

# DECENTRALIZATION AND LOCAL REVITALIZATION

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## Abstract

*Decentralization and Local autonomy issue become more complex at the implementation level, where laws are not prepared with a complete academic text as well as the people do not want to read it thoroughly-either the torso or explanation. The issue of decentralization in Indonesia right now is actually located on an electoral system that made the region a leader directly. It was said because of direct democracy requires many predictions such as leadership cadre in the established political parties, community education levels are quite high (average SLA), as well as the economy has entered the category of high society, so that every citizen can exercise his right honorable.*

*Revitalization at local level is needed in implementing decentralization in Indonesia. it can be done in four ways. There are : 1) Revitalization of local leadership with improving and increasing filling mechanism, weight of leadership and leadership innovation capability; 2) Revitalization of local governance management with reforming social contract between the government and local community, development plans both long-term, middle-term and short-term, make the organization of the management of government activity in the form of organization of local government; 3) Political revitalization at local level with charging public office-heads and local-parliament through direct election by the people; 4) Revitalization of local society with opening social system or open society (e-government).*

**Keywords :** *Decentralization, Local Autonomy, Local Level Revitalizatio.*

## I. INTRODUCTION

Based on characteristics of the Indonesian archipelago and the island-shaped with a population consisting of hundreds of ethnic groups and political commitment on the eve of independence, the decentralization of Indonesia is a must. It is then wisely stated in the constitution by declaring that Indonesia is a unitary decentralized state.<sup>1</sup>

The issue appears is not at ideology level anymore, but it's more at practice level about the division of governance affairs between central and local government, financial resources, official management, local head election, accountability mechanism, and so on which is arranged more in the law of implementer. Law is a political product which its arrangement is influenced by mental condition of the legislation producer and situation and condition surround it. It is no wonder if a law can be made based on similar constitutional with different philosophy and paradigm

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<sup>1</sup> See article 1 verse (1) and article 18 verse (1) up to verse (6) of UUD 1945 (The Amendment).

even diametric.<sup>2</sup> Byword appears among the laity that cabinet change legislation. This can then lead to legal uncertainty, because the speed of understanding and acceptance of change from an individual to another is different. Similarly, because the spread of information technology and communications that have not been evenly distributed throughout Indonesia, causing a difference in the speed at which new information, which in turn cause problems in the implementation of daily governance.

At the level of discourse, developing the concepts of decentralization comes from various sources. There are sourced from the federal form, there is sourced from a centralized unitary state, and so forth. At the level of discourse, are different views of decentralization would enrich knowledge. But at the implementation level, it can lead to conflict. Therefore, it needs a common vision and understanding of decentralization and autonomy of a district that is by using the definition set forth in the Constitution, the Acts or its implementing regulations as positive law.

Decentralization and local autonomy issues become more complex at the implementation level, where laws are not prepared with a complete academic text as well as the people do not want to read it thoroughly-either the torso or explanation. Each party then makes a different interpretation according to his own benefit or seeks interpretation to the competent authority at the central level, which may not be answered by officials who have sufficient competence.

At the local level, not all of the bureaucracies are the ones who are competent in their field. They were forced by the political system becomes bureaucratic civil service without character or even hypocritical bureaucracy. They become slaves of politics, which is incompatible with the principle of “public service neutrality”, as adopted by sensible democratic countries. The process of politicization of the bureaucracy today has actually been through a dangerous phase for filling positions in local government organizations are no longer based on the standards of competence, but rather on political affiliation. According to some legislation in Indonesia, civil servants had been prohibited from becoming members and political party officials. But it has become an affiliate or sympathizer of a political party either openly or by stealth is not prohibited by legislation, so that many people take advantage of this legal loophole to play politics or pushed around by politicians.

The issue of decentralization in Indonesia right now is actually located on an electoral system that made the region a leader directly. It was said because of direct democracy requires many preconditions such as leadership cadre in the established political parties, community education levels are quite high (average SLA), as well as the economy has entered the category of high society, so that every citizen can exercise his right honorable.

In fact, political parties are generally not nor do not even leadership in sustainable regeneration. To fill the head of local candidates, they recruit people from wherever without a clear ideology or platform, as long as it can contribute to political parties. Then there was the political deal that led to the politics of money, so who has a chance of winning in local elections is that they have a large fund or supported by

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<sup>2</sup> Compare between Law No. 22/1999 on Local Government to Law No. 32/2004 with the same title, and the last bill (semi final) of Drafting Law No. 32/2004.

donors. Political transaction processing will continue at the relevant time had become head of the region, with a play budget, which in the end harm the public interest.

Head region that are not well prepared is usually poor innovation, but innovation is the spirit of a leader. From the 524 officers which was in Indonesia (governors, district heads, mayors), there is not much to innovate so as to make the region forward. Some of which have a high innovation, among others, the Governor of Gorontalo (Fadel Muhamad era), Jembrana, Sragen Regent, Mayor of Solo, the regent of Raja Ampat Wakatobi. The latter they can change the area of “nothing” into “something”, or “from zero to hero”. Without a positive innovation of the head of the region in the sense of attention to the interests of society and the environment, an enormous wealth of Indonesia will not provide benefits for the efforts to improve welfare for all citizens.

## 2. REVITALIZATION AT LOCAL LEVEL

Based on various issues that have been explained in introduction part, revitalization is needed in implementing decentralization in Indonesia, especial at local level. According to World Bank, 20 countries of its working partner in decentralization, there are four countries such as Indonesia altogether with Philippine, Pakistan and Egypt that implement big bang decentralization<sup>3</sup>. While other sixteen countries implement decentralization step by step. World bank defines big bang decentralization as a process wherein the central level of government announces decentralization, passes laws, and transfer responsibilities, authority, and/or staff to sub national and/or local governments **in rapid succession**”.<sup>4</sup>

Indonesia actually does not only implement big bang decentralization, but also implement revolution of decentralization. It is because Indonesia has transferred the authority and responsibility of public functions from central government to autonomous region at wide dimension with high rapid alteration. It is seen from the extend of governance affairs run by autonomous region as stipulated in Law No. 32/2004 on Local Government which is followed up with Government Regulation No. 38/2007 on the Transfer of Governance Affairs from Central Government to Regency/City Government. Based on the principle of Money Follow Function, the transfer of governance affairs is followed by the transfer of financial resources through mechanism of financial balance as it is arranged in Law No. 33/2004 on Financial Balance between Central Government and Provincial, Regency/City Government.

At the same time, central government also opens a wider door for proposing the next new autonomous regions from the citizen, so that new autonomous regions will add significantly in the short time.<sup>5</sup> (In the late of 2009, new autonomy regions increase 205, so that the total number is 524 regions).

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<sup>3</sup> The World Bank, Independent Evaluation Group. 2008 . **Decentralization in Client Countries – An Evaluation of World Bank Support, 1999-2007**, .hal. 10-11.

<sup>4</sup> Loc.cit

<sup>5</sup> Formation of new outonomous regions based on political consideration more demands on the grounds of democracy led to the central government have major problems in implementing the financial balance between central and local governments. To slow the demands of the formation of new autonomous regions, the President has made a policy of a moratorium until an undetermined time limit, and the

The term of revolution is also used by Grindle<sup>6</sup> to describe the process of decentralization in Mexico runs fast and have wide dimension financially, politically and by administration.

The revolution aimed in the context of decentralization is not in physical meaning, but in form of paradigm revolution, the term popularized by Thomas S. Kuhn in his monumental book<sup>7</sup>. Through decentralization revolution, various paradigm of relationship between central government and autonomous regions experience a very significant alteration.

In Glossary World Bank stated that decentralization is “A process of transferring responsibility, authority, and accountability for specific or broad management functions to lower levels within an organization, system, or program”.<sup>8</sup> In this context, decentralization is defined as a process of transfer of responsibility, authority and accountability on the functions of management particularly or generally to lower level in an organization, system or program. So, this definition can be used in scope of program not particularly in the context of the state.

The definition above can be compared with the perception from Litvack & Seddon who stated that decentralization is: “*transfer of authority and responsibility for public function from central to sub-ordinate or quasi-independent government organization or the private sector*”.<sup>9</sup> The definition of decentralization from Litvack dan Seddon is understood in the context of government relationship which represented the state with other entities including organization of sub-national government, semi-free government and private sector.

According to and Rondinelli, if it is seen from the point of view of policy and administration, decentralization can be defined as : “transfer of planning, decision making, or administrative authority from central government to its organization in field, local administrative units, semi-autonomy organization and *parastatal* organization, local governance, or no government organization”.<sup>10</sup> In their newer book<sup>11</sup>, they said that a shift happened in the meaning of a fast running of decentralization. Starting from the meaning used after the Second World War in *the new public management movement*.

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government made the arrangement of the design of new autonomous regions, which in it included the need for the establishment of the preparation through the PP before the definitive formed into an autonomous region with the Act.

<sup>6</sup> Merilee S. Grindle, 2007 **Going Local – Decentralization, Democratization, and The Promise of Good Governance**. Princenton University Press, Princenton and Oxford, hal. 4.

<sup>7</sup> Thomas S. Kuhn, 2000. **The Structure of Scientific Revolution : Peran Paradigma Dalam Revolusi Sains**. Terjemahan. Penerbit Remaja Rosdakarya, Bandung.

<sup>8</sup> World Bank, Ibid, hal XI.

<sup>9</sup> Jennie Litvack, Junaidi Achmad, and Richard Bird, 1999. **Rethinking Decentralization in Developing Countries**, The World Bank Washington D.C, USA, hal 2.

<sup>10</sup> Cheema, G. Shabbir and Dennis A. Rondinelli, (editors). 1983. **Decentralization and Development : Policy Implementation in Developing Countries**, Beverly Hills, Sage.

<sup>11</sup> Cheema, G. Shabbir and Dennis A. Rondinelli, (editors). 2007. **Dezentralizing Governance – Emerging Concepts and Practices**. Brookings Institute Press. Washington, DC.

In the state context, it is different between federal state and unitary state.<sup>12</sup> In federal state, state or province can exist first before federal state, so, the source of power is in state or province. Federal government can't interfere the affairs of federal states or provinces unless it has been decided in constitution of federal state. Thus, the content of state government's affairs is wider compared to federal state's. Federal state handles the affairs of monetary, national fiscal, foreign politic, high court, defense, national safety, high technology. The rest are belong to the state or province.

In a unitary state, government's power is in the hand of central government which is then transferred to autonomous region. It is properly if the content of central government at national level is wider compared to the affairs of governance transferred to autonomous region. In unitary state, autonomous region is formed by central government by the law, so that central government can still intervene with the affairs of governance which have been transferred to autonomous region, as long as the affairs are not implemented well.

In addition, another definition of decentralization, we need to put forward on various principles or doctrine used in transferring government's authority from national government to subnational government in the framework of decentralization. Campo dan Sundaram states that : “ *In some unitary systems of government, subnational entities exercise their powers by virtue of **the ultra vires (beyond the powers) principle**; their powers are specifically delegated to them by central government, which can override their decisions. In other unitary systems, local governments operate under **the general competence principle**, and are in principle entitled to exercise all powers that are not reserved to central government*”<sup>13</sup> This principle seems implicitly used in Law No. 22/1999 or No. 32/2004. In Law No. 22/1999, it used general competence. It is in Article 7 verse (1), as followed: “Local Authority involves the authority of overall tasks of governance except authority in foreign affairs, defense, security, justice, and fiscal and monetary, religion and other areas of authority”.

According to Law 22 of 1999, government affairs for the central government set limitatif, while the rest of the authority area. This principle does not seem too appropriate for unitary form of the state, because there is a view that it is there because of the autonomous region was formed by the central government, so it is not logical if the authority of the constituent institutions is limited. It is then seen by the Assembly as a form of legislation spirit inconsistent with the unitary character adopted by Indonesia. In the end, the Assembly through Decree No. IV/MPR-RI/2000, particularly on the number 7 ordered a fundamental revision of the law even though it was only one year, followed by a revision of Law No. 25 of 1999 as a partner.<sup>14</sup> Five years later, the Act is replaced by the new law Act No. 32 of 2004 and Law No. 33 of 2004.

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<sup>12</sup> See, for example S. Schiavo-Campo and P.S.A. Sundaram, 2001. *To Serve and To Preserve : Improving Public*

*Administration in A Competitive World*, Asian Development Bank,

<sup>13</sup> Ibid, p. 130.

<sup>14</sup> See Sadu Wasistiono, et al, 2002. Evaluation on The Implementation of Local Autonomy as Early Effort to Revise Law No. 22/1999 and Law No. 25/1999. Proceeding of National Seminar. Published by Center of Governance Review of STPDN. Second Printed.

Local revitalization needs to be done to encourage the implementation of decentralization in Indonesia includes four things: 1) the local leadership, 2) local government management; 3) politics at the local level, and 4) local communities. The explanation can be stated as follows.

### **Revitalization of Local Leadership**

In the semi-traditional societies such as Indonesia, the leader still holds a dominant role, because people still oriented vertically upwards. Patron-client paradigm shift or a king with his harem toward egalitarian paradigm in the concept of modern democracy requires a grand design with a clear road map and continuously<sup>15</sup>. Without this, the expected changes will not happen. Patron-client relationship will continue, but only changed the role holder. If the past is a patron of the king with his descendants, now replaced by entrepreneurs and those who have capital. The pattern of relationships which was originally tied to obedience and respect, replaced with strings attached relationship for purely economic interests. Ideological basis of political party or leader promoted by the political party does not matter, especially after the introduction of an independent candidate - clearly no political party and no ideology. The only ideology that binds them is economic interests.

Revitalization of local leadership is not just about filling mechanism, but also about the weight of leadership, innovation capability development pressure. Leaders without a high innovation more properly called the manager<sup>16</sup>. The main characteristic of a leader is the power of innovation. Without innovation a person is a principal or manager, but not a leader. Simply put, innovation can be defined as a change in the thought processes of doing something, or apply useful from a new discovery or disclosure. Innovation can also be interpreted as revolutionary changes in thinking, products, processes or organizations as well. (Excerpted from Wikipedia<sup>17</sup>).

With regard to innovation, Sharma said that "Every human being is creative. The task of the visionary leader is create a workplace that liberates this natural endowment <sup>18</sup>". Of the opinion Sharma indicated that the leader must have the innovation, or at least be able to create a work environment where creativity blossoming variety, which is human nature. Creativity is the first step in the emergence of the power of innovation.

From the results of the study The International Innovation Index in March 2009 for the 20 countries that have the largest GDP on innovation inputs and outputs (innovation inputs and outputs), Indonesia ranks 19th, with the overall index (-0.57),

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<sup>15</sup> Until now, Indonesia has no had a grand design of decentralization, which contains comprehensive concept of decentralization based on the values of existing combined to offer a new concept, along with the road map to implement the grand design. Grand existing design then involves the arrangement and rearrangement of existing autonomous regions, as part of grand design of decentralization.

<sup>16</sup> See, Warren and Robert Townsend; 1995. *Reinventing Leadership – Strategies to Empower The Organization*. William Morrow and Company Inc. New York, which explains on the existing of eight differences between manager and the leader.

<sup>17</sup> website <http://en.wikipedia.org/wiki/Innovation>).

<sup>18</sup> Sharma, Robin, 2010. *Leadership Wisdom from the Monk Who Sold His Ferrari- The 8 Rituals of The Best Leaders*. Harper Element. London, p.242

index of innovation inputs (-0.63) and the index of performance (-0.46). Meanwhile, South Korea ranks first, followed by the United States and Japan. China and India as "the emerging star", was ranked 13 and 15. (Excerpted from Wikipedia<sup>19</sup>). Of the index indicated that innovation Indonesian people in general is still low compared to other countries. The low power of innovation was also attacked by its leaders-both at the national level and especially at the local level.

Local community leaders were left without a clear ideology, often present without a clear vision and mission as well as the inside should describe the various innovations. On the other hand, people often choose the future leaders of the area without seeing the vision, mission therein describing the innovation, but rather a popular figure or empty promises that may not be implemented.

With regard to innovation, Prahalad and Krishnan<sup>20</sup> their opinions about the two pillars for innovation pillars namely  $N = 1$  (one consumer experience at a time) and the pillars of  $R = G$  (resources from multiple vendors and Often from around the globe). This view is intended for the business world, but it can also be used in all sectors, including the government. Leaders present at all levels is required to think and act globally, because we are all in globaisasi era. State boundaries are becoming increasingly blurred its meaning, because people easily crossed the globe by using the technologies in the Internet.

In the business sector, there are many books that discuss about innovation, including the successful examples. But it is very difficult to find books for the innovation of the government, whereas the activities of the business sector to the public sector there is a significant difference, so not every concept used in the business sector suitable for use in the government sector.

In addition to innovation, revitalization of local leadership needs to emphasize also the engineering decision-making, as this is the essence of leadership. The quality of government leadership will be seen from the quality of decision-making with four parameters namely: speed, accuracy, consistency, and courage to take risks (4K). Decision-making techniques are not taught enough in either will not appear suddenly or "falling from the sky", but through a tiered process of regeneration and sustainable. In this regard, it should be a requirement of local leaders need to be added requirement has experience leading an organization (any organization), so the track record can be traced.

In many countries, the study of leadership is very advanced, there's even a master's and doctoral programs that specifically examine the leadership - both flying businesses and government leadership. Therefore, the competent institutions such as the Ministry of the Interior, institutes of higher learning, private institutions engaged in education and leadership training, need to think about the revitalization of the local leadership, both for government leaders, political parties, the people residing at the local level, so opportunities that have been created because of the decentralization of the revolution can be used to build on the progress the region and its people.

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<sup>19</sup> Ibid.

<sup>20</sup> Prahalad, C.K and M.S. Krishnan; 2008. *The New Age of Innovation – Driving Co-Created Value Through Global Networks*. McGraw-Hill, USA.

## Revitalization of Local Governance Management

Management experts such as Peter F. Drucker<sup>21</sup>, Osborne and Gaebler, E.S Savas<sup>22</sup> and others agree that prima causa or cause the failure of the welfare state creates its citizens lies in its management. Indonesia's state-rich but still many people who are poor, more due to poor management, in all areas - both private sector, communities and governments. Weakness also covers all dimensions of management from planning, organizing, financing and asset, staffing, performance, conflict and collaboration, and oversight. This in turn fosters corruption, collusion and nepotism, which instead can lead to bankruptcy and dissolution of the state.

At the local level, the quality of management - particularly government management are even more severe. Whereas in developing countries such as Indonesia, the role of the state with its derivatives is still very important, because the private sector and the public sector has not been able to be a main driver of locomotive progress of the nation.

In connection with the description above, it is necessary to revitalize local government management in all its aspects. Revitalization is done through government affairs assistance to determine what they will do as a form of social contract between the government and the local community as the owner of sovereignty.

In the next stage needs to revitalize the development plans, both long-term, medium term and short term. Many local government development plans so long, just to comply with the order legislation. Revitalization of this area is important because it is often not the case of synchronization and consistency in development planning - good views of dimensions and dimension hierarchies waktu planning. Who can guarantee that the annual development plan drawn up every year in the form of budget will be consistent with the medium-term development plan drawn up in the form year plan? Who could be watching that one-year plan is consistent with the autonomous regions RPJPDnya? Similarly, who warrant planning district / city development consistent with national and provincial development planning?

Revitalization in the field of management development planning agenda is urgent because if left unchecked will lead to a waste of time, energy, thoughts, and especially the very large funds. On the other hand, we face a climate of global competition requires energy across the nation that can be used effectively and efficiently in order to come out the winner. It was a nation tired of the losing continues and humiliated in international fora.

Revitalizing the next step is the organization of the management of government activities in the form of organization of local government. Said to be necessary because of the shape and magnitude of the revitalization of local government organizations in general have been very large, so spent most of the budget, which should be spent for public purposes. Forms of local government organizations in general is "rule-driven organization", meaning that the command was

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<sup>21</sup> Osborne, David and Ted Gaebler; 1992. *Reinventing Government – How The Entrepreneurial Spirit is Transforming The Public Sector*. A William Patrick Book. USA.

<sup>22</sup> Savas, E.S. 1987. *Privatization – The Key to Better Government*; Chatham House Publishers, Inc; Chatham, New Jersey.

formed due to legislation, not on a "mission driven organization" (an organization formed to mepapai a mission). Though each of the autonomous regions are required to develop a vision and mission, both for the area set out in RPJPD (Long-Term Regional Development Plan), for local government as stipulated in the year plan (Medium Term Development Plan), or for the benefit SKPD (SKPD ) set forth in the Strategic Plan SKPD.

There are three parameters used to revitalize organizing activity of local governance : 1) local needs; 2) local finance ability; 3) the availability of competence apparatus resources.

Revitalization of local government management further includes aspects of financial management and asset management. This aspect needs to be revitalized since the funds are transferred into the region in the context of decentralization from time to time increase. On the other hand the financial management capacity of local government officials have not been balanced by the amount of funds under management, giving rise to many problems including funds that are not absorbed, one puts the budget, expenditures that are not accompanied by a valid proof, and so forth. Along with the amount of funds managed by local governments, the greater the assets owned by the local government due to the purchase or grants. But the increasing number and type of local government assets is not matched by good management, so a lot of assets that are not well documented, well maintained. This in turn led to a lot of the lost assets, switching ownership, damaged and so on. If the government needs then buy or hold again, causing waste.

Conecting to revitalization of financial management, it seems that the point of view of Osborne and Hutchinson<sup>23</sup> needs some attention. They stated that a common sense approach to do five things are :

- 1) *Squeezing more value out of every tax dollar;*
- 2) *Building budgets from the ground up, based on results;*
- 3) *Making public organizations accountable for results;*
- 4) *Using competition to boost innovation and save money;*
- 5) *Putting government's customers in the driver's seat.*

Revitalization in the field of personnel management is required due to the community being built, the role of the government is still dominant. The role of government is highly dependent on the quality of the resource apparatus. Big and extent of governmental affairs are handled by the local government in the context of decentralization, have not been matched by the development of adequate personnel resources. None of the local government apparatus has a grand design for development in line with the vision and mission areas that have been set out in RPJPD. Development is done usually temporary, unsustainable, and is cross-crossed in the field of expertise, so it does not wake competent personnel resources. On the other hand, there was a massive politicization of bureaucracy that make government officials vacillated in local political upheaval, at least once every five years at a time of elections daerah. It became not conducive to professional development efforts bureaucracy.

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<sup>23</sup> Osborne, David and Peter Hutchinson; 2006. *The Price of Government – Getting The Results We Need in an Age of Permanennt Fiscal Crisis*. Paperback Edition; Basic Books; New York.

The next Revitalizing the next is in the field of conflict management and collaboration. Decentralization as a "natural child" democracy needs to run political maturity of the stakeholders. Characteristics of democratic political maturity among others appreciate the differences. In the process of transition of society towards a egalitarian patronistik a conflict, the conflict on a scale ranging from the most restrictive to the large scale. Local government as the holder of the authority of government agencies generally do not have the skills to manage conflict and then create collaboration. Conflict management is pro-active, in the sense of creating the conditions to avoid conflicts. Behavior of government officials that is generally reactive, in the sense of taking action after something happens<sup>24</sup>. With the increasingly dynamic society in democracy, there is a potential conflict in the society will be more widespread. Therefore, the revitalization of conflict management for local government in the implementation of decentralization is an urgent need.

Revitalizing the next is in the field of supervision. Wise words delivered by Campo and Sundaram<sup>25</sup> that "greater decentralization needed tighter controls." The statement seems to be contradictory, but the question is that with greater decentralization granted to subnational entities, there should be a closer scrutiny without compromising freedom in running the affairs of government that have authority. In Indonesia watchdog agency has been quite a lot, but irregularities and leakage is still very large. At the national level there BPKP and the inspectorate general, the existing provincial provincial inspectorate, while at the district / city existing inspectorate districts / cities. But all of them are internal watchdog unit (SPI), which is subordinate and accountable to such mneteri top managers, governors and regents / mayors. If the initiative deviation from top managers, SPI becomes sterile, and often serve as a "cover up". Revitalizing be made by combining all the SPI in a single command, is subordinate and accountable to the president.

### **Political Revitalization at Local Level**

In unitary states such as Indonesia, the local political system is an integral part of the national political system. The system of government is supposed to be in line with the political system. In the area of decentralization of government has done such a large and widespread, in fact, has not been followed by the development of political democracy at the local level. Already highly decentralized system of government, but side by side with the political system is still highly centralized-even tend oligarkhik.

As it is known that there are three goals that decentralization of political goals, the administration purposes, as well as socio-economic objectives. Political objective of decentralization is to create political superstructure and infrastructure at the subnational become more democratic. Revitalization of local political superstructure

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<sup>24</sup> Various horizontal conflict among society or between society and government apparatus in various regions show that government do not understand conflict management. The only act after the incident happened, and then the easiest way is to find "the black goat" without trying to find the root of the real problem.

<sup>25</sup> Campo, S. Schiavo- and P.S.A. Sundaram, *ibid*.

so far is going pretty well, for example marked by charging public office-heads and local parliament - through direct election by the people. So the political accountability to the people become stronger. Various cases in local elections and parliament are part of the dynamics of the development of democracy.

Greater attention should instead be given to local political infrastructure revitalization efforts, particularly against local political party officials, and NGOs. Through active membership stelsel, not many members of the public who are interested and continued to be a member of a political party based on ideology. The "swing voters" are still pretty much in every election, the number of cadres who "jump the fence" or the emergence of splinter parties indication yet solid construction and mass-based political parties based cadres. Though the existence of strong political parties and a healthy democracy is a precondition for the development of quality.

### **Revitalization of Local Society**

The delivery of government affairs in the context of decentralization is given to the autonomous region, not just to the local government alone. The autonomous regions are the legal community unit, thus the basis of decentralization is the local community. Though the local level are generally in a very weak position when dealing with power. Many of them - especially the older generation - are still afraid to fight for their interests because of trauma on a pretty intense stigmatization approach used in the new order, the stigma of the extreme left and extreme right.

Revitalization of local communities in line with the developments at the global level. The advent of information technology and communications revolution has fundamentally changed the pattern of relationships that lead to community members open social system formation (open social system). Open social system driven by citizens who are open (open citizen), which in turn led to the formation of an open society (open society). An open society will encourage the formation of an open government (open government), as well as an open organization (open organization).

George Soros<sup>26</sup> suggests the need to build systems that are more open capitalist society. Under the coordination of the United Nations, built a more egalitarian society, respect for human rights and environmental preservation.

As a consequence of the open society, need to build an open government as well, with the characteristics of the use of information technology and communications to run most government activities through electronic-government (e-govt). Lathrop and Ruma (2010) suggests the characteristics of open government, among others:

- 1) Very intensive use of information technology;
- 2) Pay attention to the public interest;
- 3) Transparent planning and use of public funds;
- 4) Transparent in the formulation of public policies aimed at the public good.

Other books written by Noveck<sup>27</sup> illustrates the need to build governmental organizations such as the characteristics of the digital dictionary Wikipedia. The book

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<sup>26</sup> Soros, George, 2000. **Open Society – Reforming Global Capitalism**

emphasizes the need for the use of information technology and communication to the government to work better, to make a stronger democracy and civil society to make more power.

The term electronic-government or e-govt originally popularized by Holmes, in his book "E-government - eBusiness Strategies for Government". The book has made the development of intelligent prediction (smart communities) that will encourage the creation of a new democracy called "cyberdemocracy". Holmes<sup>28</sup> delusion seems to have realized today. With a cell phone camera, anyone can be a "journalist", and enter certain news or pictures that had been personalized into the public sphere to comment, support or opposition from other public through social networks like facebook, twitter and others. Various issues relating to public interest can be quickly discussed through social networks and then submitted to the government, either in the form of suggestions or political pressure. Case of Prita, "Cicak versus Crocodile", and so is the picture of the origin of the cyberdemocracy or democracy in cyber space.

In addition to encouraging the need to build an open government, information technology and communications have also encouraged the development of an open organizational model (open organization). According to Popovich<sup>29</sup>, open organization is one of the requirements to be a government organization with a high performance (high performance government organization), which has the characteristics of:

- 1) *Are clear on their mission;*
- 2) *Define outcome an focus on results;*
- 3) *Empower employees;*
- 4) *Motivate and inspire people to succeed;*
- 5) *Are flexible and adjust nimbly to new conditions;*
- 6) *Are competitive in terms of performance;*
- 7) *Restructure work processes to meet customer needs;*
- 8) *Maintain communication with stakeholders.*

With regard to e-govt, Nixon et al<sup>30</sup>, in his book describing the practice of e-govt in Europe that drive the formation of the fifth estate (The Fifth Estate) and public services are centered on the citizen. Regarding the fifth estate, Dutton (in Nixon et al) that in addition to the three traditional estate executive, legislative and judicial branches, now has developed a fourth estate that the press, as well as the fifth estate that is the internet-based (netizen), which can build strength suppressor through social networks like facebook or twitter and others.

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<sup>27</sup> Noveck, Beth Simone, 2009. **Wiki Government : How Technology Can Make Government Better, Democracy Stronger, and Citizen More Powerful.**

<sup>28</sup> Holmes, Douglas 2003. **eGov-eEBusiness Strategies for Government.** Reprinted. Nicholas Brealey Publishing. Finland.

<sup>29</sup> Popovich, Mark G;editor. 1998. **Creating High-Performance Government Organizations.** Jossey-Bass A Wiley Imprint.. New York.

<sup>30</sup> Nixon, Paul G; Vassiliki N. Koutrakou and Rajash Rawal; 2010. **Understanding E-Government in Europe – Issues and Challenges.** Routledge Taylor & Francis Group, London and New York.

The beginning of the development of an open social system is a citizen of the open (open citizen). In connection with the citizens, Kakabadse et al<sup>31</sup> developed a notion called "citizenship concepts", the concept of citizenship that is built on a balance between rights and obligations. According to Kakabadse et al, there are six concept of citizenship that is:

- 1) *Political citizenship;*
- 2) *Civil citizenship;*
- 3) *Social citizenship;*
- 4) *Economic citizenship;*
- 5) *World citizenship;*
- 6) *Virtual citizenship.*

Political citizenship is a view on the need for a balance between the rights and obligations of citizens in politics. Every adult citizen has the right to choose and should run political citizenship. But in reality the rights and obligations in the field of politics, still more weight on his right. For example, citizens who become members of a particular political party should pay regular membership dues required to propel the organization. In fact, very few members of a political party to perform its obligations to obey, which in turn mendornng political parties seeking financing from other places. According to Kakabadse et al, political citizenship developed since the 4th century BC by the principle of democracy - that freedom, as taught by Aristotle<sup>32</sup>

Civil Citizenship is the view of the need for balance between the rights and obligations of citizens of the country. Rights of citizens such as good public services, the availability of public goods and services are easily accessible, security, comfortable living environment and so forth. While the obligation of citizens to the state including paying taxes, following the draft if necessary, execute all laws and regulations and so forth. According to Kakabadse et al, departs from the concept of the social contract as developed by Thomas Hobbes, John Lock, and John J.Rousseau<sup>33</sup>. Characteristics are in the form of the right to free speech and assembly, property rights, and equality before the law.

Social citizenship is the view of the need for balance between the rights and obligations of citizens as social beings, part of the communities in which they live and live. The concept was developed in the early 20th century. According to Kakabadse et al, the characteristics of this concept focuses on minimum rights and standards of economic, cultural, and social development of mankind<sup>34</sup>.

Economic citizenship is the view of the need for balance between the rights and obligations of citizens as economic beings. The rights of citizens are obtaining goods and services at reasonable prices commensurate with quality. On the other hand, in economics citizens have an obligation to pay for goods and services that have been purchased, either in cash or through credit card. The high credit card arrears in Indonesia shows that economic citizenship is not developed here. According Kakabdse

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<sup>31</sup> Kakabadse,Andrew; Nada Kakabadse, and Kalu N. Kalu, editors. 2009. *Citizenship – A Reality Far From Ideal*. Palgrave MacMillan. Great Britain.

<sup>32</sup> Ibid, p. 4.

<sup>33</sup> Ibid, p. 4.

<sup>34</sup> Ibid, p. 4

et al, this concept comes from "corporate citizen", with a typical member of attention not only on the role of corporations in society and its impact on our customers and shareholders, but also on encouraging the poor in the economic activity in order to actively creating economic membership in full<sup>35</sup>.

World citizenship is a view of the need for balance between the rights and obligations as citizens of the world. Nationals of a country is basically cosmopolitan too, because the physical boundaries of a nation are becoming increasingly blurred with the information technology and communications. For example, a party world cup 2010 in South Africa has been able to absorb the attention of people all over the world. As a cosmopolitan, there needs to be a balance between rights and obligations, including those relating to the provision of global public goods (global public goods) such as oxygen, environment, safety, health and so forth. This means that all parties need to pay attention to matters relating to the interests of the whole world, because that would be affected are all residents of the planet Earth.

According to Kakabadse et al<sup>36</sup>, there are two concepts about the citizens of this world namely 1) cosmopolitan concept, and 2) the concept of global citizenship (global citizenship). The characteristics of this concept is that not enough of the culture to see the world as a single community. This concept is not only applied to the local community but also in the global human race of the world community.

Virtual citizenship is the view of the need for balance between the rights and obligations of citizens. Someone who has had a website address, email address, or address social networks like facebook or twitter basically belong to the virtual citizens, because it has become citizens of cyberspace. In the virtual world, there is also the rights and obligations that need to be met by the citizens. The view that balance between rights and obligations in a virtual world that is called virtual citizenship. For example, people who use Wikipedia for free digital dictionary is appropriate to contribute voluntarily, due to the development of digital dictionaries will cost. Similarly if download antivirus for free SmadAV, and already felt the benefits, should consider giving a donation, so that the development of the antivirus program can continue.

According to Kakabadse et al, virtual concepts such diverse citizenship defined or cybercitizen netizen. This concept illustrates the need to have the responsibility of internet users in the virtual community in the same way with their responsibilities to the community physically<sup>37</sup>.

Changes in the organization and the community will foster change in leadership, because the community as a follower with the leader of the interaction of intense. In connection with that matter, Charlene Li<sup>38</sup> describes the need for a leadership that is open to the use of social technologies. According to Li, there are ten elements to build an open leadership, which is divided into two major categories namely: 1) *information sharing*: 2) *decision making*. Di dalam *information sharing*

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<sup>35</sup> Ibid, p. 4

<sup>36</sup> Ibid, p. 4.

<sup>37</sup> Ibid, p. 4.

<sup>38</sup> Li, Charlene, 2010. *Open Leadership – How Social Technology Can Transform The Way You Lead*. Jossey-Bass. USA.

terdapat enam elemen yakni : a) *explaining*; b) *updating*; c) *conversing*; d) *open mic*; e) *crowdsourcing*; f) *platforms*. While in *decision making*, there are four elements, such: as a) *centralized*; b) *democratic*; c) *self-managing*; d) *distributed*.<sup>39</sup>

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<sup>39</sup> Ibid, p. 22-23.

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