

The Success of Interest Group Coalition in Influencing the Decision Making Process in a Local Government: Case Studies of Constitutional Folk Coalition (KORSI) in Subang Regency, Indonesia

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Preface

Presently, the context of world society has the dynamism which has changed dramatically; economic, politics, society, culture, technology, natural resources and environment. There are effect to society's people needs change. Therefore, the effort of worldwide nations cooperates to create the balance for this world. The creation of clean clear politics without abuse of power and to remove corruption problem for creating participatory democracy that has responsibility to other nations with to keep the balance of technology using.

The research process (methodology), learning and study program arrangement in university focus on supporting society and country by system and dynamism for developing leaning process from the research which can adapt and apply practically in the society. This needs multi knowledge both politics and public administration by science of country development is called "**Political Science and Public Administration**". When they are applied to be the tools of politics and administration by using policy and public administration, which serve and respond people's needs and people's satisfactions.

The knowledge from research process (methodology) will be presented the concept idea and guideline to practice and develop clean and clear politics, to create the balance of natural resources, environment and good quality society. School of Administrative Studies, Graduate School, Faculty of Liberal Arts, Maejo University cooperate with networks also government and private sections. The activity is set up which are research paper presentation of graduate students, academics, scholars and experts in the international level. This also can be benefits to develop country, ASEAN region and world civil society which aims to develop knowledge "**Administrative Sciences**". This year, School of Administrative Studies has 10th year anniversary celebration under the **theme; Green and Clean Politic**. We will synthesis and analyst knowledge from conclusion and synopsis for applying in the future both academic and policy and for international level as well.

Somkid Kaewtip

Dr. Somkid Kaew-tip
Director, School of Administrative Studies



General Information

In the current situation, the context of global society has been rapidly changed in economic, political, socio-cultural, technological, natural, and environmental aspects, which they are affecting people's need which changing according to international communities' attempt to establish global balance as well as green and clean politics without the abuse of power, corruption removal, in order to found the participatory democracy which it reflects responsibilities of other countries along with balancing the use of new technologies with natural resource and environment.

In perspective of research process, the study and higher educations' curriculums can see the importance of supporting society and the country, through the development mechanism of learning process from the research results, which it can be realistically applied into a society that needs diversity of Political and Administrative knowledge through the science of nation development. The knowledge of Political and Administrative Science bring more benefit to political and administrative tools which used for public policy and administration for responding the people's need and satisfaction.

Knowledge from the research process which will be presented the concept and practices to the clean politic and the balance of green natural resource and environment, Maejo University had initiated the stage of international and academic conference under the theme: Green and Clean Politics.

Activities

1. Academic special lecture by Keynote Speaker
2. Academic Forum
3. Research Paper Presentation by researcher and postgraduate student

Host Organization

School of Administrative Studies, Maejo University

Time and place

29th – 30th October 2015 at Maejo University, Chiang Mai province

Participants

academics, scholars, lecturers, researchers, postgraduate student, government and private sections and other participants (Thai and foreigner) 200 people



Organizers

Main Organizer

School of Administrative Studies, Maejo University

Co-organizers

Faculty of Liberal Arts, Maejo University

Graduate School, Maejo University

Inter-Disciplined Committee for Research and, Office of the Royal

Society

Inter-Disciplined Foundation for Research and, Office of the Royal

Society

ASEAN Institute for Health Development, Mahidol University

Faculty of Public Health, Naresuan University

National Research Council of Thailand, Division of Political Science and

Public Administration

Benefits

1. Academics and participants can exchange the academic knowledge involve with Political Science and Public. They are the science of inter-disciplined administration which is applied effectively.
2. To achieve the cooperation between Thai and international academics
3. To gain the concept idea for solving the problem and community developing to society by Green and Clean Politic
4. To get the guideline for developing the curriculum of Political Science and Public Administration which is administrative science and can serve Thai society and world civil society needs



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THE SUCCESS OF INTEREST GROUP COALITION IN INFLUENCING THE DECISION MAKING PROCESS IN A LOCAL GOVERNMENT: CASE STUDIES OF CONSTITUTIONAL FOLK COALITION (KORSI) IN SUBANG REGENCY, INDONESIA

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ABSTRACT

The aim of this paper is to elaborate the strength of interest group coalition in influencing public decision making by a coalition strategy. In terms of stakeholders' analysis in public policy formulation, there are many influential actors divided into two groups which are the official policy makers (executive, legislative, administration and judicial branches) and non-governmental participants (political parties, interest groups, think tanks, mass media and citizens). However, regarding to some views of scholars, political parties are more able to influence than interest groups in decision making process. Parties are formal institutions that could place their members as lawmakers in a legislative branch. Nevertheless, in terms of this research, it could be concluded that interest groups are willing to be more powerful if they have own strategies by developing a coalition among other civil societies. There are two critical aspects that must be discussed in this research. The first is to describe the stages of coalition development and the core values of coalition engagement. The second is to elaborate the strength capacity of coalition in running some various ways both conventional and non-conventional to influence the final decision making. The research was conducted by a qualitative method while the data are collected by interview and analyzing various documents.

Keywords: Interest Groups, Coalition, Policy Formulation and Decision Making

A. BACKGROUND

1.1 The Background of Problems

One of the most critical issues in the legislative process of a new proposal regulation of spatial planning (Raperda RTRW) in Subang³ Regency Indonesia from 2011-2031 was an addition of industrial zone from seven districts to be ten districts

³Subang regency is located in West Java Province, in the northern, in Java island, declared as the area of main food sovereignty in Indonesia by national government



proposed by the fraction of Indonesian Democratic Struggle Party (PDIP) supported by some fractions of political parties in a local legislative branch which were the fraction of Golkar Party, Great Indonesia Movement Faction (GERINDRA-Party), the Consciousness Society Party (HANURA-Party), the National Awakening Party (PKB) and The National Democrat Party (PDK). However, in the opposition of this proposal there was also a rejection from other parties mainly from the fraction of Democratic Party supported by the fraction of Prosperous Justice Party (PKS), Concern for Unity National Party (PKPB), the National Mandate Party (PAN) and the United of Indonesian Development Party (PPP) who tended to keep the industrial zones to be protected in 7 districts like what was written in the local rule of spatial planning (Perda) No. 2/2004.

In the outside of legislative process, there was also a hard rejection came from a coalition of citizen movement that consisted of 23 interest groups named themselves as "Constitutional Folk Coalition" (KORSI) who did some protests regularly by demonstrations. This coalition was moved by some organization elements that were community organizations, youth organizations, non-governmental organizations (NGOs), labor organizations and student movement organizations (radar-karawang.com, 07/13/2012). Several times KORSI did demonstrations in the front of the local legislative assembly building to pressure the fraction of political parties that proposed new additional industry areas to be pulled out from the proposal (inilah.com, 06/11/2012; 07/22/2012; 08/16/2012; formatnews.com, 07/18/2012).

As a result of the rejection, several times, the new proposal regulation of spatial planning (Raperda RTRW) could not be regulated by the local legislative assembly meanwhile in the end of legislative process it was decided that industrial zones were consistent exist in 7 industrial sub-district areas which were sub-district Pabuaran, Cipeundeuy, Kalijati, Purwadadi, Cibogo, Pagaden and Cipunagara. It was a clear victory of KORSI's movement that tried to protect agricultural areas from land conversion to become industrial areas because Subang is one of basic important areas of main food sovereignty in West Java Indonesia besides the regencies of Karawang and Indramayu and 90 percent of sub-districts Patokbeusi, Ciasem and Dawuan proposed as new three industrial zones are fertile agricultural areas that should be maintained (BPS, 2011; BPS, 2012; Soegeng Sarjadi Syndicated, 2001). Without KORSI's movement and pressure, it was difficult for opposition parties to reject PDIP's proposal on account of that the faction was the majority in the local legislative assembly.

1.2 Problem Formulation

In the study of *stakeholders* in the public policy process and public policy formulation, political parties and interest groups have a tremendous ability to influence the process of public policy making (Burstein & Linton, 2002:381). However, interest groups do not have any formal representatives to place their members in the legislative branches while Political Parties are formal institutions that could put their represents as a lawmaker of legislative members (Wood et.al., 1988: xviii; Act No. 2/2008). Consequently, in the process of policy formulation, Political parties are



more powerful and more capable to dictate the process of public policy formulation (Wood et.al., 1988; Burstein & Linton, 2002).

Regarding to that theory, ideally, although legitimacy, *power* and *resources* had by PDIP and their faction, they must be able to encourage their proposal to propose 3 new districts as additional industrial zones in Subang regency. Nevertheless, in the end of decision process, the local legislative assembly decided that in the new regulation of spatial

planning (Raperda RTRW) there is going to be consistent by 7 districts of industrial zones like what was defended by the faction of Democrat Party. Even though the faction

only had 21 sets in the local legislative assembly while the total sets had by the faction of PDIP were more with 29 sets. PDIP as the initiator of the proposal was the winner party of General Election in 2009 with 14 seats or gains contributed almost 30 percent of the total seats in the local legislative assembly.

The table 1; the fraction of parties in the issue of additional industrial zones

The supporting faction parties	Sets	The refusing faction parties	Sets
The fraction of Democratic Struge Party of Indonesia (PDIP)	14	The fraction of Democratic Party (PD)	9
The Fraction of Golkar (PG)	6	The fraction of Prosperous Justice Party (PKS)	7
The Fraction of Nationalist Conscience Movement (GNK) which were consist of GERINDRA Party, HANURA Party, the National Awakening Party (PKB) and the Democratic Nationalist Party (PDK)	9	The Fraction of KPAP which were consist of PKPB, the National Mandate Party (PAN), and Indonesian Development Party (PPP)	5
Total sets	29		21

Source: the legislative administration office of Subang regency

This was the important thing of movement activities of KORSI due to that if there were not any political pressures by the interest group coalition, the alternative aggregation proposed by Democrat Party faction (PD) should be impossible to be accepted. By political activities of KORSI, the composition of faction in the legislative assembly developed by PDIP could be switched. Consequently, the final decision of public policy was the articulation of KORSI in protecting land conversion from agriculture areas to be industrial zones.

Based on this concern, the problem formulation in this research is ***"Why KORSI could affect the final policy making process of industrial zones in Subang Regency, consequently the industrial areas in Subang Regency on Raperda RTRW 2011-2031 are still only in 7 districts?"***



The problem formulation will be sent into several questions: *How was the KORSI formed and what values that could engage the 23 interest groups with different background in a coalition? How KORSI did their lobbies to influence all of the fractions in the local legislative brance and local mass media? What key factors of KORSI's sucess in influencing the final decision of industrial zone policy in Raperda RTRW Subang 2011-2031?*

1.3 The Aims of the Research

The purpose of this research is to explore:

1. The formation process of KORSI and the value encouraging of 23 interest groups with different background in a coalition.
2. The political activities run by KORSI to influence all of the fractions and factions in the local legislative assembly and local mass medias.
3. The key success factors of KORSI in influencing the final decion making

B. THEORETICAL FRAMEWORK

1.1 Interest groups

Berry (1995: 616), Zeigler (1992: 377) and Martini & Hodess (2012: 2) define that interest groups are each organization that tries to influence policy decisions that will be carried out by government. While Heike Kløver (2010:3) by quoting Beyers, Eising and Maloney (2008) define that interest group is the whole social actors who have political interests but they did not have contributed expectations for formal public positions. Finally, interest groups are every organization who has an orientation to get common goals of their members rationally.

Regarding to the whole of definitions it could be concluded that interest groups are every organization that tries to influence policy-making process that will be decided by government in a particular issue that is going to affect their political interests, but it does not mean that they have an ambition to control and to run governmental processes.

1.2 The Coalition of Interest Groups

The experts explain that there are a lot of causes developing a coalition among interest groups which are; there is an ultimate purpose and interest in a strategic issues; a regular interaction among them; a condition of some interest groups who are less of capacities; increasing process of capacity building and being more *powerful*; a closeness factor of ideology of them; a commonality and togetherness; and a way to exchange information to be more dynamic and innovative of the movement (Heaney, 2004; Mahoney & Baumgartner, 2004; Beamish & Luebbbers, 2009).

1.3 The Methods and the Alternatives

Regarding to an expert, the only one way of interest groups to achieve their interests is by lobby mechanism. Lobby could be established through a number of ways such as: (1) direct contact with policy makers, (2) establishing a relationship with officials from the political parties and (3) making an indirect relationship by either



demonstrations or protests. Besides, lobby could be practiced through either a formal public hearing or informal mechanism like protests, demonstrations, spreading a petition, and building a coalition with other organizations (Thomas, 2004:6).

There were various many institutions that could be lobbied by interest groups in articulating their political interests which are Government, administrations, Political parties, Legislative, and mass media (Heaney, 2010; (Haryanto, 1982; mentioned by Parsons, 2011).

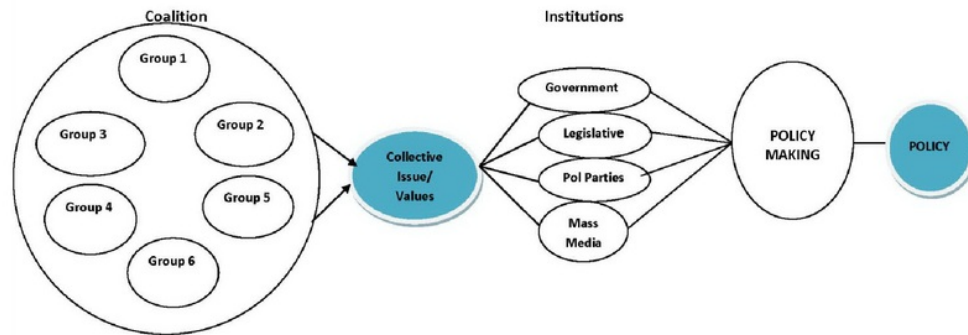
1.4 The Key factors of Success Coalition

In term of some finding by experts, it could be concluded that there are some theories about the success of coalition in influencing public policy making. First of all, there must be a common goal and a commitment to the coalition from the members (Carmichael & Hamilton (1967); Beamish & Lubbers, 2009). Secondly, there must be rules of the game formulated by them when the coalition has been established. The third, there also must be a commitment of loyalty, an ideological closeness, and a motivation from every leaders of interest groups to motivate their members to struggle with the coalition (Beamish & Lubbers, 2009). Finally, it is also important that there must be a common identity such as resemblance organizational structure and the agreement of collective goals, lobby alternatives, symbol of coalition identity, conflict management, resources, strategies, and decision making in the coalition (Krinsky & Reeses, 2011).

On the other hand, the success of coalition in influencing public decision making is affected by struggling movement of coalition members with some various ways continuously (Beamish & Lubbers, 2009); the wide range of networking in conducting campaigns (Krinsky & Reeses, 2011); the dynamics of coalition members to exchange the important information to be more innovative in the political activities (Wang, 2011); the capacity building of coalition tends to be more powerful (Mahoney & Baumgartner, 2004; Canola, 1976; Kluver, 2010); the profitable information had by coalition for formal decision makers (Hebda, 2010); the openness factor of political system (Almond, 1976); and the formal and non-network had by the coalition to the elites of political parties or administrations (Heaney, 2006).



1.5 Theoretical logic



C. RESEARCH METHOD

1.1 Type of Research

This study is qualitative research which is a series of method used to explore and to understand the meaning of social issues. Research process is conducted by purposing some questions, collecting specific data from the informants, analyzing the data inductively from specific cases to general view and interpreting the data to develop new abstraction of theories (Cresswell, 2009: 4-5).

1.2 The Technique of data collection and data Analysis

The source of the data used in this research is not only primary but also secondary sources. The collecting process of them was either through *in-depth interview* structurally with the *interview guide* or based on the documents and other relevant information (Creswell, 2009). There were some main informers who had been interviewed who were: (1) District Government of Subang, (2) the local legislative assembly (DPRD), (3) The elements of KORSI, (4) Mass Media and (6) The Citizens.

D. VALUE ANALYSIS AND THE KEY SUCCESS FACTORS OF KORSI

1.1 The Establishment of KORSI

The establishment process of KORSI could be divided into three stages which were *initiation*, *consolidation* and *movement* stages. *Initiation stage* was started when the environmentalist activists of Indonesian Forum for Environment (WALHI-Purwasuka), Indra Gumilang and Yaya Sudarya, interacted with members of youth organization, Fauzan Faruq Fasya and Ujang Mahmud from Islamic Youth Movement of Indonesia (GPPI).

In this stage, the cooperation among the activists was due to that there were a closeness relation emotionally developed by informal meeting and formal meeting in many agendas of movement activities in Subang regency. In terms of these interactions and communications intensively, there was an agreement of their view



that Subang was in the critical situation of environment failure mainly in the land conversation because of that PDIP with their fraction in the local legislative assembly proposed to add 3 new sub-districts of industrial zones. Consequently, it was important for them to establish a movement of civil society to defend agriculture areas to be protected.

The *Consolidation stage* was started after the first demonstration conducted by KORSI in the *initiation stage* because both environmentalist activists and the activists of GPII realized to strengthen the capacity of coalition to be more powerful to achieve their goals by asking some organizations in Subang who have a closeness relation with them to join the coalition. Finally, this stage was run after the conduction of value's agreement among the element engaged in the coalition to protect land conversion. In this phase, both environmentalist and youth activists could recruit 14 organizations to join the coalition to be 18 elements of interest groups.

The table. 4.1. The elements of interest involving in the Consolidation Stage

Lobby ers	Indra Gumilang (LAM)	Yaya Sudarya Committee of DAS and LH	Fauzan Faruqy Fasya and Ujang Mahmuda (GPII)
The element of interest groups	GIVAL	Compilation of Pineapple Farmers	HMI
	LIAR	GAPOKTAN	AMUD Subang
	JARANG	MAPAS (the care community to the nature)	BEM UNSUB
	GOSP	- Marginal community	Subang Society Forum
	WALHI		Karangtaruna Cibogo

Source: notes of Representatives GPI, Note of KORSI, an interview with Indra Gumilang, 07/15/2013 and Fauzan Faruqy Fasya, 07/13/2013

Finally, the *stage of movement* was a phase after the consolidation of 18 organizations that could develop the coalition to be more solid and powerful to gain the protest and to lobby governmental and non-governmental organizations. In this stage, there were also new comers of interest group organizations involved to the coalition who were Student Activits Front (FAM-Subang), Student Executive Organization of STIESA, justice organization (GEMA Keadilan), the Association of Labor (KASBI Subang) and Youth Initiative Movement of Siliwangi (GIBAS).

1.2 Core values of Coalition Engagement

Based on the result of analysis, there are several factors of the values developing KORSI to be solid and powerful.

The first is the factor of issue encouraged by KORSI established in the *initiation stage* and strengthened in the *consolidation stage*. Regarding to an assessment conducted by the whole elements of coalition, all of the organizations involving in KORSI were aware to own the issue. On the other hand, the basic argumentations of



the issue proposed by KORSI become more arguable due to the information had by all of the coalition members who have basic mass in the grass root levels.

Like what was written by many scholars, the issue is the most influential aspect draw out all of the interest groups to join the coalition (Heaney, 2004). Besides, the issue proposed by KORSI did not have a tremendous conflict meanwhile it had a huge effect to protect public interest (Beamish & Lubbers, 2009). Consequently, the whole elements of KORSI did not have any objections to join the coalition. Furthermore, KORSI also reproduced the issue to accommodate all of the political interests of new comers of the coalition in the *consolidation* and *movement stages* (Carmichael & Hamilton, 1967).

The second is the factor of emotional closeness among the organizational members of coalition because it could be seen clearly that all of the elements had a network and a connection with the funding coalition namely the environment organizations (WALHI-Purwasuka) and the Islamic youth movement organization (GPPII). The emotional closeness was developed for long time since they met in some agendas of movement activities not only personally but also organizationally held in Subang regency. It is the important think of fact that one of the most valuable values in a coalition is formal and non-formal interactions among members of organization in the coalition (Heaney, 2004).

The third factor is trust value among organizational elites of coalition members while each element also realized that they had any weaknesses in understanding the main point of issue, in collecting the data and the in taking the information needed, in building the capacity of organization, and in developing network connections. Every element of organization in the coalition was aware that there was not every single thing needed had by them while others had. Heaney (2004), Mahoney & Baumgartner (2004) mentioned that to develop the capacity building of a coalition in influencing public policy making process will be realize if there were any awareness from every interest group that no every single thing needed was had by them, consequently they need to collaborate with other organizations.

On the other hand, it is no doubt that every organization engaged to KORSI did not have any hidden agendas or hidden political interests meanwhile all of them believed that every organization were independent without any pressures from political parties. They also were trust when they straggled to take what was conducted in the coalition is the best way to maintenance a public interest.

The fourth is egalitarianism factor because the structure of KORSI developed by presidium system in regards to that every interest group organization placed their leaders as a part of coalition chamber so there were no members of KORSI who were more superior among others. Moreover, the coalition not only could accommodate the whole of member interests but also could block the ego of them. According to Heaney (2004), it is important to be noticed that the egalitarian position among coalition members in the chamber system must be critical to be implemented to make the coalition to be more solid and stable.

The fifth is common agreement factor of KORSI as a basic value that could be protected the coalition from conflict of interest. They decided that every decision made must be agreed by all of chamber members. If there were any chamber



represents who did not agree to the points, the majority of the views will be decided to be implemented and it must be achieved by the whole of coalition members. This is what was noticed by Beamish & Lubbers (2009) that one of the key factors of coalition success is the ability to anticipate and to protect the conflict of interest.

Finally, the final key factor of the coalition capacity engagement were the fairness and the openness to accept all of interest groups who were interested to involve the coalition with the only one requirement that they had to coincide with the interest of coalition. Event thought there were some organizations of interest groups who involve the coalition either for their political interest and their networks or to develop their political images, all of the groups agreed with the value of KORSI to be boosted. Because of both fairness and openness, the coalition could accommodate all of interest group needs (Charmichael & Hamilton, 1967),.

1.3 Key Factors of Success

In terms of the analysis, there are several key factors that could be mentioned in the success of KORSI movement in influencing public decision making which are:

First of all, in the institutional perspective, the most important thing is that KORSI could develop the organization with affective solidarity and strong capacity. Regarding to Gabriel A Almond (1974), the key factor of the success in political articulation of interest groups is mainly affected by how they run their resources, capacities and support from the whole of coalition members. Because of the solidity and the strong capacity of coalition, KORSI was very powerful in the lobby processes (Mahoney & Baumgartner, 2004; Kluver, 2010). Besides, it is also noticeable that KORSI could develop the networking capacities not only with other interest groups but also with some elites of political parties in Subang regency (Heaney, 2006).

Secondly, the issue proposed by KORSI was very arguable with the real data taken from grass root that was very important and needed by government, so the information should be considered by policy makers. The information was accumulated from the whole of coalition members who are active in different issues of advocating. In terms of Wang (2011) theory, the exchange of information among interest groups in a coalition could encourage the organization to be more innovative either in reproduce the common issue or in their political activities to influence public policy making process.

Thirdly, another main key factor is the spirit of victory and the sustainable of struggle that have been encouraged continuously. It is in accordance with what has been mentioned by Beamish & Lubbers (2009) that the key factor of coalition success in achieving their interests is affected by the hard work of movement activities to try to many kinds of ways in influencing the final decision, not only by protest activities but also by other lobbying activities. The struggle of KORSI was implemented strongly by some various activities sustainably until they achieved the main target of coalition movement.

Fourthly, there was the factor of political mapping mapped by KORSI to communicate with other interest groups, political parties, mass media and governmental institutions. The political mapping has been mapped by the initiators of coalition who were not only Indra Gumilang from Yaya Sudarya from environment



organizations (WALHI-Purwasuka), but also Fauzan Faruqi Fasya and Ujang Mahmud from Islamic youth organizations (GPPI) after the first demonstration. Political mapping was demonstrated to elaborate the strength of each fraction in the local legislative assembly to be influenced and to be split, to communicate with the owners and the reporters of mass media in dealing public opinion strengthening the movement of KORSI and to get supports from other interest groups. Based on the political mapping to the fractions of political parties, the chambers of KORSI could summarize that there are several fractions in the local legislative assembly who do not agree to the additional proposal proposed by PDIP while in the inside of PDIP itself there were two factions of elite members who were both inline and not inline.

Fifthly, there was a bravery of KORSI to make a deal of political transaction with some political elites. However, the purpose of transaction was not to get material targets but to open several gates in lobby activities. The first transaction had been conducted by KORSI with GIBAS and Justice movement (Gema Keadilan) because of that the chairmen of GIBAS was a leader of PAN and the organization of Gema Keadilan is one of political elements of PKS. By both organizations, KORSI could make a relation to communicate with the elites of the political parties.

Finally, there was a political situation in Subang regency that profitable for KORSI movement because when the discussion of additional proposal of industrial zones held in the local legislative assembly, it was a period of leadership transition from Eep Hidayat as the previous regent to Ojang Suhandi as a new leader of Subang regency. Eep Hidayat should put his position due to that he was a suspect of corruption case. When Ojang took the position, many loyalists of Eep in PDIP and administration agencies did not support Ojang as a new leader of them. Consequently, it was important for Ojang to make a closed relation with KORSI to bargain his position with the faction of Eep. Nevertheless, for KORSI, Ojang could be used to split the lawmakers of PDIP fraction in the local legislative assembly.

E. CONCLUSION AND THEORETICAL IMPLICATION

1.1 Conclusion

The establishment of KORSI developed into three stages which are *initiation*, *consolidation* and *movement stages*. In the *initiation* phase, there were four interest group organizations who had been involved into the coalition and they declared their name as KORSI while in the consolidation phase, there were 14 interest group elements joining the movement. Finally, in the stage of movement, there also five new comers of interest group organizations involving KORSI.

Besides, there were some values of coalition engagement that could make the capacity of institutional coalition to be more solid and powerful such as the issue proposed by KORSI, the closeness of coalition members among their activists, the trust value among the organizations, the egalitarianism of the coalition structure by presidium system, and the openness factor of coalition. Regarding to the capacity building of coalition, KORSI did some various ways to influence the end of decision making in the local legislative assembly which were by demonstrations, hearings, threats and terrors, building public opinions on mass media, splitting the fractions of political parties in the local legislative assembly, and lobbying activities to one of PDIP



opposition factions. Because of those activities, KORSI could influence the end of decision making process regulated by the local legislative assembly by deciding that in Subang regency there were willing to be maintenance for 7 sub-districts of industrial zones and the additional proposal of PDIP for three new sub-districts of industrial areas were not accepted.

1.2 Theoretical Implication

In the theoretical approach, this finding of research could develop some new thesis statements of articulation process in influencing public decision making to be success which are:

1. The coalition must be able to map all of the political actors to communicate with them in developing process of capacity building of the coalition and to make sure that they could help the coalition in the lobby activities
2. The coalition must have a bravery to open the communication with the influential elites of either political parties or local leaders to take some resources in the building capacities of coalition
3. There must be a political situation that might be profitable for coalition to take some opportunities in the articulation process

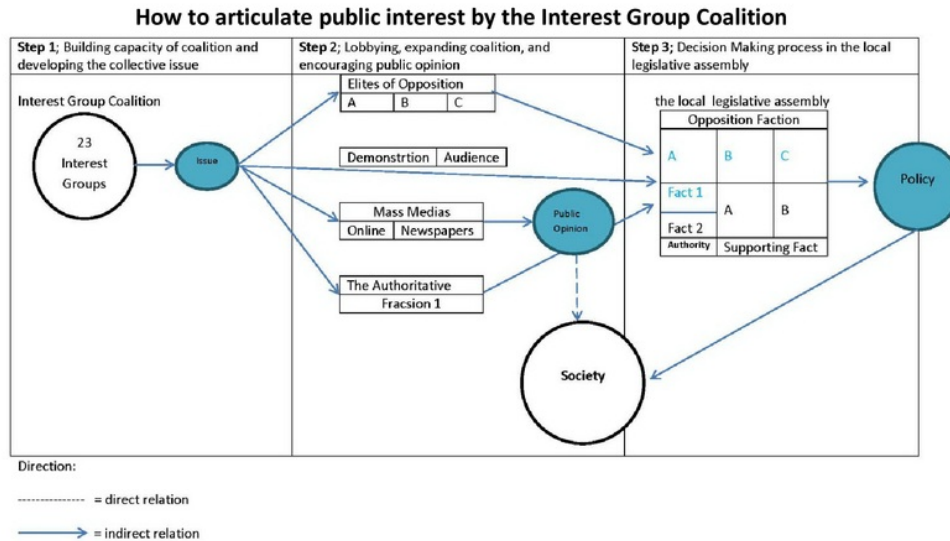
Besides, it is also important to be noticed that there are several ways to develop the solidity and the strength of coalition which are:

1. Every member of coalition must be trust that all of the elements in the coalition standing in the independent foot without any pressures from political interests dictated by political elites of parties or administrations
2. Every member of coalition must be aware that it is impossible for them for taking their goals without engagement to the coalition because every organizations have a lack capacity
3. Finally, the whole of coalition members must be trust that what are struggling by the coalition is independent

All of the summaries could be described in the figure above:



Figure 2



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