

PROCEEDING CONFERENCE PROGRAMME

iconpo 2011

International Conference on Public Organization

CHALLENGE TO DEVELOP A NEW PUBLIC
ORGANIZATION MANAGEMENT
IN THE ERA OF DEMOCRATIZATION
Comparing models in various countries

Yogyakarta Indonesia, January 21-22, 2011

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Department of Government Affairs and Administration
Faculty of Social and Political Science
Universitas Muhammadiyah Yogyakarta

In Collaboration with Korea University, Thammasat University
and Universitas Ngurah Rai Denpasar



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We wish to thank the Rector of Universitas Muhammadiyah Yogyakarta Ir HM. Dasron Hamid, M.Sc for giving the license to drive this conference. We also express my sincere gratitude to Prof. Sunhyuk Kim of Korea University as our Keynote Speaker. Special thanks go to all of the honorable our paper reviewers for the Proceeding those are Assoc. Prof Azhari Samudra of Universitas Ngurah Rai Denpasar, Prof. Dr. Jin- Wook Choi from Korea University, Prof. Dr. Miftah Thoha, MPA from Universitas Gadjah Mada, Prof. Francis Loh Kok Wah, PhD from University Sains Malaysia, Prof. Dr. Azhar Kasim, MPA from Universitas Indonesia, and Dr. Vidhyandika D Perkasa from Center for Strategies and International Studies Indonesia (CSIS), Prof Amporn Tamronglak and Dr. Soparatana Jarusombat from Thammasat University, without their contribution this paper will never come into being. We also thank to the ICONPO committee, and all collagues for their support to this conference. We thank to all the paper presenters and participants who contributed through their papers in this proceeding.

This proceeding is divided into 10 themes, those are:

1. Environmental changes and collaboration in public organization.
2. Need assessment of public issues in public organization.
3. Design of structure organization in democratic era
4. Planning and Decision making .
5. Human resources management.
6. Culture and ethics of public organization in democratic era;

7. Communication practices in public organization
8. Transformative Leadership .
9. Current Management Information system in electronic era.
10. Performance measurement

Reason for selecting these themes is because the wave of democracy has influence the dynamics of public organization, a well known institution model related to governmental, non-profit, and non-governmental organizations. The dynamic of public organization management in response to democratic era, now encompasses more challenging issues. The issues such the shifting paradigm from government to governance could be seen as the trend drives to the reform of government. The concept of governance means that the government must improves the functions of public organization management process. The process must be efficiently, effectiveness, responsiveness, transparently, participative, and accountable. Other important issues are the growing of gender mainstreaming, public policy processes and the dynamic of civil society which have demanded a changing management of public organization. The most important thing so that public organization could challenge in the democratic era is to improve and develop a new public organization management. Therefore, public organization needs to respond, explore and develop innovative management. It challenges the scholars and practitioners to explore and develop new models of public organization management by drawing the experience and lessons learned of their countries

Thus, the proceeding explores the issues and challenges to develop a new public organization management in the era of democratization. We hope this proceeding will benefit the readers, academicians, politicians and scholars on more about a new way to develop public organization in this democratization era.

Yogyakarta January 21st 2011

Head of Government Science
Dr. Suranto

Dean of Faculty of Social and Political Science
Dr. Nurmandi

PREFACE

The first paper as Keynote Speech written by Sunhyuk Kim (Professor, Department of Public Administration, Korea University) entitled **Globalization and Policy Change: The Case of Korea**. This paper emphasizes on "neoliberal" globalization. The writer argues that neoliberal globalization is just one type of globalization, and it is likely that in the future another type of globalization may emerge. "Varieties" of economic, political, and public administration systems in the world will respond differently to the new wave of globalization. It is essential, therefore, to craft a more prudent national strategy to flexibly and comprehensively deal with different kinds of globalization. The writer examines how Korea has coped with the challenge of globalization, by analyzing how the latest neoliberal globalization has affected governmental restructuring and policy transformation in Korea since its democratization in 1987. It is underscored that Korea needs a better national strategy to handle future waves of globalization—potentially of the non-neoliberal nature. I sketch out the main contents of such a new national strategy, primarily focused on the need to build and nurture more effective multi-sector governance system, increasing communicative and collaborative capacity of all the sectors involved.

The second paper was written by Su-jin, Yu, 3rd semester of master's course Korea University entitled **Conflicts in Environmental Policy-making in Korea: The case of Gyeyang Mountain Golf course**. In this research studies about the Gyeyang Mt. golf course development plan (GGDP) which has shown sharp conflict aspect. Commonly, environmental conflicts in the policy-making have two different belief systems such as environmental conservation and environmental development. Based on this two different belief system, various stakeholders united as a policy actor. Coalition actors from two different values enforce a different strategy to policy-making.

The third paper written by Laila Kholid Alfirdaus of Government Department Faculty of Social and Political Science Diponegoro University Semarang Central Java Indonesia titled **Governing the Disaster-Prone**

Community. Public organisation does not only deal with problems which is regular in its nature, periodical, and in orderly situation. More often, public organization faces uncertain circumstances that the way of governing as usual cannot be applied. One of the notable constraints in governing community for public organization to manage is disaster. Firstly, disaster often comes at an unpredictable time. Secondly, disaster often bears considerable risks even beyond a public organisation's capacity to deal with. Its quick attack often results in much longer impacts. Thirdly, any single thing, such as food supply, sanitation, water supply, shelter, and so forth, suddenly turns into emergency, meanwhile the public organization has usually shortcomings in resources. Fourthly, any demand for the public organization quickly moves into a big pressure, therefore public organization easily becomes the subject of failure once they are unable to tackle the complex situation. Considering such the specific nature of disaster, there is a clear need for public organization to apply specific governing strategies. This paper tries to elaborate some thinking on governing the disaster-prone community, especially for developing nations, using experiences in various countries. Such a thinking becomes important since it is the developing nations that use to have problems in their bureaucratic structure. A change of mindset in public organization in which disaster should not be treated as business as usual rather as in a crisis is one of the keys. A deep thinking on how to manage the interrelation with some non-government organizations, economic society, academic society, and the media in emergency and recovery based on context and culture, is also worthwhile.

The fourth paper entitled **The Sustainability of Jakarta as the capital city.** It is written by Hartuti Purnaweni Public Administration Program, Environmental Study, Post Graduate Program, Diponegoro University. This paper aims to find out efforts to be done to Jakarta as the Capital City of the Republic of Indonesia. Jakarta has turned from merely old day traditional port to the present day of a megapolitant figure, where skyscrapers mount in many places. Jakarta is an area with low topographic feature as it is situated at the coastline, in particular North Jakarta. As time goes by, the city becomes less convenient as settlements due to traffic jam, flood, land subsidence, land water deficit, inadequate green space, severe air pollution, etc. Jakarta's carrying capacity has been passed over. New public management system is needed. Therefore, a new paradigm has emerged concerning its status replacement as the Indonesian capital city, and to make it a more livable city. Three alternatives are proposed for the solution.

The fifth paper entitled **Democratization and Environmental Politics of Natural Resources Management** at Local level written by Edi Santosa, Governmental Program, Social and Political Faculty, Public Administration, Post Graduate Program, Diponegoro University. The paper aims to deliver the idea that Environmental democracy is not new in Indonesia since it stated its commitments in Rio Declaration in 1992 and World Summit on Sustainable

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Development in 2002. However, empirical evidence shows that the commitment to implement the ideal is still far behind. In theoretical, policy and empirical area, discussing environmental sociopolitical aspects should include all stakeholders in it. In managing environment and natural resources, both politicians and government officials have the political power as representatives of the state. Their political actions should cover activities of development policies which are oriented towards sustainable development, whether at local, national, regional and global. Rondinelli and Chema (1993) stated that the state should be committed to pursuing sustainable development across the region – it calls for a clean and green environment with fully established mechanisms for sustainable development to ensure the protection of the environment, the sustainability of its natural resources and the high quality of life of its people and neighbours in one earth.

The sixth paper entitled **The Implementation of Social and Environmental Responsibilities's Regulation by PT Karya Tangan Indah Bali** written by Ni Putu Tirka Widanti, Universitas Ngurah Rai, Denpasar, Bali, Indonesia. The paper aims to analyze the most prominent CSR activities of PT Karya Tangan Indah, those are the environmental re-cycling and social religious supports to the traditional village where the company is situated. PT. Karya Tangan Indah's CSR programs are affected by the party receiving supports and the internal organization. From the analysis, it has been found that PT. Karya Tangan Indah's CSR programs on recycling and social religious supports have managed to attract the community's enthusiasm. It is because the ritual ceremonies in the traditional village where PT. Karya Tangan Indah operates are held regularly and involve the entire community members. Based on the analysis findings, it is recommended that the future PT. Karya Tangan Indah's CSR programs should involve the community members commencing from the planning up to the evaluation processes. It is necessary to involve them for sustainable programs and for addressing their needs and priorities. In addition, their involvements are hoped to be able to duly plan and organize the allocated budgets.

The seventh paper is **Impacts Of Decentralization On Environmental Management In Thailand**, written by Soparatana Jarusombat, Ph.D of Faculty of Political Science, Thammasat University, Bangkok, Thailand. This paper describes the process, institutional and legal framework within which the environmental management operates in Thailand. It specifically focuses on the decentralization within central and local government's role in environmental management. The aim of the paper is to examine how interface between the central and local loci of power have affected pieces of legislation relating to management of the environment by central and local government in Thailand.

The eighth paper is titled **An Empirical Study of the Autonomy of Thai (Autonomous) Public Organizations** written by Associate Professor Amporn Tamronglak, Head of Public Administration Department and Director of Executive Public Administration (EPA) Program, Faculty of

Political Science, Thammasat University, Bangkok, Thailand. The latest Administrative Reform in Thailand in 1999 reflected the influence of New Public Management (NPM) perspectives, leading to a drastic restructuring of age old bureaucracy. "Agencification" or creating new single purpose agencies was one of various approaches to face lift bureaucracy in the name of "Public Organizations or Autonomous Public Organizations (APOs)" to be free from tedious regulations and hierarchical commands of politicians. Since (Autonomous or Quasi-autonomous) Public Organizations Act has been issued in 1999, there are approximately 29 agencies created. This paper aims at attacking and analyzing the issue of autonomy of Public Organizations in Thailand, which is the main reason in hiving off from their original organizations. The theoretical basis of autonomy employed in the study is drawn from Peters Verhoest and others, particularly in the areas of personnel and financial management. Constructive questionnaires were employed and collected between June and August 2010 from all 29 Public Organizations. In-depth interviews with the agency's executives were conducted to gain insight knowledge of the concept in practice. The statistical analysis shows that Thai APOs are more or less independent from the politicians. Though the legal and administrative structure of their establishment, they somewhat recognize and are responsive to the demands of the relevant Ministries. On the contrary, they are able to maintain the balance and handle the pressure in such a way that the agencies can carry out and accomplish the government policies professionally and cost-effectively.

The ninth paper written titled **Government Antismoking Campaign: Quixotic Dream Or Confident Expectation?** By Subiyanto of Wijaya Putra University. Smoking habit was one of global problems, but the effects of it are very dangerous on smoking related diseases, so Indonesian Government had to take the genius actions. This study investigated the effects of Government Antismoking Campaign on Behavior of Smoking in East Java. Research model was adopted from the Theory of Reasoned Action dan the Theory of Planned Behaviour introduced by Ajzen and Fishbein modified by DeVries et al. The population were smokers or someone who have experience with cigarette smoking in East Java, sampling method by Multistage Cluster Random Sampling in three stages. Data analysis utilized Structural Equation Modelling (SEM) used AMOS 4.01. Hypothesis analysis used regression Weight standardized estimates, compare p value in 5percent significancy, if p value < 5percent is mean significant. This study found four negative significant hypothesis and two not significant hypothesis. The effect of Government antismoking campaign on Attitude toward smoking behaviour and on Subjective norm of smoking are not significant, while effect of Attitude toward smoking behaviour on Refusal skill, the effect of Subjective norm of smoking on Refusal skill, are negative significant. The effect of Refusal skill on Behavioural intention to smoke, and the effect of Behavioural intention to smoke on Behaviour of smoking are also negative significant. There were

recommendations for Indonesian Government, cigarettes industries and collaboration among government and cigarettes industries.

The tenth paper entitled **Leading to Improvement? The Politics of ISO 9001:2000 Transfer to Local Service Delivery** and written by Wawan Sobari, Lecturer and Convenor of the Department of Political Science, Faculty of Social and Political Science, University of Brawijaya Malang. This paper addresses three main questions concerning the process, impacts and external evaluation of the transfer of ISO 9001:2000 to service delivery at the local secretariat office in the Regency of Malang Indonesia. Its methodology applies qualitative approach to build understanding by intensifying the research process aimed to obtain the full picture of the transfer. This paper shows some important findings around this transfer; first, the decision to transfer is a result of social process aimed to build better image of the office. As well, a policy network, ranges from local to international actors, has constructed the ISO 9001:2000 implementation as the best practice in service delivery. Finally, the certificate attributed to the implementation of ISO 9001:2000 cannot adequately assures the improvement of technical capacity of the office. Rather, it has created dependency on assurance server to sustain the performance improvement. Thus, this transfer has created a qualified office, not an educated office that is self-achieved fulfilment in delivering better service.

The eleventh paper **Democracy and Growth Revisited : An empirical study using fsQCA** written by Dong-Hyun Choi, Graduate Student, Department of Public Administration, Korea University. This paper will analyze The relationship between political freedom and economic growth has been a much scrutinized topic over the past few decades. According to Barro once the impact of other exogenous factors are controlled for, the effect of democracy on growth is weakly negative. He further raised the possibility of a nonlinear relationship between democracy and growth. Barro's work, while convincing in terms of methodological rigor and interesting in terms of the observations made, nonetheless is hardly free from the flaws that may potentially undermine the credibility of his arguments. This is the point of departure for this article. The first section of the article discusses the potential flaws evident in Barro (1996), and suggests ways to improve upon his work. The second section introduces fuzzy set qualitative comparative analysis (fsQCA) as an alternative methodological approach, and analyzes the relationship between democracy and economic growth using fsQCA. The analysis generally concurs with the nonlinearity hypothesis suggested by Barro (1996): democracy does in fact disparately impact economic growth at different levels of democracy. For full democracies and authoritarian regimes, causal combinations indicate that democracy has a positive impact on economic growth. For flawed democracies and hybrid regimes with intermediate levels of democracy, the dynamic between democracy and economic growth is revealed to be negative.

The twelfth paper entitled **Competition for jurisdiction over food industry in Korea** was written by Sung Eun Park, Korea University. This paper points out the matter of food safety management system with a view of competition for jurisdiction over food industry among the Ministry of Health and Welfare and the Ministry for Food, Agriculture, Forestry and Fisheries and affiliated organizations. Each ministry has separate basic positions and approaches to food industry policy: regulation and promotion. The policy image has been changed into "regulation" as public anxiety and concern for hazardous foods has grown since the end of 1990. They complete take charge of promoting or regulating the food industry by establishing or amending laws, expanding organizations and mobilizing a coalition. Coordination by policy committee, cooperation between agencies, and integration of agencies were introduced as measures to eliminate unnecessary competition for jurisdiction.

The thirteenth paper written titled **Making Strategic Plan Works In Local Government: Challenge And Problems, A Case Study of Strategic Plan Implementation in Yogyakarta Special Province** by Achmad Nurmandi and Eko Priyo Purnomo of Universitas Muhammadiyah Yogyakarta. The term of strategic plan is a new type of plan in Indonesian government that introduced since 1999 based on Law No. 22/1999. As a new approach, government organization has tried to set priorities and allocated scarce resources according to the formulated vision and mission. Meanwhile, these strategic efforts have not been successful achieved yet, including in Yogyakarta Province. This essay examines the implementation of strategic plan in Yogyakarta Special Province. The Yogyakarta has vision and missions that are looked at this paper as basis of analysis. Measuring on how they can reach their goals and missions is an appropriate way to analyze the how the strategic plan works. Using qualitative data and choosing a case study method, this research also have conducted in-depth interviews with bureaucrats in Yogyakarta. First of all, the Yogyakarta province tried to providing the strategic plan to be followed by government officer in their activities according to strategic design and planning school approaches. Secondly, most of local government's agencies are less understand on their vision and missions. Thirdly, Zero-sum game effect, reaching the goals and mission are difficult because most of their budget is spending their salary. Fourthly, The strategic plan has been implemented but it has not executed the strategic zone whose it support for dealing with mission from number two to six .

The fourteenth paper written titled **Improving Indonesia Civil Servants REVITALISASI PELAYANAN PUBLIK MELALUI ANALISIS JABATAN 'Performance Through Job Analysis** by Dyah Mutiarin "Dr. Dyah Mutiarin- Department of Government Affairs and Administration Universitas Muhammadiyah Yogyakarta. The red tape phenomenon in Indonesia civil servants performance Khusus berkaitan dengan birokrat pemerintah, banyaknya persoalan yang timbul dalam pemerintahan selama ini pada

dasarnya menunjukkan rendahnya kemampuan dan kurangnya sikap dari aparaturnya untuk mencoba peduli dan membantu masyarakat serta pengguna jasa pemerintahan lainnya dalam memenuhi kebutuhannya. This shows the lack of ability and lack of capacity to carry government tasks. This phenomenon needs improvement. Improving the quality of the state apparatus resources is directed to realize the professional human resources, neutral, and prosperous for civil servants as well as citizen at large. Hal itu merupakan faktor penting dalam menunjang peningkatan kapasitas dan akuntabilitas kinerja instansi pemerintah. This is an important factor in supporting capacity and accountability of civil servants as well as state apparatus. Analisis jabatan diperlukan dalam pengembangan pegawai yang pada hakekatnya adalah suatu upaya pemenuhan kebutuhan tenaga kerja secara kualitatif sesuai dengan persyaratan pekerjaan yang ditentukan dengan mempertimbangkan kepentingan-kepentingan individu pegawai untuk dapat mengembangkan potensinya seoptimal mungkin mencapai karier setinggi-tingginya di dalam organisasi. Therefore, in order to achieve the quality of human resource in civil servants, the government need to continue to improve the application of merit system in the administration of personnel management by implementing job analysis. The future of structure bureaucratic organizations as public organization tend to be slender but rich in function. The concept of 'the right man in the right place in the right time' needs to be applied correctly in order in filling the vacancy actually forward the principle of professionalism through the process of job analysis.

The fifteenth paper titled **Career Path Development for Indonesian Public Servant** by **Utami Dewi, S.IP, MPP** and **Dra. Atik Septi Winarsih, M.Si** of Government Affairs and Administration Department, Universitas Muhammadiyah Yogyakarta. Decentralization demands more competent and professional public servants, so that they can perform jobs well particularly in delivering services to society and in maximizing local resources. However, several problems surrounding civil service management have hampered this decentralization goal. These obstacles come from government regulations, institutional relationship and human resources. There are some regulations on civil service affairs but many of them are incompatible. Ironically, moreover, the important regulation on public servant management-career path development- has not been formulated yet. This career path development is crucial since it guides the staff to plan their job position in the future. Moreover, it is beneficial for manager in the public sector to conduct staff placement and promotion. Therefore, the formulation and implementation of career path development is a must to find the best staff in the right job. In doing so, performance measurement that consists of performance appraisal, competency test and fit and proper test may be chosen as a model. This paper will reveal this career path development by firstly evaluating the practice of recruitment; promotion and mutation; salary; and performance appraisal system in recent Indonesian studies.

The sixteenth paper was written by Jin-Wook Choi, Associate Professor, Department of Public Administration, Korea University entitled **Anticorruption Agencies and Reform: The Case of the KPK in Indonesia**. This paper analyze the establishment of an anticorruption agency (ACA) due to reduce corruption in a county in this case is Indonesia. This paper examines the effectiveness of anticorruption law enforcement functions of the KPK, the Indonesia's ACA that was created in 2003 and identifies key challenges that lie ahead of the KPK. By adopting key performance indicators, this paper finds that the KPK has been successful in carrying out three-pronged anticorruption strategies—repression, prevention and public relations, which is congruent with strong public support to and trust in the KPK. However, the KPK faces several challenges posed by inherent structural limitations and external political forces that may threaten the efficacy of the Commission's anticorruption functions. While the public has to show continuous strong support to the KPK, the Commission must effectively perform legally mandated and socially expected anticorruption functions with high integrity and discipline in order to become a de facto ACA.

The seventeenth paper written by Bonefacius Bao entitled **Robust Ondoafi Powers in Central Urban Communities (Studies Authority Ondoafi in Jayapura Papua)**. This paper aims to find out Ondoafi in the capital to actualize its power, and care for it so the power of capital in the middle of an urban community. There are three power capital Ondoafi namely social capitals, symbolic and material. Assuming the persistence of capital even living in urban areas had to survive because they have the ability to manage symbols, manage social relationships and manage the economy. Allegations were proven because of the discussion about the workings of the three capital Ondoafi power, can be in the know that Ondoafi respond to change with the actualization of such capital through a revitalization strategy, adaptation and repositioning. Those capitals are not working alone but comes along. Ondoafi convert into equity capital one another so that there is a logical relationship with his rule. Capital-capital is reproduced and exchanged with each other. In practice the power to show how the three capital Ondoafi able to manage its power to make strategic changes. Ondoafi thus becomes very important and strategic for anyone who needs it.

The eighteenth paper was written by Arundina Pratiwi, entitled **Transformation of public organization Culture in Indonesian Democratic Era**. The main problem discussed on the paper provide an understanding about the transformation of public organization culture in Indonesian democratic era. Literatures research, both from books and media publications, on current development of transformative public services performed by several regional governments provides the primary conceptual foundation for investigating the effect of democratization process on the transformation of public organization culture in Indonesia. Additionally, this paper reveals the specific example on transformation of

organizational culture in the regional government of Jembrana in Bali which is currently often used as the best example for other regional governments across Indonesian archipelago. Jembrana case can be classified as a success of public organization culture transformation, with its main goal to overcome the bad image of Indonesian public institutions in serving public needs. The achievement of Jembrana can be used as an important example to motivate other regional governments to improve their commitment on providing good public services.

The nineteenth paper is **An Analysis of the Effect of Press Freedom on Corruption: Evidence through a Cross-Sectional Data Analysis** written by Songhee Yoo, mastercourse student, Korea university. This study attempts to find the relationship between the government corruption and the media based on Latham's democratic theory. First of all, the empirical results of this study show that the autonomy of the media reduces corruption. It can be seen as an element of direct democracy that makes up for the constraints of indirect democracy. In addition, the writer further investigated the impact of the economic level and social globalization on corruption through the empirical research. Therefore, when the anti-corruption policy is established, the administrator should carefully consider whether the policy runs the risk of suppressing the economic growth of a country. And globalization is an opportunity to establish anti-corruption agencies and institutions. Because increasing the level of trust with other countries brings down corruption in the field of related work. Finally, determinant element of reduced corruption is identified as femininity. However, the simple increase in the employment of women may not be the solution. If the organization wants to reduce corruption, they must increase the culture of femininity. Efforts should not stop at recruiting more female workers, but rather focus on the improvement of organizational culture.

The twentieth paper entitled **Organizational Communication licensing Office of Yogyakarta City to Achieve Service Performance** and written by Yeni Rosilawati lecturer of UMY, Communication Department majoring in Public Relations subjects, Krisna Mulawarman, lecturer of UMY, Communication Department, majoring in a broadcasting subjects, and Dian Kusumadewi alumni of Communication Department UMY, graduated in 2009. The paper focus on Licensing Agency it is an organization in the field of services still relatively new, however Licensing Office of Yogyakarta city has a strong commitment in carrying out its functions. Awards obtained Jogjakarta City Government Licensing Service Award include Investment Award from BKPM as City Best One Stop Service Providers in 2007 later in the year 2008 Licensing Office Title again awarded the Excellent Service Award 2008 as the image of one government agency that has the quality of public services best. This study sought to describe the steps the Licensing Office of organizational communication Jogjakarta City Government to improve service performance.

The twenty first paper entitled **Potential Users and Critical Success Factors of e-Government Services: the Case of Indonesia** written by Ali Rokhman, Post Graduate Program in Administration Science, Jenderal Soedirman University. This paper elaborated more on Implementation of e-government in Indonesia began in 2003. However, until then the public services that provided through e-government are still very limited in quantity as well as quality. Based on the research the internet users are they who have the characteristics in majority consist of: female, have age in twenty one to thirty years old, have bachelor education degree, and they have been using the Internet for a period of seven to nine years. Considering this phenomenon therefore from the government's perspective, the most critical factors for successful implementation of e-government are the e-leadership and the opportunity to develop employees' capacity in the technical training on e-government.

The twenty second paper entitled **Bureaucracy Culture and Leadership in Indonesian E-Administration Implementation: Based on Perspective of Knowing and Learning Organization** written by Ayuning Budiati and Rudiant Komara the paper focus on Indonesian E-administration implementation involves bureaucratic culture and leadership issues. Those issues appear due to the change that occurs if e-administration is implemented nationally. Implementing e-administration can be risky, expensive and difficult because public employees are not being motivated to improve and provide policy about ICT. This situation causes a lack of policy including operational guides at every level of government to improve ICT. Improvement of ICT literacy and skill is needed in Indonesia's e-administration implementation. The paper will analyze those factors regarding the organization's paradigms: organization as learning and knowing organization.

The twenty third first paper written by Gyuseong Park, Korea University entitled **Internet Regulatory Policy in Korea: Its Origins, Impact, and Changes**. The paper aims to show the reason why the Korean Internet regulatory policy to ensure safety has its own uniqueness which cannot be observed in other countries; using external plug-in program instead of built-in and highly dependent upon specific platform. According to the study following the institutional approach of regulatory policies, these "Korean-style" regulations were created to solve technological constraints in the early beginning stage of development of Internet transactions, but these regulatory policies results in many "unexpected outcomes," such as strengthening monopoly in Operating system and Web browser market, customers' inconvenience, and paradoxical outcome which regulations intended to enhance security eventually weaken the safety. These regulations have been challenged, and recently announced its abolishment by Korean government due to its negative consequences. Based upon this case, the paper argues that the technological factor, inertia of institution, and various actors and their interests around regulatory policies are important to understand these

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regulatory policies, and it contends that IT regulatory policies should be technologically neutral because these policies cannot catch up the rapid evolution of these industries.

The twenty fourth paper entitled **Decentralization, accountability and local government performance in Indonesia** written by Sujarwoto, PhD Student at Institute for Social Change University of Manchester UK and Yumarni, Lecturer on the Department of Public Administration, Jenderal Soedirman University Purwokerto Central Java Indonesia. This article contributes to an understanding the linkage between local government accountability, corruption, and citizens' participation. Departing from critiques on fiscal federalism theory, we propose hypothesized pathway through which decentralization can lead better local public service performance. The basic hypotheses underlying this research is that decentralization will result in better local public service performance only if mechanisms for strengthen political accountability are established within local governments. Without strong political accountability, decentralization only creates powerful incentives for political and bureaucrat agent to capture local political process and misallocate public resources. The writer tested these hypotheses against evidence from 155 newly empowered local governments in Indonesia. Governance Decentralization Survey Data (GDS) is used to examine the linkage between decentralization, accountability and local government performance in the country. The results of simple and multilevel regression model broadly support the hypotheses. Less corruption, higher local government accountability and citizen's political participation are all associated with better local government performance. In contrast, poorly performing local public services are often deeply rooted in their political and social contexts. Local governments often fail to provide better public service when political accountability is absent due to weak checks and balances, lack of transparency, and weak electoral incentives. These effects remain statistically robust across all regression specifications.

The twenty fifth paper written by Septiana Dwiputrianti, Senior Lecturer and Head of Postgraduate Program School of Public Administration, the National Agency for State Administration (STIA LABandung, West Java, Indonesia entitled **How Effective is the Indonesian External Public Sector Auditing Reports Before and After the Audit Reform for Enhancing the Performance of Public Administration?**. The research aims to enrich the existing administration, accountability, and auditing of public sector literature. Two main research questions; firstly, how is the quality of information in the audit reports of the BPK; secondly, what are the key factors influencing the effectiveness and ineffectiveness of information in the audit reports.

The study revealed that the executive's history had historically neglected the roles and functions of BPK. Auditors lacked independence as the executive influenced the administration and finances of BPK. Auditors also had lack of opportunity to increase their professionalism. Since there was little incentive

for auditors not to accept audit fees from auditees, the objectivity and integrity of auditors was reduced significantly. Since the third amendment of 1945 Constitution in 2001, the Indonesian government had reformed laws and regulations related to public sector auditing for strengthening BPK. In situation where the Indonesian public administration needs immediate reform, BPK keeps trying to improve its professionalism and independence to provide qualified audit reports. BPK has been given much attention to education, training, and the development of other skills and knowledge; implemented remuneration; applied a rewards and sanctions. This study revealed a significant improvement in the amount and quality of in audit resources, including numbers of qualified auditors, representative offices, information and technology, and modern equipment. However, many new auditors lack of experience and lack of diverse educational backgrounds in addition to accounting and finance for conducting performance auditing. To enhance the quality of public administration and accountability, this study gives recommendations for BPK in (1) strengthening its independence, (2) expanding auditor's professionalism and competency in risk management (3) improving the facilities of the training centers, (4) increasing follow up of audit reports, (5) evaluating laws and regulations, (6) enforcing the implementation of performance auditing.

The twenty sixth paper Titled **The Strategy For Improving Public Services Delivery In Indonesia** by **Dr. Suranto**, Department of Government Science, Muhammadiyah University of Yogyakarta and **Awang Anwaruddin** of Center of Research and Development for Information System and Administration Automation, National Institute of Public Administration of the Republic of Indonesia. The crisis of public services in Indonesia has spread out to almost all sectors for decades. The poor level of public services performance suffered by customers is mainly indicated by sluggish service processes and excessive service cost. Various public policies have been undertaken to improve public services performance; however, no significant improvement is perceptible.

This paper attempts to find a strategic solution to improve the public services in Indonesia. Through a depth analysis, a positive answer is recommended: The Indonesian Government should carry out a comprehensive approach of bureaucratic reform, including the bureaucratic institution, management, human resources, and service culture. Since the reform is complicated and massive, however, it should be carried out incrementally, through preliminary, implementation, and evaluation stages.

The twenty seventh paper titled **Analysis Of Democratic Public Service Network Case Study in Urban Transportation Service in Makassar City**, South Sulawesi Province, Indonesia by: **Dr. Alwi, M.Si**. In general, public services organized by government bureaucracy are still serious problem, including urban transportation services/public transportation in Makassar City. In this case, urban transportation services in Makassar City have not

been able to provide service as expected by citizen. As principle of democracy, citizens are "masters" who must be delivered service satisfactorily by state officials. Therefore, government bureaucracy, in fact, must understand the needs of citizens and this is what writers call democratic public service. Theoretically, to solve complex problems such as problems of urban transportation services necessary inter-organizational networks, because many institutions and associated with it. Merging the two concepts into the concept of democratic public service (urban transportation) network is a new concept in the science of public administration. Inter-organizational network aims to use resource efficiently and effectively, as well as a democratic public service aims at making citizens as the focus of public service through their involvement in the process of solving public problems. This study aims to describe the implementation of democratic public services (urban transportation) network in Makassar City. This study used qualitative methods and case study research strategy to uncover the deeply democratic public services network. Data collection techniques used was observation, in-depth interviews, and documents. Processing technique and data analysis is the analysis of qualitative descriptive case study. The result of research pointed out that the implementation of democratic public service (urban transportation) network in Makassar City has not been effective.

The twenty eighth paper titled **Balance Theory** by Dr. Inu Kencana Syafii. When people ask why today Islam is blasphemed throughout the world — forbidden wearing headscarves in France, in the United States its presence is examined and in Australia its organizations were disbanded — with various accusations we did not expect, this was because Islam is one of the world paradigms worried shifting all previous paradigms. After weakened communism socialism and capitalistic liberalism is the only wide world paradigm, they concerned about the return of the — according to them — tyrant rule, then it is anticipated with slander and propaganda. However, inevitably, humankind will understand goodness, truth, and the beauty, also in ethics, logic and aesthetics. So where are the ideologies sitting in case Koran assembled all the disciplines of science, moral ethics, and nuances of art? How about Al Fatihah which became Prolegomena and *preamble*, in addition to reading of the prayer becoming the rhythm of worship? It should be impregnated that Al-Fatihah is the core essence of transcendental thinking in three world grand narrative

Yogyakarta, January 21th, 2011

Editors:

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THE SUSTAINABILITY OF JAKARTA AS THE CAPITAL CITY

Hartuti Purnaweni³

ABSTRACT

This paper aims to find out efforts to be done to Jakarta as the Capital City of the Republic of Indonesia. Jakarta has turned from merely old day traditional port to the present day of a megapolitant figure, where skyscrapers mount in many places. Today's Jakarta has the best road infrastructure in the country and one may find fancies from the first minute he or she arrives in the city. Jakarta is an area with low topographic feature as it is situated at the coastline, in particular North Jakarta. As time goes by, the city becomes less convenient as settlements due to traffic jam, flood, land subsidence, land water deficit, inadequate green space, severe air pollution, etc. Jakarta's carrying capacity has been passed over. New public management system is needed. Therefore, a new paradigm has emerged concerning its status replacement as the Indonesian capital city, and to make it a more livable city. Three alternatives are proposed for the solution.

Keywords : Jakarta, capital city, sustainability, carrying capacity, public management

I. INTRODUCTION

What is in one's mind when thinking about Jakarta development? The

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capital city has turned from merely old day traditional port to the present day of a megapolitant figure, where skyscrappers mount in many places. Today's Jakarta has the best road infrastructure in the country and one may find fancies form the first minute he or she arrives in the city.

Despite the above advances, Jakarta is faced by the scenario of "doomsday" in the form of total traffic congestion. Things may get worse should this problem is not solved immediately. Flood is a typical threat, which gives fears to the city inhabitants, appears easily after only a short heavy rain. Not mention about pollution, caused by the vehicles crowding its streets everyday. In addition, the domino effect (traffic jam, flood, and pollution) contributes to the damaging situations.

The domino effect contaminates economical, social, environmental, psychological, and political aspects as well as forms of everyday life. All go to the same direction: the status of Jakarta as the capital city becomes questionable. Current development shows a doubt of many parties whether Jakarta remains the central administrative place of the Republic of Indonesia or needs to give in its capital status to another city.

Discourse on transforming the capital city from Jakarta keeps lingering in minds of many Indonesians. Politicians, scholars, bureaucrats, and business persons simultaneously discuss whether the capital city should move from the current place. A discourse that actually has emerged for several times in the past, as people become more and more questioning the carrying capacity of Jakarta so as to make it a livable city.

This discourse also rings the bell of Susilo Bambang Yudoyono, the current president of Indonesia. He suggest a further analysis on the idea of moving the capital city from Jakarta. Traffic jam due to overloaded transportation is among major reasons. However, many also comment that moving the capital city tends to follow-up the spirit of fairness and equality between regions under the sovereignty of the Republic Indonesia. Consideration is necessary to assess the existence of a capital city from the viewpoints of social, economic, political, cultural, ecological, as well as defense and security aspects.

I. JAKARTA'S HEAVYLOADS

Jakarta is a city of 660 kilometer-square size, inhabited by 13% of the total population in the country. Today, Jakarta has approximately 9.5 millions people, not mentioning those living in the city's satellites such as Bogor, Depok, Tangerang, and Bekasi (Bodetabek area) which collectively make another 24.5 millions of people. At least 50% of the people living in these four neighbouring cities commute to Jakarta as they make living there. There are 20.7 commuting trips to and from Jakarta and Bodetabek area. In total,

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there are around 20 millions people in every single working day in the capital city. Jakarta is the center of economic, business, financial, industrial, trade, even political, socio-cultural, arts, entertainment, and miscellaneous international activities. As a result, Jakarta has been developing into a megapolis, among the biggest cities in the world (see Table 1) which according to Mathur (in Yunus, 2010:296), is among cities in developing countries with the most serious problem.

Table 1. Agglomeration of the Biggest Cities in the World (1950-2015)

Agglomeration (Country)	1975		2000		Projection (2015)	
	Rank	Population (thousand)	Rank	Population (thousand)	Rank	Population (thousand)
New York, USA	2	15.880	3	17.846	6	19.717
Tokyo, Japan	1	26.615	1	34.450	1	36.214
London, England	14	7.546	26	7.628	tda	tda
Paris, France	9	8.630	21	9.693	22	10.008
Moscow, Russia	12	7.623	17	10.103	21	10.934
Mumbai, India	15	7.347	5	16.086	2	22.645
Delhi, India	25	4.426	9	12.441	3	20.946
Mexico City, Mexico	4	10.690	2	18.066	4	20.647
Sao Paulo, Brazil	6	9.614	4	17.099	5	19.963
Jakarta, Indonesia	23	4.813	12	11.018	8	17.498
Metro Manila, the Philippines	22	4.999	19	9.950	16	12.637

Source : Max Pohan, 2010

Among the serious problems facing Jakarta are as follows: *First*, Jakarta has been over populated. It attracts people from different areas in the country, especially the urbanists which come to the capital city with the background of both push and pull factors. The Push Factors are among others: decrease in human resources, inadequate job opportunities, limited capital access, limited jobs, and decrease in social capital. Meanwhile, the Pull Factors are: more job opportunities, adequate infrastructures, adequate public facilities, availability of business opportunities, political, and social centers. Of the

total population living in Jakarta in 2005, the proportion of the migrants were as many as 37.35 per cent.

Second, severe traffic congestion. People from Bodetabek area work in Jakarta, but do not live in that city, causing urban sprawl and traffic jam in almost all places of the city during the day. In Jakarta itself, road length increased by 0.01% per year, while vehicle growth ownership increased by 8.1% per year in 2004-2009, with 98.5% private vehicle, and 1.5% public transport. The private vehicles are used for 44% trips, while the public transport serviced 56% trips. Road growth ratio is far behind the growth of vehicles, while public transport service is far beyond the need. Infrastructure capacity is only enough containing 1.05 million cars out of the 1.55 million registered. It is predicted that by the year 2014 Jakarta will be in total traffic congestion, which according to Salim (2020) is "bumper-to-bumper" condition.

The existing infrastructure design makes the sound infrastructure policy is difficult to be developed, since Jakarta's development is done sporadically. There are conflicts of interest in spatial planning. Infrastructure development does not accommodate excellent public transport facilities, such as subway or monorail.

Third, flood. According to the Deputy for the Regional Development and Local Autonomy of the National Planning Board Ministry, Max Pohan (2010), the severe flood can be traced from the multidimensional problems. The rapid growth of Jakarta has been expanding the built area, and decreasing the acreage of green area, diminishing water catchment area, and the use of lakes and dams for other purposes in Bodetabekjur (Bogor, Depok, Tangerang, Bekasi and Cianjur) area. Moreover, the decrease of water catchment area in Jakarta's supporting areas especially in the upstream (Bogor and Puncak) and also triggers flood increase in Jakarta (downstream).

Besides flood, another environmental problem is land subsidence. Some areas now become even lower than the sea level, easily flooded at high tide season. The extensive pumping out of ground water is said to be the problem source. Loss of land water, which caused hollow space underground, is the source of land subsidence. Therefore, in facing the global warming threat, with the danger of sea level rise, the city becomes more vulnerable to multi disasters, especially flood. According to Economy and Environment Program for Southeast Asia (EEPSEA), five cities in the Jakarta Special Territory are among the most vulnerable cities in ASEAN (Pohan, 2010). Disaster awareness among the people is still not promising, not much concern placed on sustainability, as well as on mitigation and adaptation to the impact of climate change.

Jakarta's water has been contaminated with E-coli bacteria, based on the unavailability of good sewage or waste treatment plant. Therefore, all

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domestic waste water is drained into the ground with mostly only individual septic tank technique which is actually not enough for a megapolis like Jakarta. Commuters access to sanitation and clean water is limited, as much as 40% and 65% respectively (Salim, 2010).

Deficiency is also found by the previous study, in which 14% (1.33 millions) of the Jakarta population suffered from stress/psychic disease (Salim, 2010). This fact illustrates a negative effect of urban life, which, in turn, gives negative impact on the environmental quality. Social environment damage due to poverty, high criminal rate, and poor social cohesion, cause the affected people losing sense of security.

Jakarta has been suffering from poor environmental quality. The city has gone beyond its carrying capacity (Hadi, interview, 2010). The city's capacity to restore temperature in 1940 was above 100%, but in 2003, its maximum result was lower, 86.76%. Similarly, the capacity in absorbing rain water in 1940 was 100%, whereas in 2003 was 66.25%. Jakarta is no longer a livable city as well as an eco-city.

Overpopulation and therefore its implications has severely loaded Jakarta, affecting the quality of its environment. From ecological point-of-view, these burden contributes to environmental degradation and quality of life. Convenience and health status are questionable (Hadi, 2010). Jakarta's burden creates varied problems, and therefore triggered the idea of whether moving the capital city from Jakarta is necessary.

Establishing a series of public policy applicable to Jakarta as the capital city has been more difficult. Does Jakarta still deserve of the status as a capital city? A capital city is a mirror of a nation of state. How should Jakarta be? Efforts in new public administrative constraints propose what things necessary to be done when the old paradigm has no longer been inadequate to manage Jakarta. Hence, one may expect that the implementation of the governmental activities to be effective and efficient. Once such condition has been achieved, a new discourse may reveal: Should Jakarta be replace or not.

If the authorities do not issue any policy, problems may be more complicated; it is going to be more difficult to determin which policy applicable to particular issue. A policy should be made available, one that exclusively applies to Jakarta, so that any problem can be resolved immediately in a holistic manner. This is how public policies is standing for Jakarta. According to James Anderson (1979:3), one of notable classical theorists on public policy, public policy may be defined as "*...a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern*".

Then, how can a public policy be appropriate to the complex problems currently face Jakarta? In the era of tight competition, Jakarta has a strong

competitiveness in the regional and global arena. All is determined by the quality and the availability of infrastructures and facilities of public services, in addition to high quality human resources capable of performing the urban area management.

III. ALTERNATIVES

Having great challenges as well as potentials, then what do we actually want from Jakarta? Where should one bring Jakarta in the future? There are, at least, three alternatives one can propose to answer these questions.

The most important challenge in today's Jakarta development as the capital city is to answer questions suggested, followed by performing a holistic analysis on any available option by considering feasibility of each alternative.

There are at least three alternatives dealing with multidimensional problems facing Jakarta. *Firstly*, Constructing a New Capital City including Governmental City. There should be a *bedhol kutha* (Javanese term of "massive migration"); the status of Jakarta as the capital city (governmental and state centers) must be given in to another place. *Secondly*, separation the status of Jakarta as the the governmental center and its status as the capital city. *Thirdly*, revitalization scenario, meaning total reconstruction of developmental plan and spatial management of the city. The analysis of each alternative is as follows:

1. Alternative I: Constructing a New Capital City including Governmental City

The first alternative goes with the status of Jakarta as the capital city and as the seat of government. A new paradigm suggests the replacement of this status. A more holistic planning strategy and higher cost estimation are necessary to implement this scenario. Building a new capital city, which also plays a role as centre of government, has been done by Australia (constructing a new capital city in Canberra), and the United States (in Washington DC).

Jakarta *bedhol kutha* is the first proposed alternative. The status of Jakarta as the capital city (governmental and state centers) must be given in to another place. The alternative suggests that Jakarta is more appropriate to hold a status of business center. Indeed, the status has been for generations intensively attributed. Jakarta as the seat of government and the capital city is the place where 70% of national monetary circulates (*Kompas*, September 25th, 2010), making its growth is uncontrollable. In developed countries, seat of government has already been separated from growth center, such as in Canada (Ottawa and Toronto), and in the United States

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(Washington, D.C and New York).

Natural exploitation occurred on behalf of economic growth, representing greed and never-satisfactory humans. Nature should not have been over-exploited so that the primary function sustains the future life. Mahatma Gandhi argues, "the world is enough for everyone's need, but NOT enough for everyone's greed" (Hadi, 2010). As greed exists, natural destruction takes place. The paradigm of economic growth has outplayed the paradigm of sustainable development, in which World Commission on Environment and Development (WCED, 1990) suggests that "development that meets the needs for the present generation without compromising the ability of future generations to meet their own needs."

Development is an effort towards progress. Tjahja (2000) argues that planned change from one situation to another once the previous situation is seen out-of-date. Hence, the advance of economy, social, and ecology should be in such that all aspects are integrated. The purpose is to create a sustainable life, which is the supreme target of improvement. Therefore, welfare is not the only focus of development; the sustainability of sources of fulfilling factors are also important. Otherwise, welfare is impossible (Purnaweni, 2010). Economy is not limited to produce welfare, as does ecology to nature protection. It is evidenced that Jakarta has ignored the nature. Once the nature "avenges" nothing is left but massive destruction. Environmental has become a free-wheel, which is "too hot to handle". Dramatic replacement of the capital city stems from this phenomenon.

According to Hadi (2010), moving the capital city and seat of government at the same time has a significant impact on the massive change in land use, which, in turn, causes land conversion, higher risk of flood and vary environmental damages. The new growth center is going to attract resources from the hinterland in forms of human and financial capitals.

b. Alternative II: Separation Jakarta's Status as Center of Government from the Status of Capital City

In this scenario, Jakarta is planned to remain the capital city of Indonesia based on its historical records, but should lose its status as the center of government. Examples of cities under this scenario are the separation of Kuala Lumpur as the capital city and Putrajaya as the centre of government in Malaysia. Putrajaya is completely, newly constructed.

Jakarta is no longer capable carrying both status at the same time, due to inadequate spatial infrastructures in terms of land and air transportation, energy, water, sanitation, and others. In its former spatial planning, Jakarta is not specially planned as both the capital city and centre of government as Washington DC or Canberra. Jakarta's improper location as the center of

by optimally using sustainable resources as the source of energy.

- ◆ Long-term design for waste management
- ◆ Water-related issues, including drinking water and contaminated water, are subject to integral intervention, in particular water conservation in urban area
- ◆ The new location does not sacrifice the native population
- ◆ Local wisdom to control social impact
- ◆ The above aspects should give positive impact on the local development in the Eastern region.

This alternative can be applicable, as Budi Situmorang (2010), the General Director of Spatial Management, the Ministry of Public Work, states that social gap is frankly seen between the regions, as one may see the difference of Java, Bali, and Sumatera, from the other regions and/or islands. The difference is found in multiple aspects, as follows:

- ◆ Demography: 80% of the total Indonesian population (60% in Java Island); equal percentage between rural and urban areas
- ◆ Business activities: 81% of the total Indonesian Gross Regional Domestic Income (PDRB)
- ◆ 78% of the total Indonesian agricultural development
- ◆ 90% of the total Indonesian industries (75% in Jabotabek)
- ◆ Natural resources: land is ready to use, high fertility rate, deforestation due to settlement and agricultural development
- ◆ Capital Investments: 80.5% domestic investment and 86.5% foreign investment
- ◆ Trade: exports 79.8%, imports 92.1%

Carrying and accommodating capacity of the current environment have exceeded the required thresholds. The moment has come to "leave" Java Island to depart the other places. Development has too much been oriented to Java. Sunjoto (2010) claims that in the past time people were interested in making living in Java; in the future, people must be also interested in moving to the newly built seat of government and/or capital city.

However such alternative results pros and cons. For example, Hadi (2010) writes that the moving of the seat of government may worsen transportation in the new place because people tend to live in the city. Change in land use is another problem, which causes high level of run-off and flood. Another important aspect is that the alternative may worsen ecological footprint, which should be minimized as the development activities occur.

Other contenders of the idea proposed within this alternative is that the replacement of the capital city will not affect the level of traffic jam in Jakarta. Instead of issuing large budgets to build a new capital city, the

budgets may be allocated to rebuild the current transportation. Building a new capital city is indeed costly.

The separation of functions of the capital city from the seat of government needs to be carefully studied, because it cost large of capital. Jakarta is the place where heavyweight problems are found. Investments should not be wasted unnecessarily.

c. Alternative III: Revitalization of Jakarta

According to the third scenario, a total reconstruction is greatly necessary towards further development and growth of Jakarta.

The policy alternative is on restructuring, reconstructing, and fixing varied problems the city of Jakarta face, such as, traffic jam, flood, slumps, environmental degradation and poverty, according to spatial management plan (RTRW) of the Jakarta Special Territory and that of its surrounding areas. It has to be integrated into a single eco-region unity stipulated within the Jabodetabekjur's spatial management plan. To the present days, the spatial management of the areas has not been integrated, so that the functions of each region do not interrelate. Conflict of interest becomes a typical theme. There needs for good coordination, but it takes times because managing such big city as Jakarta is very difficult. However, time is tickling. New paradigm in terms of frontal management system is badly needed now, so as to save Jakarta.

IV. RECOMMENDATION

The above alternatives result in a general conclusion that the first scenario is a "ideal-radical" effort. The first alternative is very costly, and therefore, is unrealistic when integrated to the nation's economic power. The second scenario is a "moderat choice" because the nation's economy can still afford but be challenged by space limitation nearby Jakarta. In conclusion, revitalization is the most realistic effort. However, it needs comprehensive, integrated, and consistent efforts. This scenario supposes a total reconstruction of Jakarta as well as its sorrounding cities (Bogor, Depok, Tangerang, Bekasi and Cianjur).

Despite the above scenarios, Jakarta and its problematic stances are in urgent needs for better solution in order to sustain its function on behalf of effectiveness and welfare of the citizens. An approach namely "business as usual" (BAU), which takes times to implement, is necessary to be replaced by more progressive one. Jakarta needs comprehensive, integrated, and humanist design of development, in particularly its bonded and hinterland areas.

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Revitalization of Jakarta is the selected alternative. This paradigm holds that a new policy is necessary for redeveloping Jakarta. Emil Salim (2010) argues the needs of the seat of government for remaining in Jakarta. The opportunity costs of "moving the government center" are very high and it's better to allocate them to fulfill the needs for infrastructures and facilities of Central Government.

It is important to have a paradigm shifting in managing Jakarta, from government to governance. The concept of governance means that the government must improve the functions of public organization management process. The process must be efficient, effective, responsive, transparent, participative, and accountable. Thinking business as usual to manage will create a catastrophic city of Jakarta. The present public administration practice is clearly ineffective and inefficient.

There must be an "energizing bureaucrazy" (Muhammad, 2009) towards major revitalization of Jakarta as the nation's capital city. This kind of effort can be performed in collaboration with Debotabekjur, so that these hinterlands possess their own unique characteristics: Depok as Education City, Tangerang and Banten as Industrial Cities, Bekasi as Trading City, whereas Bogor and Cianjur as Tourism and Recreational City. Chinese experience is a good example for the country to imitate.

Jakarta must be developed in such way that it attracts interest of multi-dimensional stakeholders. Emil Salim (2010) proposes a developmental strategy namely "spread the sugar, then the ants shall attack towards it." (*sebar gula, sehingga semut akan menyebar ke arah gula*). The priority of the 2011-2014 Program is to prevent Jakarta from "total breakdown". It is a 3-year short-term program. The further actions may be taken by other comprehensive efforts.

Having known unrealistic environmental carrying capacity, Jakarta revitalization is deemed necessary to incorporate bioregion principle, in which "regional unity (land, water, and aerial state) supporting significant ecological processes (food chain, migration, and water circulation) in favor of human being and biodiversity, habitat and its ecosystem, in order to prevent each element from extinction." The management of the region and area must be based on ecological features, not administrative (conventional) ones. In ecological perspective, each area is interrelated and not be divided into certain lines.

a. Towards Ecoregion-oriented Development

This study proposes an idea of public management implementation towards an ecoregion governance (Tasdyanto, 2010) of Jakarta and its surrounding places (Bodetabekjur). The restructurization of Jakarta and

Jabodetabekjur under ecoregion principle has a purpose of integrating both areas into a single geographical bound as they have similarities in climate, land, water, flora, and fauna. Pattern of interaction between areas is also similar as both a common natural system and environmental integrity.

The socio-cultural condition of the people is among considerations as well. The decision of the public problem-solving must not too engineering-oriented. Indonesian people has a social structure that can be divided into two major groups: traditional and rational. According to Hadi (2010), people tend to be environmental-unfriendly, more ignorant and destructive than aware of and constructive to the environment, including therein, the social environment. The important thing to do is that concerned parties must be able to persuade and to give examples on how good Jakarta will be if everybody cares about it. *Sustainable* communities are such kind of homeworks that should be worked on. Furthermore, democratic principle is important to create Sustainable Urban Democracy (Yunus, 2008:206-207)

“...the general problem is the failure of democracy in many cities, and people are decreasingly interested in running their city. The basic reason is that city governments are seen as impotent in the face of larger economic and social forces: they have no power to decide the rate of growth or their economic strength... It is if the feeling of exclusion spreads to all levels of society, a potentially ominous threat to social and political cohesion...”.

In conclusion, once the people are required to participate in determining their urban development policy, there lies a sense-of-belonging, sense-of-conserving, sense-of-preserving, and sense-of-beautifying. It is time for developing a city with environmentalist spirit in the planning and implementation of city policies. Therefore, the livable city will give benefit both to the environment and the society (Iskandar, 2010:60)

b. New Public Management: *Humanistic, Democratic, Participation*

There comes a moment for Jabodetabekjur area performs a sustainable development with ecoregion perspective. It is important to determine the quality of the city space. Such effort is a corner-stone for more civilized and unique nation's building.

Answering this demand, the development of Jabodetabekjur and Jakarta as its bond and hinterland area must depend on the implementation of new public management, which refers to humanistic, democratic and participative (HDP) governance value and the principles of economically viable, socially empowering, politically correct and environmentally sound.

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