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**FACTORS WHICH INFLUENCED THE  
REORGANISATION OF A SUB-DISTRICT  
ADMINISTRATION PROGRAMME**

**(An Evaluation Study of Planning in Mataram City, Lombok, Indonesia)**

A thesis completed and submitted in partial fulfilment of the  
requirements for the degree of  
Master of Resource and Environmental Planning (MRP)

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## Abstract

Inequality between sub-district institutions as centres of public services within Mataram City area and the growth of Mataram city's population is projected to be an alarming problem to maintaining a continuous, good quality of public service. At the same time, all government regions, including Mataram City, have to comply with new physical regulations, required to be in existence by the central government of Indonesia, in order to govern each regional territory. These two mandates legitimise the government of Mataram City in the implementation of a programme called 'the reorganisation of the sub-district by means of a division of sub-district territories and their administrations'. This research attempts to evaluate the implementation of this programme, by focussing on factors such as stakeholders' influence, boundary determination and demography. In addition, it also addresses the assistance to be offered to policymakers in Mataram City, to determine suitable locations for the newly reorganised sub-districts, in terms of public services accessibility for the local community.

Many types of research methods were involved, in order to investigate and then evaluate the process of the sub-district reorganisation programme, including the use of interviews and questionnaire instruments for selected city stakeholders. Similar information relating to sub-national reorganisation programme implementation, undertaken by advanced countries, was gained from online sources, to make comparisons with regional government experiences in Indonesia, in order that the criteria of a sub-national reorganisation could be attained.

It can be evaluated that the government of Mataram City is the most influential stakeholder in setting up the direction of a sub-district reorganisation programme, although, to some extent, parts of their collaborative planning lay an emphasis on involving other city stakeholders and thus they demonstrate local democracy. However, most of the sub-district reorganisation programme, in the case of Indonesia, is conducted by means of territorial division, to the extent that development financial assistance is available from central government. It can be noted that sub-national reorganisation programmes, in the case of advanced countries, are generally implemented by the use of an amalgamation system, in order to avoid unnecessary expenses during public services provision.

The Government of Mataram City believe that, through the reorganisation programme, which divides the existing sub-districts territory, there will be a reduction in the inequality between resources at sub-district level, thus providing direct public services to the growing population. In addition, the demographic situation was considered by the sub-district reorganisation programme team, at a communal meeting, in order to anticipate any escalation of conflict that may occur, due to the multicultural situation in Mataram City. It suggested that the policy to redistribute available resources, at the sub-district level, should be accompanied by a determination to find appropriate locations for the new sub-districts offices in order to provide better public service quality, particularly in relation to accessibility to service centres.



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## Table of Contents

	Page
Abstract	i
Acknowledgment	ii
Table of Contents	iii
List of Abbreviations	Vi
List of Appendices	Vii
List of Tables	Viii
List of Figures	x
<b>Chapter I. INTRODUCTION</b>	<b>1</b>
A. Aim of Research	1
B. Background of Research	2
C. Overview of the Importance to Obtain Sub-district Reorganisation Programme in- Mataram City	7
D. Problem Statement	11
E. Overview of Location and Object of Research	13
F. Thesis Summary	15
<b>Chapter II. THEORITICAL FRAMEWORK AND LITERATURE REVIEW</b>	<b>18</b>
A. Introduction	18
B. Decentralisation	
1. Decentralisation Theories Related to Reorganisation of Local Government	18
2. Overview of Decentralisation Practice in Indonesia	30
C. Reorganisation of Local Authority (Theory and Practices)	35
1. Best Practices of Local Authority Reorganisation in Developed Countries	35
a. A Lesson from Japan	36
b. A South Korean Case	44
c. Local Government Reorganisation in Germany	49
d. The Reinforcement of Reorganisation for the City Government of Paris- (France)	56
2. The Rationale for Local Authority Reorganisation in Developed Countries	65
D. Practices of Local Government Reorganisation in Indonesia	70
1. Introduction of Indonesia's Government Structures	70
2. Overview of Reorganisation Programme at Region Level in Indonesia	73
3. Overview of Reorganisation Programme at Sub-District Level in Indonesia	80
E. Comparison of Criteria Uses to Reorganise Local Government in Developed- Countries and Indonesia	88
G. Theories of Factors Influencing the Reorganisation of Local Government	89
1. Local Authorities Terminology and Its Domain	90
2. Demographic Factor	91
3. Emergence of Good Governance Paradigm Factor	93
4. Public Services Factor	95
5. Social Political and Public Administration Situation	96
6. Communication, Information and Technology	97
7. Limitation of Local Financial Support and Local Economic Development Factor	99
8. Existence of Sub-District Boundaries in Mataram City (An Overview)	100
a. Subak at a Glance	101
b. Description of Natural Boundaries	106
c. Description of Lingkungan (Hamlet) Boundaries based on Religious and- Ethnic Groups Including the Existence of Hindu Clan in Mataram City	107
d. Modern (Artificial) Boundaries	111
H. Summary of the Influential Factors Affected Local Government Reorganisation- Programme	114



<b>Chapter III. METHOD OF RESEARCH</b>	116
A. Method of Research	116
B. Population and Sample Determination	118
1. Population (N)	118
2. Sample (n)	120
C. Data Collection Techniques	124
D. Methods of Data Processing	126
1. Data Processing Techniques	126
2. Data Analysis Technique	128
E. Definitions of Variable Concepts	130
F. Definition of Factors Measurement	132
<b>Chapter IV. DATA INTERPRETATION AND ANALYSIS</b>	134
A. INTERPRETATION AND ANALYSIS OF FACTORS THAT INFLUENCE THE-SUB-DISTRICT REORGANISATION PROGRAMME	134
1. The Existence of Influential Pressure from Stakeholders	135
a. Interpretation and Analysis of the Existence of Influential Pressure from-Stakeholders, based on Check List Results	137
b. Interpretation and Analysis of the Possibility of Influential Pressure from-Stakeholders, based on Interview Results	147
2. Boundary Determination	152
a. Interpretation and Analysis of Boundary Determination, based on Check List-Results (Indicator 1)	153
b. Interpretation of Boundary Determination, based on Interview Results Concerning-Reasons for Determining Certain Types of Boundaries (Indicator 2)	158
3. Demographic Factor	162
a. Interpretation of Data Taken from Observations and the Official Statistics-Data concerning the Demographic Factor (Pre Condition of Sub-District-Reorganisation Programme)	163
b. Demographic (Expected) Situation in the Post-Reorganisation of Sub-District-Programme	169
c. Analysis of Sub-District Public Services Accessibility within Mataram City-Area	176
B. INTERPRETATION AND ANALYSIS OF THE SUB-DISTRICT-REORGANISATION PROGRAMME EVALUATION	178
1. Interpretation and Analysis of the Preparation for the Sub-District -Reorganisation Programme Aspects (Indicator 1)	178
a. Interpretation and Analysis Concerning the Basic Intention to Reorganise the-Sub-District Territories	179
b. Interpretation and Analysis concerning the Availability of Programme-Preparation for the Reorganisation of Sub-District Administrative Areas	182
c. Interpretation and Analysis Concerning the Availability of a Previous-Feasibility Study or Survey for the Reorganisation of the Sub-District-Preparation Programme	184
d. Interpretation and Analysis concerning the Reorganisation of the Sub-District-Programme Progress and Achievement	186
e. Interpretation and Analysis Concerning Key Decision Makers' Intervention-through the Team for the Reorganisation of Sub-District Administrative Areas	190
f. Interpretation and Analysis Relating to the Availability of Coordination-between Stakeholders to Underpin the Sub-District Reorganisation-Programme	193
g. Interpretation and Analysis Concerning the Availability of Financial Support-for the Reorganisation of the Sub-District Programme	194
h. Interpretation and Analysis Concerning the Availability of Legislature Support-for the Sub-District Reorganisation Programme	197

i. Interpretation and Analysis Concerning the Availability of Socialisation for the- Sub-District Reorganisation Programme	198
C. SUMMARY OF RESULTS	200
<b>Chapter V. CONCLUSION AND RECOMMENDATION</b>	204
A. Conclusion	204
B. Recommendation	207
<b>Appendices:</b>	
Appendix 1: Definition of Concepts and Operational Variable for Factors Influencing - Reorganisation of Sub-District Programme	210
Appendix 2: Example of Check List Guidance for Measuring Influential Factors	211
Appendix 3: Definition of Concepts and Operational Variable for Aspects of Sub- District Reorganisation Programme	216
Appendix 4: Example of Interview Guidance	217
Appendix 5: Observation Guidance for Other Relevant Data and Documents	219
Appendix 6: Natural Boundaries (River Line) Alongside District and Sub-District- Borderline (Pre-Condition)	220
Appendix 7: Artificial Boundaries Based on Types of Road Line Alongside District and- Sub-District Borderline (Pre-Condition)	221
Appendix 8: Road, Sub-District (SD) Office, Sub-District Boundary and Population- Within Mataram City Area in 2006 (Pre-Condition)	222
Appendix 9: Road, Sub-District (SD) Office, Sub-District Boundary and Population- Within Mataram City Area in 2006 (Pre-Condition)	223
Appendix 10: Sub-District Public Service Point Within Mataram City Area Before and- After Sub-District Reorganisation Programme	224
Appendix 11: Routes to Access Sub-District Point Service Within Mataram City Area- Before and After Sub-District Reorganisation Programme	225
Appendix 12: Range of Sub-District Public Service Point Within Mataram City Area- Before and After Sub-District Reorganisation Programme	226
Appendix 13: Newly Organised Sub-District Borderline Based on District Jurisdiction- Within Mataram City Area	227
Appendix 14: Letter of Recommendation to Conduct Field Research in Mataram City	228
Appendix 15: Letter of Permission to Conduct Field Research in Mataram City	229
Appendix 16: Translation of Permission Letter to Conduct Field Research in Mataram City	230
<b>References</b>	231

## **List of Abbreviations**

**BPS:** Badan Pusat Statistik (Central Statistics of Indonesia)

**CBD:** Central Business District

**CGI:** Consultative Group for Indonesia

**GIS:** Geographic Information System

**GTZ:** Deutsche Gesellschaft fuer Technische Zusammenarbeit

**MoHA:** Ministry of Home Affairs

**NGO's:** Non Government Organisations

**OECD:** Organisation for Economic Co-operation and Development Regulations

**SD:** Sub-District

**UNDP:** United Nations Development Programme



## List of Appendices

### Appendices:

Appendix 1: Definition of Concepts and Operational Variable for Factors Influencing - Reorganisation of Sub-District Programme

Appendix 2: Example of Check List Guidance for Measuring Influential Factors

Appendix 3: Definition of Concepts and Operational Variable for Aspects of Sub-District Reorganisation Programme (See Appendix 5 for Instrument)

Appendix 4: Example of Interview Guidance

Appendix 5: Observation Guidance for Other Relevant Data and Documents

Appendix 6: Natural Boundaries (River Line) Alongside District and Sub-District-Borderline (Pre-Condition)

Appendix 7: Artificial Boundaries Based on Types of Road Line Alongside District and-Sub-District Borderline (Pre-Condition)

Appendix 8: Road, Sub-District (SD) Office, Sub-District Boundary and Population Within Mataram City Area in 2006 (Pre-Condition)

Appendix 9: Road, Sub-District (SD) Office, Sub-District Boundary and Population Within Mataram City Area in 2006 (Pre-Condition)

Appendix 10: Sub-District Public Service Point Within Mataram City Area Before and-After Sub-District Reorganisation Programme

Appendix 11: Routes to Access Sub-District Point Service Within Mataram City Area-Before and After Sub-District Reorganisation Programme

Appendix 12: Range of Sub-District Public Service Point Within Mataram City Area-Before and After Sub-District Reorganisation Programme

Appendix 13: Newly Organised Sub-District Borderline Based on District Jurisdiction-Within Mataram City Area

Appendix 14: Letter of Recommendation to Conduct Field Research in Mataram City

Appendix 15: Letter of Permission to Conduct Field Research in Mataram City

Appendix 16: Translation of Permission Letter to Conduct Field Research in Mataram City

## List of Tables

<b>Tables</b>		<b>Page</b>
Table 1.1	Population Growth and Population Density of Mataram City for Year - 1997, 2001 and 2004.	9
Table 2.1	Distinctions between Governance Structure in 20 <sup>th</sup> and 21 <sup>st</sup> Century	30
Table 2.2	Population Level and Number of Local Administrative Centres in Japan	41
Table 2.3	Service Area Coverage and Number of Local Administrative Centres in - Japan	41
Table 2.4	Size and Number of Sub-National Governments in Germany	49
Table 2.5	Area and Population in the "Ville de Paris" Compared to London and-Berlin	58
Table 2.6	The Arrondissements of Paris Compared to London Boroughs and the-Bezirke of Berlin	59
Table 2.7	The Sequences of Paris City 'Decentralisation'	61
Table 2.8	The Rationale for Local Government Reorganisation in Developed-Countries (Cases from Japan, South Korea, Germany and Paris-(France))	66
Table 2.9	The Terminologies of Local Government Levels in Indonesia	73
Table 2.10	Example of Cases Related to the Mismanagement of Reorganisation in-Regional- Government Level Before the Issued of National Act No. 32-2004	79
Table 2.11	The Rationale to Establish Reorganisation of Sub-District Programme in-Indonesia	85
Table 2.12	Comparison of Criteria Used in Developed Countries and Indonesia	88
Table 2.13	Structure of Organisation of Subak Irrigation Association in Bali and-Lombok	103
Table 2.14	Population by District and Religion in Mataram City	111
Table 3.1	Composition of Respondents/Samples and Primary Data Collection Techniques	123
Table 3.2	Secondary Data Collection Scheme	126
Table 3.3	LIKERT SCALE	130
Table 4.1	Summary of Respondents' Responses relating to Stakeholders Influence and Boundary Determination	134
Table 4.2	Acknowledgement of the Sub-District Reorganisation Plan (Indicator 1)	137

Table 4.3	Indication of Intention from Executives (Indicator 2)	140
Table 4.4	Indication of Interest from Political Party & Member of the Local - Parliament (Indicator 3)	142
Table 4.5	Indication of Demands from City Dwellers (Sub-Indicator 4)	144
Table 4.6	Boundary Determination (Adjacent Standard) (Indicator 1)	153
Table 4.7	The Number of Administrative Areas, Population and Area of Mataram-City before Implementation of the Sub-District Reorganisation-Programme from 2002-2006.	165
Table 4.8	The Number of Civil Service Personnel, Population and Population-Density of Mataram City before the Implementation of the Sub-District-Reorganisation in Year 2006.	166
Table 4.9	Number of Sub-Districts and Population of Post Reorganisation	170
Table 4.10	SWOC Table for Identification of Research Results	201



## List of Figures

<b>Figures</b>		<b>Page</b>
Figure 1.1	Total Number of Local Governments Before and After Decentralisation Policy Implementation	3
Figure 1.2	Translation of National Act 32 2004, Article 14 Setting Out the Main Functions of Sub-National Government in Indonesia	5
Figure 1.3	Situation of Local Government Practices over the Time	12
Figure 1.4	Location and Object of Research in Mataram City	13
Figure 2.1	Forms of Decentralisation (Rondinelli's Ideas)	19
Figure 2.2	Division of Administrative Decentralisation (Rondinelli's Ideas)	23
Figure 2.3	Decentralisation Strategy with an Emphasis on Local Government Capacity Building	33
Figure 2.4	Prefectures and Local Governments in Japan	38
Figure 2.5	The Structure of Government in Germany	50
Figure 2.6	Indonesian Government Framework (Levels of Administration and - Government)	71
Figure 2.7	Indonesian Government Framework (Levels of Administration and - Government)	71
Figure 2.8	Location of Local Government Reorganisation Cases	84
Figure 2.9	Head of Water Diversion for Subak Organisation in Singaraja Region, Bali	102
Figure 2.10	Water Distribution by Means of Traditional Canal System (Subak)	102
Figure 2.11	Sample of Boundaries Based on Natural Features	106
Figure 2.12	Sample of Palm Tree Plantation as a Boundary in West Sumatra	107
Figure 2.13	Sample of Clan Boundaries in Mataram City	109
Figure 2.14	Samples of Modern Boundaries	112
Figure 4.1	Urban Stakeholders' Interconnection	136

## Chapter I

### INTRODUCTION

#### A. Aim of Research

In general, this research attempts to investigate factors which empirically influence the sub-district reorganisation programme in Mataram City. Therefore, it will evaluate the dominant factors that affect the sub-district reorganisation programme in Mataram City. In addition, this research will also try to discuss new boundaries and describe how local stakeholders interact, in order to determine the boundaries between the incumbent sub-districts territory and the newly reorganised sub-districts (administered under district government level). By the use of a certain type of spatial analysis programme, it is expected that the results of this analysis will be useful in assisting key decision makers in Mataram City to allocate new centres of sub-districts appropriately, which will tackle issues related to public services improvement, particularly in terms of its accessibility and efficiency for local community as clients.

The emphasis of this research is the reorganisation of sub-district administration levels, because it has been realised that the reorganisation programme is inevitable, not only due to public need but also to comply with the national acts that regulate the existence of Mataram City as a local government. Focusing on reorganisation of sub-district government tier in this research is important because the development of sub-district administration as the frontline of public services will determine the quality of public services delivery to the residents. Besides, the effectiveness of public services is partly determined by the performance of sub-district administration sources (National Act No. 32 2004 about Regional Government and Gilfoyle and Thorpe, 2004, p. 9).

This research is expected to identify criteria relating to best practice in Indonesian local authority reorganisation planning, which is being conducted by local government, in order to address issues such as good governance, democratisation and local values involvement, in the frame of decentralisation (see Figure 1.3).

## **B. Background of Research**

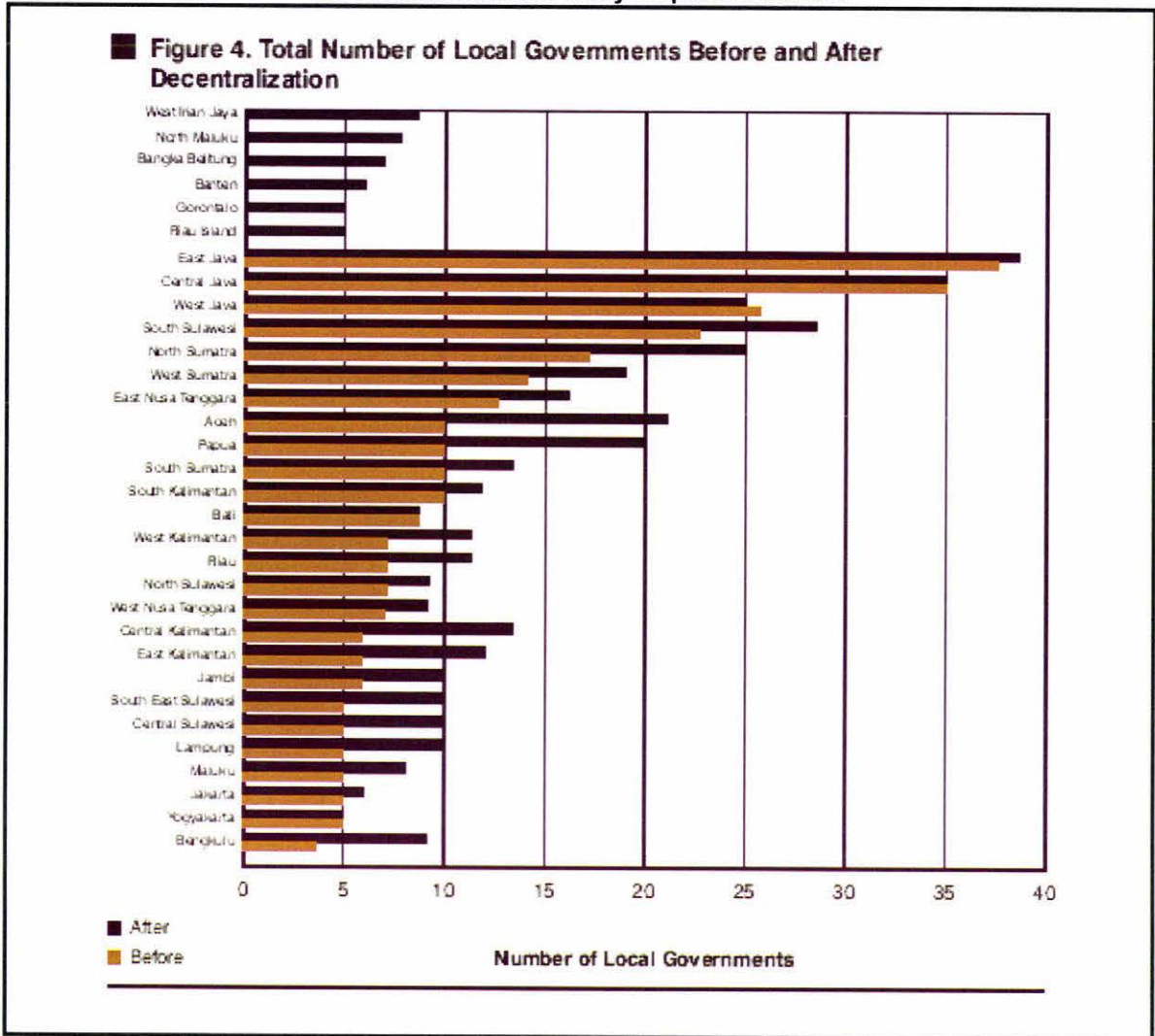
Since the social and political reformation in Indonesia required the implementation of decentralisation which is indicated by the issued of National Act 22 1999 concerning Regional Autonomy Policy on the 1 January 1999, many provinces, rural regions and cities (sub-national government tiers) were reorganised. As a result, the number of governments at sub-national levels was increased significantly. Rohdewohld (1995, p. 31) illustrated that before the reformation era, Indonesia as a unitary state was consisted of 27 provinces (including East Timor Province). Below the provinces level there were 243 rural regions, 58 municipalities (currently known as cities or urban regions), 3,638 districts, 5,062 sub-districts and 62,036 villages. In 2004, according to the Ministry of Home Affairs (MoHA) of the Indonesian Republic, Indonesia consisted of 33 provinces (excluding East Timor<sup>1</sup>), 351 rural regions, 93 cities, 5,263 districts, 7,123 sub-districts and 62,806 villages (<http://www.depdaqri.go.id/konten.php?nama=DataWilayah>, 2006). This figure will soon be greater as currently 25 rural regions and cities have been applying to be reorganised towards provinces status (Ministry of Home Affairs of Republic of Indonesia, 26 December 2004).

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<sup>1</sup> East Timor finally separated as an independent country in 20 May 2002 (<http://news.bbc.co.uk/1/hi/world/asia-pacific/1996673.stm>, 2006)



Figure 1.1: Total Number of Local Governments Before and After Decentralisation Policy Implementation



Source: IRDA, ASIA FOUNDATION Fifth Report November 2004  
 ([http://www.gtzsfdm.or.id/documents/dec\\_ind/o\\_pa\\_doc/IRDA%20English%20Nov%202004.pdf](http://www.gtzsfdm.or.id/documents/dec_ind/o_pa_doc/IRDA%20English%20Nov%202004.pdf), 2004)

Apart from pressure from international monetary organisations, such as the World Bank and the International Monetary Fund (Seymour et al., 2002, p. 35), the phenomenon of reorganisation in both provincial and regional level is inevitable, due to increasing demand from the local community to reform the relationship between central and regional governments. In this case, Seymour et al. (2002, p.33), Rondinelli (2006) and the Directorate General for Regional Autonomy of Indonesian Republic (2002, p.1) confirmed that, decentralisation in Indonesia can be perceived as 'devolution', where authority, together with responsibility for the consequences, is

delegated to the sub national governments level for provinces, regions and cities ([http://www.gtzsfdm.or.id/documents/dec\\_ind/opa\\_doc/PermasalahanOtDa\\_Ditjen%20Otda.pdf#search=%22departemen%20dalam%20negeri%22,2002](http://www.gtzsfdm.or.id/documents/dec_ind/opa_doc/PermasalahanOtDa_Ditjen%20Otda.pdf#search=%22departemen%20dalam%20negeri%22,2002)). Consequently, some essential authorities and responsibilities related to public services have been delegated from central to regional government level, which includes both provincial and regional tiers.

Related to the provision of public services as the main responsibility of local government, it is generally noted that the 2004, National Act 32 determines local government (region/city) as the level of government in which there is a broad and wide-ranging autonomy. It stipulates that local governments have responsibility for all governmental matters, except six areas which are a part of central government affairs. These six areas are: foreign policies; defence; security; judicial; national monetary and fiscal affairs; and religious and other matters (National Act 32 of 2004, Article 10 Section 1-3). These "other matters" are listed as "macro-level planning, fiscal equalisation, public administration, economic institutions, human resource development, natural resource utilisation, strategic technologies, conservation, and national standardisation".

In local level National Act No. 32 2004 also provides lists of local responsibilities, which local governments have to accomplish such as public services, public works, health, education and culture, agriculture, transport, industry and trade, investment, environment, land matters, co-operatives and manpower. The figure below shows in more detail the list of authorities taken from the 2004, National Act Number 32, Article 14, which are run by the regional government including sub-district government level.



**Figure 1.2: Translation of National Act 32 2004, Article 14 Setting Out the Main Functions of Sub-National Government in Indonesia**

**Article 14**

(1) The mandatory affairs that fall under the regional administration's authority for the districts/cities are the ones with the district/city scale comprising:

- a. Development planning and supervision;
- b. Planning, utilization, and supervision of zoning;
- c. Administering public order and peace;
- d. Providing public means and facilities;
- e. Handling of health sector;
- f. Administering education;
- g. Handling of social issues;
- h. Serving manpower sector;
- i. Facilitating the development of cooperatives, small and medium businesses;
- j. Environmental control;
- k. Agrarian services;
- l. Demography and civil registry;
- m. Serving government administration affairs;
- n. Serving capital investment administration;
- o. Providing other basic services; and
- p. Other mandatory affairs as instructed by the laws and regulations.

(3) Government affairs of a district/city that are optional include government affairs that factually exist and are potential to improve the public welfare in correspond to the condition, uniqueness, and potential of the region concerned.

(4) The execution of the provisions as contained in Article 10, Article 11, Article 12, Article 13 and Article 14 paragraph (1) and paragraph (2) shall be further regulated with a Government Regulation.

Sources:

[http://www.gtzsfdm.or.id/documents/laws\\_n\\_regs/laws/2004/Law\\_32\\_2004\\_RegionalGovernance\\_EnglishVersion.pdf](http://www.gtzsfdm.or.id/documents/laws_n_regs/laws/2004/Law_32_2004_RegionalGovernance_EnglishVersion.pdf), 2004.

These authorities listed above are also run by the government of Mataram City as a mandate to provide services to its local constituents. However, there are some additional services relating to technical functions that need to be operated in each sub-district office. For instance, clean water payment service, power payment service, tax collecting and payment service, small scale health care unit, family planning care unit and micro finance and credit services. These functions are supervised by technical coordinators working under the head of sub-district administration. In addition, each technical coordinator is chosen by his or her own superior technical agencies at district administration level (National Act No. 32 2004 Article 125).



Subsequently, delegation to authorities also continued to region level, where more authority relating to direct public services have been passed on to district and sub-district level. Therefore, the intention of the Indonesian decentralisation policy can also be recognised as an effort to bring the government (public services) closer to the public. Similarly, Rondinelli (2006, p. 5) states that reasons for decentralisation can be defined as the: provision of more effective and efficient public services; optimisation of service delivery hierarchy to meet public needs for these services; improvement of infrastructure maintenance; and encouraging bureaucracies to be more customer oriented (<http://www1.worldbank.org/education/globaleducationreform/ppt/d.rondinelli.ppt>, 2006). Additional positive reasons for an autonomy policy, according to Mubyarto (2000, p. 1), are to fill the gap of both equity and equality, related to the development between the western and eastern provinces of Indonesia and to foster the local economy growth and support local democratisation.

Focusing on public services development, the government of Mataram City planned to improve its public services infrastructure through a programme called reorganisation of sub-district government level. Reorganising sub-districts level as a chosen strategy in Mataram City has meant the consideration of several factors being taken into account. These factors can be categorised as demographic factor; the implementation of regulation mandate; good practice of good governance and local democracy; public services improvement; and the local political situation. Further examination relating to these factors will be provided in the literature review and data analysis chapters.

### **C. Overview of the Importance to Obtain Sub-district Reorganisation Programme in Mataram City**

The emergence of a sub-district reorganisation programme in Mataram City can be divided into two major influences, Firstly external influences, such as central government regulations and secondly internal influences, e.g. demographic factors, local stakeholders needs, the intention of public services improvement and local government internal policies. As previously mentioned, reorganisation of local government, including district and sub-districts, are partly driven by National Act No. 32 2004<sup>2</sup>, Article 5, Section 5, which regulates a minimum physical prerequisite for a city to be established. Therefore, a city government should consist of at least four districts. Otherwise, it is possible for central government to eliminate or amalgam a city or rural region government with another closest region if they fail to implement regional autonomy (Article 6 Section 1). As a consequence, Mataram City, which currently has only three districts and 27 sub-districts should be complying with the regulation mentioned above, in order to continue its existence as an autonomous government ([http://www.depdagri.go.id/file\\_profil\\_uk/UU%20No.%2032%20Thn%202004.pdf](http://www.depdagri.go.id/file_profil_uk/UU%20No.%2032%20Thn%202004.pdf), 2004). Coincidentally, a reorganisation of district and sub-district administration areas has never been conducted in Mataram City since 1978, when it was separated from West Lombok Rural Region (9<sup>th</sup> of Mataram City's Profile, 2004, p. 3).

Other local governments in Indonesia have similar situations where they have to comply with the new regulation. According to Novitasari (2006), it is recorded that several regions in Indonesia have similar situation with Mataram City for instance

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<sup>2</sup> By the time the sub-district reorganisation programme is completed in Mataram City, it is found that there is a new regulation issued by the Ministry of Home Affairs (MoHA) of Indonesia at 10 October 2006 namely MoHA Decree 31 2006 which is regulate specifically and quantitatively about the requirements to form a new sub-district ([http://www.depdagri.go.id/file\\_profil\\_uk/Permen-No.31-2006.doc](http://www.depdagri.go.id/file_profil_uk/Permen-No.31-2006.doc), 2006).



Langsa City (3 districts), Lhokseumawe City (3 districts), Sabang City (2 districts)<sup>3</sup>, Jembrana Rural Region (3 districts), Bangli Rural Region (2 districts), Klungkung Rural Region (3 districts)<sup>4</sup> and Mojokerto Rural Region<sup>5</sup> (<http://www.radarsulteng.com/berita/index.asp?Berita=Opini&id=40171>, 18 September 2006).

In other words, all of these cities and regions that manage less than four districts have been influenced to modify their lower tiers by a set of central government regulation.

Another reason for reorganising sub-district administration (known as the internal influential factor) is that the government of Mataram City has the intention of improving their public services provision. The improvement of such public services focuses on sub-district administration level, which provides basic public services and further it is directly accessed by the community. However, public services improvement can also be seen as a mandatory obligation for local government, as stated in the 2004, National Act 32. Parallel to this statement, central government emphasised that “Such an atmosphere further encourages the consolidation of the implementation of regional autonomy as mandated by the Constitution and Law Number 32 of 2004. In conformity with the mandate of the Reform, we no longer want our government to be centralistic. For that reason, the autonomous regions can now at their own discretion manage their resources in the regions under their authority. The regions have also conducted governance and provide public services in a better manner, compared to the previous times” (State Address of the President of the Republic of Indonesia and the Government Statement on the Bill on the State Budget

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<sup>3</sup> Urban Regions or Cities belong to Aceh Province (<http://www.radarsulteng.com/berita/index.asp?Berita=Opini&id=40171>, 18 September 2006)

<sup>4</sup> Rural Regions belongs to Bali Province (<http://www.radarsulteng.com/berita/index.asp?Berita=Opini&id=40171>, 18 September 2006)

<sup>5</sup> A rural region belongs to East Java Province (<http://www.radarsulteng.com/berita/index.asp?Berita=Opini&id=40171>, 18 September 2006)



for 2006 and its Financial Note, [http://www.thejakartapost.com/sby\\_speech\\_2006.asp](http://www.thejakartapost.com/sby_speech_2006.asp), 16 August 2006). In other words, sub-district governments need to improve their delivery of public services.

Moreover, during the last three decades, the population of Mataram City increased significantly. This created another problem for the Mataram City government in maintaining public services accessibility and the equal distribution of development programmes to its stakeholders. The table below shows the growth rate of Mataram City, based on the national census of 1997, 2001 and 2004.

**Table 1.1: Population Growth and Population Density of Mataram City for Year 1997, 2001 and 2004.**

No	Year	District	Number of Sub-Districts	Population (000)	Area (km <sup>2</sup> )	Density (/km <sup>2</sup> )
1.	1997	AMPENAN	7	95,453	23.59	4,046
		MATARAM	7	98,018	17.72	5,531
		CAKRANEGARA	9	86,768	19.99	4,431
<b>Total 1997</b>			<b>23</b>	<b>280,239</b>	<b>61.30</b>	<b>4,572</b>
2.	2001	AMPENAN	7	114,017	23.59	4,833
		MATARAM	7	104,065	17.72	5,872
		CAKRANEGARA	9	99,352	19.99	4,970
<b>Total 2001</b>			<b>23</b>	<b>317,343</b>	<b>61.30</b>	<b>5,177</b>
3.	2004	AMPENAN	7	129,919	23.59	5,507
		MATARAM	7	111,055	17.72	5,372
		CAKRANEGARA	9	107,898	19.99	5,178
<b>Total 2004</b>			<b>23</b>	<b>348,870</b>	<b>61.30</b>	<b>5,691</b>

Source: Mataram City statistics 1997, 2001 and 2004.

The above table shows a significant increase in population growth, together with the population density in each district during those periods. Mataram City statistics (2005, p. 86-85) record that overall the average population density was 5,820 people/km<sup>2</sup> when the population growth rate was relatively high (about 3.27% per year based on the population census conducted between years 1980 and 1990) although the figure recently decreased significantly to about 1.44% per year, based on the population census of 1990-2000 period. The flux of population is believed due to the temporary success of the family planning programme. Population trend caused by family planning programme is uncertainty because the number of migrant who come to Mataram City are likely to increase. Nevertheless, the number of public

service centres attached to the sub-district authorities remains the same, since the release of the Government Law No. 21 1978 relating to the Establishment of Administrative City of Mataram, comprising Ampenan, Mataram, and Cakranegara districts. In most sub-districts, it is found that the standard ratio of public service is imbalanced between the number of existing residents and the availability of a current centre of public services (including civil services) administered by a number of sub-district authorities. Bearing in mind that the population growth is relatively high, it can be assumed that, in the long run, conflicts will possibly occur, due to lack of public services availability.

The importance of conducting such a programme to reorganise sub-district administration level is also influenced by local social and cultural situation, where the demand for involvement from below is likely to increase due to community awareness about good governance and democratisation. As a result, local government has to address new approaches e.g. collaborative planning, community participation and planning from below programmes to deal with community aspirations particularly in development planning. In practice, local government recently enforces those approaches by means of communal meeting or public consultation that is usually held in sub-district level. Citizen forums are believed be able to assists all urban stakeholders in Mataram City as an effective way to mediate various aspirations and interest from stakeholders. Besides, Mataram City consists of many ethnicities and cultures so any transformation that affected local community should be carry out prudently. For example, determining borderlines between hamlets and sub-districts in context of sub-district reorganisation programme needs to be done carefully by the government of Mataram City as leading sector because current proximities are legacy from the past where residents housing tend to be clustered depending on



religious and ethnics group. This is because local government not only realised about the possibility of conflict appearance in the middle of heterogenic community but also learned from other region experience and past experience where the tensions easily occur between Sasak tribe and Balinese. Further explanation about this problem is discussed on chapter two, section G onwards.

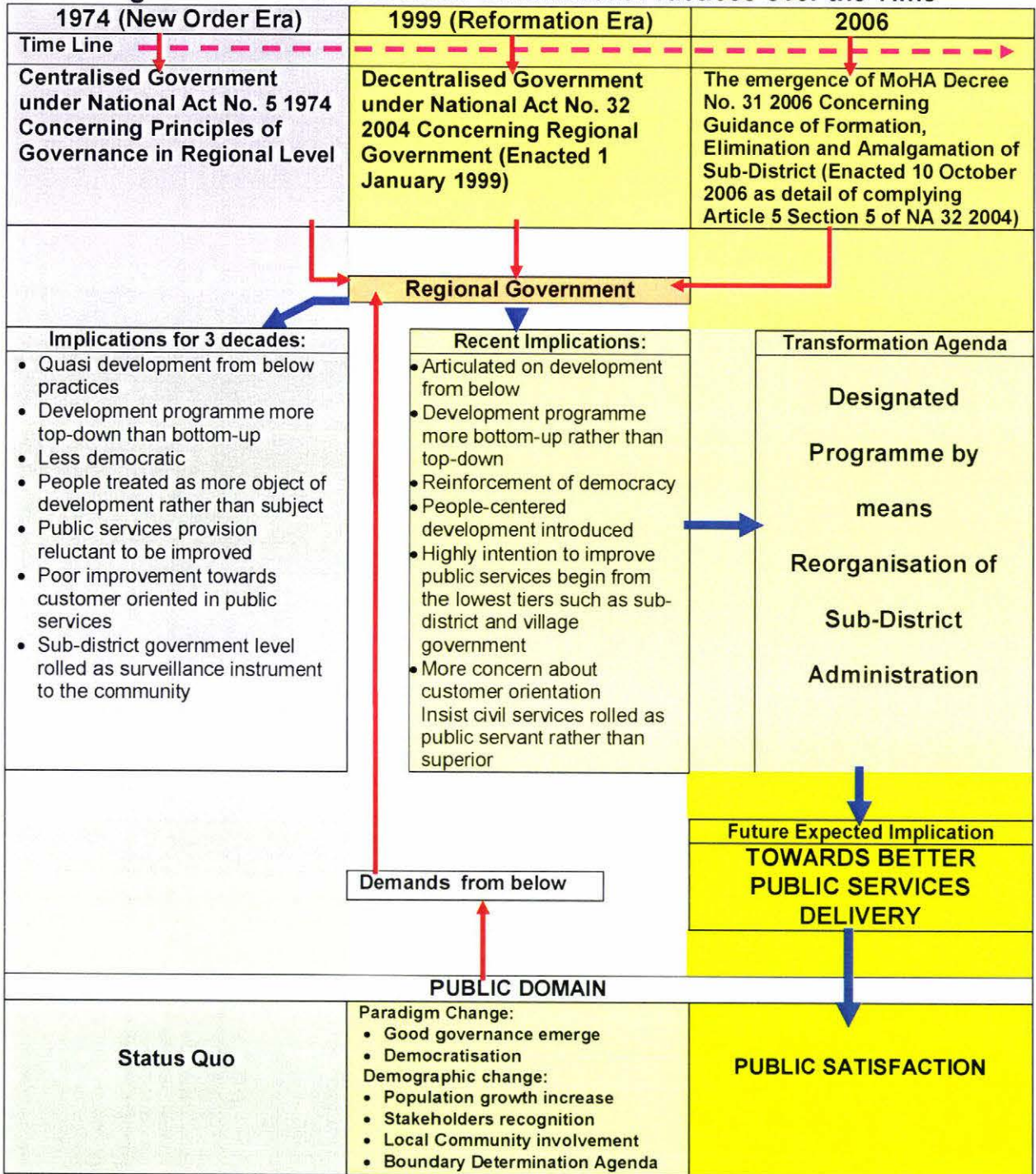
#### **D. Problem Statement**

Based on the above, it can be said that sets of requirements stated in the National Act 32, 2004 and problems due to Mataram City's unfortunate demographic situation, caused the Government of Mataram City, to accept the need for change, in order to provide better public services in the near future. The requirements set by the central government and demands from citizens should be perceived as an opportunity, rather than just problems that need to be addressed in public services improvement. To improve public service provision, the Government of Mataram City decided to reorganise the sub-district government level, which is the closest point of the public services delivery system. However, the programme to reorganise the sub-district administration level should have considered factors, such as demography, which included population growth, the local people's culture and the urban stakeholders' interests.

The bottom line, this research tries to evaluate and examine the accomplishment of the sub-district reorganisation programme as a chosen strategy to be operated in Mataram City, by considering these factors mentioned above. The above circumstances, that affected the Government of Mataram City's ability to transform a legacy from the past regime into the present situation of improving public service quality in the future, is described in the following figure.



**Figure 1.3: Situation of Local Government Practices over the Time**



**Legend:**

- = Past Situation
- = Current Situation
- = Future Expected Situation
- = Influence Line
- = Implication Line

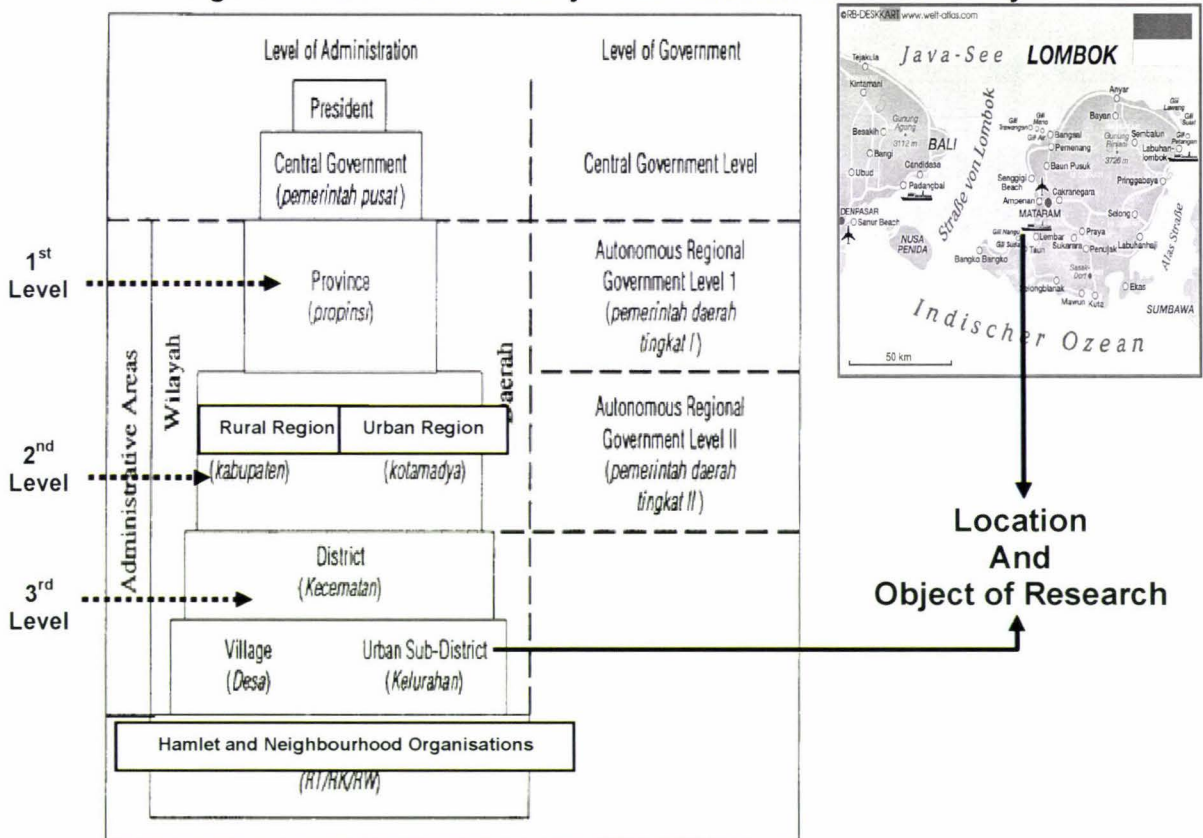
Source: Based on Antlöv (2002 and 2003)

The above situation will be evaluated through this research, particularly in Chapter IV.

## E. Overview of Location and Object of Research

It is clear that the location of research is conducted in Mataram City, which is the largest city in West Nusa Tenggara Province (see Figure 1.4 below). Mataram City is situated on the western part of Lombok Island, which is located on the Lesser Sunda Islands in the eastern part of Indonesia. Mataram City has a dual function: firstly, as the main city of West Nusa Tenggara Province, comprising Lombok Island and Sumbawa Island; and secondly, as the main city of Mataram City itself (13<sup>th</sup> Mataram City Anniversary, 2006).

Figure 1.4: Location and Object of Research in Mataram City



Source: Modified from Rohdewohld (1995, p. 32)

The research is focused on the evaluation of the sub-district reorganisation programme implementation conducted by urban region stakeholders under the Government of Mataram City coordination (See Figure 1.4 above). It will use summative evaluation techniques in order to examine the implication of the outcomes



of reorganisation programme by describing what happens subsequent to the application of the programme; assessing whether the reform have caused the suspected outcomes and, estimating the relative costs associated with the reform. However, some object on the formative evaluation technique also included because it is also examine the process such as the assessment of the factors that influence the programme operation, organisational context, stakeholders involvement, procedures and inputs (Bhola 1990, <http://www.sil.org/linguaLinks/literacy/ReferenceMaterials/-GlossaryOfLiteracyTerms/WhatIsFormativeEvaluation.htm>, 2006 and [http://www. Socialresearchmethods.net/kb/evaluation.php](http://www.Socialresearchmethods.net/kb/evaluation.php), 2006). Overall, this research also aimed to see what has been achieved while the program activities are forming or happening, identifying weaknesses and strengths, collecting information, sharing experience surround the programme of sub-district reorganisation being conducted.

The objective of this research lies in its emphasis on the evaluation of the sub-district reorganisation programme implementation, which was conducted by the urban regional stakeholders and co-ordinated through the Government of Mataram City (See Figure 1.4 above). A summative evaluation technique is used, in order to: examine the implications of the outcomes of this reorganisation programme, by describing what happened subsequent to the application of the programme; to assess whether the objective of the research has caused the outcome; and to estimate the relative costs associated with the objective. However, a formative evaluation technique is also included, since this examines the process, such as the assessment of the factors that influenced the programme operation, the organisational context, the stakeholders' involvement, planning procedures and inputs (Bhola 1990, cited on <http://www.sil.org/linguaLinks/literacy/ReferenceMaterials/-GlossaryOfLiteracyTerms/WhatIsFormativeEvaluation.htm>, 2006 and <http://www.->



[socialresearchmethods.net/kb/evaluation.php](http://socialresearchmethods.net/kb/evaluation.php), 2006). Overall, this research also aims to identify what had been achieved, whilst the programme activities were forming or happening and to: identify the weaknesses and strengths; collect information; and share the experiences, which encompassed the conducting of the programme of the sub-district reorganisation.

## **F. Thesis Summary**

The thesis summary consists of five chapters as follows:

**Chapter I** generally explains the objective for conducting the research, which is focussed on the evaluation of the sub-district reorganisation programme in Mataram City. The research aims to investigate urban regional stakeholders involved in the operation of the sub-district reorganisation programme, such as the Government of Mataram City, the private sector and the local communities and assemblies, which have been identified as factors that may have influence the reorganisation programme. The background of the research and the overview of the importance given to obtaining a sub-district reorganisation programme, briefly describes the emergence of new regulations and the problems surrounding the decentralisation implementation in Indonesia, particularly at sub-national level. In addition, local demographic factors, such as population growth and the demand for better public services, also triggered the obtainment of a sub-district reorganisation programme for Mataram City.

**Chapter II** attempts to explain the theoretical framework and literature review that are relevant to the research objective. This chapter also attempts to discuss the decentralisation theories and its empirical implementation in Indonesia. The most important part of this chapter is the examination of best practices, relating to the

reorganisation of the sub-national levels in several developed countries, in addition to reorganisation efforts in Indonesia. Therefore, some criteria relating to sub-national reorganisation in developed countries can be compared with that used for the reorganisation at regional government level in Indonesia.

**Chapter III** explains the sets of methods used for conducting the field research, which includes the methods used in the collection of information needed in the analysis. It generally describes the qualitative methods of data collection and the types of simple quantitative methods, such as the use of a distribution frequency table. The qualitative methods involve the techniques of collecting data i.e. check lists for the public services recipients, structured interviews with key decision makers, direct field observation and study of relevant official documents. Due to limited time and resources, the population and sample was determined before the field research was conducted in Mataram City. This chapter also explains the methods of data processing that are used in Chapter IV, relating to data interpretation and analysis.

**Chapter IV** presents the interpretation and analysis, which resulted from the field research, by using the sets of methods designated in Chapter III. The interpretation of data is also accompanied by analysis, which uses some theories relevant to the topic under discussion and backgrounds the theories stated in Chapter II. It is concluded that the reorganisation of the sub-district in Mataram City was generally influenced by the elite group within the Government of Mataram City as main stakeholder, in addition to the demography situation and other related factors. The last part of this chapter attempts to evaluate the situation of boundary determination, by using different types of maps and it investigate the factors that influenced the programme and compares them with the criteria relating to the reorganisation programme in Chapter II.

**Chapter V** summarises the results of the analysis of the factors that influenced the reorganisation of the sub-district programme. Finally, it recommends some constructive ideas to improve the implementation of any sub-district reorganisation in the near future, particularly in the suggestion for the location of public services points within the newly reorganised sub-districts.