTSP) is a combination of elements of the regional apparatus that have authority in licensing and investment services, as other organizations that are part of the regional apparatus. (downloaded from http://silat.bekasikota.go.id/silat_v2/ July,30, 2019 at 10.52 pm)
Capital, this study observed and explored the dynamic capability of Bekasi One-Stop Integrated Licensing and Investment Service as a new form of Bekasi City OSS, for delivering its public service, whereas Bekasi City is one hinterland of the Jakarta Capital. Recent studies look for the relationship or impact of the bureaucratic reform to OSS’s effectiveness in Indonesia (Akhmadian, 2012; Haida, 2013 and Wulandari, 2014), but paid just a little attention to ‘the machine’ that can be use moving to its performance and goals, in facing of the global (competitives and turbulent) environments. ‘The machine’ is capability dynamic. (Teece, et.al, 1997; Neo and Chen, 2007). So, this study was looking for the answer the research question, how was the dynamic capability of Bekasi One-Stop Integrated Licensing and Investment Service as a new form of Bekasi City OSS, for delivering its public service.

LITERATURE REVIEW AND RESEARCH FOCUS

Capability dynamic for general concept was revealed Teece, et.al (1997:516) as firms’ integrate, build, and reconfigure external, so does internal competencies to address changing environments rapidly; as elements to enhance competitive advantage amid highly uncertain situations (Teece, 2007). Facing global competitive and changing environment rapidly, there is a need for the dynamic capability in governance, so Neo and Chen (2007) wrote, the dynamic governance was about how government is able making good decisions, carry the (public) decisions out, and revise them without a crisis. Even, Neo and Chen (2007:7) governance becomes dynamic when previous policy choices can be adapted to current developments in an uncertain and fast changing environment for achieve the society goals and objectives.

RESEARCH METHOD

Qualitative research method was used to this study, with case study strategy at Bekasi One-Stop Integrated Licensing and Investment Service. The research focus was the dynamic capability of Bekasi One-Stop Integrated Licensing and Investment Service as a new form of Bekasi City OSS, for delivering its public service. The locus in Bekasi City. Primary data obtained from indepth interviews with key informen (related officers, service users and expertise). Secondary data obtained from the annual performance reports, Bekasi City Revenue and Expenditure Budget, and related others references. The data analysis used triangulation method for obtaining the data validation.

RESULT AND DISCUSSION

The existence of DPMPTSP was part of the government’s efforts to accelerate services to increase investment power and regional development cohesively and comprehensively in a series of controlled processes. Therefore, the existence of DPMPTSP was an indicator of the performance and attractiveness of the region for regional investment. Likewise, for Jakarta metropolitan buffer zone. Some District/City areas as the Jakarta metropolitan buffer zone and had a strategic economic, social and political position for Jakarta, including the City of Bogor, Kota Tangerang, Kota Bekasi and Kota Depok. Among the four buffer cities, there were only 2 (two) buffer cities that achieved Star’s qualifications or performance in their PTSP service performance, namely Bekasi City with 2 Star qualifications and Depok City with 1 Star qualification (http://ptsp-
Therefore, the one-stop integrated service of the City of Bekasi made changes to the system and procedures as well as policies. (http://e-sakip.bekasikota.go.id/sakip_publapKinerja.php).

Depok City is one of the buffer zones (hinterland) of the Capital City of the Special Capital Region of Jakarta, in addition to Bogor City, Bekasi City and Tangerang City.

The city of Bekasi as one of the buffer zones as well as the periphery part of DKI Jakarta, provided licensing services, in order to implement the legislation on invitations and to capture the opportunity for investment to develop its territory. The ease of licensing and investment services was an attraction for investors (see Table 1). At Table 1, seen that Bekasi City obtained interest of foreign investment US$ 3,657,349 millions, potentially absorb 2,460 labour dan US$ 575,785 millions, and potentially absorb 1,334 labour.

Based on the latest data of Bekasi City’s Human Development Index (HDI) reached 77.17 in 2012 (http://bekasikota.go.id/about "West Java Province Human Development Index (HDI) 2006-2011"). The data showed that the City of Bekasi was a city that had a literacy rate, life expectancy and standard of living in the second-best category in West Java after Depok32. The HDI number also showed that there was an influence of economic policy on improving the quality of life (population), both in Bekasi City and Depok City.

Although the City of Bekasi was ranked second in the HDI figures in West Java Province, the achievement of the performance of one-stop service in the City of Bekasi had received a 2-star rating category, in 2011 (http://ptsp-
The 2 Star Rating achieved by the City of Bekasi meant that the PTSP of City of Bekasi had served licensing and non-licensing according to its authority and received guidance on the implementation of service authority which was the authority of the Government from the Government and/or provincial government. The government stimulated the establishment of PTSP offices to facilitate investors in obtaining rapid service facilities (http://ptsp-nasional.blogspot.com/2010/11/layanan-ptsp-pelayanan-terpadu-satu.html).

The existence of the PTSP of the City of Bekasi changed in 2017 to be Bekasi One-Stop Integrated Licensing and Investment Service (The Bekasi City DPMPTSP). Based on data from the 2012 Head of Accountability Report, it is known that the realization of the promotion program and investment cooperation of the Bekasi City Government with the target of an investment improvement program showed an increase in the results of investment programs in Bekasi City from 2011 to 2012. This was marked by an improvement indicator 6.01% of the investment value of USD 1,094,581, with the achievement of US $ 536,478,650.91 in 2011 to reach US $ 546,478,650.91 in 2012 (http://bekasikota.go.id/files/LKPJ%20202012%20OK.pdf about the 2012 Regional Head Accountability Statement).

Several previous studies related to integrated licensing services and enriching the literature insight of this article were first, the Akhmaddhian (2012) thesis research on "The Effect of Bureaucratic Reform on Regional Investment Licenses (Case Study in Bekasi City Government)". The results of his research found that the effect of licensing bureaucratic reform that had begun since the issuance of Presidential Regulation No. 03 of 2006 concerning the Investment Climate Improvement Policy Package and followed up by Minister of Home Affairs Regulation No. 24 of 2006 concerning Guidelines for Implementing One-Stop Services for Integrated Licensing Services Agency services. The city of Bekasi is real effective and efficient. Based on Akhmaddhian (2012) studied, licensing bureaucratic reform has shortened the time because all investment licensing processes were carried out in one place, the Bekasi City Integrated Licensing Service Agency.

Second, the Haida (2013) study of "One-Stop Integrated Services as an Effort to Improve Licensing Services". This research was conducted to explore the efforts, implementation and supporting and inhibiting factors of the implementation of the One Stop Integrated Service at the Kediri City Licensing Service Office. The study used descriptive methods with a qualitative approach. This research focuses on the problems of Tax Service Office or Kantor Pelayanan Pajak (KPP)'s efforts in improving licensing services, the implementation of licensing services in KPP and supporting and inhibiting factors in the implementation of licensing in KPP. The findings of this study are that the efforts...
made by KPP to improve the quality of licensing services with PTSP have been quite good, although there are several inhibiting factors from the implementation, but these obstacles can still be minimized by KPP employees (http://administrasipublik.studentjournal.ub.ac.id/index.php/jap/article/download/36/2) The difference with the Haida research, et al (2013) lies in the focus of research on One-Stop Integrated Services as an Effort Improving Licensing Services, while the focus of this article is to explore integrated licensing service strategies in the Metropolitan city buffer zone. Public services are the result of the functioning of the government. In general, the term public refers to the general meaning of society, society. Understanding of public services, among others, stated by Farnham and Horton (1993) as services carried out by the public sector, given the financing of public services more funded by taxes paid by the community rather than financed from the sale of services. Here was the statement:

The public services are broadly defined as those major public sector organizations whose current and capital expenditures are funded primarily by taxation, rather than by raising revenue through the sale of their services to either individual or corporate consumers. The public services so defined, include the civil service, local government, the National Health Service (NHS), and the educational and police services (Farnham dan Horton, 1993).

From the definition above, there are basic consequences of the implementation of public services, namely most of the funding for their implementation from taxes so that accountability and responsibility for public services are needed, and there are demands to provide public services in a transparent and publicly accessible manner. Thus, the role of citizens in public services is the main priority of service providers.

All this can be done if supported by political leadership that articulates and encourages strengthening public integrity and citizen responsibility in the form of community. The community cannot be created by the government, but the government, especially political leadership, can put standards of ethics and integrity in government. The statement of Farazmand (2004: 109) was:

The first effort, then, is making sure that government acts with integrity, is open and accessible, is responsive, and operates in the public interest. At the same time, government must do everything possible to support and encourage the development of responsible citizens and responsible citizenship, by establishing what is called a New Public Service (Denhardt and Denhardt, 2000).

Those statement emphasized that citizens play an important role in supporting the new public service, even though the concept of the new public service initially developed to counter New Public Management (NPM). Furthermore Farazmand (2004: 109) asserted that:

A next effort might focus on civic virtue, on building a more ethical and equitable basis for political dialogue—meaning, by that, not just learning or requiring what is right rather than what is wrong, but coming to recognize the moral and ethical principles (such as liberty, justice, and equality) that underlie the design and implementation of public programs. A third effort might focus on civic responsibility, on encouraging citizens to play a more active role in their own communities, and in the political system generally.

Thus, the concept of the new public service puts forward democratic
governance, political governance, societal governance, and participatory governance. This means that there are values put forward in the NPS namely participation, responsiveness, justice, deliberation, respect for human values, etc. Governance means that there are three main pillars in governance, namely public, private and community. So, does the collaborative governance for strengthening matrix coordinations and alliances or collaborations one another related institutions. Collaboration defined by Wanna (O’Flynn, 2008:7) as joint working or working in conjunction with others which it implies actors—individuals, groups or organisations—cooperating in some endeavor, in frame of collaborative arrangements that there was intended to improve services and government-to-citizen relations.

In line with the concept of governance, Farazmand (2004) further proposed changes from good governance to sound governance so that the concept of good government is no longer an option. In facing the dynamics of rapid environmental change, the flow of globalization that cannot be avoided is needed not only good governance but rather strong governance. The aim is not only to carry out public affairs satisfactorily, but even to excellent levels. An excellent and sustainable organization of national and state affairs will strengthen the nation in the long run, even bringing the nation’s glory to become a superior civilization in the long run. Based on the description, it can be concluded that to build a solid and sustainable public service in the long term it needs to be supported by democratic governance, political governance, societal governance, and participatory governance.

Furthermore, the ability of this government is tested in facing the dynamics of change and the rapid flow of globalization, requires dynamic governance. Neo and Chen (2007: 7) reveal that:

Governance becomes dynamic when the previous policy choices can be adapted to the current uncertain and fast changing environment. The policies and institutions remain relevant and effective in achieving the long-term desirable outcomes of a society."

Neo and Chen (2007:3) offered a conceptualization of three capabilities of a government in dynamic governance, that were:

a) thinking ahead - the ability to perceive early signals of future developments that may affect the order to remain relevant to the world; b) thinking again - the ability and willingness to reflect and currently functioning policies so that they perform better; and c) thinking across - the ability and openness to cross boundaries to learn from others so that new ideas and concepts may be introduced into an institution.

In the administration of regional government, thinking ahead can be done by analyzing and projecting planning in the next 5-10-15-20 years based on the dynamics of change and the current globalization. In thinking again what needs to be questioned is: are the current development policies and strategies appropriate? Has it met the demands of the community, improved public health, increased people’s purchasing power, improved people’s mindsets, et cetera. What about the quantity and quality of regional government officers or bureaucrats, are there sufficient competencies and skills? How do regional government leadership organize activities in the area? etc. Lastly in thinking across can be done by learning from the experience of other countries, both in capability, managerial or technical. Sharing
experiences and information between regional governments is expected to be useful to project the implementation of regional development now or in the future.

DYNAMIC CAPABILITY OF BEKASI CITY INTEGRATED LICENSING SERVICES

Since 2017, administrative reforms have been carried out in stages, initiated with steps to strengthen capability in the Bekasi City integrated licensing service system. Outputs of the strengthen the capabilities of the Bekasi City integrated service system, are (a) online licensing, (b) one day service licensing for permit services (completed permit services) to the applicant directly, and (c) the up grading of information systems which is continuously improve every year. Since in 2017, the Bekasi City One Stop Integrated Investment and Services Office (DPMPTSP Kota Bekasi) has been simplified the licensing mechanism through an on-line licensing mechanism, which currently has 8 (eight) permits that have been using Integrated Licensing Service System (SILAT) applications. The plan of the Bekasi City Government in 2018 that the whole permits in DPMPTSP will be based online so that services are carried out quickly, easily and transparently.

The contribution of professional licensing service reforms has an impact on increasing the value of satisfaction community index was 82.20. This also led to an increase in quality and performance which carried out by Bekasi City DPMPTSP including the best foreign capital companies or domestic capital company assessment each year (as an effort to give appreciation and innovation to foreign capital companies or domestic capital company which carry out their business activities in Bekasi City). As the advanced performance, recently, Bekasi City DPMPTSP was accredited by ISO 9001: 2015 in 2017 (Bekasi City DPMPTSP LAKIP, 2017: 100). These is pursued in the context for improving licensing services to the community, and followed by collaboration with related various other agencies, which concerned with investment services and integrated licensing services in Bekasi City.

In dynamic governance capabilities paradigm, there are three (three) elements of dynamic capability (Neo and Chen, 2007: 13), which are thinking ahead, thinking again and thinking across. The three elements are also based on the culture of the relevant state institution. For being dynamic capabilities, there must be two (two) elements to build dynamic governance capabilities, which are able people and agile processes. (Neo and Chen, 2007: 12).

The element of thinking ahead by Neo and Chen (2007: 14) is elaborated as:

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33 Integrated Licensing Service System (Sistem Layanan Perizinan Terpadu or SILAT) applications is web based integrated licensing service system for public.

34 Indeks Kepuasan Masyarakat or The Community Satisfaction Index is a measure to determine the level of performance of service units on a regular basis as an ingredient for establishing policies in order to improve the quality of subsequent public services.

35 LAKIP is Indonesia Government Agency Performance Accountability Report. LAKIP is the final product of Indonesia Government Agency Performance Accountability System that describes the performance achieved by a government agency on the implementation of programs and activities funded by the National Revenue and Expenditure Budget or Regional Revenue and Expenditure Budget.
"understanding how the future will affect the
country and place of people with
opportunity to take advantage of the new
opportunities available." One of the efforts
for think ahead interface made by the
Bekasi City Government in the form of a
plan in 2018 that all permits at DPMPTSP
will be based online that aim to achieve
fast, easy and transparent services, which
are issued in one day service licensing and
up-grade information systems since 2017
(with licensing simplifications through an
online licensing mechanism). Even in 2018,
a Public Service Mall has been formed,
consists of Bekasi City DMPTSP in
collaboration with Bekasi City Police,
Bekasi City One Roof System\(^{36}\),
Bappeda\(^{37}\), Civil Service, Manpower
Regional Office, Health Social Security
Organizing Agency\(^{38}\), Bekasi City Regional
Water Supply Company or PDAM\(^{39}\). The
implications of Bekasi City Public Service
Mall include: (a) integrating various
services both central and regional agencies
in the same location or building that
facilitates service users and stimulates
increased investment and economic
growth. (LAKIP DPMPTSP Kota Bekasi,
2017: 100)

Next, the think again capability is an
institution's needs due to turbulent and
changing environmental conditions that can
make past policies obsolete and ineffective
even though the policy has been selected
and studied in a careful, careful and
thorough manner. (Neo and Chen, 2007:
14). As think again efforts according to Neo
and Chen (2007: 15) were "a need to think
about existing policies and programs to
assess whether they are still relevant to the
national agenda and long term needs of
society. Policies and programs would then
have to be revised...". An attempt is made
to review the policies for the progress of the
Investment and Integrated One-Stop
Service Office (DPMPTSP). The first step
taken is to accredit ISO 9001: 2015 2017 as
part of achieving service quality in
accordance with international management
standards. Next, carry out the assessment
and appreciation of foreign capital
companies and domestic capital
companies that conduct their business in
Bekasi City. This is done to provide a
conducive environmental image for other
business sectors to invest in Bekasi City.

The think across element is the
government's actions to think ahead about
the boundaries of the scope and regions
that have been undertaken so far to find
interesting ideas and practices that can be
adapted to their domestic environment.
(Neo and Chen, 2007: 15). This element is
needed when the government builds
capabilities think ahead, think again and
think across, so that all three capabilities

\(^{36}\) One Roof System, is an administrative system that
is formed to facilitate and accelerate the service of
the interests of the community whose activities are
held in one building, especially for motor vehicle tax
services and other vehicle documents.

\(^{37}\) The Regional Development Planning Agency,
abbreviated as Bappeda, is a regional technical
institution in the field of regional development
research and planning led by a head of agency under
and responsible to the Governor / Regent / Mayor
through the Regional Secretary.

\(^{38}\) Health Social Security Organizing Agency or BPJS
in Indonesia is the organizer of the social security
program in the health sector as stated in the National
Law No. 40 in 2004 concerning the National Social
Security System

\(^{39}\) PDAM or Regional Water Supply Company is one
of the regional-owned business units, which is
engaged in the distribution of clean water for
community.
are embedded in paths, policies, people, and processes of public sector institutions. The government creates learning and innovation in governance that facilitates dynamism and change in an uncertain world. (Neo and Chen, 2007: 15). This is indicated by the effort of a cooperation agreement / MOU between the Bekasi One-Stop Integrated Investment and Service Office (DPMPTSP) in 2017 with the agency / Business Entity to create a fast, easy and transparent service. The collaboration includes the MOU with the Bandung City Government regarding the development and implementation of the Smart City application in Bandung City in Bekasi City, a Cooperation Agreement with the Bekasi City Branch of the Social Security Organizing Agency; MOU of Bekasi City Government with BNI Bank Bekasi City Branch (LAKIP DPMPTSP Kota Bekasi, 2017: 98-99). This collaboration was defined that is collaboration was by now the next wave of public-sector reform (after hierarchy, managerialism, 'new public management' and outsourcing and market delivery) (Wanna in O’Flynn (2007:9). It allowed governments to reconsider where they could best direct their strategies and energies to achieve desired outcomes. So, it’s seen that collaborative governance are running in Bekasi City Integrated Licensing Service Agency’ operations, though just in technical layer of public service management.

So, although the effort to think again, think ahead and think across has been done, but these efforts are only at the beginning of the layer of the dynamic capability process, which is related to organizational culture. The next challenge is the existence of people and processes to strengthen the dynamic capabilities of Bekasi City’s DPMPTSP.

**CHALLENGES OF DPMPTSP DYNAMIC CAPABILITY IN BEKASI CITY**

In the course of the process of dynamic capability of Bekasi City DPMPTSP, there are several problems as well as challenges faced for the maintenance and sustainability of Bekasi City DPMPTSP, such as on paths, policies, and people. There are 3 challenges and problems in the paths factor, namely (a) the lack of optimal synergy between the Technical Services included in the one stop services network so that the permit travel time is not in accordance with the standard operation procedure (SOP); (b) the socialization of licensing lines and investment promotion has not been optimal for the people of Bekasi, so that public understanding of licensing has not been optimal. This causes the value of investment in the City of Bekasi has not been optimal; (3) unavailability of supporting facilities and infrastructure facilities, such as adequate archives and visitor parking spaces.

The challenge for factor policies are: the absence of policies that guarantee the sustainability of networks of cooperation between institutions, the maintenance and renewal of dynamic capabilities is inflexible and does not follow changes in the increasingly complex organizational environment. The people factor is related to the processes of creating learning and innovation. The problems and challenges in the people factor are: 1) the unavailability of mechanisms for training human resources, which support public services based on IT and; not yet created an organizational culture that is responsive to environmental change.

Another problem is the limited space. The limited space caused the lack of arrangement in the placement of technical teams in the agencies related to licensing.
This is because the technical team is still not entirely placed in DPMPTSP which can cause the licensing process to take too long. In addition, challenges and problems in the factors of learning and innovation creation processes are not yet established systems and networks. This is caused by too little internet network capacity.

Based on data, services that implement online systems are 8 licensing services from 48 licensing services through the web or online Integrated Licensing Service System (SILAT) application service. The fact is that licensing services through the SILAT application are still not optimal. Online-based licensing services through the SILAT application are: Trading Business License (SIUP), Company Registration Certificate (TDP), Transport Entrepreneur License (SIPA), Construction Services Business License (SIUJK), Building Construction Permit (IMB Residential House), Permit for Arrangement of Grave Land (IPTM), Doctor's license, permit for midwife practice.

CONCLUSION

Dynamic capability of Bekasi City DPMPTSP has characteristics in the think again, think ahead and think across aspects, although dynamic capacity is still ongoing at the beginning stage. DPMPTSP Kota Bekasi does not yet have a policy that supports the guarantee of the availability of able people and agile processes. Of the three elements of dynamic capability, the think again aspect is more prominent than think across and think ahead, although there has not been a systematic evaluation to plan system improvements and planning for the following year.

RECOMMENDATIONS

To optimize the construction of dynamic capabilities, DPMPTSP Kota Bekasi, requires improvement: 1). Think across efforts need to be carried out systematically and benchmark results need to be applied consistently by adapting to environmental characteristics. 2). Think ahead actions need to consider collaboration with universities and regional planning institutions.

This can be a breakthrough for the City of Bekasi DPMPTSP to utilize the access to technical assistance from the central government. This access is useful for formulating and creating a model of integrated grand design services that can be integrated with central institutions and / or between institutions, according to applicable legislation.

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Pragmatism in Recruitment of Prospective Members Legislative During 2019 Legislative Elections in Indonesia

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Abstract
This paper uses a qualitative research method that is to describe the results of the discussion with the findings of in the field. This paper describes phenomena such as kinship / dynasty politics and the phenomenon of nominating artists to become candidates in Indonesia is one of the impacts resulting from the poor recruitment process carried out by political parties in recruiting members to be nominated both in regional elections and general elections in Indonesia. Indonesia. Political parties have become very pragmatic in contesting elections because the main goal is to win as many elections or elections as possible, then the way to do is to take shortcuts, namely to make celebrities or entrepreneurs as political products. The nomination of celebrities or entrepreneurs will certainly be very beneficial for political parties, with a high level of popularity and strong financial capital causing the electability of the party to be high, coupled with the cost of "dowry" given to political parties then the party does not need to pay too much. Pragmatism behavior of political parties in recruiting legislative candidates clearly raises a variety of serious problems, including the opportunity for political or political dynasties of kinship, to the phenomenon of celebrities being candidates who do not necessarily have the quality as representatives of the people. Therefore, political parties need to carry out comprehensive reforms in political recruitment activitie.

Keywords: Pragmatism, Legislative Recruitment, Politics

INTRODUCTION
Democracy is a political system adopted by various countries around the world. Democracy itself is derived from the Greek word composed of two words "demos" meaning people or people and "cratos" which means the sovereignty or authority. In the language of democracy (demos-cratos) is a political system in a country that is meaningful that the government's sovereignty is in the hands of the people, the supreme power is in the people's decision(Heywood, 2014). Democracy can be interpreted simply as a form of government comes from the people, exercised by the people, and for the benefit of the people. Democracy is identical to the power of the people (government by the people), which means that people have a right to be involved in running the government in a country(Budiardjo, 2013). Democracy is characterized by a political party that is a means to channel the aspirations of the people. In democracies, political parties operate and be in a particular party system. Party system was first proposed by Maurice Duverger in his book Political Parties, which explains that the party system is an analysis to examine the procedures for political parties interact with one another as part of a system(Budiardjo, 2013). Party system provides an overview of the structure of competition or competition may occur among some political parties in an effort to
seize the power of government (Jumadi, 2015).

Political parties in modern democratic system is an institution that is considered so relevant, so that the role of political parties can not be replaced by any institution even by community groups (civil society). Party become an inevitable necessity, even hard to imagine how democracy respresentatif can run without the existence of political parties. The existence of political parties be an indicator of the degree of democracy of a country. Party into structures that strengthen democracy building, while the democratic system gives room for the party to play its essential functions in society, nation and state (Sulaksono, 2016).

The political dynamics in Indonesia after independence are always changing, it is because the system adopted by the leaders. Indonesia experienced peganitan regime since independence, the Old Order regime led by the first President Soekarno, the New Order regime led by Suharto, and Reform. Changes in the political system and governance in Indonesia brought by Amendment 1945 opens very wide space for political studies in the Indonesian government. One important change is the transformation of the party system and the electoral system in Indonesia. If the New Order era there were only three political parties were allowed to stand and follow the elections, the United Development Party (PPP), the Functional Group (Golkar), and the Indonesian Democratic Party (PDI), while the post-New Order spacious enough freedom given to setting up a political party and contest elections. A large number of political parties participating in the election to make Indonesia embraced multi-party system.

Multi-party system characterized by the presence of competition or rivalry between more than two parties. In this system likely to reduce the chances of the formation of government by one party alone and the opportunity to increase the formation of coalitions (Heywood, 2014). Legislative electoral system of proportional closed-applied during the New Order is now proportional open list. The multi-party system and open list proportional system implicated in a very tight competition between political parties and legislative candidates in winning seats in the legislature (Rahmadania, 2014).

Competition for the seat of power in the executive and the legislature need to be taken seriously by each party, which is using the recruitment or regeneration means a good party member. Political parties always have different recruitment system with Parta others, the recruitment pattern of political parties is always adapted to the political system or ideology espoused. Recruitment is very important to do by the party in the right way, given that the success of a party depends on the member or cadre there. Necessary political knowledge transfer such as civic education and nationalism, in addition to the vision, mission, history, and political strategy. Political education and cadre are things that need to be developed in addition to recruiting.

Political parties play a role in creating a good governance (good governance) in a country, it is because in a democratic country elements of both executive and legislative governance from the political parties. Charging political positions that occurred in Indonesia is carried out to select the president and vice president, member of the board at either the central or local, regional head and deputy head of the region made through the recruitment system in advance by the party for the next general election brought forward in the process. Political recruitment that occurred in Indonesia has always posed problems of the political system after the change Indonesia into open
proportional system. According to Aji (2016) these problems: First, the dominance of the party oligarchs in the recruitment process that began when the leader (elite) has the authority to put someone in the top sequence number based on a strong funding consideration of the nominee. Second, the recruitment process conducted behind closed doors and not participatory. Rofieq (2011) adds that political parties nominate only those who are considered as the voice for the party of miners and leaving the party cadres loyal even have a more superior quality. Many businessmen and celebrities become legislative candidates without going through the regeneration process in advance by the party supporting him. The recruitment process conducted behind closed doors and not participatory. Rofieq (2011) adds that political parties nominate only those who are considered as the voice for the party of miners and leaving the party cadres loyal even have a more superior quality. Many businessmen and celebrities become legislative candidates without going through the regeneration process in advance by the party supporting him. The recruitment process conducted behind closed doors and not participatory. Rofieq (2011) adds that political parties nominate only those who are considered as the voice for the party of miners and leaving the party cadres loyal even have a more superior quality. Many businessmen and celebrities become legislative candidates without going through the regeneration process in advance by the party supporting him. The recruitment process conducted behind closed doors and not participatory. Rofieq (2011) adds that political parties nominate only those who are considered as the voice for the party of miners and leaving the party cadres loyal even have a more superior quality.

Formulation of the problem is based on the above, then there are some issues to be studied further and formulated as follows:

1. How phenomenon very pragmatic political recruitment in Indonesia?
2. How should political recruitment is done so that political parties can realize a good governance?

RESEARCH METHODS

In terms of procedure and the pattern adopted by the researchers, this study is included in qualitative research. Bogdan and Taylor was quoted as saying by Moleong, (2012) defines the qualitative methodology as a research procedure that produces descriptive data in the form of words written or spoken of people and behaviors that can be observed. So the qualitative research is research which lead to the conclusion that describe in detail the data and not produce the data is numeric. In line with the above definition, Kirk and Miller in Moleong, defining that qualitative research is tertentudalam tradition of social science that is fundamentally dependent of observations in humans both in the region and in their terminologies.

In other words, can be explained that qualitative research is the kind of research that relies on observation, interview and documentation on the object of research to produce data that describe in detail and complete information about the object of research. The pattern of research used in this research is descriptive pattern. This pattern means that the research "will only describe the state of the object or the problem and are not intended to take or draw conclusions generally accepted". According to the theory research, descriptive pattern, there are two properties, namely exploratory and developmental nature. But in this study using exploratory descriptive pattern is, "aims to describe the state or the status of the phenomenon". It can be concluded that this study used a descriptive exploratory pattern, the pattern of research that describes in detail or about the state of the research object or phenomenon background and not seek generally applicable conclusions.
THEORETICAL FRAMEWORK

According to Almond (in Labolo, 2015) is an opportunity people recruitment process for selecting the activities of political and government positions through appearances in the media of communication, a member of the organization, run for office, education, and practice. Yag leader of quality and have a sense of nationalism can be obtained through the recruitment conducted by the political parties. Party leaders are not only able to score only serve and serve the interests of political parties supporting him, but represent the entire community. A political party is an organization that has a great responsibility to create future leaders who qualified through the system of recruitment, selection, and political regeneration. Good recruitment system affects the quality of candidates who will be members of a party. With this system, will be selected correspondence between the characteristics of the candidates with the value system and ideology of political parties. People who have this potential needs to be recruited in order to achieve the objectives of the organization or political party (Firmanzah, 2011).

Budiardjo (2013) suggested that one of the functions of political parties is as a means of political recruitment, selection problem is closely related to both internal party leadership itself or the national leadership. For internal purposes of a party, every party needs a qualified cadres that the party had a greater opportunity to develop themselves and will not find it difficult to determine its own leader who will be nominated for entry into the leadership competition at the regional and national levels. Competition with other political parties also occur in getting the best people who will be able to strengthen and develop political party organizations (Asmadianto, 2015).

Subakti (2010) suggested that recruitment in political office is the selection or election, or appointment of a person or group of people to carry out a number of roles in the political system and governance in particular. The function of political recruitment is essential for the survival of the political system because without elite capable of carrying out its role, the survival of the political system will be threatened. Fadillah (in Ariwibowo, 2013) suggests that there are four methods that can be used to pass political recruitment activities, namely:

1. Participant, a supporter who has a high loyalty to political parties so that they can be recruited to occupy strategic positions the seat of government. Type of participants in the process of political recruitment is a very dominant type and commonly used by all political parties in Indonesia.

2. Compartmentalization, a recruitment process conducted by the political parties to pay attention to the educational background, experience of organization, political or social activities of a person, such as NGO activists.

3. Immediate Survival, namely the recruitment process conducted by the political parties through a unilateral decision of the party leader without considering the ability of people to be recruited.

4. Civil Service Reform, namely the recruitment process conducted by the political parties based on loyalty and ability of candidates so they can get a higher position or important.

Aji (2016) argues that political recruitment can be done in two ways, namely recruitment open and closed. Open recruitment is marked with the requirements and procedures for the
related information submitted legislative candidates can be seen by the public. The function of political parties will run when recruitment is done openly, as a tool for the party elite to get the full support of the community. Closed recruitment system is characterized by the terms and procedures are only known by most people only and is usually transmitted in the scope of the internal party. Recruitment closed like this is so close the opportunity for the community to get involved in things to see and assess the ability of the elite that is displayed in the nomination of members of the legislature.

Noris (in Richard & William, 2006) saw the recruitment pattern of legislative candidates starting from a lower level, then a career as an MP. There are four levels of analysis to be done. First, the legal system, particularly the legal rules, the party system and the electoral system that provides opportunities for candidates in political competition. Second, the recruitment process that is specifically related to the degree of internal democracy within the party organization and the rules governing the selection of candidates. Third, offer selected candidates who wish to occupy certain positions as a consequence of motivation and their political capital. Fourth, is supporting demands or political leaders who joined the selection of candidate source.

Noris (in Richard & William, 2006) argues that the stages in the recruitment process is divided into three phases, namely, first, a certification covering the election law, the rules of the party, and social norms, informal determine the criteria for kandidasi that qualify. The certification process to determine who is eligible to be candidates for elected office formed a number of factors. Comprehensive and detailed analysis of the legal requirements, a formal basis of the documents kandidasi constitutional and electoral law. The main legal regulations such as age, nationality, address / residence, matches, deposit money and the need for support. The certification process is also influenced by informal social norms and cultural values in each of the countries that form the perception of each nomination as background and experience fit for a legislative career. As for the independent candidate must meet the requirements for the post of the legislature without the support of political parties. Independent candidates will be successful in countries with the exception of a weak party organization. Second, the nomination stage which is the availability of positions in accordance with the requirements and the demands of the parties to decide upon the selection of candidates to be nominated. Third, elections are the last stage that determines who wins the legislative office. nomination stage which is the availability of positions in accordance with the requirements and the demands of the parties to decide upon the selection of candidates to be nominated. Third, elections are the last stage that determines who wins the legislative office. nomination stage which is the availability of positions in accordance with the requirements and the demands of the parties to decide upon the selection of candidates to be nominated. Third, elections are the last stage that determines who wins the legislative office. nomination stage which is the availability of positions in accordance with the requirements and the demands of the parties to decide upon the selection of candidates to be nominated. Third, elections are the last stage that determines who wins the legislative office.

Candidate in political science referred to as the process of preparing candidates. Kandidasi can be defined as the process of choosing kandidasi of various potential candidates. Field and Siavelis (in hajad, 2016) suggests that the electoral political process currently consists of three stages, namely the elite selection, qualification constitutional and public election.
Based on the picture above, the reason this is an elite selection work, prior to the qualification (constitutional prerequisite) and election (election) is a public reason and coloring the current political debate. This means that at the level of the selection of electoral politics this is not much touched for all flocked to focus on the general election. Three stages are kandidasi a reflection on the process of party cadres or cadres not to sit in a chair for public office as head of the region up to legislators. First, the candidate must be approved by the party elite to be nominated (elite selection). Second, it must meet the prerequisites and qualifications as a candidate by the applicable regulations (constitutional qualification). Third, should be elected (public election) in the election to gain political office chair (head of the region, the president, members of the board). In some cases related to kandidasi head region, a candidate can be only through constitutional qualification and public election for the opening of an independent candidate.

According to Romli (2016) in political parties, there are some problems that are generally experienced by political parties in Indonesia today. First, do not have a good mechanism procedures in terms of concept or implementation. Problems like these are causing political parties to recruit an instant, that is to attract certain circles without clear criteria and procedures such as celebrities, former officials, party officials, to entrepreneurs. Second, relying too much on conventional recruitment models that rely heavily on the support base of the old. This problem causes the party to become less innovative and relatively passive in maintaining or expanding the support base. One effect of this situation is the difficulty of political parties to find qualified young people and integrity to become the party cadres. Third, the recruitment to determine kadidat who drove in elections considered less attention to aspects of the performance of candidates. Kinship or closeness with the party leadership usually be a more decisive factor than the aspects of quality and experience of candidates. As a result of this oligarchical tendency is the exclusion of party members who joined and have contributed to the party.

DISCUSSION AND RESULT

Based on Law No. 7 of 2017 on Requirements Candidates for the DPR, the Provincial DPRD, and Regency / City, states that to be a candidate for DPR and
DPRD members are Indonesian citizens and must meet the following requirements:

1. Had the age of 21 (twenty-one) years or more.
2. Fear of God Almighty.
4. Proficient in speaking, reading, and writing in the Indonesian language.
5. Lowest educated graduated from high school, madrasah aliyah, vocational high schools, madrasah aliyah vocational, or other equivalent education.
6. Loyal to Pancasila as the state, the Constitution of the Republic of Indonesia Year 1945, and the ideals of the Proclamation of August 17, 1945.
7. Never sentenced to imprisonment by a court decision that has had permanent legal force for committing a criminal offense punishable by imprisonment of five (5) years or more.
8. Physically and mentally healthy.
9. Registered as voters.
10. Willing to work full time.
11. Resigned as regional head, deputy head of the region, civil servants, members of the Indonesian Armed Forces, members of the Indonesian National Police, directors, commissioners, board of supervisors and employees of state-owned companies or enterprises or other entities whose budget comes from state finances, which is expressed by a letter of resignation which can not be withdrawn.
12. Willing to not practice as a public accountant, lawyer / lawyers, notaries, land deed official (PPAT), or do not do the work of providers of goods and services related to state finances and other work that may pose a conflict of interest with the duties, authority and rights as a member of Parliament, provincial DPRD and regency / city in accordance with the provisions of the legislation.
13. Willing to no concurrent positions as other state officials, directors, commissioners, board of supervisors and employees in state-owned enterprises and / or regionally owned enterprises and other entities whose budget comes from state finances.
14. Being a member of political party participating in the election.
15. Nominated only in one (1) representative institutions
16. Nominated only in 1 (one) electoral district.

The political party that has passed verifikasi on condition referred to is not re-verified and set as a political party participating in the elections, "reads Article 173 paragraph (3) of Law No. 7 Year 2017 political ini.Partai may be participating in the election after the requirements are met:

a. legal status in accordance with the Political Parties Act Undangtentang; b. has stewardship of the province; c. have leadership at 75% (seventy five percent) the number of districts / cities in the relevant province; d. have leadership at 50% (fifty percent) of the sub-districts / municipalities concerned; e. include at least 30% (thirty percent) of women’s representation in the management of the central-level political parties; f. have members of at least 1,000 (one thousand) or 1/1. 000 (one thousandth) of the total population in the management of political parties referred to in letters c evidenced by ownership karti member mark; g. having a permanent office for the management at the level of central, provincial and district / city until the last stage of the election; h. file a name, symbol, and a sign of the political party to the
Commission; and i. include the election campaign fund account number on behalf of political parties to the Election Commission.

Norris (2006) stages in the process of political recruitment is divided into three stages of selection, nomination and election phase. Selection stage is the stage of defining criteria can be entered in kandidasi. Stages nomination include the availability of qualified candidates and demand of selectors when deciding who was nominated. While the election phase is the last stage which has an output in the form of party that wins the election. Overall, the stage of candidate selection or determination that happened in Indonesia is a very closed process because it is determined by a handful of elite political party consisting of a chairman and party secretary. As a result, the majority of legislative candidates of the political party official aadalah because the recruitment was very closed and the absence of control of society.

The toughest challenge for political parties in Indonesia as a whole is in the process of recruitment is good and right to fill public office / politics, particularly in the context of decentralization, in which the head and deputy head of the local elected directly (Harjanto, 2011). Although there are opportunities for non-political party candidate or commonly known as independents to mengikuti political competition, almost all pernenang election is promoted candidates of political parties. It has been suggested that political parties rnenjadi one of the important actors in the election, not only in the nomination process, but in the case of the winning candidate. Particularly in Indonesia, political parties are the only ones to be able to fill the composition of the membership of parliament either at central level or at regional level, including at the district / city.

The concept of corruption in the recruitment of candidates for legislative or head area is usually shaped in kinship political / dynastic yangsemakin seem to be rallying. This is not unrelated to the poor political recruitment process by political parties in elections and in particular to the election. To win political office, in addition to relying on celebrities or figures who have big money to political imagery, political parties are also increasingly tempted to support the candidates proposed by the incumbent who has a lot of political capital (political resources). Kinship or possible family ties with the incumbent allows for corruption in various ways, such as the formulation of policies favorable to the corruption of his own family. This course will complicate the process of effective checks and balances for the fall shoots executive and legislative power in one family. Would it's hard to control the officials or authorities (governors, mayors, regents, legislators) if on the one hand the poles of power in this case the legislative body area that should apply the principle of checks and balances is filled by people who have a relationship close kinship (Prianto , 2016).

The strengthening of patronage politics is an indication of a worsening of the institutionalization of the party in general, and the weakening of recruitment and cadres of political parties in particular (Prianto, 2011). In Indonesia, patronage politics is synonymous with the concentration of power in a particular political family or relatives. One phenomenon of political dynasties or political kinship in a happening area in the city of Makassar. Based Purwaningsih study (2015) found that political kinship is an output of the pattern of recruitment based on consideration of kinship and is not based on aspects of candidate qualifications. In another sense, patronage politics is politics that resulted in the
recruitment of family members who occupy positions of political or government based on considerations related.

Kinship Yasin Limpo is a big family of the strongest in South Sulawesi province at this time, because the family members of the most widely held political office in South Sulawesi when compared with the other families. Robust political phenomenon of political dynasties or kinship one of them is because of the encouragement and political socialization in a large family. Purwaningsih (2015) argued that in a large family of Yasin Limpo communication or discussion of politics is done continuously and gives a boost to the family to plunge into the world of politics, so meumbuhkan interest of the members of his family to go into politics early on.

The next phenomenon that is rife in the world of politics is a phenomenon of legislative candidates and celebrity involvement in politics, especially in national elections. Morin (2012) argues that to see the relationship between politics and celebrities can be viewed from two aspects, namely as a celebrity endorser and celebrity politician. Aspects celebrity endorser done by the candidates comes from celebrities with the aim to mendaptkan or attract potential voters. Edorsement done by celebrities are believed to influence the attitude or behavior of potential voters, the intensity of voting behavior, and perception of the credibility of the candidate. Politican celebrity aspect was the candidate nominated by a political Parta or elected as legislators who have the background of a celebrity (entertainment) as a singer. The phenomenon of the artist's candidacy as a legislative member rife in Indonesian politics, particularly in the legislative election. It can be seen based on the data in the 2004 elections, that there are 13 of the 48 political parties involving celebrities as their candidate. Election 2009 consisted of 38 political parties, 11 of them involving candidates from among the celebrities in their list of candidates. Election 2014, the number of political parties with celebrity candidates decline to 9 political parties of all 12 national political parties participating in the election. Election 2019 is an election period are expected to surge in the involvement of celebrities or celebrity candidacy to become a member of Parliament, based on data Tribune News (2018) the number of celebrities who run for the legislature a number of 71 people consisting of 10 political parties. The political party with the number of candidates from celebrities mostly came from a total Nasdem Party candidates as many as 27 people.
Table 1. Number of candidates of circles Celebrities

<table>
<thead>
<tr>
<th>Election year</th>
<th>Number of Parties with Caleg Celebrities</th>
<th>Number of candidates Celebrities</th>
<th>Elected Member of Parliament candidates</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>13</td>
<td>38</td>
<td>7</td>
<td>18%</td>
</tr>
<tr>
<td>2009</td>
<td>11</td>
<td>61</td>
<td>19</td>
<td>31%</td>
</tr>
<tr>
<td>2014</td>
<td>9</td>
<td>60</td>
<td>22</td>
<td>29%</td>
</tr>
<tr>
<td>2015</td>
<td>10</td>
<td>71</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Darmawan, 2015.

Darmawan (2015) suggests the cause of the political parties to recruit to recruit legislative candidates celebrity, namely: First, a change in the electoral system of closed list proportional be proportional open list with the most votes. Closed proportional system only allows voters to choose a party list only. The number of votes obtained by a party in the elections were converted into the number of seats obtained, then the political parties determine who is elected to the House of Representatives. Post open proportional system changes into voters not only elect a political party, but voters can choose candidates based on the name candidates listed on the ballot. This change is very influential in the political recruitment process undertaken by the party to recruit individuals who have strong capital, one of which is a celebrity who has won fame as a political capital. Fealy (2014) states that the change of the electoral system into a proportional system with open lists since 2009 to make the position of political parties decreased, compared to the candidate. Based on the experience of the 2009 elections showed that more voters are choosing their candidates (60%) than in choosing a political party (40%) in their ballots. Fealy (2014) states that the change of the electoral system into a proportional system with open lists since 2009 to make the position of political parties decreased, compared to the candidate. Based on the experience of the 2009 elections showed that more voters are choosing their candidates (60%) than in choosing a political party (40%) in their ballots.

Secondly, pragmatism within political parties in their internal environment can be seen in the process recruitment legislative members and candidates who have large financial capital, has the experience, and the most important is to have a high popularity of the celebrities. The majority of political parties in Indonesia would prefer to be pragmatic to nominate celebrities to gain seats in parliament. This is done by considering short-term decisions and the logic of profit and loss rather than
normative values of the party. Policy political parties nominate a celebrity in the election is a choice that is rational, because it is more efficient in terms of political party financing. Besides popularity, most celebrities also have a strong financial capital. That is, if a celebrity was 'obliged' dug their own money, then it is not difficult for these celebrities.

Pragmatism political parties to recruit candidates in the election increasingly show the independent candidates compete against each other, resulting in the methods of modern political marketing will become a necessity. Political parties are considered no longer simply rely on conventional ways to menajaring aspiration and voice of the community, but rather using the services of political consultants and opinion surveys to gain insight about your preferences in the selection of community politics. Because a candidate recruitment is based on a survey in popularitas and elektabilitas that does not depend on the political party leaders, then in this case is often found by politicians and political workers lose its rating compared to the figures and figurenya name is already popular and well-known among the community.

The impact caused the strategy is very pragmatic political parties are more parties undertake an instant recruitment through recruitment of celebrities. The absence of a clear party Angora recruitment of human resources resulted in a very minimal political party to be readybe part of the government. Recruitment patterns that are not based on the need for parliament to make political parties are container unruk obtain a license for the artist and the entrepreneur when it became a parliamentarian candidate (Labolo, 2015). The upcoming 2019 elections is very possible for political parties to rely on celebrity candidacy, because it has several advantages such as costs incurred by the political parties are not too large in comparison to recruit from among non-celebrities. Another advantage is perceived by political parties is the recruitment of these celebrities is directly proportional to the magnitude of the opportunity to elect as having a level of popularity tingga and financially strong capital when compared with candidates from among non-celebrities.

### Table 2. Nominations Celebrity in 2019 Election

<table>
<thead>
<tr>
<th>No.</th>
<th>Party name</th>
<th>number of Celebrities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nasdem Party</td>
<td>27</td>
</tr>
<tr>
<td>2</td>
<td>PDI-P</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>PKB party</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Working Party</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Democratic Party</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Golkar Party</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>PAN</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Perindo</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>Gerindra</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>PSI</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>total</td>
<td>71 people</td>
</tr>
</tbody>
</table>


According to the table above, the nomination of celebrities in the 2019 general election dominated by one party, namely the Nasdem Party (National Democratic) with the number of candidates as many as 27 people. Celebrities made products sold by the parties with the aim to gain votes in the 2019 general election, due to the popularity of the artist is considered a big capital to reap elektabilitas. This shows that the function of a political party as a recruitment channel was deemed no longer optimal and successfully executed in order to attract people who have the quality and experience of losing capital cost and popularity compared with the celebrities. Opportunity for masayrakat to run has
begun closed with the presence of the phenomenon of the celebrity candidacy.

Political recruitment in the process of filling political positions through a democratic mechanism with regard to justice for all members. Corrupt practices in the recruitment of public officials in the body of a political party will only leave the conflict. To reform political party, Joseph (2011) argues that must be done in the political recruitment are as follows:

1. Political parties should conduct socialization activities related to the criteria of qualified candidates who have high integrity and intellectually capable, so it will not be doubted by the public.

2. The process of political recruitment should be conducted in an honest, transparent, and avoid corrupt practices. The principle of transparency can be initiated at this stage until the determination of the election of candidates selected for the next candidate proposed in the general election.

3. The recruitment process should involve the community in terms of determining the criteria and assessing the feasibility of the candidates available.

Recruitment of legislative candidates in Indonesia should be done in a transparent manner is a form of accountability of political parties for its constituents. The presence of a good candidate will give birth to Parliament (DPRD) Are good also. The responsibility to provide quality legislative candidates into a form of accountability of political parties as a means of channeling the people's sovereignty. Political elite that is supposed to be able to do the mechanisms of political recruitment that can generate political actors who qualified in the community, because one of the tasks in the political recruitment is how the political elite that is able to provide the cadres of political parties qualified to sit in the legislature and executive. One of the interesting things put forward by Aji (2016) to improve the recruitment system in the nomination of members of the legislature can be done by the party shall submit the relevant internal decision procedures for the selection and the selection of news events internal to the Commission, then the Commission related to assessing the candidacy mechanisms that meet the standards, which is democratic and transparent. Control of society is indispensable in the nomination process in a political party at the time of pengumumman DPS (List of Candidates Provisional). Through these controls, the community can assess the quality and feasibility of the candidates nominated by political parties.

Besides, in the recruitment of political parties gain votes millenial voters also greatly influencing the political parties. Millennial voters would be the point of betting in election 2019. They are a determining factor in the competitive victory party / candidate in a difficult year 2019. The market segment of voters in Indonesia is the first stage of political marketing strategies of the most important but often overlooked in political marketing strategy formulation. Segmentation is most easily done based on demographics (age, gender, etc.) and geography, but according to Smith (2001) voter segmentation model in the world today has moved into psikografi2 based.

After the voter segments has been determined the next step is to determine the target segment of voters intended. At least there are three main criteria to define the target segments namely besaranya voter turnout, the level of competition, and the ability of the candidate / party in the target segment of a target segment selector tersebut. Setelah determined, we enter the next stage of the preparation of
the strategy. This Ditahap there are three important stages, namely the preparation of positioning the candidate / party, brand and campaign. Positioning is how a candidate / party put its image in the minds of voters. This image should be formed in order to have a taste of the candidate / party is different from the competitor candidates / parties, while branding is how personification and the identity of the candidate / party at interchanges including the slogan and symbol of the candidate / party.

When positioning and brand candidate / party already exists then the next step is the preparation of the campaign. This campaign could be through air attacks through print and electronic media or also ground attack through face to face with voters. With the growing Internet era models now also must memprtimbangkan campaign to use the internet and social Last media. Langkah of political marketing strategy formulation is the scorecard for evaluation and monitoring. Evaluation and monitoring is very important to monitor the performance of political marketing team and as an input to improve the implementation of political marketing strategy has been prepared. In general, the survey conducted for the evaluation and monitoring of measuring four things: the candidate awareness (popularity), candidate image (image), candidate engagement, candidate engagement,

CONCLUSION

Kepernimpinan regeneration in political parties is one of the important functions that should receive priority for political parties is still a major channel recruitment and local and national leadership. An institutionalized political parties, would be able to develop the capacity for recruitment and regeneration so that the parties can be a reliable contributor tokohtokoh leader. Unfortunately, political parties in Indonesia having serious problems in terms of strengthening Inc. as seen in the patronage politics and frequent political party leaders nominate outsiders or non-political parties in order to win kursikursi pemilukada politics.

Phenomena such as political kinship / dynasty and the phenomenon of the artist's candidacy be candidates in Indonesia is one of the impacts resulting from poor recruitment process conducted by the political parties to nominate members to be nominated in both the local elections and general elections in Indonesia. Political parties to be very pragmatic in contestation of election because the ultimate goal is to win the elections or elections as much as possible, then the way to do is to take a shortcut that makes celebrities or entrepreneurs sebagai political product. The candidacy of celebrities or entrepreneurs would be very advantageous for political parties,

Pragmatism behavior of political parties in recruitment to candidates of legislators clearly raises serious problems, including the possibility of a political dynasty or political kinship, to the phenomenon of celebrity become candidates who are not necessarily classified as representatives of the people. Therefore, political parties need to do a thorough reform in the political recruitment activities. The basic thing that should be done by the political parties is to implement the principle of transparency and the public involved in the recruitment. Involving the community in terms of recruitment can be done during the selection process of determining or legislative candidates before elections set on stage. The public is given the task to assess the quality and feasibility of the candidates nominated by political parties, through the process indirectly transparency principle has been implemented by the political parties. The principle of transparency and community
involvement in the recruitment process, is expected to produce future leaders or representatives of the people of quality, integrity, so as to promote and accommodate the community kepenentangan not only the interests of a political party, especially the party supporting him.

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ABSTRACT

Efforts to increase community participation in the development process can bring substantive benefits, where the implementation of development will be more effective and efficient, while it will provide a strong sense of satisfaction and community support for village government programs. In this study, it was seen that there was still a low level of community participation in mutual cooperation to alleviate the cost of development, but there had not been any improvement in the construction of roads in some of the villages. The community only wants to use existing buildings, but not to maintain them and take good care of them. The aim of the study was to find out how community participation in the village was, and to find out what community efforts were in developing the physical development of the village that was already available, as well as to find out what efforts the village government had made so that public awareness would grow to participate in developing the village. This research method uses qualitative and big data methods. The results of this study indicate that Community Participation in the physical construction of villages in the village of Harapan Makmur Village, Bagan Sinembah Raya Subdistrict, Rokan Hilir Regency, did not work well.

Keywords: Community Participation, Development, Village, Community.
I. Introduction

Village Development is a continuous and continuous process of change organized by the community together with the government in authority to improve the economy, social, and culture of the community to integrate the community into the life of the State and to make it possible for the community to contribute fully to national progress.

Siagian (1974; 13) the notion of development administration includes two meanings, namely: first, about administration and second about development. Administration is the whole process of implementation of the decisions that have been taken in the implementation of it is generally carried out by two or more people to achieve a predetermined goal. Whereas development is defined as a business or a series of planned growth and change that is carried out consciously by a nation, State, and government towards modernity in the framework of nation-building.

So it can be said that society as an object and at the same time the subject of development is directly affected by development policies and activities. In this case, it is hoped that the community will not only accept the results of development, but also how will they directly be involved in the planning of development activities in question and always carry out supervision, so that development practices can be carried out appropriately.

Nawawi and M. Martini Handari (2004; 171) the participation of group members can be distinguished between physical and non-physical participation, physical participation in the form of energy and non-physical participation in the form of giving opinions.

Harapan Makmur Village is one of the villages located in Bagan Sinembah Raya Subdistrict, Rokan Hilir Regency, where the village is still considered a village lagging behind other villages. As a result of the lack of participation of the people who want to work together and work together to build the village.

II. RESEARCH METHOD

The research method has a very important role in determining the results of the research so that the planned goals are achieved optimally. In a study on “Analysis of Community Participation in the Physical Development of Villages in Harapan Makmur Village, Bagan Sinembah Raya District, Rokan Hilir Regency” is a descriptive type of research using a qualitative approach with the help of Big Data. The data used are primary and secondary data, where data sources use the method of observation, documentation, and interviews which are then analyzed by data reduction, data presentation, and data withdrawal.

The target or object of this study is the hope-prosperous village community who are directly involved in participation in the village. While the informants in this study were subjects who understood the research object information. In this study also requires several village officials concerned to provide information.

So it can be concluded that the qualitative approach is an approach that is carried out intact to the research subject where the researcher becomes a key instrument in this study, then the results of the approach are described in written words from the empirical data obtained, and even in this approach the emphasis is on on generalization.
III. THEORY/CONCEPTUAL FRAMEWORK

A. The Concept of Participation

In the opinion of Davis (in Sastroepoetro, 1988; 13-14) participation is defined as mental order or thoughts and emotions or feelings of a person in a group situation that encourages him to contribute to a business group achieving its goals and also responsible for the business concerned.

Meanwhile, according to Mubyarto (in Ndraha, 1990; 102) interpreting participation as a willingness to help the success of each program according to each person's ability means sacrificing self-interest.

According to Made Pidarta (Dwiningrum, 2011) Participation is the involvement of someone or several people in an activity. Involvement can be in the form of mental and emotional and physical involvement in using all the abilities they have (taking the initiative) in all activities carried out and supporting the achievement of the goals and responsibilities for all involvement.

Furthermore, community participation in development is as people's support for development plans / projects designed and determined by the planners. In addition, community participation in development is a close collaboration between planners and people in planning, implementing, preserving and developing the development results that have been achieved. Community participation in development can take the form of active and passive participation. Active participation means that the community really accepts every development program and is involved in both the planning, implementation and utilization of development results. Whereas passive participation means that the community does not reject the development program and is also not involved or participating.

B. Development Concept

Development is a multi-dimensional process that includes a variety of fundamental changes in social structure, attitudes of society, and government institutions.

Saul M. Katz (2010; 34) defines development as a change that takes place broadly in society and not just in the economic sector but other sectors such as changes in income per capita or changes in labor and other charts.

C. Village Concept

Nurcholis in his book (2011: 1) says that villages and kelurahan are the two lowest government units with different statuses. Village is a government unit that is granted the right of indigenous autonomy so that it is a legal entity, while the kelurahan is a district / city government unit.

IV. FINDINGS

Village development is an integral part of national development, is an effort to improve the quality of rural human resources and the community as a whole that is carried out sustainably based on the potential and capabilities of the Village.

In its implementation, village development should refer to the achievement of development goals, namely to realize the life of the village community who are independent, advanced, prosperous, and just (Adisasmita, 2006; 3).

To realize more democratic development activities in an effort to support the running of the wheels of government, the central government has given authority to the regions to better determine the fate of the development of the region itself through the 32 Year Law concerning the regional government. The purpose and objective of the Law is to
create equal distribution of national development in overcoming disparities between regions, because it is the regional development that will be able to reach out to remote parts of the country. The consequences of the implementation of regional autonomy mandated in Law No. 32 of 2004 concerning village government, contained in article 206 which concerning government affairs which are the authority of the village include the following:

1) Existing village government affairs are based on village origin rights.

2) Government affairs that are under the authority of the regency / city that has been handed over to the village.

3) Assistance tasks to the government, provincial government and / or government / district / city.

4) Other government affairs which are regulated by the legislation to the village.

According to Slamet (2003; 8) that community participation in development is the participation of the community in development, participating in development activities, and participating in utilizing and enjoying the results of development. Community participation in the development process is an effective way to accommodate and accommodate a variety of diverse needs. In other words, efforts to increase community participation in the development process can bring substantive benefits, where the implementation of development will be more effective and efficient, besides that it will provide a strong sense of satisfaction and community support for village government programs.

Rokan Hilir Regency is a fairly developed district and has very strategic tourist attractions. But this cannot be managed by Harapan Makmur Village, due to the lack of development that can accelerate the pace of development in Harapan Makmur Village. Judging from the current conditions, a lot must be addressed in the process of building or repairing facilities and infrastructure in Harapan Makmur Village. One of them is the construction of bridges in several road links, and some roads are still many damaged and hollow, this certainly can not be separated from the implementation of Community Participation.

Lack of Community Participation in Harapan Makmur Village hampers the progress of the Village. Should, if implemented smoothly, Community Participation will reduce costs in the construction of the Village. In addition, if the community participates in development, it will accelerate physical development and the people themselves will enjoy the results such as roads with no more holes so that if the rain will not be flooded in that road, and other developments.

Based on the phenomena that occur in the field in the implementation of development in Harapan Makmur Village, Rokan Hilir Regency, that community participation is still low in the form of mutual assistance to alleviate the costs of development, the improvement of road improvements has not been implemented, and the community is still less concerned about the existing development.

Yadav (UNAPDI, 1980) in Totok Mardikanto and Poerwoko Soebiato (2013; 82) suggested that there were four types of activities that showed community participation in development activities, including:

a) Participation In Decision Making

In general, every community development program (including local resource utilization and budget allocation) is always self-determined by the central government, which in many ways better reflects the needs of small groups of powerful elites and does not reflect the wishes and needs of many people.
Therefore, community participation in development needs to be fostered through the opening of a forum that allows many people to participate directly in the decision-making process about development programs in the local area or at the local level.

b) Participation in the Implementation of Activities

Community Participation in Development, often interpreted as the participation of many people (who are generally poorer) to voluntarily contribute their energy to development activities. On the other hand, the layers above (which generally consist of wealthy people) in many cases benefit more from the results of development, and their contributions are not demanded proportionally.

Therefore, community participation in the implementation of development must be interpreted as equal distribution of community contributions in the form of labor, cash, and / or various other forms of corruption that are commensurate with the benefits that will be received by each citizen of the community concerned.

c) Participation in development monitoring and evaluation

Participation in the use of development results is the most important element that is often forgotten. Because, the purpose of development is to improve the quality of life of many people so that equitable distribution of development outcomes is the main goal. Besides that, monitoring the results of development will stimulate the willingness and willingness of the community to always participate in any future development program. Unfortunately, participation in the use of development results often lacks the attention of governments and development administrators in general, who often assume that with the completion of the implementation of the development the benefits will certainly be felt by the target community. In fact, the development program is directly, so that the results of the development carried out become futile. Examples include not using public toilets, trash bins, bus stops, SD Inpres, Puskesmas, etc. by the community as appropriate.

In the Toni Hardika alumni Islamic University of Riau's thesis entitled Analysis of Community Participation in Physical Development in Palmatak Sub-District Anambas Regency, Riau Islands, the phenomenon due to lack of community participation in Physical Village development is the lack of community interest in submitting assistance to local government, Rehabilitation for the construction of a 4-year health center that still cannot be completed, and Communities are less motivated to develop their regional development because there is no concern for the government to direct the community in planning, controlling and utilizing development outcomes properly.

V. CONCLUSION

Community participation is very important for the progress of a village. Where community participation is very helpful in developing and changing villages. If a community can work together, in the sense of collaborating and participating in donating funds while not breaking up communication between the community and the village apparatus, surely the village can develop until it progresses.

In Harapan Makmur Village, Bagan Sinembah Raya Subdistrict, Rokan Hilir Regency, located in Riau Province, Indonesia, several problems such as:

1) The low level of mutual participation of the community to alleviate the costs of development, the community seems to be ignorant, does not show
concern to participate in only a small matter.

2) There has not been an increase in road construction (paving roads) in some of the villages. And there are still a number of pathways that have not yet been carried out by the drainage development.

3) The community still does not care about the existing buildings, the community only wants to use it but not to maintain it and take good care of it, and there is still a lack of development in development.

Harapan Makmur village is one of the pilot villages in Bagan Sinembah Raya Subdistrict, because the village is located not too far from the city. But in reality the facilities and infrastructure are still very lacking and need to be improved especially on the construction of the infrastructure. There are still many roads in this village that have not yet been paved. So when it rains, people who live in the area find it difficult to take the road to other village lanes.

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THE EFFECTIVENESS OF THE POLICIES IMPLEMENTED BY THE PROTECTED AREA MANAGEMENT BOARD (PAMB) IN MT. KALATUNGAN RANGE NATURAL PARK

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ABSTRACT

This study assessed the effectiveness of the policies implemented by the Protected Area Management Board (PAMB) in Mt. Kalatungan Range Natural Park (MKRNP), as one of the published protected area here in the Philippines. Its main objective is to find out the policy that was made by the PAMB in protecting Mt. Kalatungan in terms of: Economic Aspects, Conservation of Species, and Research Activities. The study sought also to determine the extent of the affectivity of the policies implemented by the PAMB in protecting the Mt. Kalatungan. In addition, the study included if the policies implemented are appropriate to make it beneficial to the community. Finally, this research counted in the improvements that should be made by the PAMB to improve its management inside the park.

The study used the descriptive type of research with a quantitative approach in order to assess the affectivity of the policies implemented by the PAMB in Mt. Kalatungan. Structured survey questionnaire was used to gather data intended for the household’s heads of the community of Brgy. Portulin, Pangantucan Bukidnon, as part of the area of Mt. Kalatungan Range Natural Park. These respondents are the indigenous people that are living inside the protected area.

The study revealed that the community reach agreement with the policies that was implemented by the PAMB, specifically in the line of Economic Aspects, for the reason that they sense the presence of the policies. Even though Protected Area Management Board (PAMB) imposed a good policy that will protect the species living in Mt. Kalatungan Range Natural Park. However, they still lacking in financial assistance for conserving the species inside the park. Moreover, economic aspects must put into proactive action and be supported by the government and other institutions that is in the same field.

Keywords: Protected Area Management Board, Protected Area, Mt. Kalatungan Range Natural Park, Effectiveness, Policies, Economic Aspects, Conservation of Species, Research Activities, Indigenous People