

Strengthening local government to improve public service quality, towards national competitiveness in globalization, Case Study at Sebatik , Nunukan Region, North Kalimantan*

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Abstract

This research is motivated by the strengthening of local governments in improving the quality of public services are carried out in the area Sebatik Nunukan northern Kalimantan province. There are still a lot of problems or phenomena that occur in connection with the role of local government that has implications for the quality of public services.

The central theme is "how the strengthening of local government in improving the quality of public services in the border region between Indonesia and Malaysia, especially in the region Sebatik Nunukan North Borneo, towards national competitiveness

The method used is descriptive analysis with a qualitative approach, while the determination technique used purposive informant with details regent; Consulate Tawau; Members of Parliament; Community leaders; The Head of Department; The sub-district and community leaders and NGOs.

The theory used is the five core strategies: Core strategy, with 'leverage' its purpose ; Consequences strategy, with 'leverage' incentives; Customer strategy, with 'leverage' accountability / transparency; Control strategy, with 'leverage' power / strength; Culture strategy, with 'leverage' culture.

The results obtained that the role of local government is seen by the five core strategies have not been so strong, it is still faced with the issue of competence and institutional apparatus that has not been able to improve the quality of public services. Another aspect to note is necessary to accelerate the development and synergy among local governments, so as to support the strengthening of national competitiveness

Thus the issue of Strengthening Local Governments in the region have a complexity that is typical Sebatik the state border areas that require special treatment in the management of governance, including in the context of improving the quality of public services. So for Strengthening Local Government in improving the quality of public in Sebatik region associated with the five core strategies required the addition of core competence and authority of local government organizations within the scope of capacity building which would have to pay attention to local knowledge. Thus Strengthening Local Government is expected to support the national competitiveness

Keywords: Strengthening Local Government, five core strategies, quality of public services

1. introduction

As a consequence of the implementation of regional autonomy especially after the enactment of Law No. 32 Year 2004 on Regional Government, Local Government given such extensive powers by the central government to set its own domestic territory, including the provision of services to communities in the region. However, the issues that arise in the community, the right service received by the public feels not meet the expectations of all parties, both from the public and from the government itself.

Improved performance by strengthening the role of the public service bureaucracy has broad implications, especially in enhance public confidence in the government , while the low performance of the bureaucracy will be one of the important factors that drive the emergence of a crisis of public confidence to the government

Based on preliminary observations made by the researcher, the fact shows that service quality still does not meet the expectations of society and the weak performance of the bureaucracy occurred in the border region of Indonesia - Malaysia precisely in the region Sebatik Nunukan North Kalimantan

As known position Sebatik Island in Nunukan very strategically into the urban area and a portrait of Indonesia, which deal directly with Malaysia. Sebatik region previously has two districts namely "Sebatik Induk" and West Sebatik , has now expanded into five districts even been proposed to be a new town in Borneo Utara. Fifth districts of the division that comprises: Sebatik the District Parent; West Sebatik ; North Sebatik; Central Sebatik and; East Sebatik.

Indication of the low quality of public services and the poor performance of the bureaucracy in the region seen in the public service provided by the bureaucracy which often tend to be complex as well as in obtaining a business license. The procedure for public services is still a convoluted and long time so that the public is often consumed because of the length of service time as well as in the management of National Identity Card, Family Card, Certificate and Card cross-border

Lack of education apparatus is also one of the causes of poor quality of service, because the level of education officials affect their ability to carry out services, as well as the discipline in which the work because it is not a separate island little heed tidak bureaucratic discipline and performance with a distant view of the District government oversight Nunukan above and other officials.

This in fact worsen by the condition of roads infrastructure, and some others that connect between villages are still not paved; Power source is minimal, virtually only able to reach areas that are in the district of West Sebatik only; lack of infrastructure such as basic infrastructure facilities and infrastructure such as housing, water supply network, drainase networks, transportation infrastructure and telecommunications led to a wide range of low and isolated from the surrounding areas, except to the Malaysian state of Sabah Tawau Long a cohesive with the territory Sebatik Indonesia

Various areas of infrastructure constraints in the border area of this region led to the prohibitive cost needs to come to the region. All of this is a reality that exists and happens because of the quality of public services is relatively low

Based on the above, the researchers determined the title of the study as follows: "Strengthening Local governments in Improving Quality of Public Services in border region Indonesia-Malaysia , Towards a National Competitiveness (In the case study region Nunukan Sebatik North Borneo)

2. Literature Riview

First, the author discusses the theory associated with the underlying theory of local government

In principle, the development of a theory that talks about local government, developed from the formulation of the United Nations (UN), as follows:
The formulation of the United Nations Peoples (UN)

Local government is a political subdivision of nation or state constituted by law , has substantial control over local affairs including the power to impose taxes, the government body of. which is elected or appointed

George Montagu Haris (Comparative Local Government 1988): the terms of local government may have one of two meaning. It may signify: the Government of all part of county by means of local agents appointed and responsible only to the central government.. This part of centralized system and may called "local state government". Government by local bodies freely elected which while subjected to the supremacy of national government are endowed in some respect with power, discretion and responsibility, which they can exercise without control over their decision by the higher authority. The extent of power, discretions and responsibility which the local bodies process is matter degree, which varies considerably in many countries. This called in many countries communal autonomy or in other "local self government".

While De Guzman and the Tapales, (in Suryadi 2012) does not provide a definition, but mentions the elements of the local government, among others:

- ~ A local government is the political subdivision of a sovereign nation or state
- ~ It is constituted by law
- ~ It has governing body which is locally selected, which
- ~ Undertakes rule making activities, and
- ~ It performs services within its jurisdiction

Liang Gie (2002), Riwu Kaho (1998), Sujamto (1991), defines the autonomous regions as:

- ~ Areas that have a life of its own that is independent of other organizational units;
- ~ Certain area on a mission, that in order to improve the effectiveness and efficiency of government administration in the areas in which to carry out the duties and obligations of the area are given certain rights and responsibilities.
- ~ Areas that have attributes, have certain matters (the housekeeping area) were submitted by the central government; domestic affairs was set and maintained the initiative and policy area itself; has its own

According to the Regional Autonomy Law No. 32 of 2004, regional autonomy is the right, authority, and obligations of local governments to regulate and take care of the interests of the local community and in accordance with legislation. While the Autonomous Region also called area, is the unity of the legal community who have boundaries authorized to regulate and administer the affairs of government and the interests of local people own initiative based on the aspirations of the people in the system of the Republic of Indonesia.

Second, the study of the theory of Bureaucracy

Bureaucracy is a form of organization that is designed to carry out large-scale tasks and involve a number of people who work together regularly neat and well coordinated. As a form or characteristic of modern organizations, bureaucracy is an interesting study of a number of experts. Interpretation of the measurement of the social functions of the bureaucracy and the public, is also widely implemented among theorists and practitioners. Max Weber's famous theory has been suggested that the so-called theory of "Domination" (power), which describes the authority of the bureaucracy.

In Weber's theory states that there are three types of domination / sources of authority that is charismatic, traditional, and legal rational. The first, the authority posed by the potential personality sourced from official or private officials on supernatural qualities. Secondly, the authority / power comes from the tradition of using the apparatus in the form of power through feudal. And the third by the Surie Albrow (1989:27), that the authority / power rooted in the provisions or formal rules, which uses the power carried by officers called bureaucrats.

Weber in Thoha (2005:19) actually takes into account three main elements in the concept of bureaucracy, namely: (1) bureaucracy is seen as a technical instrument. (2) bureaucracy is seen as an independent force. (3) the bureaucracy is seen to emerge from

the actual function because its members tend to come from a particular social class. Weberian bureaucracy concept assumes that the bureaucracy is formed independent of public power. He was outside or on top of public actors competing with each other. Government bureaucracy is positioned as a neutral force, prefer the interests of the state and the people as a whole, so any public power ruling bureaucrats and bureaucracy provide the best service to him.

Third, the study of Bureaucracy Reinforcement Strategy

Reinforcement strategy through the development of organizational capacity by Hildebrand and Grindle (1997:37) among others

"Shows three dimensions to be considered to assess and evaluate the capacity of public sector organizations. Firstly, the institutional reform which links with systems, environmental policies and macro conditions. Secondly, an organizational strength leads to the division of tasks and functions. Thirdly, human resources related to professionalism and capacity of personnel".

Hildebrand and Grindle (1997:53) on three levels in strengthening the capacity of the bureaucracy organisasi. The capacity in organizational level is concentrated on the organizations performance and culture determining the development of resources.

At the individual level, identification of capacity focuses on the local human resource management such as recruitment system, effectiveness of training to increase knowledge of personnel, skills and competencies of local public servants in creating good plans and national budgets. At the system level, the capacity it self works at regulatory or policy framework. This level is addressed on the support of national policy and regulation in ensuring the development of human resources (individual aspect) and organizational performance to formulate a good plan and rational budget. In conducive situation in the system level will impede the ability of bureaucracy to perform well

Fourth, the study of Bureaucratic Reform

Reform of the bureaucracy is a public issue, which is intended to rearrange power relations between bureaucracy with other public actors. Given the historical context that puts Indonesia as the representation of the state bureaucracy to co-opt or ignore the public interest, the direction of reform is to rearrange the bureaucratic relationship with the public itself.

The relationship is not just a system repair service provided to the community in various sectors of government, but touching aspects of the active involvement of the public in the administration of bureaucratic power. The direction of change of this kind does not have to get the label of reform, because reform was already synonymous term structuring institutional system as described above.

The substance of reform is needed in this case there is a new order power relationship between the bureaucracy more open with the public as "constituents" - his. In the treasure of the theory of public service Denhardt & Denhardt (2000: 27) states that the pattern of these reforms one of which is known by the label New Public Services (NPS), where the values of publicness became the foundation of the system of relationships that power. The spirit is contained in NPS bureaucracy democratization.

According to Osborne and Gaebler (1999:32) as follows: Government catalyst: direct rather than pedalling; Government belongs to the people: to authorize rather than serving; competitive governance; injecting competition in the provision of services; government driven by the mission; take care organization driven by regulations; results-oriented government; pay for results, not inputs; customer-oriented government; meet the needs of the customer, not the bureaucracy; entrepreneurial governance; generating rather than spend; anticipatory governance; prevent than cure; decentralized government; market-oriented government; boost through market changes.

To reach the top ten models in the government, then Osborne and Plastrik (1999:) compiled five (5) strategies: Core strategy, with 'leverage' its purpose / intent (purpose); Consequences strategy, with 'leverage' incentives; Customer strategy, with 'leverage'

accountability / transparency; Control strategy, the 'leverage' power / strength; Culture strategy, with 'leverage' culture.

Fifth, the study of Organizational Culture

Organizational culture by Robbin in Udaya (2006:53), is a system of shared meaning held by members that distinguishes the organization from other organizations. This shared system of meaning, when observed more closely, a major set of characteristics that are valued by an organization.

Schein definition suggests that culture involves assumptions, adaptation, perception and learning. Further explained that organizational culture has three layers. The first layer includes artifacts and creations that look real but often can not be interpreted. There is value in the second layer or the things that are important to people. Value is awareness, affective desires, or desires. In the third layer is the basic assumption that people created to guide their behavior.

Included in this layer the assumption that layer tells the individual how perception, thinking, and feeling about the work, performance goals, human relations, and the performance of co-workers.

Sixth, Studies on Quality Public Services

In connection with efforts to improve the public service of public sector services should be aligned with the best service organized private sector. That effort, among others, performed by using the standard set out in ministry. Position the importance of quality, fine tune the concept of quality management has been integrated as a contributing factor and lever (leverage) which is important in the effort to institutionalize a comprehensive and continuous total transformation necessary to improve quality, customer satisfaction, employee satisfaction and productivity and utilization of performance evaluation.

Albrecht is quoted statement from Lovelock (1992:10), defines services as "... a total organizational approach that makes quality of service as perceived by the customer, the number one driving force for the operation of the business"

Meanwhile Fitzsimmons and Fitzsimmons (1994:40) distinguishes the concept of public service that is competitive, ie between the structural elements and managerial elements. Structural elements in the delivery system consists of concepts, facility design, location, and capacity planning. While managerial elements according to Zeithaml, et al., (1990: 3) includes the service encounter, quality, managing capacity and demand, and information. Management service is deemed quite successful in improving the quality of care.

The importance of service leaders must provide direction and inspiration to provide continuous service. The service leaders must have the following characteristics: Service vision, high standars, in the field of leadership style, and integrity.

3. Research Methodology

This research uses descriptive qualitative research. locus of this study are: Sebatik Island is an object in the study to be conducted by researchers is one of the many islands in the forefront of Indonesia. Administratively, the island is located between the two nations, countries of Malaysia and Indonesia. The northern part is managed by the State of Sabah in Malaysia, while the southern part is managed by the North Kalimantan Province and covers five districts namely: District of Sebatik, North Sebatik, Sebatik East, North Sebatik, Sebatik West.

In order to obtain the data in accordance with the focus of the study, the researchers conducted interviews, observation and documentation. The data analysis in this study used the descriptive analytical method, ie the problem-solving procedure investigated by describing or depicting the state of the subject or object of research (a person, institution, community, etc.), at the present time based on the facts as they appear or.

4. Result and discussion

- a. The Core strategy in improving the quality of public services in the region Sebatik Nunukan North Kalimantan.

Vision, mission and goals of development, followed by the empirical vision and mission and development goals are in charge in each district in the region Sebatik island. The fact that this is a systemic desire of all levels of government bureaucracy Nunukan to organize the tasks of governance, development and public services in the region especially Sebatik which is a border region that has different characteristics of course with other regions in Nunukan. This is a force that can be developed within the framework Sebatik Island region improving the quality of public services.

However, based on the results of interviews and focus group discussions were conducted in Sebatik with some elements of society. Conditions of public service, which was held in the region in general is still not in accordance with the vision, mission and goals of development Sebatik District, the indication can be seen from some of the facts of which services provided to seem too bureaucratic, non-transparent, too long and often convoluted perceived, it is felt by some people in administrative proceedings where the population formnya often run out and have to wait for the shipment of Nunukan.

In some decision-making process sometimes very bureaucratic services mainly because the mechanisms are hierarchical with a central role in the Government Nunukan, such as in services and investment business license. The service is not efficient, especially because of the long process of business service delivery. This can be seen in several types of services that have to go through a lot of tables / counters, resulting in a lengthy process of service (red tape). This condition also reflects the lack of effective services in several places considering the service, the service requirements that must be met is also not listed in a clear and unequivocal.

Community service users are often confused by terms that are so diverse, even sometimes considered less relevant to the provision of the services to be acquired. Even in terms of cost, the amount requested in some cases there is a striking difference between official fees and fees paid factually.

In the provision of certain services of misuse of authority (a buse of power). This condition is triggered by a lack of clarity of service requirements and the unavailability of a written SOP that includes a service appointment, service time, and costs to be paid by the public. In fact, even if in some agencies are already preparing SOP, as well as for business licensing services and investment through the Investment Coordinating Board and the Integrated Licensing in Nunukan such information has not been effectively communicated to the user community.

This weakness is due to factors other than the bureaucracy, some community leaders in the FGDs (focus group) were carried out by the researchers expressed a lack of clarity in government authority and dominance in the region Nunukan Sebatik Island is an issue that is not inevitable problem of the weakness of the role of bureaucracy in public services

The services provided are less supported by competent and professional personnel. Complaints are not professional public service that emerges from most of the communities in Sebatik often exacerbated by the lack of competence of the government apparatus means that the bureaucrats were stationed in the area Sebatik not able to provide the best service for the people, even most bureaucrats are placed in this region is relatively employee newly appointed civil servants where the ability and experience to provide services to the community is still weakness.

Businesses are implemented and followed up with the scheduled evaluation and fulfillment of government officials, improving the competence of personnel through the efforts of the Human Resources equitable distribution of bureaucrats and the implementation of technical education training, job responsibilities and risks as

well as incentives for bureaucrats stationed in Sebatik region which is island and border areas

- b. Consequence strategy in improving the quality of public services in the region Sebatik Nunukan North Kalimantan

Local Government Nunukan always want the best service for the community such as stated in the vision and mission as well as the regent-year plan as well as the policy issuing regional enlargement districts for Sebatik region, followed by the launch of a one-stop service policies are concentrated in sub-districts.

This policy is a motivating force in the local bureaucrats to improve the performance of the regional administration and public services. The Government Regulation Number 38 Year 2007 on the coordination of Government, in particular in Article 7 paragraph (2) mentioned there were 26 obligatory functions under the authority of local government, some of them such as education, health, food security, women's empowerment, empowerment of rural communities, and other so on.

Also coupled with the choice of dealings in accordance with the potential of each region. This indicates that it is normative, in terms of public service delivery and local governments have the power to hold the device 26 such fields.

The low capacity factor classified in three capacity - institutions / organizations that are in real need of some fundamental changes. In institutional capacity, lack of clarity of roles and positions in the service function, become the face of bureaucracy in the region Sebatik.. However , within the framework of strengthening the role of bureaucracy in improving the quality of public services, the policy regional enlargement districts and the establishment of a new autonomous region is an opportunity in the development of local government organizations. it is similar to Brickley et al (2003: 1) a poor design can lead to lost profits and even result in the failure of institution.. "

As Simmons (2005: vii) argues in his introduction that "The organization design is the most important determinant of success for implementing the strategy in a large organization". From the second that opinion reflected that organizational design is one aspect of the organization that need attention.

- c. Customer strategy in improving the quality of public services in the region Sebatik Nunukan North Kalimantan.

Observing conditions that occur in the region Sebatik, individually government bureaucracy is one factor that has a strategic role in the organization of public services. In the context of the Human Resources (HR) Sebatik bureaucracy in the region, in their daily life will certainly be preoccupied with the performance of the functions of government, for it is required to have the ability to carry out its duties and functions.

Based on interviews with several informants that currently most of the bureaucrats in charge of human resources in the region is the result Sebatik recruitment of sons of the soil itself Sebatik especially bureaucrats who work at the District Office and the North West Sebatik, so the motivation as sons of the soil itself becomes a force which can be optimized in the public service.

Aspects of the strength of the above is also a weakness when examined in a comprehensive manner, according to the results of observations and interviews with informants beeberapa weaknesses of individual bureaucrats in Sebatik region is on the attitudes and behavior of human resource in the service of society which still does not meet the demands of society. This occurs because individually they are sons of the soil which at times can show arrogance and feel most know the problems of public services. Thus primordial as a culture still attached to the attitudes and behavior of individuals in the government bureaucracy.

The fact above is not uncommon given birth less sympathetic attitude of society as a user in the context of the quality of public services, as summarized from

the results of focus group discussions held in Sebatik on December 23, 2013 where the service identity card in one of the districts used up form that forcing people can not be served by the government, not the right appointment in the service without providing solutions and alternative solutions. Attitudes and behavior so that such an attitude is not expected to community service, this is not in line with the characteristics of empathy and insurance that exist in terms of the quality of public services

The attitude and behavior of bureaucrats in public services recorded from the observation where there are several persons who committed abuse of authority in providing services to the community including through the levy bubbles that do not comply with the applicable provisions in the service levy call it fishing vessels in the harbor located in the County Sebatik, nor in terms of licensing services that many complained very convoluted. Due to the rigid bureaucratic apparatus that individual behavior is also sometimes hostile. quality of public services

d. Control strategy in improving the quality of public services in the region Sebatik Nunukan North Kalimantan

Public service still needs a lot of repairs and improvements. The existence of convoluted procedures, lack of transparency, absence of extortion, even mental bureaucracy is always in the spotlight by the public. Dimensions of strengthening the role of bureaucracy in improving the quality of public services which can be seen from the surveillance strategy.

In the context of control strategies in the region Sebatik public services according to interviews with several informants from among bureaucrats is going according to the official mechanism through inspectorate (Bawasda), it is a force to examine the extent of the quality of public services carried out by bureaucrats in the region.

Functional supervision conducted by the inspectorate did not come to the substance, namely carrying out the measurement of community satisfaction index periodically. so that the implementation of public services in areas not controlled Sebatik thoroughly. The policy of one-stop service system, which was centered in the office of sub-districts in the region Sebatik,

It said in an interview with one informant who comes from apparatus at the Regional District of Sebatik. That public services have made reference to the standard operating procedures and minimum service standards that have been set. However the force can not be optimized to improve the quality of public services, it is empirically can be seen from the various complaints which was delivered at the time of the focus group discussion on 23 December 2012.

Among the population services, business licenses, education, health and so forth, including opportunities for the inclusion of Pertamina cheap LPG is compared with Petronas LPG is already circulating in the area approximately 3000 Sebatik. Another fact can be seen from the service is quite time consuming due to poorly supported by existing computerized devices and the availability of adequate human resource.

All of it is the fact that public services are carried out by the bureaucrats have not fully follow the SOP and SPM has been established, nor care system designed "SINTAP" (a one-stop information system)-based sub-district offices are not sufficiently able to be implemented by bureaucrats, it this is justified in an interview with one of the community leaders from the local business community in Sebatik, that in spite of the weaknesses. surveillance systems have not touched the public service aspect of the mechanism of the service itself.

Though the various regulations in the strengthening of local autonomy as the delegation of authority, strengthening the role of the local sub-district head as an opportunity to strengthen the surveillance system of public service which is concentrated in the District.

e. Cultural strategy in improving the quality of public services in the region Sebatik Nunukan North Kalimantan

Culture is an aspect that is difficult to change not only in the region but also in Sebatik other regions, although most of the bureaucrats in the region come from the region Sebatik (sons of the soil) and said to be a strength, but in fact the mental attitude of the bureaucrats just the same as the others that seem more to be arrogant because native son and considers himself the most out of the process of public service.

However, sharing the effort to strengthen the role of the bureaucracy through culture strategy has been implemented by bureaucrats in the region Sebatik, which can include pick up the ball in carrying out public services (such as that implemented by the district head of North Sebatik).

However, these efforts have not provided positive implications for strengthening the role of the bureaucracy, even people do not seem to take care of a variety of red tape in their usual activities.

This issue is a challenge for the bureaucracy in the region Sebatik to strengthen cultural strategy that bureaucracy becomes more involved in improving the quality of public services. SINTAP include policies can not be implemented optimally when the policy is easier for people to take care of issues related to the service and the public interest.

Sebatik regions as noted above is one of the outer islands of the Republic of Indonesia (Republic of Indonesia). The island became the gateway of Indonesia in Kalimantan, precisely in the northern part of the North Kalimantan, which is directly adjacent to the land of Sabah, Malaysia. Sebatik Island is only 20 minutes from Nunukan by speedboat. Is one of the 31 outermost small islands inhabited islands. The island is divided between Indonesia and Malaysia regions with highly contrasting development.

The last three years appear a variety of issues that Sebatik region should be managed independently through a variety of ways and alternatives including forming a new autonomous region "Sebatik City"; Likewise Authority Sebatik models ever imposed in Batam and through the application of asymmetric decentralization is to give freedom to the Autonomous Region to determine the location, form of government or other things in his administration management tailored to the needs of the relevant regions.

This means that the shape is not uniform (asymmetric) between one area and another. In this case the Central Government only as a facilitator and regulator policy, in particular the Regional wishes pour in the Act are then used as the basis for the regional government in organizing each.

f. Autonomous Region New Sebatik

Actual formation of a new autonomous region in the context of the form as well as Indonesian unitary state is motivated by the argument that the administrative Improved public services are getting better; The development of democracy; justice; equalization; Maintenance of harmonious relations between the central and regional and inter-regional in order integrity of the Republic; Pushing to empower communities; and Growing initiative and creativity, increase community participation, developing the role and functions of the Regional Representatives Council.

If we look Sebatik actual conditions of the region away from the reach of the service, even relative accessibility is very limited because it is an outer island directly opposite the territory of another State, if it is analyzed is a force that drives Sebatik to quickly become New Autonomous Region.

In addition to the establishment of a region referred to in Article 4 of Law Number 32 Year 2004 on Regional Government declared to be qualified administrative, technical, physical and territorial; Administrative requirements referred to in paragraph (1) for the district / city include approval regency / city and Regent /

Mayor is concerned, the approval of Parliament and the provincial governor and the recommendation of the Minister of general affair.

Technical terms referred to in paragraph (1) shall include the factors on which the formation of factors which include economic capacity, potential regions, socio-cultural, socio-political, demographic, wide area, defense, security, and other factors that enable the implementation of regional autonomy.

With the establishment of the Autonomous Region is expected to reach New services become more efficient and effective because of the distance control becomes smaller or shorter. Enlargement demand can in principle be justified and laws that guarantee it. The purpose of regional expansion Based on Government Regulation (PP) on the establishment of requirements and criteria of the division, and the elimination of regional *penggabungan* Article 2 No. 129 of 2000 mentioned there are several objectives the creation of a new local or regional expansion done.

The purpose of which is the first, to improve the welfare of society; Second, improving public services; Third, accelerate the growth of democracy. Fourth, accelerate the implementation of local economic development; Fifth, accelerate management potential areas; Sixth, improve security and order; Seventh improve harmonious relations between the center and the regions.

g. Authority Sebatik

Authority theoretically not included in the common typology of government implemented in the system of local government or sub-national. Authority is granting full authority over policies specifically aimed at a central government program for the development of a specific and strategic areas to be developed

Granting authority in the administration of government. in the context of ever awarded to Batam Indonesia aimed specifically through direct acceleration of the center for an area development. The Authority is led by a chairman or a director appointed by the central government in charge of the program *sebuah* khusus normally associated with the acceleration and the acceleration of the success of government programs.

Sebatik as outermost regions and islands bordering the neighboring countries of Malaysia in fact needs special management considering Sebatik a border region that has strategic value for the Homeland. Discourse border region to be delivered by the Authority *sebagai* p [official Governor of North Borneo by the idea of forming *otoritayang* weight given special authority in issuing permits. So it can accelerate development.

Another purpose of forming body of authority in the border region is to increase the attention related parties, both government and investors. So as to encourage efforts focused the financing and investment development in the border region. In the end will accelerate economic development and welfare of the people in the border region.

h. Decentralization Asymmetric Sebatik

Sebatik as an outer island directly adjacent to neighboring Malaysia certainly have different characteristics and problems with other regions in Indonesia, though both are in the border region.

The choice to implement asymmetric decentralization is an alternative that can be applied to real in this region. Shape and style can be made based on the needs and complexity of the problems faced by the region of the actual Sebatik currently require accelerated development especially infrastructure, education, health and last but not least is the defense and security of the country. Because it shows that the empirical facts Sebatik region is still used as a base in the delivery of illegal migrants, smuggling of drugs, weapons, trafficking and other things that harm the unity and integrity of the nation of Indonesia.

As a border region certainly needs special handling, given the sensitivity of the issues that continue to thrive in the border region's inherent with existence. And the application of asymmetric decentralization through special areas such models are applied to specific areas would be relevant to the needs of the characteristics, complexity and accelerated development of much needed by the region as a porch leading Sebatik Homeland.

To be specific areas, Sebatik have enough capital that can be developed and become a force that Sebatik is a region in the border area where the community is cohesive patterns of interactions with neighboring Malaysia and Tawau exactly has been going on long enough, the sensitivity of the bilateral relations between Indonesia and Malaysia lukewarm means very susceptible to post-conflict especially Sipadan and Ligitan to the neighboring country.

Then the current conditions Sebatik relatively far behind compare with Tawau in all aspects and it requires Aselerationi. The formation of autonomous regions can not necessarily accelerate the speed of development issues, even if it can take a long time because in those cases the new autonomous regions have problem internal conflict and political nature inherent in the process.

With the use of special areas for Sebatik, the central government will be more dominant in its management by involving or more elements of border management and the military as a dynamic factor and stabilizers with governance and development without disregarding the values of democracy and public participation in various escalation should indeed is grown for a blood independence.

The challenge of asymmetric decentralization, most importantly, the presence of a variety of alternatives that can be set on the pretext of diversity and democratic principles will make a map of a new conflict in the regional administration, the presence of overlapping finding regulation and perceptions of inequality spawned concerns that the regional administration will not run in accordance with the demands that get closer to the community through public service but will be preoccupied with the turn gave birth regulation inefficient government. eventually pushing the Homeland for entry into the abyss of disintegration and conflict both vertikal or horizontally.

Unpreparedness of the government in designing the model so feared asymmetric decentralization will bring a variety of adverse consequences on the future of the people in the area of transforming the welfare associated with the potential diversity of the region, socio-cultural, ethnic, geographical, social and political. On the other hand, there is the development of decentralized asismetris and threatened to tarnish the spirit of democracy, which, among others, emphasizes the primacy of "respect diversity" society. Therefore, this paper want to put ideas on opportunities for asymmetric decentralization in Indonesia

Efforts to design an asymmetric decentralization policy is not a simple task, given the complexity and variety of issues. To that end, designing within an asymmetrical design to consider matters relating to: the reason or rationale, locus, the degree of depth, and instruments design.

i. Quality Public Services in the Region Sebatik

Regarding the quality of public services, Jane & Denhardt (2007:42-43), explains the importance of this paradigm through New Public Service (NPS) with Seven principles of what they call the New Public Service ". When linked with the empirical conditions in the region Sebatik, the implementation of these principles, as outlined below:

- 1) Serve Citizen, Not Customer: The public interest is the result of a dialogue about shared values rather than the aggregation of individual self-interests. Therefore, public servant do not merely respond to the demands of "customers," but rather focus on building a relationship of trust and collaboration with and among citizens. Society demands increasingly bold public bureaucracy to change the

position and role (revitalization) in delivering public services. Habits like to organize and govern should be changed to prefer serving, of which prefer to use the power of the approach, turn out to be helpful, everything is heading in the direction of flexibility, collaborate and dialogue, and eliminate slogans ways of working towards a realistic pragmatic (Thoha, 1988:119), in conditions Sebatik conditions in the region, the reality is very visible when society demands Sebatik New Autonomous Region Sebatik them on the grounds of affordability of public services.

The reality of post regional enlargement districts conducted in 2011 peyelenggaraan public services organized by bureaucrats at the District offices in Region Sebatik despite visible efforts in the context of complementary infrastructure such as the public service counters and suggestion boxes that can be referred to as the power of the bureaucracy's role , but there are still weaknesses in the level of practice of which there are complaints from the public seagaiian especially in the procedure to be followed, even in some kind of service just call Transboundary Pas (PLB) Sebatik people still have to go to the Immigration Office in Nunakan.

So it can be understood that the existence of the bureaucracy in the context of helping the community is still a big question, as well as in obtaining permits that not everything can be taken care of in the district. Lags in the process of giving birth is still not public service effective public service in this region.

- 2) Seek the Public Interest : Public administration must contribution to building a collective, shared notion of the public interest. The goal is not to find quick solution driven by individual choices. Rather, it is the creation of shared interest and shared responsibility

Along with the dynamics and complexity of the demands of public service, in the region Sebatik, government or bureaucracy that there is a force, but in general have not been able to respond optimally to the idea about what to defining and formulated in meeting the common interest given the fact of some bureaucratic organizational units in Sebatik areas, observation results showed only a few actors are close bureaucracy and known to the public, including the military in this case Koramil according to some resource persons closer to the people than the sub-district officials

Absorption mechanism in built-up aspirations of the people to bear with the idea in the context of achieving the common goal is not optimal. Although the actual mechanism of Musrenbang, then the program goes down (hesd of distric North Sebatik) are often implemented. This constraint if observed also because people do not realize the importance of bureaucracy as an organization that can assist in realizing the needs of society (civil service or public service)

- 3) Value Citizenship over Entrepreneurship : The public interest is better advance by public servant and citizens committed to making meaningful contribution to society than by entrepreneurial managers acting as if public money where their own

The essence of this principle is that the implementation of programs and policies to meet the needs of society can be achieved effectively and responsibly through collective efforts and collaborative process.

Collective effort between the public and the government and the private sector in developing and fulfilling achievement of general interest is the inevitable paradigm in the context of the current governance. In the area of implementation of this principle Sebatik basically already done, although in limited circumstances.

Occurs due to the fact that public awareness of the importance of the bureaucracy in general is still not evident in all regions Sebatik, if the situation

improved only in a few districts that were around 'Sei Nyamuk' (city center), then the lack of communication and infrastructure, especially roads and electricity also be inhibitor of actual investment pattern can be rolling in the region rich in natural resources.

All of that makes only certain parties can collaborate to advance the interests of bureaucrats Sebatik, some people (leaders) and 1 or 2 employers. And this is a weakness that should immediately look for alternative strategies in order to encourage public awareness and participation in both the development and public service.

- 4) Think Strategically, Act Democratically : Policies and programs meeting public nees can be most effectively and responsibly achieved through collective efforts and collaborative processes.

Issues that often arise from the implementation of this principle is public accountability, corruption, maladministration, procedural errors, consistency between rules and implementation, transparency, target accuracy level allocation of funds, abuse of allocation, efficiency, conflict, formal authority VS horizontal legitimacy and authority.

Similarly is happening in the region Sebatik, which although almost half of bureaucrats who are in Sebatik are sons of the soil and on average they have been living in the area and Sebatik Nunukan, but in the context of strengthening the bureaucracy to improve public services still show them real problems yet able to carry out its function as adminisrator duty, community service and guidance as.

Poor quality of public services means (1) the products of services provided by governments in the region Sebatik still felt a burden on society; (2) the poor quality of public service delivery as indicated by the persistence of the delay, inflate costs and so forth; and (3) the absence of a complaint mechanism; proven service venue as well as the district office no suggestion and complaint boxes will government services.

These weaknesses led to the low capacity factor of local government in public service delivery. So do not be surprised if in some han especially in the context of public service goes wrong procedure, inflate costs and time are rarely appropriate.

- 5) Recognize that Accountability Isn't Simple : Public servants should be attentive to more than be market : they should also attend to statutory and constitutional law, community values, political norm, professional standards, and citizen interest

Basically the rules about how the posture of bureaucracy and public services are actually implemented already implemented by the bureaucracy in the region Sebatik but is in fact still there are many complaints from the public as recorded in the results of the focus group discussion (FGD) on 23 December 2012.

Some of them in the service of population issues, business licenses, education, health and so forth, including opportunities for the entry of cheap LPG from Pertamina LPG is compared with Petronas that are already in circulation in the region of approximately 3000 Sebatik.

Another fact can be seen from the service is quite time consuming due to poorly supported by existing computerized devices and the availability of adequate human resource.

All of it is the fact that public services are carried out by the government has not fully follow the SOP and SPM predetermined or service system that is designed just like a one-stop service system based on sub-district offices are not sufficiently accommodative apparatus implemented by public servants, it is

justified in an interview with one of the community leaders from the local business community in Sebatik.

Apart from the existing weaknesses, the various regulations in the strengthening of local autonomy as the delegation of authority, strengthening the role of the local sub-district head as an opportunity to strengthen the public service system that is concentrated in the District, in addition to cut the bureaucracy can also bring a range of services to the community.

Another important point is that the region is Sebatik the island that require high mobility to get to the center of the district capital in Nunakan.

- 6) **Serve Rather than Steers** : It is increasingly important for public servants to use shared, value-based leadership in helping citizens articulate and meet their shared interest rather than attempting to control or steer society in new directions.

The policy of one-stop service system, which was centered in the sub-district offices in the region and the regional enlargement Sebatik districts from two to five districts in the year 2011 and the various regulations which provide advantages in the implementation of decentralization and regional autonomy, have not been able to ensure there is equity in increasing public service quality. This is supported by the results of interviews with one informant who comes from one of the waiters in the apparatus at the Regional District of Sebatik., "That the public service has made reference to the standard operating procedures and minimum service standards that have been set, it means that the condition can not be optimized to improve the quality of public services.

Another fact can be seen from the service is quite time consuming due to poorly supported by existing computerized devices and the availability of adequate human resource.

- 7) **Value People, not Just Productivity** : Public organizations and the networks in which they participate are more likely to be successful in the long run if they are operated through processes of collaboration and shared leadership based on respect for all people.

Issues that can arise: the construction of human rights (Human Rights) VS centralized decision-making, human rights and participation / co-optation, VS informal leadership managerial leadership.

The reality in the region even though it has no policy Sebatik one-stop service system, which was centered in the office of sub-districts in the region and the presence pamekaran Sebatik districts from two to five sub-district in 2011 and benefit sharing regulations in the implementation of decentralization and regional autonomy is a force within the framework of the public administration system to improve public services,

However, the delegation of authority can not be optimal, because in some ways such as card services Transboundary Pas, and more than the quota licensing authority districts, still to be taken care of in Nunakan. So the role of local government in the context of service in Sebatik still dominant and yet terdekonsentrasikan well.

Of these seven principles, in fact can not be fully implemented in the region Sebatik, given the visible region of the human readiness bureaucracy, Inadequate facilities and systems, so it is necessary to reform the quality of human resources, equipped with infrastructure and perfected various systems associated with efforts to improve the quality of care so that the principles put forward by Jane and Denhardt (2007:42-43) that can be implemented on ultimately strengthening the role of bureaucracy in an effort to increase public service quality public services in the region can be realized Sebatik well.

5. Conclusions and Suggestions

5.1. Conclusions

Strengthening the role of local governments through the bureaucracy with Five Core Strategies to improve the public service quality public services in the border region between Indonesia and Malaysia in the region precisely Sebatik Nunukan North Kalimantan, can be seen from the strengthening of the role of the bureaucracy through the implementation of the core strategy.

That the public service is one of the duties and functions of government should be implemented based on the vision and mission as well as planning, in Nunukan it is already stated in the vision, mission, goal development Nunukan 2011-2016. Empirically even followed up with the vision and mission and development goals are in charge in each district in the region Sebatik, but in practice can not be optimized through existing bureaucratic role in the region. Many things happened that resulted in this condition include the competence and quality of human resources is still weak bureaucracy and regulation in the form of authority which has not sided with the local bureaucracy in the region Sebatik.

Further Strengthening the role of the bureaucracy through strategy consequence that the District Government of Nunukan always want the best service for the community such as by issuing a policy pamekaran districts in Sebatik and launched a one-stop service policies focused on sub-districts. But in the context of the strategy of strengthening the role of bureaucracy still shows a fundamental weakness, namely; (1) poor quality of public services; (2) the poor quality of public service delivery, inflate costs, and so forth; and (3) the absence of a mechanism complain. Kenyataan kapasitas birokrasi boils down to the low factor in the administration of public services.

Strengthening the role of the bureaucracy through the Customer strategy in improving public service quality public services individually marked dengan birokrasi required to have the ability to carry out its duties and functions, most of the bureaucrats in the region Sebatik are sons of the soil should have high motivation but the attitude and behavior of human resource in serving society still does not meet the demands of society.

Strengthening the role of the bureaucracy through the control strategy, that the success of the service aspects can be measured by the level of community satisfaction provided by the government, the reality of public services still need pembenahan melalui control strategies. In the context of the region Sebatik control strategies in the public service is already running according to the inspectorate mechanism (Bawasda), but not to the substance so that the monitoring mechanism can not provide positive implications for improving the quality of public services

Similarly, the strengthening of the role of the bureaucracy through the Cultural strategy is in line with the new paradigm of governance that puts the bureaucracy as a public servant. Culture is an aspect that is difficult to change shared efforts to strengthen the role of the bureaucracy through culture strategy has been implemented by bureaucrats in the region Sebatik, which can include pick up the ball but not much impact baik dalam strengthening the role of the bureaucracy.

Thus the theory of the five core strategies in the context of strengthening the role of bureaucracy in the region Sebatik can not be performed well considering the conditions are not yet fully qualified human resources nor the regulatory authority of the local bureaucratic organizations in the region Sebatik (districts) are very limited. Strengthening the role of the bureaucracy through five core strategies in terms of improving the quality of public services in the region will be more flexible and Sebatik achieved in accordance with the principles of public service when the region became a territory Sebatik independent asymmetric decentralization model to form a special area, given the region with a number Sebatik typical characteristics are a special area of the border that is supposed to be treated within the framework khusus also accelerate the

development and public service as a leading public homepage of the Republic of Indonesia (Republic of Indonesia).

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5.2. Suggestions

a. Academic Suggestions

- 1) Strengthening the role of the bureaucracy through five core strategies can be fully realized and integrated with the realization of human resource development plans and institutional bureaucracy independent region through the establishment of a new autonomous region in the form of asymmetric desentralisasi, it is very logical given the circumstances Sebatik region is a border area (special) must be treated specially in the development and implementation of public administration in general;
- 2) Strengthening the role of bureaucracy in an effort to improve the quality of local services in the region Sebatik, orientation towards the development of competence and quality of human resources and the authority granting more flexibility to local bureaucratic organizations (districts) to play a greater role should be a priority in strengthening the role of bureaucracy in improving public service quality local services in the border region between Indonesia and Malaysia, especially in the area Sebatik Nunukan North Kalimantan. So the theory of five core strategies for these areas should be equipped with core competencies, local authority and bureaucratic organization in addressing the specificity of asymmetric decentralization in the management of border areas as well as in the region Sebatik.
- 3) The results of this study ultimately provide reinforcement of the importance of strengthening the role of the bureaucracy through the implementation of five core strategies that can improve the public service quality .
- 4) Strengthening local government may ultimately support the competitiveness of the national

b. Practical Suggestions

- 1) Bureaucratic competence should be improved in filling the needs of the bureaucracy in the region Sebatik accompanied by training and comprehensive technical education in accordance with the demands of ministry in the border region
- 2) Dimilik authority by the work unit in the region Sebatik need to be revisited given the different characteristics of the border region with other regions in Nunukan
- 3) Still need strategies undertaken via inspectorate (Bawasda) until the substance of public service delivery so that the monitoring mechanism can give positive implications for improving the quality of public services
- 4) Transformation should be socialized bureaucratic culture in general by all the bureaucracy in order to strengthen its role in order to improve the quality of public services.
- 5) Required accelerated development across the country, so that the rate of progress of an area evenly, and can support the competitiveness of the national

C. Policy recommendations

- 1) Policy required upgrades and general knowledge (general knowledge), specific technical (technical knowledge), organizing tasks / jobs (job organizing), administrative insight, and willingness to always do a self-introduction
- 2) To create effective services and uncomplicated, then the required policy SOP care system formulated to be implemented in each district in Sebatik; Policy of minimum service standards that already exist in order to be confirmed to be implemented.
- 3) To be formulated policy development or organizational change dilakukan secara government systematically, based on the adjustment of the dynamics of the region Sebatik border region (specifically) via the assessment and treatment forms of local authority not to be the same as other areas in the form of asymmetric decentralization with the establishment of special areas for acceleration development and effectiveness of public service quality improvement.

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University Capacity Building and International Development Cooperation between Korea and Indonesia

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Abstract

Development project shares the biggest part regarding the development assistance of KOICA and it is a multi-year package development assistance entailing equipment supply and human resources development provision. Korea has recognised the immense potential for growth and development of Indonesia based on complementation and reciprocity, and has continued to expand the cooperative programme for the country, widening the scope of exchange across public and private sectors. Development assistance has relatively given little attention to university capacity building sector, although KOICA has basically focused on major sectors, such as industry and energy, rural development, disaster relief, ICT, governance, health and education and the importance of development of higher education is growing, especially in light of major challenges facing the university education sector in Indonesia. Particularly, the issue of university capacity building is one of the major components in terms of academic development cooperation and the major project component includes invitational training programs and the dispatch of experts to the recipient institution[s]. This essay tackles with some key findings, challenges and issues in terms of educational development cooperation between Korea and Indonesia and discusses a set of ideas for the feasibility of a development project within the possible vision of academic collaboration between Korea and Indonesia.

Introduction

This essay is on the possible vision of international cooperation for educational development project in developing countries in Asia and Africa, and especially for higher educational cooperation between Indonesia and Korea. For international development & cooperation (IDC) project, the Centre for Global Human Resources Development & Cooperation (HRDC) at Youngsan University (YSU) has actively been engaged in development projects and programs in collaboration with international donors and especially with Korea International Cooperation Agency (KOICA) since it was established at YSU in 2012. Since its establishment, the centre has created the opportunity for developing international cooperation and educational projects, while it has recently been appointed as project management consulting (PMC) by KOICA, the national donor agency of the official development assistance (ODA), for the project of the establishment of primary and junior