

CHAPTER III

ANALYSIS AND DATA INTERPRETATION

A. The indicators in implementing Sister Province Cooperation between Special Region of Yogyakarta and Kyoto Prefecture

1. The work program in Sister Province Cooperation between Special Region of Yogyakarta and Kyoto Prefecture.

Sister Province Cooperation between Yogyakarta and Kyoto is not only in cultural sector, in the Agreement for The Establishment of Friendly Relations between Yogyakarta and Kyoto, there are guidelines of Yogyakarta and Kyoto Work Program, which mention what kind of sector including Sister Province Cooperation between Yogyakarta and Kyoto, which are :

1. Art and culture

- 1) Performance and exhibition on art and culture
- 2) Information on traditional art and culture
- 3) Technique for cultural properties preservation and preservation of environment in the surrounding area
- 4) Cultural and art development

2. Education and science technology

- 1) Educational development scheme
- 2) Learning of special information and technique
- 3) School educational activities
- 4) Technology development

3. Tourism promotion

- 1) Tourism information
- 2) Tourism assests management and resort development
- 3) Tourism development plan
- 4) Tourism promotion and exhibition

4. Industry

- 1) Management and technique of handicraft and home industry
- 2) Preservation and promotion of traditional industry
- 3) Exhibition of products in both parties
- 4) Development of local industry

5. Others

- 1) Mutual visiting of both delegations
- 2) Mutual visiting of women and youth
- 3) Sports games
- 4) Other fields

2. The activities conducted in Sister Province Cooperation between Yogyakarta and Kyoto.

In order to implement the programs in Sister Province Cooperation, established Joint Committee which the document undersigned by Head of Bappeda DIY (Ir. KPH Probokusumo) and Chairman of Plan and Development Division of Kyoto Prefecture, Japan, Mr Tsutomu Yoshioka. According to Cooperation Agency and Capital Investment Yogyakarta document (BKPM, 2011), the activities conducted in Sister Province Cooperation between Yogyakarta and Kyoto are :

1. Sister Province cooperation between Yogyakarta and Kyoto on cultural sector :

a. Cultural Heritage Restoration

Kyoto Prefecture have famous cultural heritage that still in good condition even though it deals with many condition that could destroy its authenticity. And through this program, Kyoto's government will support :

- 1) Acceptance 2 technical officer from Yogyakarta province to get training in Kyoto for 60 days in November 4 – December 26, 2008.

- 2) In 2008, Mr Hiroki Okumo and Mr Yasuhiro Yamaguchi came to Yogyakarta to help the cultural heritage restoration in Yogyakarta Province that broken because of earthquake.
 - 3) In 2009, the acceptance of cultural heritage restoration expert from Kyoto Prefecture, Mr Atsusi Komiya.
 - 4) In 2009, Cultural Agency Special Region of Yogyakarta got the training in Kyoto about cultural heritage restoration.
 - 5) In 2010, collaboration of art performance from Yogyakarta Palace Dancer with Gamelan player from Kyoto Prefecture which performed in Reitsumekan University in Kyoto station to celebrate 25th cooperation between Yogyakarta and Kyoto.
As the commitment of both parties to continue their cooperation in the future, Yogyakarta and Kyoto have signed “Reaffirmation of the Friendly Relation Agreement between The Government of Yogyakarta Special Region, Republic of Indonesia and The Government of Kyoto Prefecture, Japan”.
- In 2011, Yogyakarta invited in 26th Cultural Festival of Japan in Kyoto. Yogyakarta requested as one of the performer. The delegation presented Yogyakarta Palace Dance.
- 6) In 2011, Yogyakarta government gave a set of gamelan to Reitsumekan University.

b. Children’s painting exchange program

This program started in 1999 and become the annual program. This program stopped in 2006 and restart in 2007 in order to strengthen the cooperation and increase the understanding of cultural aspect between DIY and Kyoto. After the painting is submitted, it will exhibited. In November 28, 2011 this program held in Bentara Budaya Yogyakarta to celebrate 20 years cooperation between DIY and Kyoto.

2. Sister Province Cooperation between Yogyakarta and Kyoto on Industry and Trade Sector :

a. *Tecollabo* Program

Tecollabo (*Technology Collaboration*) means collaboration in technology expected to give many changes and improvement in craft industry in Yogyakarta through collaboration in design technology, production technology, materials technology, and packaging technology so that it could produce the better product that can fulfill the demand of modern market.

Tecollabo – Technology Collaboration, the program which designed in the terms of collaborating the craftsmen either from Kyoto and Yogyakarta. This program was designed in 2007 and in 2008 held Workshop and exhibition either in Indonesia or Japan. This exhibition held in Jakarta was attended by President Susilo Bambang Yudhoyono.

From this program, Yogyakarta craft is expected to join international market especially Japan. This program was designed in 2007, and in 2008 was held a workshop and exhibition in Indonesia and Japan. Moreover, the exhibition in Jakarta was attended by President Susilo Bambang Yudhoyono. This program held by Kyoto and Yogyakarta supported by private sector such as Royal Silk Foundation (Yogyakarta) and Hosono Corp. And Aikubo Corp. (Kyoto) as the international market supplier. In 2007 – 2008 this program focused on UMKM (Micro, small, and medium enterprise) development and small craftsmen in Yogyakarta that got earthquake impact. Small business which chosen are Batik craft in Imogiri, Wooden Batik, Krapyak Lurik, Alam Gemplong fiber weaving which is majority the disaster victims in May 27, 2006.

In 2015, Yogyakarta and Kyoto celebrated 30th year sister province cooperation. During that year, various activities already conducted especially in cultural sector. For the example, the latest activity from this cooperation is submitting participants of cultural heritage

restoration training to Kyoto Prefecture from Cultural Agencies Yogyakarta Province or acceptance the experts of cultural heritage restoration from Kyoto Prefecture, Mr. Atsushi Komiya. In the other hand, *Tecollabo Exhibition* regularly conducted by Royal Silk Foundation collaborating with the private sector in Kyoto, exhibit the masterpiece of craft industry from the collaboration of both regions.

b. Jogja Japan Club

The members of this club is the businessman from Yogyakarta, Kyoto and Osaka. The aim of this club is to trade opportunity to the businessman in Yogyakarta.

c. Celebration of 30 years Sister Province cooperation between DIY and Kyoto

Celebrating 30 year of Sister Province cooperation between Yogyakarta and Kyoto, Governor of Yogyakarta visited Prefecture Kyoto on August 27 – 29, 2015. In that meetings, Governor of Yogyakarta (Sri Sultan Hamengku Buwono IX) conducted a meeting with the Chairman and members of commerce and industry agency in Kyoto to promote the investment opportunity and economic cooperation with Indonesia. In the next occasion, the governor of Yogyakarta held a meeting with Governor of Kyoto (Mr Keiji Yamada) and express their gratitude for 30 years of cooperation, and look forward for improving their cooperation in various sector for social welfare in both province.

As part of Governor of Yogyakarta official visits series in Kyoto, it was including visited Research and Development Center of agriculture, animal husbandry, fishery and forestry owned by Kyoto Prefecture. In that meetings, Governor of Yogyakarta and the delegation got an explanation related to the efforts taken by Kyoto Prefecture in order to develop endemic agricultural products in Kyoto which is effective, efficient and beneficial in the terms of nutrition and taste.

In 30 years celebration of Sister Province cooperation between Yogyakarta and Kyoto, it shows cultural performance such as gamelan and Yogyakarta Palace Dance (Srimpi Catur Manggala) and Yogyakarta dance (Sekartaji Mask) in Miyazu Hall in Miyazu City, Kyoto and watched about 800 audience.

3. Sister Province Cooperation between Yogyakarta and Kyoto on Education Sector :

- a. Scholarship program for Japan Literature students Gajah Mada University.

This program held in 2006 – 2008. The aim of this program is to attract more students to study Japan Literature and History of Japan.

- b. The Opening of Kyoto Book Corner in Yogyakarta Library as the celebration of 25th year of cooperation between Yogyakarta and Kyoto in 2010.

This program is the outcomes of the cooperation between Yogyakarta government which is Library and Regional Archives with Kyoto government and Japan Embassy in Indonesia started in 2010 at the Celebration of 25th year of Cooperation between Yogyakarta and Kyoto by Governor of Kyoto, Mr Keiji Yamada and Duke of Paku Alam IX. The aims of this program are to increase the ability of the government to provide the books related to Kyoto, Japan; increase the reading interest and knowledge of the society regarding Kyoto, Japan. Kyoto Book Corner located in Library and Regional Archives Yogyakarta and provide 475 books, 2 CD, and 45 magazines supported by Kyoto government. Kyoto Book Corner can be access by public, students, and everyone who need the information about Kyoto.

The challenges of Kyoto Book Corner are the unclear follow up after book launch and the limited utilization because it is only can use for people with ability to speak and read Japanese. In order to decrease the challenges, it could manage by giver training about Javanese language and Kanji; play movie about Kyoto (documenter, history,

culture, etc); give education about Japan culture or skills such as origami, Ikebana, Ondori; establish the cooperation between Kyoto Book Corner and University or community which interested with Japanese culture in Yogyakarta.

- c. Cooperation examination between Private University in Yogyakarta with Private University in Kyoto on June 26, 2011 – July 1, 2011.

Yogyakarta along with Kopertis Wil 5 and 8 biggest Private University in Yogyakarta did exploration activity to 10 famous Private University in Kyoto and Osaka.

- d. Undersigned university cooperation.

In the end of 2011 was planned to undersigned the cooperation between University of Muhammadiyah Yogyakarta and Reitsumekan University.

4. Kyoto Prefecture and Special Region of Yogyakarta Joint Art Exhibit Commemorating 20 years of Friendship: “Exchange Utilizing Our Strengths”, Based on Traditional Industry Exchange.

This event started with Ribbon-cutting ceremony, demonstration of batik dyeing, an artist demonstrates weaving Nishijin brocade and closed with fashion show of batik. (Gomori)

5. Welcoming Yogyakarta Governor to Kyoto Prefecture to attend Indonesia – Japan Year of Friendship Commemorative Event.

In May 28, 2008 : Kyoto State Guest House (Entertainment provided in the reception hall with the best of traditional industry was displayed. It was the first time that reception hall used exclusively for the purpose of Kyoto Prefecture International Exchange.

6. Celebration of 25th year of Sister Province Cooperation between Yogyakarta and Kyoto :

On October 19 – 22, 2010 Yogyakarta government held celebration of 25th year of Cooperation between Yogyakarta and Kyoto in Yogyakarta with the list of activity down below :

- a. Royal Dinner held by Governor of Yogyakarta attended by VIP guest such as Kyoto, Japan Embassy and Private sector.
- b. Undersigned Reaffirmation The Sister State Agreement between Special Region of Yogyakarta, Indonesia and Kyoto Prefecture, Japan followed with Official Announcement about Celebration of 25th year of Cooperation between Yogyakarta and Kyoto under *Torii* gate in Malioboro Street.
- c. Official Announcement of Kyoto Book Corner in Yogyakarta Province Library in Malioboro Street.
- d. Tecollabo Exhibition and Jogja Japan Week in 10a.m. This event supported with many performance such as fashion show, *Yosakoi* dance performance, Ikebana performance and *Katana "Iai Jutsu"* performance. This event started in October 20, 2010 – October 24, 2010.
- e. Interactive Dialogue between Vice Governor of Yogyakarta and Governor of Kyoto. The theme of this dialogue is "25th year Cooperation between Yogyakarta and Kyoto" in TVRI National.

7. International Events Utilizing Kyoto's Strength :

- a. In October 2000 : Kyoto Prefecture employees led the cooperation to share agricultural techniques.
- b. In October, 2002 : Kyoto Prefecture employees led the cooperation to preserve cultural wealth.
- c. In March, 2008 : JICA, Kyoto Prefecture and grassroots experts held an event for restoring cultural wealth after Java earthquake.

8. Disaster Recovery Support :

According to Cooperation Agency and Capital Investment Yogyakarta document (Gomori), Kyoto government and society supports the disaster recovery support in Yogyakarta on May 28, 2006. Java earthquake caused more than 6.000 dead, more than 40.000 injured, more than 200.000 buildings damaged.

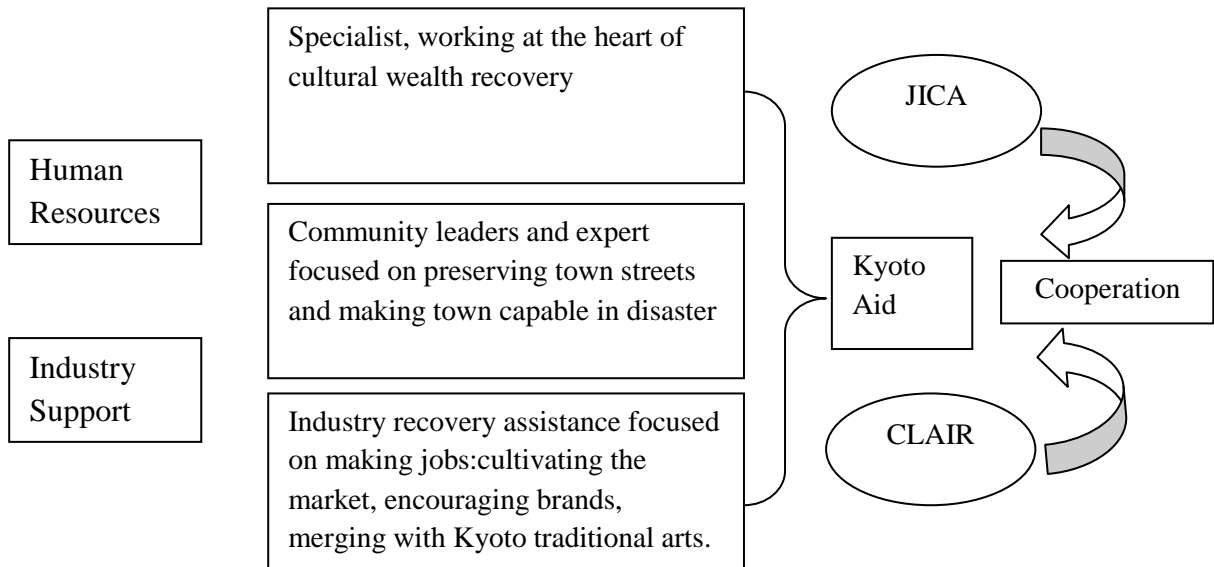
Emergency Recovery Aid from Kyoto :

- a. Financial aid 1.000.000 yen
- b. Delivery of emergency support of goods
- c. Donation : in total 10.020.000 yen (September 15, 2010)
- d. Dispatching workers (August 20 – August 24, 2006)
- e. Charity concert sponsored by Kyoto Prefecture and Ritsumeikan University on September 23, 2006
- f. Developed “Tecollabo” high quality goods with Kyoto traditional crafters to help craftsmen recover (2007 – now)
- g. Developed human resources to aid cultural wealth and town recovery
- h. Established NPO “Tecollabo” (March, 2010)
- i. Created Political-Industrial-Academic Platform (April, 2010)

Dispatching Kyoto Employees, giving financial assistance while surveying the damage and needs, holding recovery support consultations with Yogyakarta government on August, 2006 about 10.020.000 yen. And on March, 2007 held a Workshop to inspect the damage of the location which traditional goods are produced and evaluate the needs, led by Kyoto Prefecture and Doshisha University.

Governor Yamada Visits Yogyakarta : Investigating recovery efforts and expressing sympathy. On October, 2007, Governor Yamada and Sultan Hamengku Buwono X exchange ideas for investigating the things that necessary for recovery and providing cooperation across borders.

Figure 3.1 The Pillars of Recovery Aid : Developing Human Resources and Industry Support.



Source: (Kyoto Prefectural Government International Affairs Division)

Disaster Recovery Aid based on the exchange principle “Utilizing Our Strengths” (Traditional Arts Support). Offering a new point of view : international cooperation in local areas, a combining recovery of traditional industry, rebuilding the cities’ brand of charming town streets, culture and tradition. Cooperation in arts to recover cultural wealth by Kyoto Prefecture Cultural Properties Division and Industry Recovery Supports with Tecollabo Project. With Tecollabo project, it created a new brand based on collaboration between traditional craft artist in Kyoto and Yogyakarta. The prototype of these project are fragrance sachet made by Batik at Shoyeido store and handbag made by Batik at Matsuhira store.

Training staff on Restoring Cultural Wealth with workshop about improving houses earthquake resistance, training on creating town scenery, and Public Lecture about protecting cultural wealth from disaster on February, 2008. And on December 1st – 13, 2008, attended an event for training and Developing Community Leaders. This event is related to workshop on making earthquake resistant house (December, 3), workshop

on post-earthquake recovery at Disaster Prevention Center (December,5), etc.

9. Visitation of Kyoto Prefectural Assembly and Kyoto Businessmen in 2011.

In October 12 – October 16, 2011, *Kyoto Prefectural Assembly* and Ex-Vice Governor of Kyoto visited Yogyakarta in order to conduct *courtesy call* with Governor of Yogyakarta, royal dinner, plant the tree and business meeting with every head of agency in Yogyakarta.

B. The implementation of Sister Province Cooperation between Yogyakarta and Kyoto on cultural sector

1. Regulations or technical provisions about regional cooperation.

In order to implement Sister Province cooperation between Yogyakarta and Kyoto, Cooperation Agency and Capital Investment Special Region of Yogyakarta implement the following regulation. The legal base or technical provisions used as guidelines for the implementation of Sister Province cooperation between Yogyakarta and Kyoto are as follows:

- 1) Regulation of Ministry of Internal Affairs Number 3 Year 2008 regarding the guidelines in implementing regional cooperation with foreign country.
- 2) Regulation of Governor DIY Number 91 Year 2012 regarding the guidelines of regional cooperation. However, because this cooperation conducted in 1958, the regulation that regulate about sister province cooperation, the steps in implementing the cooperation and Cooperation Agency and Capital Investment Special Region of Yogyakarta have not exist yet. In that period, some steps could be different from current steps, but Sultan did consultation with Ministry of Foreign Affairs in order to ensure the cooperation never against the authentic regulations. It shows by the sectors involved in this cooperation are not include in the prohibited sector to cooperate. So that, in that period before

assigned the agreement, the Governor already have consultation with the central government to avoid particular things that forbidden.

- 3) Regulation Number 13 Year 2012 regarding Special Region of Yogyakarta.
- 4) Memorandum of Agreement for the establishment of friendly relations between The Government of The Province of Yogyakarta Special Territory, Republic of Indonesia and The government of Kyoto Prefecture, Japan.
- 5) Reaffirmation of The Friendly Relations Agreement between The Government of Yogyakarta Special Region, Republic of Indonesia and The Government of Kyoto Prefecture, Japan.

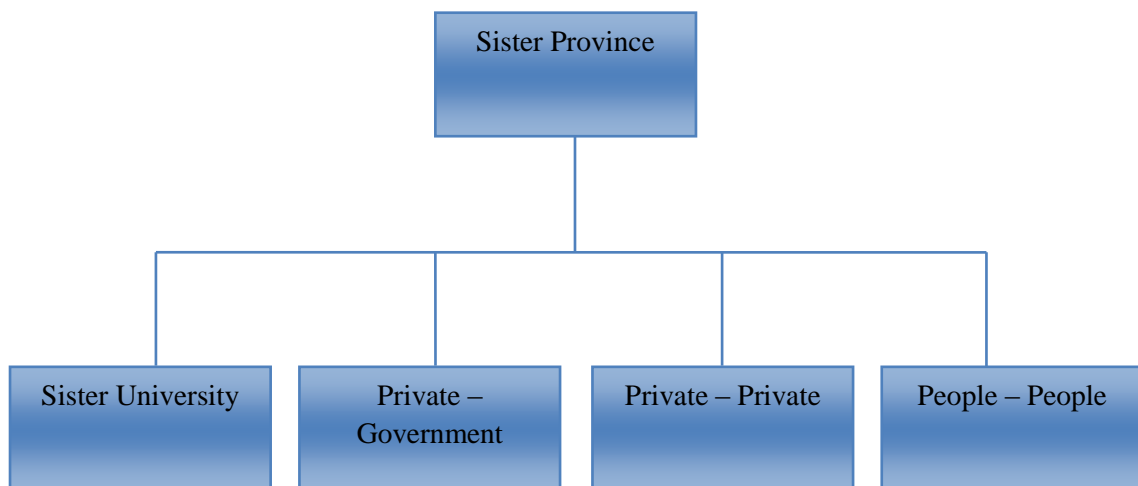
As the special provinces, Special Region of Yogyakarta and Prefecture Kyoto have strong identity compare than other region in their country. The uniqueness of Yogyakarta encourage the local society to conserve their art, culture, language, norms, value as the part of their life. As the support, central government gives big opportunity for Special Region of Yogyakarta to develop its own region and big amount of Privilege Funds for cultural heritage restoration. With various similarities bring them to establish sister province cooperation. This cooperation established in July 16, 1958 influenced by several circumstances, such as personal relation between Kyoto's Governor (Mr. Yukio Hayashida) and Yogyakarta's Governor (Sri Sultan Hamengku Buwono IX). Mr. Yukio Hayashida was allocated in Yogyakarta during World War II and conducted good relation with Sri Sultan Hamengku Buwono IX.

Besides, these two regions have similarity in government system because these region used to be the capital city, become the cultural central, have historical value of patriotism and become the national cultural destination. Kyoto is known with the traditional woven fabric or Nishijin which become the backbone of modern textile industry, while Yogyakarta known with Batik as the fine art and

approved as World Cultural Heritage by United Nations, and nowadays Batik become a fashion trend in Indonesia.

In Sister Province Cooperation between Yogyakarta and Kyoto, Cooperation Agency and Capital Investment Yogyakarta have role as the negotiator and cooperation with Kyoto belongs to sub-division of Foreign Cooperation. As the negotiator, Cooperation Agency and Capital Investment Yogyakarta have responsibility to establish the cooperation either in domestic level or international level, and the implementor of the cooperation is related agency.

Figure 3.2.



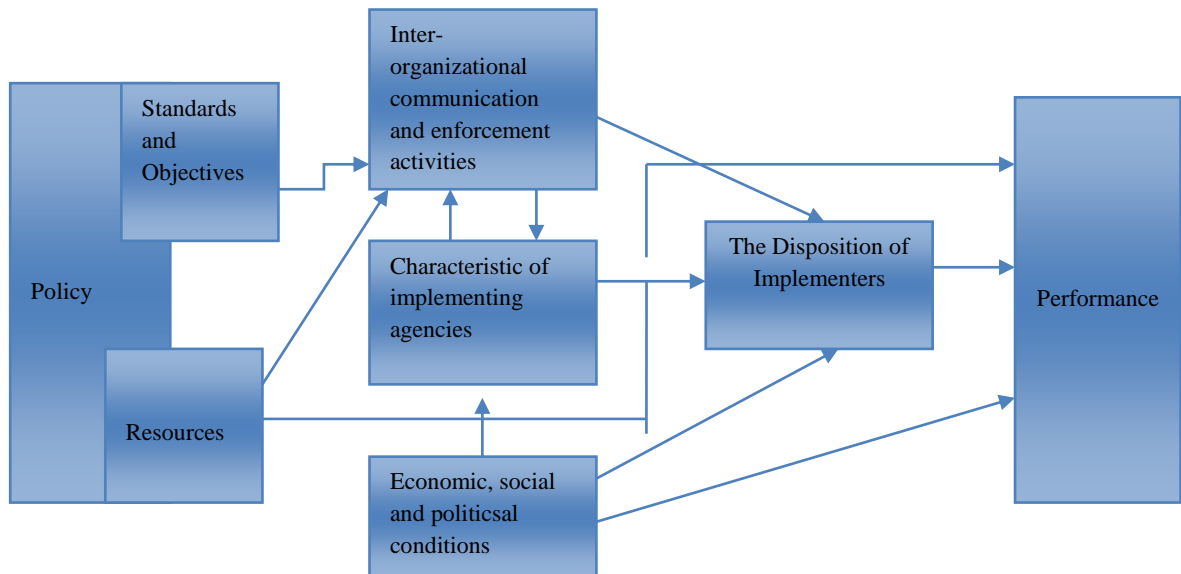
*Source: Cooperation Agency and Capital Investment Yogyakarta document
(Workshop Kyoto, 2011)*

From figure 3.1. shows the relation inside Sister Province cooperation between Yogyakarta and Kyoto. Sister Province cooperation between Yogyakarta and Kyoto is not only Government to Government (G to G) cooperation but also among University, Private to Government, Private to Private and People to People. And Cooperation between Yogyakarta and Kyoto has reached the highest level of cooperation contact which is People to People contact, it could happen when the implementor of the cooperation is not only the government but also the private even the society. It shows by several condition, which are :

- a. Disaster Recovery Support after Java earthquake;
 - b. The artist especially art performers did collaboration and made performance in Yogyakarta, Kyoto and other region in Indonesia or Japan;
 - c. When Japan experienced earthquake and tsunami, Yogyakarta society supports with the charity through Fund Raising Event with the theme “Jogja Care for Japan”; and
 - d. Elementary student from Kyoto and Yogyakarta joined the event of Children Painting Exhibition as a collaboration between Yogyakarta and Kyoto;
- 2. Analysis about the implementation of Sister Province Cooperation between Yogyakarta and Kyoto on cultural sector.**

Regarding the discussion about the factor that influence implementation of Sister Province Cooperation between Yogyakarta and Kyoto on cultural sector, it connect to policy implementation process to determine which influential factor related to factor that influence implementation process of Sister Province Cooperation between Yogyakarta and Kyoto on cultural sector.

Figure 3.3.



Source: (Van Meter, *The policy implementation process: A conceptual framework*, 2002)

There are six variables identified in Figure 3.2. which are :

- Policy standards and objectives, which ‘elaborate on the overall goals of the policy decision ... to provide concrete and more specific standards for assessing performance’;
- The resources and incentives made available;
- The quality or inter-organizational relationships;
- The characteristics of the implementation agencies, including issues like organizational control but also, going back surely to interorganizational issues, ‘the agency’s formal and informal linkages with the “policy making” or “Policy – enforcing” body’;
- The economic, social and political environment; and

- The ‘disposition’ or ‘response’ of the implementers, involving three elements: ‘their cognition (comprehension, understanding) of the policy, the direction of their response to it (acceptance, neutrality, rejection) and intensity of that response’;

Van Meter and Van Horn go to suggest a model which six variables are linked dynamically to the production of an outcome “performance”. They clearly see implementation as a process that starts from an initial policy decisions: “policy implementation encompasses those actions by public and private individuals (or group) that are directed at the achievement of objectives set forth in prior policy decisions. That process is presented as going through a series of stages with the arrows pointing forward or sideways and not back to the policy. (Van Meter, The policy implementation process: A conceptual framework, 2002) The implementation of sister province cooperation influenced by six variables with the following explanations :

1. Policy standards and objectives.

In policy formulation it needs to decide policy standards and objectives which ‘elaborate on the overall goals of the policy decision. Because the policy need to provide concrete and more specific standards for assessing performance. In policy formulation also need to decide what kind of cooperation will conducted in order to determine who will conduct the cooperation. As the facilitator in conducting the cooperation between Yogyakarta and Kyoto, Cooperation Agency and Capital Investment DIY follow Regulation of Ministry of Internal Affairs Number 3 Year 2008,

Regulation of Governor DIY Number 91 Year 2012, and Regulation Number 13 Year 2012. In Regulation of Ministry of Internal Affairs Number 3 Year 2008 chapter II article 2 mention about Cooperation Principle:

1. Similarity in position
2. Give mutual advantages
3. Do not disturb political stability and economy
4. Respecting sovereignty Republic of Indonesia
5. Maintaining sustainable development
6. Support gender equality
7. Follow the regulation

Then in the same regulation, chapter IV article 5 it mention about cooperation requirement:

1. Similarity in status of administration
2. Similarity in characteristic
3. Similarity issues
4. Mutual effort
5. Increase social relationship

Afterwards in Regulation of Governor DIY Number 91 Year 2012 article 3 verse number (2) mention about the steps related to the procedures of regional cooperation:

- a. Preparation
- b. Initiative

- c. Discussion
- d. Preparation of the agreement, memorandum of understanding
- e. Undersigned the agreement, memorandum of understanding
- f. Preparation of the agreement
- g. Undersigned the agreement
- h. Implementation
- i. Monitoring and evaluation

Then in Regulation Number 13 Year 2012 chapter number IV article 7 verse number (2) mention about the authority of Special Region:

- a. Procedures of position, occupation, duty, and authority of the Governor and Vice Governor;
- b. Organization structure in DIY government
- c. Culture
- d. Land
- e. Spatial

The regulation above become the guidelines to conduct the cooperation, so that it could avoid the hesitation about the standart of the policy that could potentially cause multipretation and inhibit the process of implementing the cooperation. Besides, the objectives of this cooperation mention in Agreement for the establishment of friendly relations between The Government of The Province of Yogyakarta Special Territory, Republic of Indonesia and The government of Kyoto Prefecture, Japan.

While Cultural Agency, as the implementers, to perform the activities from this cooperation follow the Memorandum of Agreement for the establishment of friendly relations between The Government of The Province of Yogyakarta Special Territory, Republic of Indonesia and The government of Kyoto Prefecture, Japan which is also mention about the objectives of sister province cooperation between DIY and Kyoto ;then the Reaffirmation of The Friendly Relations Agreement between The Government of Yogyakarta Special Region, Republic of Indonesia and The Government of Kyoto Prefecture, Japan, as the guideline. The agreement of the cooperation will updated systematically to strengthen the relationship. If the implementation process or even the outcome of this cooperation is not fulfill the standards and objectives of this cooperation it means this cooperation is failed. For the example, one of the objectives of this cooperation is mutual benefit. DIY is famous with Batik and Kyoto with Nishijin and its traditional costume, Kimono. People in DIY are impossible to wear Kimono for daily activities, as well as Japanese people lived in Kyoto who rarely wear Batik. Tecollabo program designed to combine craftsmen in Kyoto and DIY, this program created kimono using Batik. Because of this program DIY could expand its scope in international market especially Japan. This program also created handbag made by Batik and sold in Matsuhira, Kyoto Prefecture.

2. Resources.

After determine who will conduct the cooperation, the related agency suggest what kind of cooperation will establish. The related agency will estimate how much budget needed to establish the program of the cooperation. The implementation of sister province cooperation on cultural sector is conducted by Planning division, Cultural Agency DIY. It means the implementers of this cooperation is the agency that have understanding related to cultural sector. To conduct the ativities from this cooperation also supported by big budget from Special budget (Dana Keistimewaan) about Rp. 3.000.000.000 and the amount for Sister Province itself about Rp. 500.000.000 – Rp. 600.000.000. The reason why it supported by Special budget is because culture is including the authority of Special matters, it clearly mention in Regulation Number 13 Year 2012 chapter IV about Authority article 7 verse number (2) :

- a. Procedures of position, occupation, duty, and authority of the Governor and Vice Governor;
- b. Organization structure in DIY government
- c. Culture
- d. Land
- e. Spatial

Resouces have important affect in the implementation of cooperation between DIY and Kyoto on cultural sector and to achieve its goals, if the implementers of this cooperation is the agency with less understanding

about culture or the cooperation on cultural sector is not including the authority of Cultural Agency or it is not supported with big number of budget how can this cooperation be conducted. For the example expert visits, Mr Hiroki Okumo and Mr Yasuhiro Yamaguchi from Kyoto came to DIY to help the cultural heritage restoration in DIY that broken because of natural disaster, earthquake. DIY government especially Cultural Agency must provided good services for the guest from Kyoto because their visitation including one of the program in sister province cooperation in cultural sector.

3. The quality of inter-organizational relationship.

To determine what kind of activity will conducted in sister province cooperation between DIY and Kyoto on cultural sector, it going through several steps such as each division in Cultural Agency suggest what kind of program will conducted and submitted to Planning division. Planning division will analyze and compile that activities, either that program must be removed or need an improvement so that it could submitted to Cooperation Agency and Capital Investment DIY and then presented to Kyoto prefectural government, International Affairs division. Then between DIY government and Kyoto government will decide about the final program that will implemented in sister province on cultural sector.

4. The characteristics of the implementation agencies.

The initiation of what kind of program will conducted in sister province between DIY and Kyoto on cultural sector come from Cultural Agency

and then submitted to Cooperation Agency and Capital Investment DIY and then presented to Kyoto prefectural government, International Affairs division. It means that Cultural Agency have authority in the implementation of sister province between DIY and Kyoto on cultural sector. It mention in Governor Special Region of Yogyakarta Regulation Number 54 Year 2015 about job and function of Cultural Agency chapter III about job and function, part 1 Cultural Agency, article 3 verse number (1) and (2) :

(1) Cultural Agency have responsibility to establish Regional Government issues in cultural sector, deconcentration and additional obligation given by the government to protect, maintain, develop and utilize the culture in Yogyakarta to strengthen the character and identity as the identity of the society of DIY.

(2) In order to establish the responsibility according to verse (1), Cultural Agency have function :

- a. Arrange the program and have control related to cultural sector;
- b. Formulating the technical issues related to cultural sector;
- c. Protect, maintain, develop and utilize cultural system according to Sultanate and Duchy philosophy inside or outside the Sultanate and Duchy of DIY.

Etc.

even though Cultural Agency conduct discussion to Cooperation Agency and Capital Investment DIY related to what kind of program will

conducted in sister province between DIY and Kyoto on cultural sector but Cooperation Agency and Capital Investment DIY only take part as the facilitator or communicator in this cooperation.

This variable influence communication and enforcement activities because with the existing regulation, the cooperation should be done according to the regulation and the agreement. The characteristic of implementing agent also influence disposition, because bureaucrats must implement or follow the activities that have been approved and the regulation implemented inside the agency.

5. Economic, social and political environment.

Regarding the economic condition, in Regulation of Ministry of Internal Affairs Number 3 Year 2008 it mentions if conducted the cooperation need to consider about the ability of economic condition, human and natural resources, risk, transparency, accountability, and etc. So that, if one region want to conduct the cooperation it means that region occupy the characteristic or the consideration. In the case of Special Region of Yogyakarta, with the special budget and its uniqueness, Yogyakarta could develop its region better. Related to economic issues, sister province between DIY and Kyoto on cultural sector supported by Special budget from central government, it mention in Regulation Number 13 Year 2012 about Special Region of Yogyakarta, chapter I article 1 verse number 6:

“Central Government, and afterwards mention as Government is President of Republic of Indonesia who have the power about Governmental Affairs of Republic of Indonesia according to Constitution.”

In the same regulation, chapter XIII article 42 verse number (1), (2), (3) :

- (1) Government provide the budget related to Speciality issues in DIY as it mention in article 7 verse number (2) regarding regional income and financing budget (APBD) as needed by DIY and the state ability.
- (2) The budget regarding the implementation of Special Region of Yogyakarta as it mention in verse (1) examine and establish by Government according to the suggestion from DIY government.
- (3) The budget related to verse number (2) is Special budget for DIY government and control by DIY government, the allocation and distribution of the budget through transfer mechanism to the region.

While in social environment, the society consider this cooperation as the good thing and support it, either Yogyakarta society or Kyoto society eventhough the society who involved in this cooperation even though only the particular society. It shows how the society in both province seems connected each other. As it mentioned in Figure3.1. about the relation in sister province cooperation between Yogyakarta and Kyoto, this cooperation is not just run by the government, but the society either personal or group, private, university is collaborate by applying this cooperation. It shows by performing art collaboration in 2010. This performance consist of dancer from Yogyakarta palace and gamelan player

from Kyoto Prefecture and performed in Reitsumekan University also in Kyoto Station to celebrating 25th years cooperation between DIY and Kyoto. Participation of the society also become the motivation for the implementers to increase the performance of sister province cooperation. This cooperation also supported by Regional Representative Assembly, it is because the MOU of this cooperation must be approved by Regional Representative Assembly, it is also related to the budget to implement the cooperation. This condition mention in Govenor Regulation Number 91 Year 2012 about Regional Cooperation guidelines, article 5:

“Regional cooperation plan which assessing the region and society must receive the approval from Regional Representative Assembly with the conditions if the budget of the cooperation have not estimated yet in) regarding regional income and financing budget (APBD) in current periods”.

Economic, social and political environment influence the characteristic of implementing agencie, Cultural Agency will analyze which activities should be done or not, when activities should be done, how much budget needed, and it is supported by Regional Representative Assembly or not because as it mention above if the MOU of this cooperation must be approved by Regional Representative Assembly, because it is related to the budget to implement the cooperation. That condition influence what kind of action should take by the bureaucrats. This condition also influence the performance of this cooperation, when one that condition is

missing then the cooperation may not succeed. Moreover the economy condition, if this cooperation is not supported with low budget then how to implement the activity in sister province cooperation.

6. Disposition or response of the implementers.

The 'disposition' or 'response' of the implementers, involving three elements: 'their cognition (comprehension, understanding) of the policy, the direction of their response to it (acceptance, neutrality, rejection) and intensity of that response'. This variable involving three elements:

- a. The cognition (comprehension, understanding) of the policy.

The implementers which is Cultural Agency must understand about the cooperation such the regulations, the activities conducted in sister province cooperation, the budget, who will involve in this cooperation and etc so the implementation of this cooperation will go right. Also the cognition will avoid the hesitation about the policy that could potentially cause misinterpretation and inhibit the process of implementing the cooperation.

- b. The direction of their response to it (acceptance, neutrality, rejection).

Every program in sister province cooperation will be supported by the implementers because they believe that the program in sister province cooperation in the cultural sector is the good activities to do also because the agreement of this cooperation is already signed then they have responsibility to conduct the cooperation.

- c. The intensity of that response.

As it mention before if every program in sister province cooperation will supported by the implementers because the agreement of this cooperation already undersigned then it must be done with responsibility so that the cooperation will achieve the goals. Sister Province cooperation is top- down policy, it means the initiative comes from the top. The response of the implementers influence the performance of the cooperation, either it going success or not. And in this cooperation, implementers have their own function and appropriate responsibility.

The relations among variables influence the output or the performance of this cooperation, if one of the variable is miss then the possibility of the output or the performance of this cooperation to success is low and so on. The most important variable among 6 variables is resources, because in implementing this cooperation need high number of budget. Also it is impossible to conduct activities in this cooperation if lack of budget. The event conducted in this cooperation also need a lot of budget such as exhibition, or join work training in Kyoto. While, the weakest variable from this cooperation is disposition. This condition influence by there is no monitoring and evaluation report or annual report from each activities in Sister Province Cooperation between Special Region of Yogyakarta and Kyoto Prefecture on cultural sector. So that, we could not know any improvement or challenges comes from each activities.

In sister province between DIY and Kyoto on cultural sector already supported by prior variables and conducted with good performance even though it meets some challenges.

The technical challenges from cooperation between DIY and Kyoto are :

1. The organisation structure of the Joint Committee is not suitable with the organization in DIY government and the performance of joint committee is not optimum, it proven by the continual cooperation program is not ready yet.
2. The application of knowledge and skill from the officer who got training in Kyoto is not optimum, this condition may happen because it is not supported by the policy regarding officer placement.
3. The report mechanism regarding implementation of the cooperation have not established yet, so that the improvement or the performance of the cooperation related to the objective of sister province cooperation can not identified.
4. Stagnation in the implementation of the cooperation. This condition influence by the differences related to budget periods between DIY and Kyoto, in Indonesia budget periods is between January – December while in Kyoto is April – March.
5. The undirect coordination from the cooperation between DIY and Kyoto, because the communication is going through Cooperation Agency and Capital Investment DIY.