Capacity Building in Local Government

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ABSTRACT

The aim of this research is to examine the concept of local government capacity building in both theoretical and operational aspects, regarding especially with local authorities in Indonesia, after the enforcement of regional autonomy. This is a basic research (fundamental research) of library research type. Data collection technique involves using data sourced from a variety of secondary sources, as it should be; books, journals, and related legislation. To draw a conclusion regarding with the building of regional capacity after the implementation of regional autonomy, the data are analyzed using descriptive analysis technique; that is, examining secondary data based on Indonesian condition. This research concludes that Capacity Building is a huge job for the an autonomous local government, particularly when dealing with the system which is deemed to prioritize self-serving rather than public serving; yet this capacity building mission deserves to fight for. Stakeholders (other than legislatives) need to regularly monitor the improved performance of the government so that the high expectation of the society could be fulfilled through the enforcement of regional autonomy.

Keywords: Institutional development, local government

ABSTRAK

Tujuan penelitian ini adalah untuk mengkaji konsep pengembangan kapasitas pemerintah daerah secara teoritik dan implementasi setelah otonomi daerah terutama terkait dengan kelembagaan daerah di Indonesia. Peneltian ini merupakan penelitian dasar (fundamental research) dengan jenis penelitian pustaka. Teknik pengambilan data menggunakan teknik data sekunder yang bersumber dari berbagai sumber, yaitu: buku, jurnal dan

aturan perundang-undangan yang terkait. Sedangkan teknik analisis data yang digunakan adalag deskriptif analisis, yaitu: mengaji sumber data sekender untuk dianalisis dengan kondisi Indonesia sejak adanya otonomi daerah untuk menarik kesimpulan yang terkait dengan pengembangan kapsitas daerah sejak otonomi daerah di Indonesia diberlakukan. Kesimpulan dari penelitian ini adalah bahwa Capacity Building bagi pemerintah daerah otonom adalah pekerjaan besar, terutama bagi sistem pemerintahan yang selama ini terkesan lebih melayani diri sendiri daripada melayani publik, namun layak dan harus diperjuangkan. Kontrol dari berbagai stakeholders yang lain (selain DPRD) harus selalu dilakukan agar segala upaya perbaikan dan peningkatan kinerja tersebut memberikan hasil sesuai dengan harapan besar yang disandarkan pada pemberian otonomi daerah

Kata kunci: Pengembangan kelembagaan, Pemerintah daerah

INTRODUCTION

Institutional development discusses the alteration plan to the lives of the people done and over with government agencies, at least through initiation by a government agency. This topic has been vehemently popular in the early days of independence in countries that are just emerging and developing, including Indonesia. Why does? Because ought the country's fledgling or belonging to "Developing", efforts to improve the communities are more effective if carried out by and through government agencies. Therefore, study and effort in this area bloom when the government of developed countries consider it necessary to give administrative and technical assistance to developing countries

Change is a necessity; it is not excessive if the wise man said: "Everything in the world is always changing including the change itself". Therefore, at the beginning of independence, because there is a need to organize their own government, and afterwards, there is always a need to make changes or adjustments to the changes that have occurred in the first community. At first the government is acting as the initiator of change for the community, but on the subsequent development sometimes change comes from the people and the government was forced to change with the current situation that developed in order to remain able to serve the community effectively.

Either to initiate change, encouraging the occurrence of change, alteration with the demands of the times, the government agencies must first conduct internal changes in the structure, systems and behavior. This is what is meant by institutional development. Therefore, studies that discuss and study these topics have also changed the title and perspective. If

the was studied originally referred to be that of "institutional development" *(institutional building)*, the next development to be "institutional development" *(institutional development).*

Changes in the system, the structure and behavior usually begins with a change in values. In the early days the main value being pursued are effective governance by modernizing the welfare of its people through a system of government, the structure and behavior of the administration. Along with the development of the value is then shifted or rise, not only of effective governance but also efficient, and need for adjustments to structures, systems and behaviors.

In Indonesia, notwithstanding the government bureaucracy is adjusted to the demands of changing, but the nature of the inert bureaucracy *(inertia)* making change more slowly than the changes taking place in society. To stay can be change agents and service providers, as a function of government, it is increasingly necessary institutional development, especially after the reform era that brought new values that were not previously recognized: freedom of expression, the demands for better government services, equal rights the values of the development and distribution of development results from the central government and the regions, and so forth.

 The governments no longer play a single role as agents of change and development, because of the age and society is faster changing. Yet the government still expected to play a central role in facilitating change and development. Therefore, the government must be more sensitive to recognize and cooperate with agencies or institutions that have been there and lived in the community. Thus, the function of these institutions as agents of change and providers of effective and efficient development can still happen without causing turmoil due to the difference in value between the government and the people they represent.

The institutional study development will always guard track of the values that grow in the community. The reform era has forced the government to move more quickly to adjust to the changes demanded by society. Autonomy as a result of the growth of democracy requires the adjustment of institutional governance is not a bit and far from easy. Unresolved institutional adjustments for regional autonomy, the demand for

clean governance, honestly, the performance is measured effectively and efficiently (good governance) has surfaced as well.

Institutional adjustment (structures, systems and behavior) in both the central and regional levels with the new values of the above, requiring deep thought, long time, and techniques that may be used to accelerate the process of institutional change is good at the governmental level (internal) as well as at the community level. Innovation is the key to organizational development, governance systems that are not entangled in a state of inertia that government except his duty to society.

Innovation has always been associated with novelty or in this case new ways. What's new in the way of our government? Governance procedures are not the same age as the creation of a government? Government is already classical system, spoken the rule it is always undergoing a process of change from time by time, will procedures for government itself. Indonesia in classic known archipelago has many systems of government as much the number of kingdoms that existed at that time. The same is the government recognized (King and apparatus) and the presence of the governed, as well as a system of royal government. However, the procedure may vary according to the culture of government him adopted by each kingdom.

The system of government since he was named the archipelago, and independence Republic of Indonesia form has undergone various changes. Since 1945 when Indonesia was established known as the Old Order system that, through 1966 known as the New Order, and since 1998 known as the Reform Order which is still used today. Orders of shows differences initially planned and desired.

The reform era that began after the fall of the New Order, in addition to bringing new values, also voiced demands for a change in governance. Change is at the heart of all struggles childbirth reform era. Society has been saturated with an almost absolute power of the bureaucracy so that instead of serving but instead shackled and made them servants to the bureaucracy, so the government bureaucracy should be returned to nature to serve the community and be a tool for the welfare of society, not the welfare of himself and his cronies.

The first step taken is to realize autonomy. This affair is constrains

affair, during which the new order only promised pass through PP. 5/ 1974 but never actually implemented. Areas, especially away from the center or Java - feeling very neglected in the pace of development. The area was only exploited their wealth by the central government, in the manner as happened when the Dutch colonial era. Government believes that the owners of the abundant natural resources that are used for development costs in Indonesia are concentrated on the island of Java, are areas outside Java. Therefore, autonomy is an absolute requirement in the new order which is then replaced by an era of reform. The objectives of the regional autonomy is to make balance the needs of development, leveling of development and care of each area in order to accelerate the achievement of the welfare of the people by giving local governments the flexibility level II which interacts directly with the community.

However, regional autonomy is not necessarily caused immediate development can be perceived by the public, especially outside Java. No matter how well intentioned it was when the struggle for reform began, but the barriers to starting and running autonomy in these areas is quite heavy. These barriers include the following: 1). the lack of preparation for the local government assumed autonomy in the true sense. It is possible they are ready with the budget increase development but are not ready to work, 2). Diversities of concept and paradigm is apprehending of regional autonomy.

THEORETICAL FRAMEWORK
1. Local Institutional Development

Changes in local governance have been enacted since 1999 through Law no. 22 on Regional Government and strengthened by Law no. 32/ 2004 as a revision of the earlier law. By some means, the implementation of regional autonomy in various regions in Indonesia has also shown encouraging results. Regional development which is expected to touch the life of the community directly, it does not reduce the level of poverty and underdevelopment. Even abuses in the region have not diminished, even increasingly spreading. Local government officials, who should be a human resources option with the head of the chosen people directly, it should be able to sow more equitable development in the regions and

prosperity of its people, but it turns out that hope is far from the truth.

There are several questions in this regard: What is wrong with autonomy? Does not the ideal of regional autonomy have even pioneered decades ago since the PP. 5/1974? Does not demand then autonomy become stronger since the reform era? Should not the government is ready with the promulgation of the financial balance between the areas striving? Not after waiting so long, at least they have the shadow on the right programs for the region? But why that looks exactly stuttering on the meaning of autonomy? Some pronouncement it seems that validated by reality, such as the selection of members of Legislative Assembly (parliament) and local elections often become political circus arena because actually they're after is power, as well as access to the regional economy that has gained autonomy. Meanwhile, local bureaucrats normatively not involved in the bustle of politics and should be a solid pillar of development in the area, as they are always there while political officials come and go; it was not able to carry out the task properly.

The pattern of centralized government that has lasted for decades and affect ingrained bureaucratic practices, even though the reform has come and grant autonomy to the regions. Secluded reliance on the 'instructions' Center is blunted the power of initiative and creativity of local bureaucrats who switched from demand of "guidance center" to ask' guidance of head and parliament ". Indeed heads and local parliament is entitled to control the course of the local government, but if the people in the area often cannot expect much in the area of political officials often busy fighting over pieces of cake over development among others. Therefore, the success of regional autonomy often include changes in local governance becomes questionable.

This paper seeks to peel briefly about their problems and what measures can be taken in order to improve the capability of local government institutions to enable them to become cogs in realizing the development of *good governance*, especially in the presence of regional autonomy. This is based on the real role of bureaucracy is much more strategic role in achieving *good governance* in the region compared to the role of regional head and parliament. Bureaucracy is a career position herewith relatively long, while the regional heads and legislators is a political position that

herewith relatively short. In addition, in many studies related to regional autonomy, governance changes were not followed bureaucratic institutional capacity significantly, the success painstakingly pursued by regional heads will not impact *(long lasting)*.

2. Capacity Building

Capacity Building and *Good Governance* is a series of words that often attach to and follow Autonomy. In short it can be said that the purpose of regional autonomy is to achieve *Good Governed* or *good governance*, governance that can be realized with a prosperous and equitable society. *Good Governed* But this will only be achieved when efforts to enhance the capacity and capability of the local government through *Capacity Building* efforts are structured and planned.

Capacity building concept by Brown (2001), understood as the process of improving the ability of people, organizations and systems to achieve organizational objectives that have been set. Although this definition is very simple, actually contains a vast and very important. Specifically, according Milen, (2001), the capacity can be seen as something that is specific to a particular task and capacity constraints as related to specific factors within an organization or system in a certain period.

Capacity building can be seen as a process. Capacity building is an activity implementation, and or changes in multi-level promotional activities at the level of individuals, groups, organizations, and systems as well as to try to improve the adjustment capabilities of the people and organizations that can respond to environmental changes continuously (Morison, 2001; UNDP, 1998). Meanwhile, in the view of ACBF (2001), capacity development as a process certain aimed at efforts to improve the ability of individuals, groups, organizations or communities in various ways, namely: 1) to analyze their environment, 2) identify issues, needs, issues, and opportunities, 3) formulate a strategy to address the problems, issues, and needs and relevant use chance, 4) design a plan of action, 5) collect and use effectively, and on the basis of sustainable resources to implement, monitor and evaluated plan action, and 6) using the feedback to the learning process.

These notions will his opinions Berry (1990), which affirmed capacity

of how much staff were able to show a significant contribution to the development of personal, organizational and community *(The extent to roommates there (staff) demonstrate concrete Contributions to personal, organization and community development).* Meanwhile, according to Valentine Udoh James (1998) definition has been expanded and linked to the role of institutional countries / regions, where more capacity development interpreted as an effort to improve the ability of people in nations emerging to develop management skills and policies needed to build essential cultural structures, social political, economic and human resources so that they are able to exist in the global arena.

Capacity Building is really a series of strategies aimed at improving the efficiency, effectiveness and responsiveness of the government's performance by focusing on the dimension 1). Human Resource Development (HRD), (2). Strengthen organization, (3). Institutional reforms (Grindle, 1997: I-28). On the dimension of human resource development, attention is given to the procurement or provision of professional personnel, and technically correct. In the context of procurement (recruiting) since the beginning should be based on need, not based on political considerations, so that civil servants, especially bureaucrats, no longer stigmatized because of unprofessional and become the scorn as deemed unproductive and only exhaust the state budget. Activities undertaken including through training, preparation system to be more performance-based remuneration, working conditions and environment settings, etc...

Called into being and develop a good work culture among civil servants, the government through the Ministry of Administrative Reform has issued Ministerial Decree No. Administration Reforms is. 25/KEP/M.PAN/4/2002, 25 April 2002 on Guidelines for Cultural Development and Reform Work Letter No. 170/M.PAN/6/2002, June 17, 2002 on Implementation Work Culture Development's Reform. Decision Letter of the Minister of PAN RI and is intended as a reference for the development of the work culture in government departments.

On Strengthening the Organization dimension, the center of attention is given to the management system to improve the performance of their functions and duties of available existing and microstructure control system. Activities conducted include managing the system of incen-

tives, utilization of existing personnel, organize leadership, managerial structure and the communication flow, etc. on behalf strengthen the organization and to maximize organizational performance in serving the local community, then issued PP. 41/2007 on the Organization of the regional.

On the dimension of Institutional Reform, the main concern is aimed at system changes and the existing institutions and the influence of the macro-structure. Activities are done is to change the 'rules' of the economic system and the political, policy changes and the rule of law, as well as the institutional system reforms that encourage the development of civil society and the market / civil society (Grindle, 1997).

What are the dimensions developed in *Capacity Building* also described by many other experts, including A. Fizbein (1977), who called it an effort to improve skills that are focused on dimensions: 1). Workforce skills, 2). The ability of technology embodied in the organization or institution; 3). Capital capability embodied in the form of support resources, facilities and infrastructure. While D. Eade (1988) stated that capacity building is an increased ability on dimension 1). Individual, 2). Organizations, 3). Network, but that is the primary key or strategic point in performance improvement is the development dimension of individual and organizational dimensions.

Amount with opinion above, but more broadly, cast about the dimensions according to the World Bank Capacity Building. According to the World Bank, in order to achieve the expected performance, then Capacity building needs to be focused on: 1) Development of human resources, especially in the recruitment, training, utilization and termination of labor professional, managerial and technical; 2). Increasing the capacity of the organization, the setting up of structures, processes, resources, and management style, 3). Organization of interaction networks, the coordination of the activities of the organization, networking functions, as well as formal and informal interactions, 4). Environmental organizations, the rules and regulations governing the public service, responsibility and power among institutions, policies that hinder development tasks, along with financial and budgetary support; 5). Extensive environmental activities that include political factors, economic, and conditions that affect

performance.

All dimensions above upgrades basically developed as a strategy to realize the values of *good governance*. Human resource development as can be seen as a strategy to improve the efficiency, effectiveness, and maintain moral values and work ethic. Medium institutional development is an important strategy that government agencies are able 1). Develop a strategic plan that the organization has a clear vision, 2). Formulate policy with respect to the values of efficiency, effectiveness, transparency, responsiveness, equity, participation, and sustainability; 3). Designing organizations to ensure efficiency, effectiveness, level of decentralization and autonomy are more precise, 4). Carry out managerial tasks to be more efficient, effective, flexible, and adaptive and, more thrive. Medium Development Network, instance can be seen as a strategy to improve cooperation or collaboration with external parties with the principle of mutual benefit.

Capacity building in an approach analogous to the system, it can be seen as a strategy: 1). how to set the inputs and processes to achieve the expected outputs and outcomes, as well as 2). How to organize gives feedback in order to make improvements in the later stages. Strategy set input regarding the capacity of local government to provide various types, quantity and quality of human and non-human resources to be ready for use when needed. Strategy setting is process, with regard to the ability of local government to design, process and policy development, organization and management. Medium organize feedback strategies related to continuous improvement skills by learning outcomes, the limitations of input and process, and to take corrective action after making adjustments to the environment.

RESEARCH METHODS

'This research is basic research (fundamental research) with the type of research literature that examines various theories associated with an increased capacity of local governments and their implementation at the regional autonomy in Indonesia. Data retrieval technique uses data sourced from a variety of secondary sources, such as: books, journals, and rules related legislation. While the data analysis techniques used dates

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back to descriptive analysis, namely: the Koran sekendur data sources to analyze the condition of Indonesia since regional autonomy to draw conclusions related to the development of capacity of regional autonomy in Indonesia since enforced.

RESULTS AND ANALYSIS

1. Good Governance: Local Government Performance Indicators

Demand for *good governance* more prominent lately values. This shows the increasing political awareness and state of society. Therefore, these demands must be accommodated in the standard assessment of the performance of government, let alone the World Bank sets the adoption of the values of good governance as a prerequisite for obtaining financial aid. *Good Governance* is a terminology that is used to replace the term Government, which describes the change of the role of government than just a service provider (provider) to be an enabler or facilitator of public services, and from state ownership into ownership of the people. The main focus is on improving good governance, performance or improving the quality of public services.

Indicators of good governance promoted by several multilateral and bilateral agencies (e.g., JICA; OECD, GTZ) are:

a. Democracy, decentralization, and improving the government's ability;

b. Respect for human rights and compliance with applicable laws;

c. Community participation;

d. Efficiency, accountability, and transparency in governance and public administration;

e. Reduction of military budgets and

f. Orientation market of economic order.

Meanwhile, the World Bank suggests six indicators of good governance, namely:

a. Political accountability, i.e., above the level of public acceptance of an executive leadership through the implementation of the election system and time limits positions;

b. The freedom to gather and participate in religious organizations, profession, etc.;

c. Guarantees equal legal treatment, protection from exploitation and interference from outsiders and exploitation of the environment;

d. Bureaucratic accountability, to create a system to monitor and control the performance in connection with quality, inefficiency and destruction of resources, and transparency in financial management, logistics, and accounting;

e. Availability, validity and analysis of information;

f. Effective public sector management and efficient.

All values are expressed as the Good Governance represents the value of universal governance idealized by all nations, although not necessarily easily accessible; especially for Indonesia's many times in the most corrupt country in the world category. For that a stronger emphasis on some values Good Governance instance accountability and transparency of financial management and a basis for taking decisions, fairness and equality of treatment under the law, as well as the ability of public sector management seems to be very important. Related with it, the values of good governance, which is important as an indicator of performance evaluation of government bureaucracy and autonomous regions, among others include:

a. The existence of a clear vision of where the direction of development is addressed and a clear mission to make it happen.

b. Transparency so that people can control and monitor public institutions and their working process;

c. Responsively, the responsiveness of the local government in serving the interests of the public and stakeholders.

d. There is justice that is reflected in the attitude and policy of member governments to equal opportunities for all citizens;

e. Accountability, etc.,

The formulation of the other associated with the development of governance indicators, namely:

The First, the size of a results-oriented, which consisted of five indicators: 1). Efficacy The ability to achieve its intended purpose, be it in the form of targeted, long-term goals and mission of the organization, and

should refer to the organization's vision. 2). Productivity, is a measure of the ability of the organization to produce output needed by the community. 3) Efficiency is the best ratio between output and input. Ideally the organization should be Able to hold a certain type of service inputs (cost and time) as little as possible. 4). Satisfaction is how far the organization can meet the employees and the community. 5). Justice is the scope or range of activities and services provided by the organization must work with the widest possible distribution of the rate and treated fairly.

The Second, the size of a process-oriented. There are seven process-oriented measures are: 1). Responsiveness is the ability of providers to recognize the needs of the community or in other words, measuring the responsiveness of the provider of the hopes, desires and aspirations and demands of the customer. 2). Responsibility is a measure that indicates the extent of agreement between the implementation of organizational rules and procedures that have been established. 3). Accountability is a measure to indicate the extent of correspondence between the implementation of the organization with external measures that exist in the community and owned by stakeholders, such as the values and norms that develop in society. 4). the adaptation is demonstrating responsiveness to the demands of organizational changes in its environment. 5). Survival is how far the service program can demonstrate the ability to continue to grow and survive in competition with other programs. 6). Openness / transparency are the procedures / protocols are in connection with the public service shall be informed openly known to be easily understood by the public, whether requested or not requested. 7). Empathy is the treatment or care providers of services to the current issues emerging in society.

2. Capacity Building Strategies for Autonomous Regional Government

To achieve the goal of good governance for local government autonomous, then the strategy of capacity building focused on five development capabilities, namely:

a. Strategy development vision and mission of autonomous regions;

b. Strategic human resource capacity building

c. Institutional capacity building strategy;

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d. Strategic network development / networking;

e. Strategy utilization and development of conducive of environment.

The five main strategies are developed, translated into multiple target capability development activities of the City / District (PKPK) that must be implemented, among others, the following:

a. Development Strategic Plan (Strategic Plan) city / county. This Strategic Plan contains the vision and mission of the autonomous regional government, which would serve as guidelines for the preparation of strategic programs for the agency and non-agency and for all agencies of government including parliament. Government Performance will be assessed on the extent to which the area is able to meet the strategic plan.

b. Strategic Development Department, non-Office and Parliament.

c. Insight and knowledge development for all human resources, including insights into autonomy and good governance.

d. Improved skills and technical expertise in accordance with the demands of strategic areas developed by the region.

e. The development of human resources through the development of talent and personality that the placement of HR areas can be done optimally, Youth Motivation through the Fit and Proper test in staffing; Development intelligentsia.

f. Quality Improvement policies to be more in favor of the interests of the community at large and in accordance with the priority areas in the Strategic Plan.

g. The development dimension of the organization so that the number and types of government organizations in accordance with the demands of the needs of the strategic areas in the Strategic Plan.

h. Development Dimensions of management, especially in the field of public management.

i. Public Management Accountability System Development.

j. Developments of organizational culture that can be achieved through the development of systems and organizational mechanisms that can make the entire organization comply.

k. Development of vertical networks with agencies, other governments,

and other institutions.

l. Creation of Security and Order.

3. Problems in the Development of Regional Institutions

In the context of the development of regional institutions in accordance with the provisions of Law No. 22/1999 on Local Government which local authority to establish the organization in accordance with the needs and characteristics of the area itself, the number of organizations formed, and its characteristics are not the same from region to another region. The diversity of the number and characteristics of the organization is often precisely because it raises new problems for the affairs of the same, may differ nomenclature implementing organizations. Similarly to the numbers of office are handling the affairs of the local authority to swell in accordance's with the state reason of each region. Freedom is ultimately limited by the issuance of Government Regulation. 8/2003, February 17, 2003 on Guidelines for the regional organization, which regulates and limits the number of organizational characteristics for units set up by the local work. Discrepancies Republic of Indonesia Act 1999 on Local Government revised the development of the state, political subdivision, and the implementation of regional autonomy demands, prompting the central government to issue a revision of the Local Government Law 32/2004. With the publication of the Act are expected blood governments can implement programs and activities with measurable outcomes and benefits.

However, the Act has yet to set the size of the regions according to the needs of each region. Even the rules that had been approved previously, the PP. 25/2000, as well as PP. 8/2003 is still more manifest bureaucratic desire to exist in different forms and levels of organization of the large number of positions, not based on the perceived need to provide the best service for the community. Therefore more weeks to maximize the performance of the organization in serving the local community, then issued PP. 41/2007.

With the issuance of PP. 41/2007 is expected to be more effective governance, so that the service to be better because it contains several grains of changes that have dimensions very strict standards. Standard-

ization itself emerged for several reasons: (1) mismatch nomenclature local institutions with the central agency which often lead to difficult budget process and lead to inefficiency of governance in the region, (2) the organizational structure of local government in Indonesia, which tend to be very fat, so the potential suck most of the budget allocations for personnel expenditures and not for items other more productive activities for the benefit of society.

However, PP is also still show weakness and not show partiality to the values of good governance, because according to Abdul Syani in papers entitled "Impact Analysis Application PP. 41/2007 On the regional organization "voiced that"... it is more pro-PP to the bureaucracy than public services. Issues of efficiency and public services seem to be the order of the next. ". The indication is further evidenced by the growing number of institutions in the region as a result of the implementation of PP. 41/ 2007. The table below shows a comparison of bunion organization:

TABLE 1. COMPARISON OF THE REGIONAL ORGANIZATION IN ACCORDANCE WITH PP. 8/2003 AND GOVERNMENT REGULATION NO. 41/2007

THE REGIONAL ORGANIZATION	PP NO. 8/2003	PP NO. 41/2007
Regional Secretariat	3 Assistance	3 Assistance
	11 divvy	11 divvy
Regional Office	13 official	14 official
Regional Technical Institute	12 Agency / Office	13 Agency / Office
sub-district	21 sub district	21 sub-district
Village	4 Village	4 Village
Secretariat of DPRD	2 divvy	4 divvy

The condition can occur if local governments choose to impose the maximum area of the organizational structure, as described in the PP. 41/2007 to Article 28, 29, 30, 31, 32 and Article 33, which contains rules about the amount of sections, fields, sub-section or sections in areas ranging from the organization of the Secretariat, regional offices, regional technical institutions, districts and villages.

The product range policies governing the organization of the regions

mentioned above, coupled with No. domestic government publishing. 52/2007 which contains the Technical Guidelines for structuring the regional organization raises complexity and inefficiency due to ambiguities and unclear standards desired by the central government. domestic government confirms that there are several agencies and technical institutions should be owned by the county but that number also expressed office / technical institutions in accordance with the characteristics, potential, needs and abilities of each area. As a result, each region may create their own business or technical institute required, provided in accordance with the criteria defined in paragraph 2 of the magnitude of the regional organization. Desire to accommodate the diversity, uniqueness and strategic needs of each Autonomous Region, as well as to accommodate the need for setting the size and uniformity of nomenclature of regional institutions, is what actually lead to confusion and hassle. On the other hand, the middle path chosen by the county to utilize the maximum amount of institutional constraints, it can result in swelling of the institutional structure that has implications for areas of swelling staffing budget, contrary to the values of efficiency and effectiveness in the Good Governance to be achieved.

CONCLUSION

Capacity building for local government autonomy is a big job, especially for a system of government that has tended to be more self-serving than serving the public. However, capacity building is necessary to always priority and carried out by local governments. Control of a variety of stakeholders other than Parliament, must be done so that any attempt at improving and enhancing the performance of the bureaucracy in local government can deliver results in line with the expectations that were based on regional autonomy.

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Pengembangan Kemampuan Pemerintah Kabupaten/Kota. 2000, diterbitkan oleh kerjasama Depdagri OTDA dan BAPPENAS.

Berbagai UU dan PP yang terkait.