

2014 AGPA ANNUAL CONFERENCE MANUAL

27-29 August, 2014
Jakarta | Indonesia

○ We are committed to Administrative Reform



AGPA
Asian Group
for Public Administration



IIAS
International Institute
of Administrative Sciences



UNIVERSITAS
INDONESIA



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INTRODUCTION OF KEYNOTE SPEAKERS

1. Prof. Pan Suk Kim



Professor Pan Suk Kim is currently the Dean and Professor of the College of Government and Business at Yonsei University in South Korea. He was the President of the International Institute of Administrative Sciences (IIAS) and a member and a Vice Chairperson of the United Nations Committee of Experts on Public Administration (UNCEPA). He is currently the President of the Asian Association for Public Administration (AAPA) and a lifetime fellow of the National Academy of Public Administration (NAPA) in Washington, DC. After completing his Ph.D. degree in public administration at the American University in Washington, DC, he was an assistant professor of public administration at Old Dominion University in Norfolk, Virginia.

He has broad experience as an expert in governmental affairs. He was Secretary to the President for Personnel Policy (Presidential Appointee) in the Office of the Korean President. He had served as a member of the Administrative Reform Committee (ARC) and several Policy Advisory Committees in the central and local governments. He had been the Deputy Editor of the International Review of Administrative Sciences (IRAS) and is currently the Editor-in-Chief of the Asian Review of Public Administration (ARPA).

He received several awards including the International Public Administration Award and the Paul P. Van Riper Award for Excellence and Service from the American Society for Public Administration (ASPA) in Washington, DC. He also received the Pierre De Celles Award from the International Association of Schools and Institutes of Administration (IASIA). He has been a professional consultant for many organizations including the World Bank, the Asian Development Bank, the UN Development Programme, the United Nations, and public agencies of several developing countries.

2. Prof. Masahiro HORIE



Masahiro HORIE is Senior Professor at the National Graduate Institute for Policy Studies (GRIPS) in Tokyo, Japan. He is currently the Director of the Executive Development Center for Global Leadership and the Director of the Young Leaders Program which is a master's degree program for MPA and MPP. Until the end of March 2013, he was Vice President of GRIPS and before that the Dean for the International Affairs. Before moving to GRIPS, he worked for the Japanese Government for 35 years. Jobs he had in the Central Government include the Vice Minister of the Ministry of Internal Affairs and Communications, the Director-General of the Cabinet Secretariat Office for the Promotion of Administrative Reform and the Deputy Director-General of the Postal Services Agency.

He studied at the Department of Law of the University of Tokyo, the Maxwell School of Citizenship and Public Affairs of Syracuse University, and the Department of Administrative Sciences (now the School of Management) of Yale University. In 2001 the Business Week selected him as one of the Stars of Asia in the field of politics and public administration for his distinguished work in the government.

3. Prof. Baobin Ma

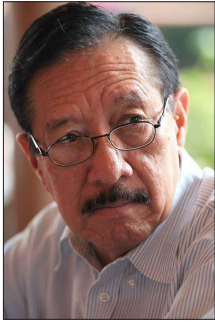


Dr. Baobin Ma is Professor and Doctoral Supervisor of E-government and performance evaluation at College of Public Administration of Jilin University.

INTRODUCTION OF RAPPORTEURS

General Rapporteur.

Prof. Azhar Kasim



Drs. University of Indonesia, 1970; MPA, State University of New York at Albany, 1984; Ph.D., 1987. Teaching and research interests. public administration, public policy, program evaluation, organizational behavior, civil service reform, good governance and decision making theory. He has written various article and papers in each areas. He has served as Chairman of Department of Administrative Science, University of Indonesia (1993-1999) and and as Coordinator of Doctoral Program in Administrative Science (2010-2013). Member of Editorial Board, Journal of Administrative Sciences and Organization. Bisnis & Birokrasi (2008-Present).

He has served as consultant to Indonesian Department of Education and Culture (World Bank project, 1990), and to Indonesian Ministry of Administrative Reform (MSI, 2013). He is a member of IAPA (Indonesia Association for Public Administration) and he served as Chairman of the Academic Committee of the EROPA Conference in Jakarta 2013. He also a member of ASPA (American Society for Public Administration), and he served as International Chapter Council Member (July 1. 2012-June 30, 2014). Now he is one of the candidates for members of KASN (Similar to U.S. Merit Protection Board)

Assistant Rapporteurs.

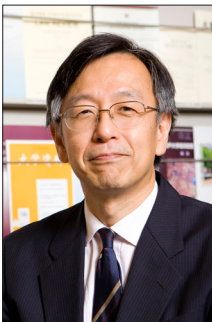
1. Prof. Heungsuk CHOI



Heungsuk Choi is a professor in the Department of Public Administration at Korea University. He obtained his master in political science from Purdue University, and Ph.D. in Public Administration from Syracuse University in 1993. His research interests include public management, local government, electronic government, governmental innovation system, and government reform. Professor Choi served as Vice President of International Affairs, Vice Dean of Graduate School and the Vice Dean of Graduate School of Public Policy.

Professor Choi is currently the primary investigator of a Social Science Korea(SSK) research project, titled “Citizen-centered Governance Design,” and is the founding director of the Center for Governance Design. In the field of professional service, he is serving as a vice president of the Korean Association for Public Administration. He is currently an editorial board member of Public Administration Review, and was an editorial board member for Korean Public Administrative Review, and Journal of Comparative Policy Analysis, and so on.

2. Prof. Jun MATSUNAMI



Jun Matsunami is Professor of Graduate School of International Cooperation Studies, Kobe University since 2003. His research interests are comparative studies on deregulation, privatization and local government. At Kobe, he is teaching Local Government and has supervised many international students mainly from Asian countries (Indonesia, Korea, China, Bangladesh, Thailand, Kyrgyz, the Philippines, India, Malaysia, Pakistan and other countries). The majority of them are civil servants of their countries (both from the central government and from the local governments). Before starting his academic carrier, Professor MATSUNAMI studied at Kyoto University and Exeter University (UK).

3. Septiana Dwiputrianti, PhD



Septiana is Head of Public Governance Innovation Center and senior lecturer at School of Public Administration-National Institute of Public Administration. Formerly, she was Head of Policy Analyst Dev. Center, Head of Policy Management and Research Center and Vice Deputy of Academic Affairs of STIA LAN Bandung. Completed her PhD at the Crawford School of Economics and Government in Public Policy and Governance Program, the Australian National Univ. (ANU). She received her Master of Commerce (by Honours) from Univ. of Wollongong in Economics. She had a scholarship from AusAID for her Master and PhD, then had fellowship from the Australia New Zealand School of Government for the Australia-Indonesia Leadership and Management Program and American Society for Public Administration for Workshop for young public policy scholars at Xiamen Univ. Besides, she teaches at UI and works for UNDP and USAID for bureaucratic reform policy.

General Programme 1

DATE	TIME	ACTIVITIES		VENUE
Aug. 27 (Wednesday)	09.00-22.00	Registration		Istana Ballroom, Sari Pan Pacific Jakarta Hotel
	12.00-13.30	Lunch		Specific Venues (TBD)
	13.30-17.30	AGPA Steering Committee Meeting		Vice Minister Meeting Room, Ministry of State Apparatus and Administrative Reform, 2nd Floor
	18.00-20.00	Welcome Reception		Ministry of State Apparatus and Administrative Reform, 2nd Floor
Aug. 28 (Thursday)	07.30-08.30	Registration		MITRA Room, 4th Floor, Hotel Sari Pan Pacific
	08.30-09.50	Opening Ceremony		MITRA Room, 4th Floor, Hotel Sari Pan Pacific
	09.50-10.15	Coffee Break/Group Photo		MITRA Room, 4th Floor, Hotel Sari Pan Pacific
	10.15-11.45	Plenary Speeches		MITRA Room, 4th Floor, Hotel Sari Pan Pacific
	12.00-13.30	Lunch		Buffest Centre/Foyer next to Istana Ballroom, Hotel Sari Pan Pacific, 3rd Floor
	14.00-16.00	Parallel Sessions I	Subtheme 1	Istana Room 1, 3rd Floor
			Subtheme 2	Istana Room 2, 3rd Floor
			Subtheme 3	Kencana Room, 3rd Flor
		Special Session I for IIAS-AGPA Study Groups		VIP Room, 3rd Floor

	16.00-16.20	Coffee Break		Foyer next to Istana Ballroom, Hotel Sari Pan Pacific, 4 th Floor
	16.20-18.20	Parallel Sessions II	Subtheme 1	Istana Room 1, 4 th Floor
			Subtheme 2	Istana Room 2, 4 th Floor
			Subtheme 3	Kencana Room, 4 th Floor
		Special Session II for IIAS-AGPA Study Groups		VIP Room, 4 th Floor
	18.30-20.00	Gala Dinner		Istana Ballroom, Hotel Sari Pan Pacific, 4 th Floor
Aug. 29 (Friday)	08.30-11.30	Parallel Sessions III	Subtheme 1	Istana Room 1, 3rd Floor
			Subtheme 2	Istana Room 2, 3rd Floor
			Subtheme 3	Kencana Room, 3rd Floor
		Special Session III for IIAS-AGPA Study Groups		VIP Room, 3rd Floor
	11.30-13.30	Lunch		The Buffet Centre/Foyer next to Istana Ballroom, Hotel Sari Pan Pacific, 3rd Floor
	13.30-15.00	Report of the Rapporteurs		Istana Ballroom, Hotel Sari Pan Pacific, 3rd Floor
	15.00-16.00	Closing Ceremony		Istana Ballroom, Hotel Sari Pan Pacific, 3rd Floor
	18.00-19.30	Dinner		The Buffet Centre/Foyer next to Istana Ballroom, Hotel Sari Pan Pacific, 3rd Floor
Aug.30 (Saturday)	09.00-12.00	Social Activities		Indonesian National Monument

General Program 2

Wednesday, 27 August	
09.00-18.00	Registration at Hotel Sari Pan Pacific
12.00-13.30	Lunch
13.30-17.30	AGPA Steering Committee Meeting
18.00-20.00	Welcome Reception
Thursday, 28 August	
08.50-09.00	Group Photo
08.30-10.00	<p>Opening Ceremony Chair. Eko Prasjojo</p> <p>Opening remarks. Dr. Kuntoro Mangkusubroto, Chairman of UKP4 (President Delivery Unit) Jiang Wu, President of AGPA Geert Bouckaert, President of IIAS Michiel S de Vries, President of IASIA</p>
10.00-10.15	Coffee Break
10.15-11.45	<p>Keynote Speeches Chair. Koichiro Agata Pan Suk Kim Masahiro Horie Ruixin Zhang</p>
12.00-13.30	Lunch

14.00-16.00	<p>Subtheme 1</p> <p>Moderator: Baobin Ma</p> <ol style="list-style-type: none"> 1. Xingbo Liu 2. Jimin Choi 3. Evan Berman 4. Yuan Zhang 5. Da-Hee Lim 	<p>Subtheme 2</p> <p>Moderator: Masahiro Horie</p> <ol style="list-style-type: none"> 1. Mingxue Ding 2. Dita Siti Anastasia 3. Prijono Tjptoherijanto 	<p>Subtheme 3</p> <p>Moderator: Kin Sun Chan</p> <ol style="list-style-type: none"> 1. Zhihong Zhang 2. Septiana Dwiputrianti 3. Krismiyati Tasrin 4. Leona Hayashi 5. Desintha Dwi Asriani 6. Janet S.Cuenca 7. Sofjan Aripin 	<p>IIAS-AGPA Study Group Panel I</p> <p>Moderator: Geert Bouckaert</p> <ol style="list-style-type: none"> 1. Meili Niu 2. Jesse Stroobants 3. Shaolong Wu
16.00-16.20	Coffee Break			
16.20-18.20	<p>Subtheme 1</p> <p>Moderator: Ruixin Zhang</p> <ol style="list-style-type: none"> 1. Jin Zeng 2. Mulya AMRI 3. Hyunkuk Lee 4. Baobin Ma 5. Sofia Amalia 	<p>Subtheme 2</p> <p>Moderator: Minhyo Cho</p> <ol style="list-style-type: none"> 1. Marlan Hutahaeen 2. Sharifah M Alhabshi 3. Wenxuan Yu 4. Seona Kim 	<p>Subtheme 3</p> <p>Moderator: Evan Berman</p> <ol style="list-style-type: none"> 1. Liang Ma 2. Aditya Maulana Mugiraharjo 3. Susy Ella 4. Jihyun Na 5. Pratiwi 6. Ry Taein Park 7. Ario Wicaksono 	<p>IIAS-AGPA Study Group Panel II</p> <p>Moderator: Tobin Im</p> <ol style="list-style-type: none"> 1. Kin-Sun Chan 2. Zaozao Zhao 3. Yanhua Kuang

18.30-20.00	Dinner			
Friday, 29 August				
08.30-11.30	<p>Subtheme 1</p> <p>Moderator: Soon Eun Kim</p> <ol style="list-style-type: none">1. Zaijian Qian2. Febri Yuliani3. Dedi Jukiyanto4. Prakoso Bhairawa Puter	<p>Subtheme 2</p> <p>Moderator: Wenxuan Yu</p> <ol style="list-style-type: none">1. Tomi Setiawan2. Nina Karlina3. Kaustubha Nand Bhatt4. Min Young Kim5. Muhammad Ichsan Kabullah	<p>Subtheme 3</p> <p>Moderator: Priyono Tjptoherijanto</p> <ol style="list-style-type: none">1. Dodik Siswantoro2. Hyerim Lee3. Wenhao Huang4. Sintaningrum5. Lourdes P. Jusay6. Felix Aglen7. Eva Hany Fanida8. Hyun Gyu Oh	<p>IIAS-AGPA Study Group Panel III</p> <p>Moderator: Andrew Podger</p> <ol style="list-style-type: none">1. Alfred T. Ho2. Wai-Hang YEE3. Tobin Im
11.30-13.30	Lunch			
13.30-15.00	<p>Report of the Rapporteurs</p> <p>Chair: Geert Bouckaert</p> <ol style="list-style-type: none">1. Heung Suk Choi2. Jun Matsunami3. Azhar Kasim4. Septiana Dwiputrianti			
15.00-16.00	<p>Closing Ceremony</p> <p>Chair : Ying Xiong</p> <ol style="list-style-type: none">1. Certificate Awarding Ceremony2. Publicity on 2015 AGPA Annual Conference by KIPA			
18.00-	Dinner at The Buffet Centre, 4th Floor			
Saturday, 30 August				
09.00-12.00	Social Activities. Visiting Indonesian National Monument (MONAS)			

Detailed Programme

Wednesday, 27 August 2014

- 09.00-18.00 Registration at Istana Ballroom, 3rd Floor, Hotel Sari Pan Pacific
- 12.00-13.30 Lunch
- 13.30-17.30 AGPA Steering Committee Meeting
@ Ministry of State Apparatus and Administrative Reform
- Progress Report of the President
 - Discussion and Approval of AGPA Regulation
 - Election of AGPA President for the term 2014-2017
 - Election of AGPA Steering Committee members for the term 2014-2017
 - Coffee Break
 - Discussion on Host Country Responsibility Guideline
 - Matters of the 2015 AGPA Annual Conference
 5. Host country
 6. Theme & Sub-themes
 7. Time & Venue
 8. Rapporteurs & Keynote Speakers
 - Discussion on IIAS-AGPA Study Groups
 - Group Photo
- 18.00-20.00 Welcome Reception
@ the Ministry of State Apparatus and Administrative Reform

Thursday, 28 August 2014

- 07.30-08.30 Registration at Istana Ballroom, 3rd Floor, Hotel Sari Pan Pacific
- 08.30-09.00 Group Photo
- 09.00-10.00 Opening Ceremony
- Chair : **Eko Prasajo**
Vice-minister of State Apparatus and Administrative Reform and
Professor to Faculty of Social and Political Sciences, Universitas
Indonesia
- Opening remarks : **Dr. Kuntoro Mangkusubroto**
Chairman of UKP4 (President Delivery Unit)

Jiang Wu, President of AGPA

Geert Bouckaert, President of IIAS

Michiel S de Vries, President of IASIA

10.00-10.15

Coffee Break

10.15-11.45

Keynote Speeches

Chair . **Koichiro Agata**

1. Title. **Pan Suk Kim**,

Dean and Professor of the College of Government and
Business at Yonsei University in South Korea

2. Title. **Masahiro Horie**,

Executive Development Center, National Graduate Institute
for Policy Studies

3. Title. **Ruixin Zhang**

School of Administration, Jilin University, China

12.00-13.30

Lunch

14.00-16.00

Parallel Sessions ②

Sub-theme 1

**The Complexity of Structure and Proliferated Actors in
Improving Public Trust and Governance. Building Cooperation
and Competition (5 Speakers, 15 min/person)**

Moderator: **Baobin Ma**

College of Public Administration, Jilin University

1. **E-government and public service. the challenge to Asia
government credibility**

Xingbo Liu

Public Management, China University of Petroleum
(East of China)

Q&A

2. **Performance does matter? . Bridge a gap between
government performance and government trust**

Jimin Choi

Doctoral student, Graduate School of Public Administration,
SNU

Soon Eun Kim

Professor, Graduate School of Public Administration, SNU

Q&A

3. Leadership by Very Senior Public Managers

Evan Berman

Professor of Public Management & Director of
Internationalisation, School of Government, Victoria
University of Wellington

Q&A

**4. Government's Credibility in China. From the Perspective of
Public Opinion Research**

Yuan Zhang

Horizon Research Consultancy Group

Q&A

**5. Mediating Effects of Public Trust in Government on National
Competitiveness - Evidence from Asian countries**

Da-Hee Lim & Jeongmin Oh, *Researcher*

Global E-Policy and E-Government Institute, Graduate School
of Governance, Sungkyunkwan University Seoul, Korea

Gi Heon Kwon

Professor, Graduate School of Governance, Sungkyunkwan
University, Seoul, Korea

Q&A

14.00-16.00

Parallel Sessions

Sub-theme 2

**The Paradox of Globalization, Regionalization and
Decentralization in Search of Accountable, Responsible and
Effective Governance**

(3 Speakers, 15-20 min/person)

Moderator : **Masahiro Horie**

Executive Development Center, National Graduate Institute for
Policy Studies

1. **Performances management can move the government function optimization?-the study found of D district of Beijing**
Mingxue Ding

Government Performance Management Research Centre,
Horizon Research Consultancy Group

Q&A

2. **International Doctoral Asia Pacific Studies, National Cheng Chi University**

Dita Siti Nurhayati Anastasia

Leader's Integrity and Local Government Performance in Aceh
Indonesia

Q&A

3. **GOOD GOVERNANCE . Between Paradigm And Reality**

Prijono Tjptoherijanto

Faculty of Economics, University of Indonesia

Q&A

14.00-16.00

Parallel Sessions

**Sub-theme 3 Opportunities, Challenges, Learnings and
Innovations in Asian Public Service**

(7 Speakers, 10 min/person)

Moderator : **Kin Sun Chan**

Department of Government and Public Administration, University
of Macau

1. **A research on the public service co-production mechanism in china. based on the practice of Fujian**

Prof. Zhihong Zhang

Public Administration, Nankai University

Q&A

2. **Indonesian Model of Senior Leadership Profile for
Accelerating Bureaucratically Reform**

Dr. Septiana Dwiputrianti, PhD

National Institute of Public Administration Republic of
Indonesia

Q&A

3. **Inclusive Public Service Innovation. Waste Management System in Bandung City**
Krismiyati Tasrin & Evi Maya Safira
National Institute of Public Administration, Indonesia
Q&A
4. **Human Resource Development for Managing “Giants” through Job Rotation. An Empirical Assessment of the Tokyo Metropolitan Government**
Leona Hayashi, PhD Candidate
Graduate School of Law and Politics, University of Tokyo,
Research Fellow of the Japan Society for the Promotion of Science
Q&A
5. **Public Trust and Bureaucracy Innovation in Indonesia . Leadership, Agency and Social Reproduction**
Desintha Dwi Asriani
Gajah mada university
Q&A
6. **Efficiency of State Universities and Colleges in the Philippines. A Data Envelopment Analysis**
Janet S. Cuenca, Professor
Lee Kuan Yew School of Public Policy, National University of Singapore
Q&A
7. **Contributing Factors in the Implementation of Online Registration System for Post-graduate of Indonesia of Universitas Terbuka**
Sofjan Aripin
Universitas Terbuka, Indonesia
Q&A

14.00-16.00

Special Session for IIAS-AGPA Study Groups I

Application of DEA & SFA Approaches to Measure Public Services Efficiency

Moderator : Professor Geert Bouckaert

Public Governance Institute, University of Leuven

1. Review on DEA/SFA Methods in Measuring the Public Sector Efficiency

MeiliNiu, Ph.D., Associate Professor,

Sun Yat-sen University, China. Xiaowei Song, Graduate Student, Sun Yat-sen University, China.

2. On using FDH/DEA for benchmarking local services. an application to public libraries in Flanders

Geert Bouckaert & Jesse Stroobants,

Public Governance Institute, University of Leuven,

3. Has china's healthcare reform improve health service efficiency on provincial level?

Dr. Shaolong WU

School of Public Health, Sun Yat-sen University, Guangzhou China

16.00-16.20

Coffee Break

16.20-18.20

Parallel Sessions

Sub-theme 1. The Complexity of Structure and Proliferated Actors in Improving Public Trust and Governance. Building Cooperation and Competition

(5 Speakers, 15 min/person)

Moderator : Ruixin Zhang

School of Administration, Jilin University, China

1. A Research on Diversity Supply of Public Service-Base On The Perspective of Regional Investment Environment's Optimization

Jin Zeng & Jing Yan

Research Division of Public Affairs & Vice Research Director, Horizon Research Consultancy Group

Q&A

2. A Transaction Cost Framework for Understanding Public Sector Innovation

Mulya AMRI

Lee Kuan Yew School of Public Policy National University of Singapore

3. At the expense of others. Performance management, altruistic helping behavior, and transformational leadership

Hyunkuk Lee

Graduate School of Public Administration, Seoul National University

Jesse W. Campbel

College of Public Service, Chung-Ang University

Tobin Im

Graduate School of Public Administration, Seoul National University

Q&A

4. On The Construction of Clean Government in China

Baobin Ma

College of Public Administration, Jilin University

5. Public Trust Level in Bandung, West Java toward Bandung Cloud of Knowledge Program

Sofia Amalia & Prof. Teguh Kurniawan

Faculty of Social and Political Science, University of Indonesia

16.20-18.20

Parallel Sessions

**Sub-theme 2. The Paradox of Globalization, Regionalization and Decentralization in Search of Accountable, Responsible and Effective Governance
(4 Speakers, 15-20 min/person)**

Moderator : **Minhyo Choi**

Department of Public Administration, Sungkyunkwan University

1. The Paradox of Decentralization . Bureaucracy and Public Service in Indonesia

Dr. Marlan Hutahaeon

University of HKBP Nommensen

Q&A

2. City Landscape and Crime. A Social Perspective

Dr. Sharifah M Alhabshi, *Associate Professor*

International Institute of Public Policy and Management,
University of Malaya

Q&A

3. Citizen Participation and Public Service Performance. Challenges and Opportunities in Urban China

Prof. Wenxuan Yu

School of Humanities and Social Sciences, Nanyang Technological University, Singapore.

Q&A

4. An Empirical Study of Determinants of Citizen's Quality of Life. The Korean Case

Seona Kim, *Ph.D. Candidate*

Sungkyunkwan University, Korea Sung Min Park, Associate Professor, Sungkyunkwan University

Q&A

16.20-18.20

Parallel Sessions

Sub-theme 3. Opportunities, Challenges, Learnings and Innovations in Asian Public Service

(7 Speakers, 15 min/person)

Moderator : **Evan Berman**

Professor, School of Government, Victoria University of Wellington

1. **Corruption, Public Service Performance, and Public Trust in Government. Evidence from Chinese Municipalities**
Dr. Liang Ma
Nanyang Centre for Public Administration, Nanyang Technological University
Q&A
2. **Innovative Open Recruitment in Jakarta**
Aditya Maulana Mugiraharjo
Universitas Indonesia
Q&A
3. **Improving public services through cloud computing. The experience of Japan and lessons for Indonesia**
Susy Ella
National Graduate Institute for Policy Studies (GRIPS)
Q&A
4. **The Impact of E-government Policies on Public Management. Japan and Korea in Comparative Perspective**
Ms. Jihyun Na
Graduate Schools for Law and Politics, The University of Tokyo
Q&A
5. **Bureaucratic Reform in Indonesia . Innovations, Challenges and Typologies**
Pratiwi & Putri Wulandari
Atur Rejeki, Center for Research, Education and Training of Apparatus I, National Institute of Public Administration, Republic of Indonesia
Q&A
6. **Increasing Public Trust for Environmental Innovation. A Case of Seoul Metropolitan Government's Eco-Mileage System**
Ry Taein Park & Pan Suk Kim
Yonsei University, Korea
Q&A

7. Serving the Poor Elderly Citizen.

Evaluation of Nursing Home Service in City of Yogyakarta-Indonesia

Ario Wicaksono

Department of Public Policy and Management, Faculty of Social and Political Sciences, Universitas Gadjah Mada-Yogyakarta, Indonesia

Q&A

16.20-18.20

Special Session for IIAS-AGPA Study Groups II

Governance and Environmental Outcomes in China

Moderator : Tobin Im

Professor, Seoul National University, Seoul, South Korea

1. The Development of Health Care Policy from the Perspective of Regional Cooperation – The Case Study of Voucher System Development

Chan, Kin-Sun, *assistant professor of University of Macau*
chairman of Macau Social Security Society, China.

Wu, Zhi-Lei

Doctoral student of Peking University, China.

Rutger Rogge

Researcher, Macau Social Security Society, Macau, China.

2. The Study on Performance of Farmland Water Conservancy Infrastructure Special Funds in China's Grain Major Production Areas

Zaozao Zhao

Associate Research Fellow, CASS

Jian Mi,

Program manager, China Development and Research Foundation

3. Disparity of Environmental monitoring efficiency and standardization of construction in China. Panel data evidence

Yanhua Kuang & Shaojun Zhou, *assistant professor*

School of Public Finance and Taxation, Guangdong University of Finance Economics, China

18.30-20.00

Gala Dinner @Grand Istana Ballroom, 4th Floor Sari Pan Pacific

Friday, 29 August 2014

08.30-11.30

Parallel Sessions ☐

Sub-theme 1. The Complexity of Structure and Proliferated Actors in Improving Public Trust and Governance. Building Cooperation and Competition (4 Speakers, 15 min/person)

Moderator : Soon Eun Kim

Graduate School of Public Administration, Seoul National University

1. **A Study on the Credibility of Government and the Path of Improving it in the Process of State Governance - Investigation based on the Public Administrative Power**

Zaijian Qian, Hui Zhao, Lanyi Zhu & ZHAO Hui

Research Center on State Governance and Government Innovation, Nanjing Normal University

Q&A

2. **Government Regulation And Public Participation in the Implementation of Forest Fire Control Policy And Land in Rokan Hilir Distric The Province of Riau**

Dr. Febri Yuliani, M.Si

University of Riau

Q&A

3. **Implementation of Public Key Infrastructure (PKI) on E-government in Information Security Framework to Ensure Accountable and Trusted Service**

Dedi Jukiyanto & Jumiaty

National CRYPTO INSTITUTE

Q&A

4. New Concept and Strategy for Designing the New Indonesia's Science and Technology development strategy (2015-2019). an Actual Application of Public Administration Science

P.B Putera & L.M Jannah

Center for Science and Technology Development Studies -
Indonesia Institute of Sciences

Mustangimah & M Zulhamdani

Departement of Administration Science, Faculty of Social and
Political Sciences, Uniersitas Indonesia

S. Handoyo

Ministry of Research and Technology Republic Of Indonesia
Q&A

08.30-11.30

Parallel Sessions ☐

Sub-theme 2. The Paradox of Globalization, Regionalization and Decentralization in Search of Accountable, Responsible and Effective Governance

(5 Speakers, 15 min/person)

Moderator : **Wenxuan Yu**

Public Policy and Global Affairs, Nanyang Technological University

1. Formulation of Regional 'Sharia' Regulations . Governance Failure In The Policy-Making Process?

Tomi Setiawan, Reza Ganesh, and Entang A. Muchtar

Public Administration Department, Faculty of Politics and
Social Sciences, Universitas Padjadjaran

Q&A

2. The Impact of National Program of Rural Community Empowerment (PNPM Perdesaan) to the Service of Village Government in the North Coast Region of West Java

Dr. Nina Karlina, S.IP., M.Si., Dr. Herijanto Bkti, M.Si., & Ramadhan Pancasilawan, S.Sos., M.Si.

Public Administration, Universitas Padjadjaran

Q&A

3. Rural Decentralization and Participatory Planning. Lessons from Four Indian States

Kaustubha Nand Bhatt

G.B. Pant Social Science Institute, Allahabad Central University, India

Q&A

4. How to Boost Ethical Attitudes and Behaviors in the Chinese Public Sector. Probing the Mediating Roles of Affective and Cognitive Responses

Qing Miao, Associate Professor

College of Public Administration, Zhejiang University, HangZhou, China

Min Young Kim, M. P.A., Researcher

Graduate School of Governance, Sungkyunkwan University, Seoul, Korea

Sung Min Park (sm28386@skku.edu), Associate Professor

Graduate School of Governance, Sungkyunkwan University, Seoul, Korea

Q&A

5. Did Local Election Budget make Local Government more Accountable

Muhammad Ichsan Kabulla

Public Administration Department, Radboud University

Q&A

08.30-11.30

Parallel Sessions

Sub-theme 3. Opportunities, Challenges, Learnings and Innovations in Asian Public Service

(8 Speakers, 15 min/person)

Moderator : **Prijono Tiptoherijanto**

Faculty of Economics, University of Indonesia

1. **Problems in Zakat (Tithe) Implementation as Tax Deduction in Aceh, Indonesia**
Dodik Siswantoro
Universitas Indonesia
Q&A
2. **Examining the Effects of School Bullying and Discrimination on Child Well-Being among Youth in Multicultural South Korean Families. Focusing on the Moderating Effect of Family Social Capital**
Hyerim Lee & Minhyo Choi
Graduate School of Governance, SungKyunKwan University
Q&A
3. **Under the urban village reconstruction for the plight of the migrant workers and management-in Shenzhen Nanshan district as an example**
Wenhao Huang
College of Management, Shenzhen University
Q&A
4. **Modeling Strategy Mapping for Health Policy in West Java**
Dr. Sintaningrum & Enjat Munajat
Public Administration, Universitas Padjadjaran
Q&A
5. **Intervention Program for Children in Conflict with the Law (CICL) in the Philippines. An Analysis**
Dr. Lourdes P. Jusay
Eulogio “Amang” Rodriguez Institute of Science And Technology (Earist)
Q&A
6. **The Comparative Study of Denpasar and Klungkung Government Innovation in Marketing Endek Woven Cloth**
Felix Aglen Ndaru Prasetya
Faculty of Social and Political Science, Universitas Indonesia

Ni Putu Bayu Widhi Antar

Public Administration, Faculty of Social and Political Science,
Universitas Indonesia

I Gede Prema Dipta Adi Sanjaya

Management, Faculty of Economics, Universitas Indonesia

Ika Agustini

Accounting, Faculty of Economics, Universitas Indonesia

Q&A

- 7. Government Resource Management System (GRMS).
Public Service Innovation of Local Financial Management in
Surabaya Local Government**

Eva Hany Fanida & Fitrotun Niswah

Public Administration Department, State University of
Surabaya

Q&A

- 8. Job Satisfaction among public and private employees.
Exploring the effects of person-job fit and work-life balance
policies**

Hyun Gyu Oh, Ph.D. Student

Graduate School of Governance, Sungkyunkwan University,
Korea

Sung Min Park, Associate Professor

Graduate School of Governance, Sungkyunkwan University,
Korea

08.30-11.30

Special Session for IIAS-AGPA Study Groups III

Governance and Competitiveness. A Multi-Country Perspective

Moderator : Andrew Podger, Professor,
Australian National University

- 1. Governance and Economic Competitiveness of Local
Governments - A Case study of Guangdong Province**

Alfred T. Ho, Associate Professor

University of Kansas, Lawrence, USA

Wenbin Li, Associate Professor

South China University of Technology, Guangzhou, China

2. Decentralization and Investment Decisions. Empirical Results from Indonesian Provinces

Wai-Hang YEE, Assistant Professor

National University of Singapore

Hui LI, Assistant Professor

National University of Singapore

Mulya AMRI

National University of Singapore

KheeGiap TAN

National University of Singapore

3. Government Policies, Economic Competitiveness, and Institutionalization of Learning. A Case Study of Korea

Dr. Tobin Im, Professor

Seoul National University, Seoul, South Korea

11.30-13.30

Lunch

13.30-15.00

Report of the Rapporteurs

Chair. **Prof. Geert Bouckaert**, IIAS President

1. Sub-theme 1 Rapporteur . **Prof. Heung Suk Choi**
2. Sub-theme 2 Rapporteur . **Prof. Jun Matsunami**,
3. Sub-theme 3 Rapporteur. **Septiana Dwiputrianti, PhD**
4. General Rapporteur . **Prof. Azhar Kasim**

15.00-16.00

Closing Ceremony

Chair. Ms. Ying Xiong, AGPA Executive Secretary

1. Closing remarks addressed by **Prof. Dr. Jiang Wu-AGPA** President
2. Certificate Awarding Ceremony (To Keynote Speakers, Conference speakers, and organizations with special contributions)

3. Publicity on 2015 AGPA Annual Conference—Korean Institute of Public Administration (KIPA)

18.00- 21.00 Dinner @ Hotel Sari Pan Pacific

Saturday, 30 August

**09.00-12.00 Social Activities. Visiting Indonesian National Monument
(MONAS/ [en.wikipedia.org/wiki/National_Monument_\(Indonesia\)](http://en.wikipedia.org/wiki/National_Monument_(Indonesia)))**

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Notice

1. Conference Programme

Please refer to the conference programme for more detailed arrangements for speeches and presentations.

2. Meeting Arrangement

- In keynote speeches session, each speaker has 20 minutes for speech delivery, 30 minutes for Q&A.
- In parallel sessions, 15-20 minutes for each speaker to present, 5 minutes for the moderator to comment on, and the rest time for Q&A.
- Each rapporteur has 20 minutes to give reports.
- To facilitate your introduction, presenters and discussants may want to prepare one sentence or two about yourself. You may hand this to your session chair/moderator before your presentation or comment.

3. Registration and Accommodation

The registration is from 09.00-18.00 on Aug. 27-28 at the Istana Ballroom, Hotel Sari Pan Pacific-Jakarta at 3rd Floor.

4. Transportation

Transport will be provided for the social activities.

5. **Dinners**

Please present your conference ID card when having lunch or supper.
The venue is at Buffet Centre, next to the Jayakarta Room, Hotel Sari Pan Pacific, 3rd Floor

Lunch time. 12.00-13.30

Supper time. Gala Dinner, Thursday, 28 August at 18.30 PM

Dinner, Friday, 29 August at 18.00 PM

6. **Contact Information**

Please contact the Conference Reception if you have any problems.
AGPA and Indonesian OC office will located at **MITRA Room**, 3rd Floor

7. **Conference Languages**

English will be the working language of the conference.

8. During the conference, please present your conference ID card when entering the meeting rooms, dining hall, etc.
9. Please turn your cell phone or other communication equipment into silence or vibration mode when the conference is in progress.
10. If you want to use the multimedia device, please test it before your presentations or speeches.
11. Tea or coffee will be provided outside the meeting room.

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Subtheme 2: The Paradox of Globalization, Regionalization and Decentralization in Search of Accountable, Responsible and Effective Governance

Did Local Elections make Indonesia Local Government more Accountable? Case Study in the City of Solok Local Elections in 2010¹

Many scholars believed that the local election is a real local democracy representation. In Indonesia case, local election is evidence of approval by state to changed government system from monolithic centralistic to decentralization. The pattern like this gave more power and authority for local government as representation of regional autonomy based on the several principles such as diversity, independent, democracy, participation, equity and justice. However, after the last thirteen years, the effectiveness of local election is should be evaluate by scholars from various perspectives.

This paper explores how local elections have multiple consequences at regions. Several researchs in eleven regions indicate that local election gave effect for inefficiency in public cost and budget politicization by local elite. During local election period, the allocation to the public cost such as health and education sector had been decreased significantly until 30 %.

Interestingly, some regions have been able to make effective financing local election budget during local elections in their regions. Based on our research, Kota Solok, West Sumatera is one of the best regions with stable number of public service budget in their local governments during local election in 2010. However, the stable number of public service budget in local election period is not ensure Kota Solok more accountable and free from corruption. There are opportunity for incumbent to used social grant in local budget because the social grant in local budgeting could give political advantages for incumbent to winning local election. Therefore, our paper contributes innovatively to current research on accountability of local budget during local election by using qualitative methodology.

Key Words: Local Elections, Public Service Budget, Accountability

¹ Muhammad Ichsan Kabullah & Hendri Koeswara.

1. Introduction

Since independence in 1945, the Indonesia local governments has little role because determined by central government. In the Soekarno period, the first president since 1945-1967, government was centralized. His orientation represented with authoritarian and strong control to the local governments. This orientation was supported with big power to completely dominate his people. For instance, Soekarno was against regions pressures to implement large local autonomy during 1958 until 1961. He seems does not have commitment to accommodate autonomy demands on that moment. Consequently, several regions were declare rebellions to central governments such as PRRI (Kahin, 1999; Hakiem, 2008; Kahin,) and Permesta (Doeppers, 1972). Moreover, in the end of 1959's until 1965, Soekarno also made major changed in the political system with guided democracy concept. The impact is the guided democracy period led to even more chaos because Soekarno manipulate state interest to enhance is power (Lev, 2009). In the end of Soekarno period, he left corrupt bureaucracy, negative growth rate, hyperinflation, and national debt of over US\$ 2 billion (Gazali 2004 & Glassburner 1962).

Meanwhile, the centralized government continued after Soekarno period. During Suharto period in 1967-1998, the Indonesian was indicate one of most centralized government in the world (Bawesdan, 2007). Political parties were centralized, and local politics was simply a mirror of national politics. With Law 5/1974, the government system has created hierarchy relation between central government and local governments. The impact is bureaucracy in local levels difficult to responsive and accommodates for public needs. Ferazzi (2000) noted that center-regions relations were described in terms of local autonomy, but the rhetoric was not supported. Over time, about 90 percent of government revenues accrued to the center (Ferazzi, 2000).

In 1998, economic recession in Asia gave crisis huge impact to Indonesia. The economic disruption brought great suffering to much of the population and contributed to regular outbreaks of social conflict, including severe ethnic and religious clashes, in various part of the country (Crouch, 2000). At the same time, public pressure want Soeharto retire as president. The peak moment of these is eleven students killed by Indonesia Army when doing demonstrate in Jakarta. As result, Soeharto's decided to resign on 21st May 1998, less than seven months after he re-elected as president for seventh time. This moment was called new reform.

New reform makes Indonesian government system has changed dramatically from centralization to decentralization. The managerial, financial, and political responsibilities have been decentralized from central government, mostly to local government (Kristiansen, *et al*, 2009). In managerial aspect, Law 22/ 1999 has transfer twenty-six required affairs and eight additional affairs to local governments. Kaiser, etc in Smoke etc (2006) noted in Law 22/ 1999, central government has devolved all governments functions to the regions, except national defense, international relations, justice, police, monetary policy, development planning, religion, and finance.

In financial aspect, Law 25/1999 regulated the financing and fiscal balance of the broad regional autonomy from central governments. The impact is financial capacity of local governments increased significantly. According the Indonesia Financial Ministry Report in (2012) the local government budget has increased from IDR Rp. 415,232 billion on 2009 to IDR Rp. 591.887 billion on 2012. This data explain that the budget average percentage has improved 12.8% every year.

In political aspect, decentralization has brought dramatic changes to the election system at local levels through the elections mayor/ vice mayor directly. These changes become the sweet results of the reformation considering the previous election of the mayor/ vice mayor was done through the representative system by local parliamentary with much influenced by political interference from the regime. Sukma in Kingsbury and Aveling (2003) noted in the phase mayor/ vice mayor election by local parliaments, legislative was prone to being corrupt because it was given the authority to choose. Bribery practices to legislators were always talked about in the community. Yet, in today's conditions, the power of choosing the mayor/ vice mayor is in the hand of the people's mandate in accordance with Law No. 32/2004 and Government Regulation No. 6 of 2005

Changes in the election mechanism inevitably bring up the local political euphoria. The study by Governance and Decentralization Survey (GDS) in 2006 found that participation in local elections is quite high approximately 94% of households voted in the recent district head elections (Widyanti & Suharyadi, 2008). Of course, the high public interest is indicating the expectation to the candidates for mayor/vice mayor to improve the people's better lives. Moreover, the direct election of the mayor/ vice mayor by the people is believed not only to be a manifestation of legitimacy given in real terms to the couple of elected local heads but also to give full power to govern the areas. With the power, the great public expectations, in one side, can be met by each elected mayor/ vice mayor.

However, the great powers after decentralization, in the other side, raise the access of corrupt local elite known as 'bosism' (Sidel, 2005). Research has identified the increasing rate of corruption in Indonesia local governments after local elections period in the last decade. According to Transparency International's Indonesia Corruption Perception Index on 2006, 2008 and 2010, 85 percent sample of the local governments got a score less than 5 which can define 0 which mean highly corrupt until 10 which mean cleanest. The other data also strengthen this picture. On 2011 a Minister of Home Affairs' publication was released about indications that 33 governors in Indonesia and 17 governors were suspect in corruption cases (Kompas, 2011). High rate of corruption by the mayor / vice mayor is due to the high cost spent in their campaign to win the elections, forcing them to use money politics to win the hearts of voters through vote buying, etc. Research by Association for Election and Democracy (Perludem) showed from reports submitted by all candidates' campaign for the position of Governor of Jakarta to the Election Commission for campaign expenditures, the fund reached IDR 106 billion/ US \$ 9.1 million (Wulandari, 2014). Numbers listed, as campaign funds reported to the Election Commission might be smaller than the actual numbers in the field.

For the local government in charge of local elections, the implementation of direct local elections would have consequences for the decreased number of local budget. This is in accordance with the mandate of Law No. 32 of 2004 which imposes implementation costs of local election to the local government.

According from this background, the main question to be answered is about the effectiveness of local government funding during the local elections in order to keep the government accountable. It is important to question due to the fact that the mayor/vice mayor as the holder of the highest command in the local government is the elected actors in the local elections; thus, it opens the possibility of a conflict of interest in the position which they aspire. In an attempt to answer this key question, the author tries to do two things: first, analyzing the theoretical interpretation of the budget of the local election in the accountability perspective in which this interpretation will try to summarize the various conceptions of accountability related to the literature, and second, identifying the implementation of local election budget in order to maintain accountability in which the author will try to explore the experience of one of the mayoral election in the local government of Solok, West Sumatra Province in 2010, where the overall budget of the local elections did not give too big impact on the reduction of public spending as in most local governments in Indonesia.

2. Interpretation of the Funding of Local Elections Budget in Accountability Perspective

The studies on the local elections have not fully been explored by experts. It is in contrast with the studies on national elections that show an increase in academic attention through analyses from various viewpoints. According to Marschall, *et al.* (2011), some of the obstacles faced by low attention on the studies of the local elections are, among others, the studies which are done not cohesively, the limitations of the literature, the lack of data collection efforts, and the lack of method innovations in analyzing the case. As a result, experts can actually do a lot of space to assess local elections from various viewpoints. On this basis, the author tries to examine the local elections phenomena from the viewpoint of accountability.

The importance of local elections is discussed from the author's accountability viewpoint identified due to two things. First, elections are filters for corruption. Elections not only represent direct democratic practices but also represent an opportunity for choosing the best candidates elected by the community as a trusted figure representation (Fox & Shotts, 2009). However, local elections also open a gap for the worst candidate to be elected by the community. Those prevailing candidates perform corrupt by buying votes, intimidating voters, and attacking supporters of other groups' candidates (Morishita, 2008). On this basis, the accountability is critically important to ensure that local elections are run in a healthy competition. Second, in several research publications, including research in Indonesia that I have

come across such as a research by (Sujarwoto, 2011; Research Center Ministry of Home Affairs, 2013), the study shows the implementation of the local elections a lot rests on the concept of accountability.

Dowdle (2006) specifically includes elections as one of the instruments in the accountability mechanism besides bureaucracy, judiciary, transparency, and market. The importance of elections as an instrument of accountability is that elections present only in its traditional form, causing the failure to reach the essence of elections that give birth accountable leaders (Dowdle, 2006). Dowdle (2006) reinforces his argument with a description of the voters behaviors that are likely to base their choice on shared social characteristics so that they are caught up into what is called "modes of entertainment" rather than "policy debate". Thus, it is difficult to force elected candidates to be accountable. Failure is an indication of a need to reconstruct the understanding of the elections conception in accountability standpoint in order to answer the reality of the problems in the field later.

Departing from urgency theoretical exploration of the concept of elections in accountability mechanisms, there is a need to reformulate how elections (including elections on local level) can be identified from the viewpoint of accountability. This is important because the author assumes that elections are not merely as one of the constitutional mechanism in delivering and ensuring the implementation of democracy, more than that, elections are a necessity that cannot be denied in the effort to achieve the government accountable to the public. Therefore, I tries to describe the five essential elements that should appear on each theoretical discussion when analyzing elections from the perspective of accountability. These five elements are:

A. The role of public in performing control functions.

Public in the elections is not only as passive voters applicable. The position of public in the elections seen from accountability is the active parties that can apply control function objectively. Public strong role in the elections control is often analogized with the ability for each election participant (either an individual or a political party) in answering public basic questions, which are; what, when, why, who, how (Walecki, 2014). Basic questions, which are in the public domain if their function is played to maximum, will be key to the creation of transparency and openness as the ability to be open and transparent about funding reports in elections.

B. The independence of the election commission

Actor organizing elections can be categorized to two types: first, the actor who act as referee in the field, that is, formal institutions such as the state election commission and, second,. the actor who acts as the player, that is, those who promote themselves in the election Honest, fair, and accountable organizing elections can be run when the election commission acts as referees required demonstrating maximum performance. In the achievement of performance targets, the election commission should be independent and free from all forms

of political intervention. The independence as the organizer of these elections must be maintained with the support of good human resources, finance and authority. These three elements are a source of strength for the election commission as the only institution that is legal to play control functions, audit, supervision, and sanctions given to every player in an effort to oversee the implementation of elections which are accountable. In some cases, not neutral commission causes the process of elections only to look only formality and be able to trigger internal conflicts within the community due to the absence of institutions that can be trusted.

C. The balance in the election financing

Balance in elections funding can be interpreted as any activity related to the conduct of elections financing proportionally and healthy. For candidates or political parties, healthy proportionality can be seen from at least three things: 1) how much we can track the amount of funds from the public, private or political party candidates received, 2) the transparency of the financial statements submitted by the candidate or political party, and 3) the status of the sender donations/ contributions/ support to any candidate or political party (Walecki, 2014). Some of these things are steps to eliminate the sources of illegal funding and limit opportunities for donations to have double identity.

As for the organizers of the election commission, the balance in the funding of elections is the presence of adequate and legitimate budgetary support in the eyes of law in holding elections. As organizers, often election commission is at a dilemma because of policies regarding how much elections budget received is determined from political decisions that run by the executive and legislative that are actually some of the players involved in the elections. Therefore, there is a need for the balance of the role among the electoral commission, the executive and legislative without intervening each other.

D. Rules which are strict or not regarding the implementation of donations to candidates.

It is inevitable that elections are one of the many political activities that need a lot of funds to both the organizers and the competing candidates. Therefore, often in the majority of elections in many countries, funding of elections is strictly regulated. The existence of rules relating to political financing not solely becomes the control of the opportunities of money politics practices done by candidates or political parties, more than that, the existence of this rule is an attempt to create a political funding in a balanced manner so as to ensure the passage of the accountable elections.

E. Rules that restrict funding by actor

Regulation about the limit of funds spent by both individual candidates and political parties is the most vital thing set in the administration of elections. Especially with the threshold mechanism in the electoral system, it forces all

candidates and political parties who want to compete to have strong financial support. Without financial support, efforts for a political victory will be difficult to achieve.

A lot of experiences in many countries show that rules regarding donations obtained by the candidates have reached in the maximum amount that can be received by a candidate or political party in the elections. This is done in order to anticipate the political interests that candidates who win in the elections should 'pay back' the donors who have 'thick pocket'. Restrictions on donations are also intended as the chances given to candidate to focus on undertaking the work without fear of being haunted by political debt. In addition, restrictions on donations are intended as the efforts to prevent candidates from economic bankruptcy.

Exposure the five elements above as a series of re- effort to identify accountability standpoint in elections also raises some notes. First, the five elements should have presented in each analysis of accountability in elections and should not stand separately. What has happened all these times that these five elements are often missed in the theoretical discussion when talking about the elections in accountability standpoint. Even if there is, the analysis of elections shows only partial exposure. As a result, understanding and discussion of the problem in answering are likely to have bias and be sometimes confusing.

Secondly, if explored further, three of the five elements try to direct analysis of accountability in the elections from the standpoint of financial audit. It cannot be avoided because the essence of accountability is not only trying to encourage answerability but also concrete activity to account from the actor to the public forum (Mulgan, 2000). Bemelmans-Videc, et. al., (2007) add that a financial audit is an evaluation activity and audit activity at the highest position in the continuum of accountability mechanisms. As results, financial audits are believed to be the best approach for the evaluation and at the highest continuum position above performance audit, cross-cutting performance audit, evaluation externally commissioned, evaluation internally commissioned for advocacy purposes, evaluation internally commissioned for learning and is published, and evaluation internally commissioned for private learning purposes and not published (Bemelmans-Videc, et al, 2007).

Based on the second note, it can be inferred if the interpretation of the theory of accountability in political activities such as local elections should have been much grounded to the evaluation or audit of the local budget in the implementation of local elections. Thus, in the empirical study of local elections in Solok of West Sumatra Province in 2010, the author will attempt to identify the implementation of local elections budget in order to maintain accountability.

3. Empirical Studies

Implementation of local elections in Indonesia has encouraged the process of political accountability in a democratic and constitutional way. It is based on the provision of opportunity widely to any person to come forward as a candidate for mayor/ vice mayor supported by either political party/ coalition of political parties or of independent paths in accordance with applicable regulations. For prospective candidate for mayor / vice mayor, local elections represent the handing over of legitimacy directly from the people. That is, candidates for mayor/ vice mayor elected in a local election has real political support in a majority so that they are expected to be able to maximize the support for the implementation of the vision and mission to development and welfare of society. This is where accountability plays a role to remind every mayor/ vice mayor on the obligation and responsibility to adopt policies based on the overall public interest. If liability and responsibility is excluded, they may be subject to legal and political consequences.

However, in practice local elections are not free from criticism. With the number of 485 districts/ cities and 33 provinces in Indonesia, the organization of the local election took place 3.5 days in the period of five years (Kabullah, 2011). Of course, the feast in each 3.5 days has spent tremendous resources. It is not only the government as the organizers, but also the candidates as the contestants and people as the participants are also made busy with the boisterous atmosphere of the election. The democratic party is actually spent the whole party energy because for the mayor/ vice mayor they are more focused on achieving and maintaining continuity of power so that the wheels of government bureaucracy and their vision they have promised during campaign are hard to be realized.

Let us briefly describe how the organization of the local election has been drained the entire party energy. For the candidates for mayor/ vice mayor they will need a lot of money to various postal costs, starting from socialization through making stickers, pamphlets and banners, and boat party rental and mobilizing people and various successful teams as the biggest post. The Faisal Basri's experience as a contestant in the Jakarta Provincial election, to the point of the party's nomination alone had spent over a billion budget/ US \$ 86,000 Although there are regional variations that affect the cost variations, the cost of each candidate can be inferred as not cheap. As a result, the public found the case for candidates who are not elected to become insane and even dead.

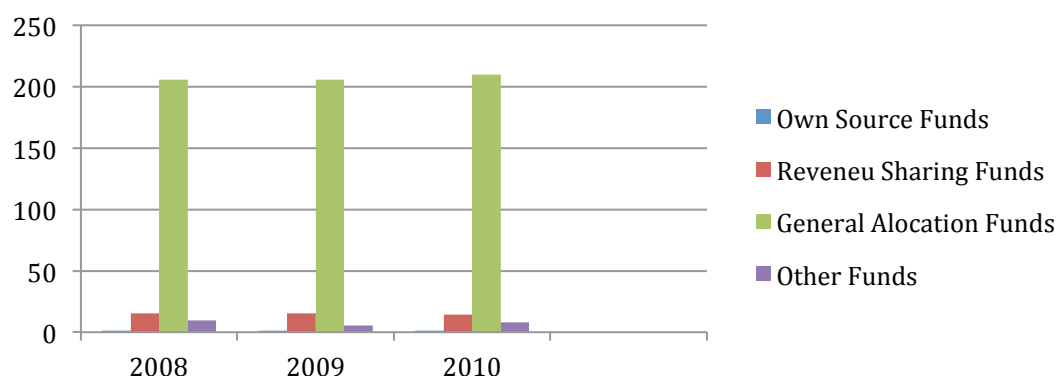
For the government as the local election organizers, this condition also affects the performance of public services. In accordance with Law No. 22 of 2007 on the General Election, the election financing is purely derived from the budget year that leads to most local governments for the public sector to be reduced. Research conducted by and Maarif Institute (2010) in 14 regions in Indonesia showed the majority of the local government experienced deficit budget due to the obligations of the local election financing, which led to a direct reduction in government spending, especially in the public sector such as education.

However, in some cases such as in Solok, the reduction of expenditure in direct local election was only -6% compared to the average of most local governments that reached -31% (Fitra, 2012). The interesting phenomenon certainly becomes a breath of fresh air because it is in line with the public's expectations to not decreasing the allocation of public sector spending. Financial supports by the local government in the public sector such as education and health have a great influence for most people.

4. Implementation of the Local Elections Budget in Solok City Year 2010: Accountable or Not Accountable

In brief, Solok City is one of the local government in the province of West Sumatra, which has a population of 61,152 people in the year 2013 (<http://solokkota.bps.go.id/index.php?hal=tabel&id=5>). Based on administratively and geographically, Solok has only two sub-districts with an area of 57.64 km² (<http://solokkota.bps.go.id/index.php?hal=subject&id=1>). With the wide area and small population, it causes the Solok Government can maximize the region's revenues capacity owned. In chart 1, it is portrayed Solok revenue trend from 2008 to 2010.

Chart 1
The Solok Revenues Structure from 2008 to 2010



Source: Koeswara *et al.*, 2013

Chart 1 shows the summary of Solok Government revenues structure from 2008 to 2010. Local revenues consist of own-source revenues, balancing funds (DAU, DBH, and DAK), and other revenues. Judging from the trend of Solok income from 2008 to 2010, the total nominal revenue generated tends to increase. Local Revenue (PAD) in 2008 amounted to IDR 1.12 billion increased to IDR 1.28 billion in 2009 and IDR 1.46 billion in 2010. Share Fund (DBH) also increased from IDR 15.16 billion in 2008 to IDR 15.25 billion in 2009, but decreased to IDR 14.49 billion in 2010. Meanwhile, the General Allocation Fund (DAU) in 2008 that amounted to IDR 205.82 billion increased slightly in 2009 to IDR 205.83 billion and in 2010 increased significantly to IDR 210.13 billion. However, other income had fluctuated from IDR 9.6 billion in 2008 to IDR 5.46 billion in 2009 and again increased to IDR 8.13 billion in 2010. From the data, it can be concluded that there was an increasing trend of Solok income from 2008 to 2010 that this trend should make the budget capacity of the Solok government ready for the implementation of the election of 2010.

This readiness appears to be an absolute demand due to the relatively small number of voters in Solok compared to other local governments in Indonesia. Based on the Election Commission report of West Sumatra province, the Solok local election in 2010 recorded 41,819 voters with details of 20,687 men and 21,132 women. This figure is very far if we compare the number of voters in some local governments in the province of West Sumatra such as Agam District (313,562) and Pesisir Selatan District (297,592) (West Sumatra Election Commission, 2010). On the basis of these conditions, we will see how much money is needed in the Solok local election in 2010.

Overall, the budget allocated associated with elections for Mayor and Vice Mayor of the City of Solok in 2010 reached IDR 3.4 billion. This amount was spread over the five agencies, namely Elections Commission (KPU), Election Supervisory Committee (Panwaslu), Kesbangpolinmas, and other elements for supporting security such as Police and Army (TNI) as shown in Table 1.

Table 1
The Budget Allocation Based on Agencies in Solok Local Elections in 2011

No.	Agencies	Amount (IDR)	%
1.	Election Commision	5,475,615,000	68.60%
2.	Election Supervisory	723.700.000	9.07%
3.	Kesbangpolinmas	1,454,429,800	18.22%
4.	Police	278,000,000	3.48%
5.	Army	50,000,000	0.63%
Total		7,981,744,800	100.00%

Source: Koeswara *et al.*, 2013

From the data, it can be seen that the percentage of the budget prepared in the local elections only reached 1.46% of the Solok's total revenue generated in 2010. Although the percentage was small, this provoked suspicion of the politicization of the budget by the mayor/ vice mayor. The suspicion was because the election budget allocation was taken from the mayor's grant expenditure post.

On the one hand, the entry of the election budget to the grant expenditure is actually in accordance with Article 3 Permendagri No. 44 of 2007, which confirms the funding of mayor election is classified into indirect spending groups and into the type of grant expenditures, grant expenditure object of mayor elections and vice mayor to the election commission. Furthermore, according to Article 42 paragraph (1) of the Regulation of the Minister of Home Affairs Number 59 Year 2007 on Amendment to the Regulation of the Minister of Home Affairs Number 13 Year 2006 on Regional Financial Management Guidelines, grant expenditures are used to allocate grants in the form of money, goods and / or services to the government or other local government, regional companies, communities, and civil society organizations, which have specifically been assigned.

On the other hand, the enactment of local elections budget into the grant expenditures would cause political problems because grant budgetary policy is pure of the mayor domain as the local head. Therefore, in the context of a local election in Solok in 2010, though the mayor did not progress in local elections, it did not preclude the influence of vice mayor in the determination of the grant when it developed as one of the candidates for mayor. According to Rubin (2000) public budgeting is a reflection of the relative power of the various budget actors who have different interests or preferences on budget outcomes. Therefore, the budgeting of local elections by the mayor as local elite opens opportunities for conflict of interest for a particular candidate to win.

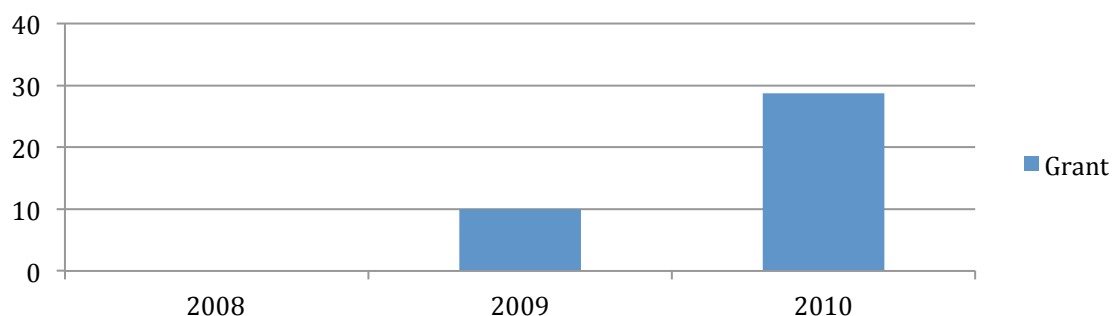
It should be noted, in the local elections in Solok in 2010, of the seven pairs of candidates who competed, one of the candidates was the incumbent vice mayor of Solok. The incumbent mayor did not participate in the local elections. Although in terms of budget authority, the vice mayor did not have a large domain like the mayor

who acted as the executor and person in charge of the budget, his effects on local political constellation could not be marginalized.

What happened in the field is as follows. Facts show the total expenditure on the public service such as education decreased in 2010. In 2009, the Solok government had allocated budget for education amounted to IDR 114,221,686,666 and decreased slightly to IDR 106,885,977,998 in 2010 (Koeswara *et al.*, 2013). Reduced amount of direct expenditures on public sector in the elections implementation year becomes a general phenomenon of most local governments in Indonesia in the year of local elections. A study by Fitra (2012) explained that during local election period, the allocation to the public costs such as health and education sectors had been decreased significantly until -31%.

In contrast, the trend of grant spending in Solok was likely to increase especially in the year of elections in 2010.

Chart 2
Grant Expenditures in Solok from 2008 to 2010



Source: Koeswara *et al.*, 2013

It can be seen from chart 2 that grant expenditures increased significantly from zero in 2008 to IDR 10 billion in 2009 and IDR 28.7 billion in 2010 (Koeswara *et al.*, 2013). This indicated that the increased number of grant spending by mayor is 280 percent in three years. The increase in grant spending figures in 2010 was very striking due to the local elections grant in Solok amounted to IDR 3.4 billion to five actors of local elections organizers. However, in the same kind of budget, there were also found an increase in aid to build mosques and institutions that were always subscribed to receive grants each year such as youth organizations, mass organizations, etc. Of course, this increase was a question mark if the local government was accountable in the implementation of the budget in the election year due to the chance of a conflict of interest by the incumbent. Moreover, the local election in Solok in 2010 was won by the incumbent vice mayor, H. Irzal Ilyas Dt.

Lawik Basa MM, who upgraded his position to become the mayor pairing with H. Zul Elfian, SH., M.Si., by a vote of 10.736 (38.62%) outperforming the other 6 pairs of candidates (Constitutional Court, 2010).

The obtained findings were that the incumbent vice mayor did not have an influence on the planning and processes in the local election budget in Solok in 2010. This was based on three reasons. First, in the local elections in 2010, the incumbent mayor, Drs. H. Syamsu Rahim chose to compete in the local election in another regions. Although, the incumbent vice mayor, H. Irzal Ilyas Dt. Lawik Basa MM, contested in the local election in Solok in 2010, the vice mayor structurally did not have the authority to affect the proposed budget. These conditions made the budgeting process of election in this area was free from the influence of the incumbents. As a result, the opportunities of the misuse of grant budget by the incumbent government were minimal. Thus, one of the accountability criteria in local elections that required independence and neutrality of the actors --in this case the incumbent mayor as the primary responsibility of local elections budgeting-- could be realized. This situation might have been much different when the incumbent mayor ran as a candidate that would have a tendency to not be independent.

Second, there were rules to restrict mayor/ vice mayor candidate financing primarily to incumbent when he wanted to compete again in the local elections. One of the rules of the central government, in this case the Ministry of the Interior, expressly prohibits any mayor/ vice mayor to use grant expenditures for political purposes. The rules are contained in Home Minister Decision No. 270/214 SJ dated January 25, 2010, which does not allow the use of the local budget in the form of social assistance programs and activities that can benefit a particular candidate. This rule is also supported by the local rules such as the Solok Government's Regulation. Solok City Regulation No. 1 of 2008 governs the ethics of government personnel in Solok so that professionals can be independent and do not do corruption. In practice, in local elections in Solok in 2010, the rules had to be preventive measures that limited the space for the incumbent to politicize the budget and protect the bureaucracy from political intervention.

Third, there is effective public control through various informal institutions such as indigenous peoples (*ninik mamak*) and religious groups (the clergy). Although there are tendency of some groups in indigenous peoples and religious groups give support to some candidates, other groups have a role to control. The role of informal institutions had been strengthened by the existence of several NGOs such as NGO *Perduli Raykat Kecil* that had focused on issues of good governance and clean government. The involvement of informal institutions to monitor the government caused by the influence of the social environment is described in network theory as one of the drivers of the creation of public accountability (Vries, 2012). Moreover, the structure of a relatively lean government with as many as 2,860 people employees created a public role in the control can be maximal. In effect, the local government in financing in the local elections would be supervised and sought to promote transparency and accountability.

5. Conclusion

It is a possibility when the high political costs incurred by each contesting candidate cause every incumbent to maximize profits in him to build political support in the local elections. These benefits are, among others, the authority to prepare and execute the budget. The authority to allocate local government budgets in the grant post is allowed by the rules and regulations; however, the grant is often used by the incumbent to be political donations made to the constituents ahead of the implementation of the election. Another advantage is that the mayor / vice mayor as person in charge of local government bureaucracy from the secretary of the region to the staff in village level can open space for violation by using bureaucratic apparatus as a tool to mobilize people in the local elections. It is often one of the shortcuts performed by the incumbent candidate when he wants to compete again in the elections.

What happened in the local election in Solok in 2010 should be observed. In budgeting, the local government in the local election had sought the principle of the government that is accountable. This was evident from the little opportunity for local the government to provide the incumbent with political intervention. Three key factors to the success were the independence of institutions, rules regarding restrictions on political costs, and strong public control. This is very good considering the large budget capacity in Solok Government in 2010 did not become a source of manipulation by the incumbent but in contrast could patch up the budget deficit of the local elections and maintain the stability of public sector spending.

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