



ADMINISTRATIVE REFORM

M.K. Pengantar Ilmu Administrasi Negara

Defny Holidin

Defny Holidin: Distinguished Researches

- Practical Bureaucratic Reform (GIZ, 2012)
- Knowledge to Policy for Bureaucracy Reform (AusAID, 2012)
- Integrity & Accountability of Distribution of Subsidized Fertilizer (PATTIRO, 2012)
- Local Participation in New Recent Municipalities (LoGoWa, 2011)
- Problematic Local Governance in Prolified Municipalities (UI, 2010)
- Governance Reform in Papua (USAID, 2010)
- Bureaucratic Reform & Innovation (Yappika-CIDA, 2006-2007)





Outline

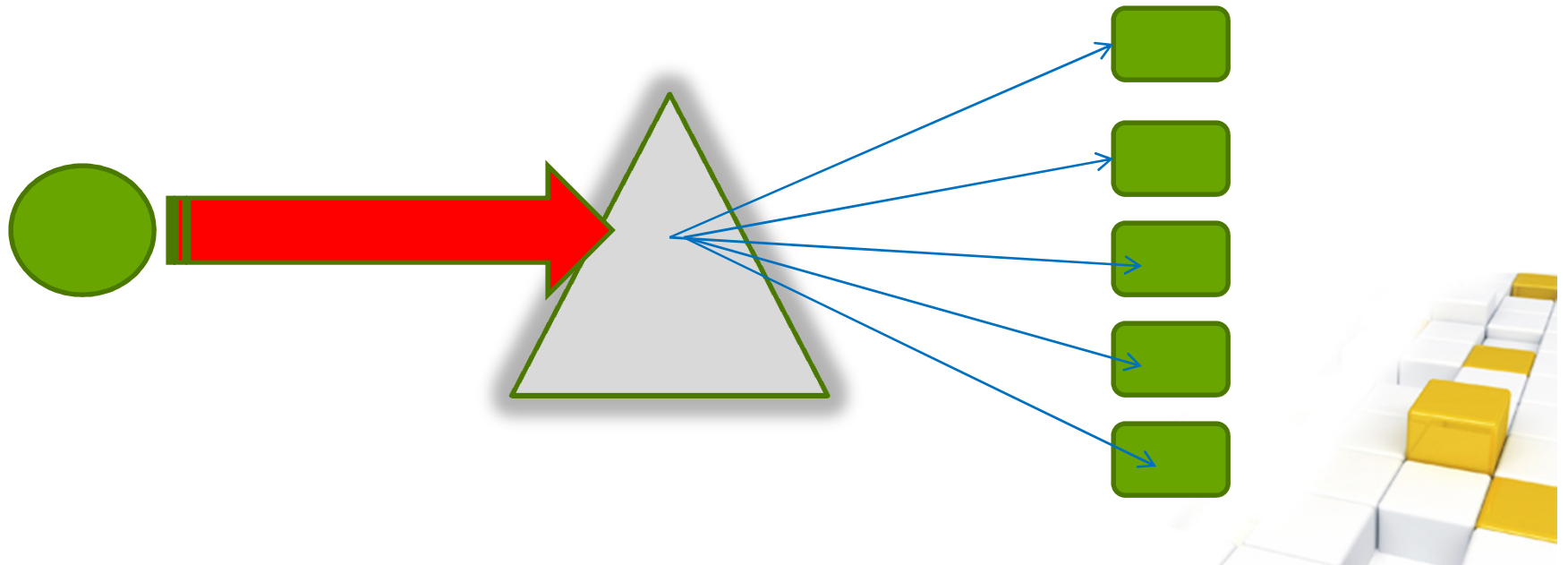
- General Problems in Administration
- Meaning
- Why Reform?
- Scope
- Trajectories
- Determinants

GENERAL PROBLEMS IN ADMINISTRATION



Administrative Problem within Societal Development

- Societal Development (Riggs 1985)





**Non-
bureaucratic
influence**



Heady 1995

Imitative → colonial masters' influences



Insufficient capability



Personal interest-oriented



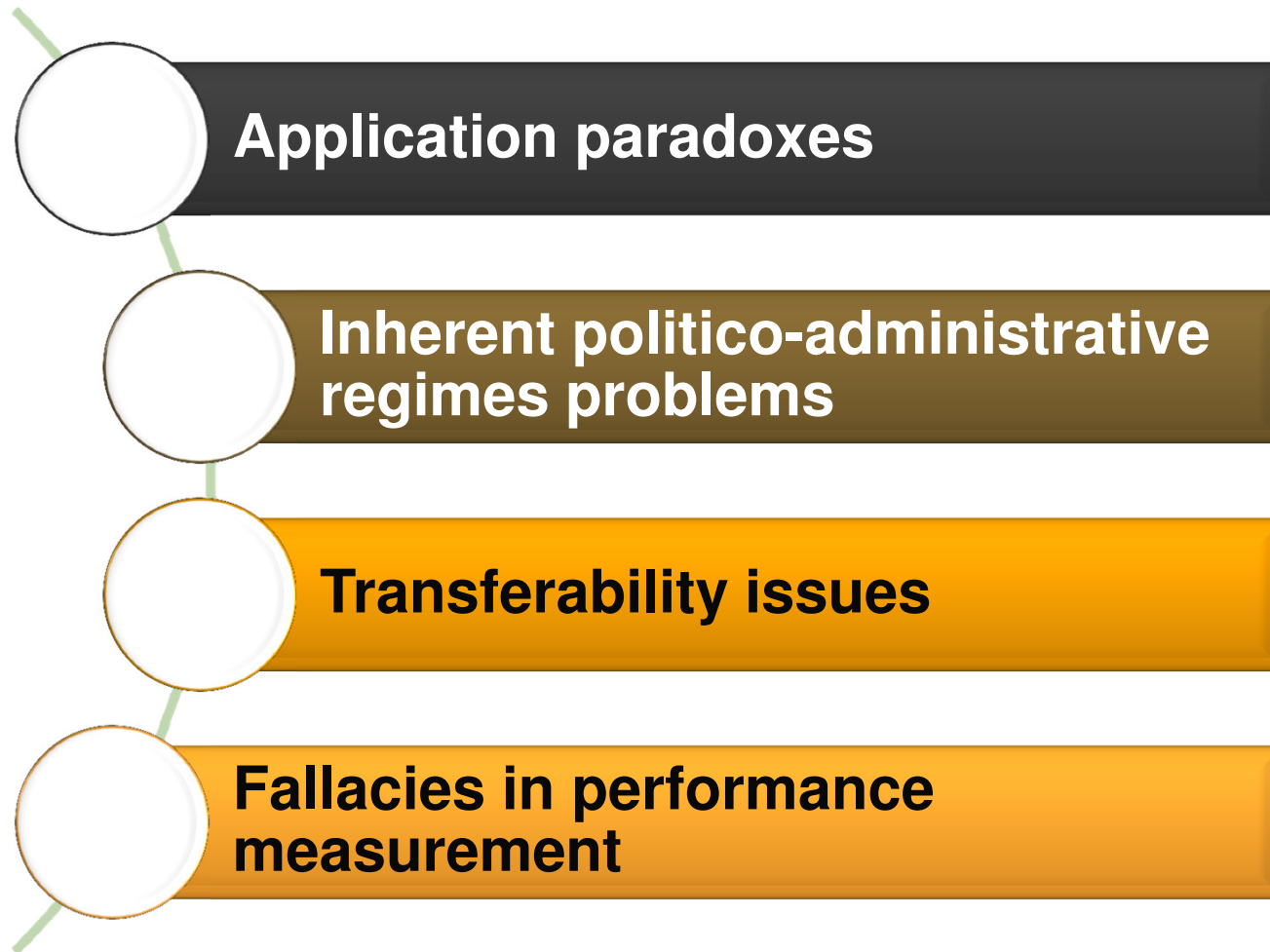
Discrepancy between form & reality



Out of public control



Bouckaert 2000



UNDERSTANDING ADMINISTRATIVE REFORM



Meaning-1

Change

Rehabilitation

Revolution

Redesigning

Transformation

Remedy

Revitalization

Renovation

Improvement

Restructuration

Reengineering

Development

Rearrangement

Meaning-2

Intended change (Lee & Samonte 2004)

Transformation towards big change (Khan 1992)

Artificial inducement against resistance (Caiden 1969)

Reengineering bureaucratic procedure (Quah 2004)



Why Reform?: Ideal

Intern

Extern

a mean, not an end

Efficiency

Remedy

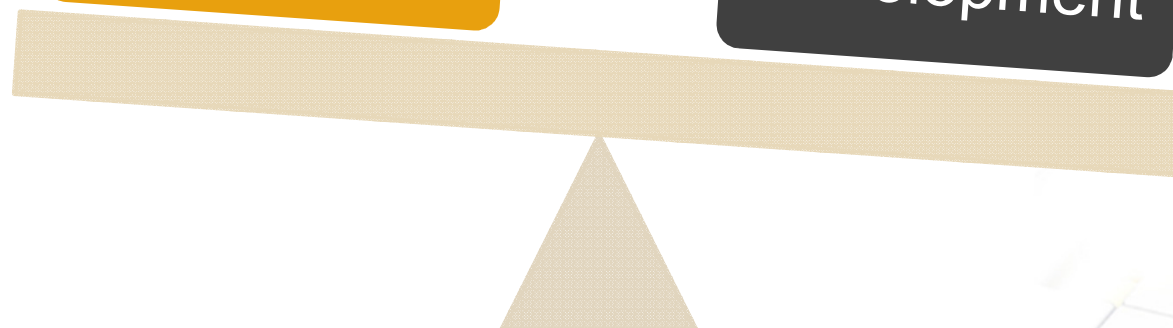
Merit

Response

Neutrality

Reposition

Development



Why Reform?: Pragmatic



Scope

Vertical

Central

Regional

Local

Horizontal

Government
Sectors

Contents

Function

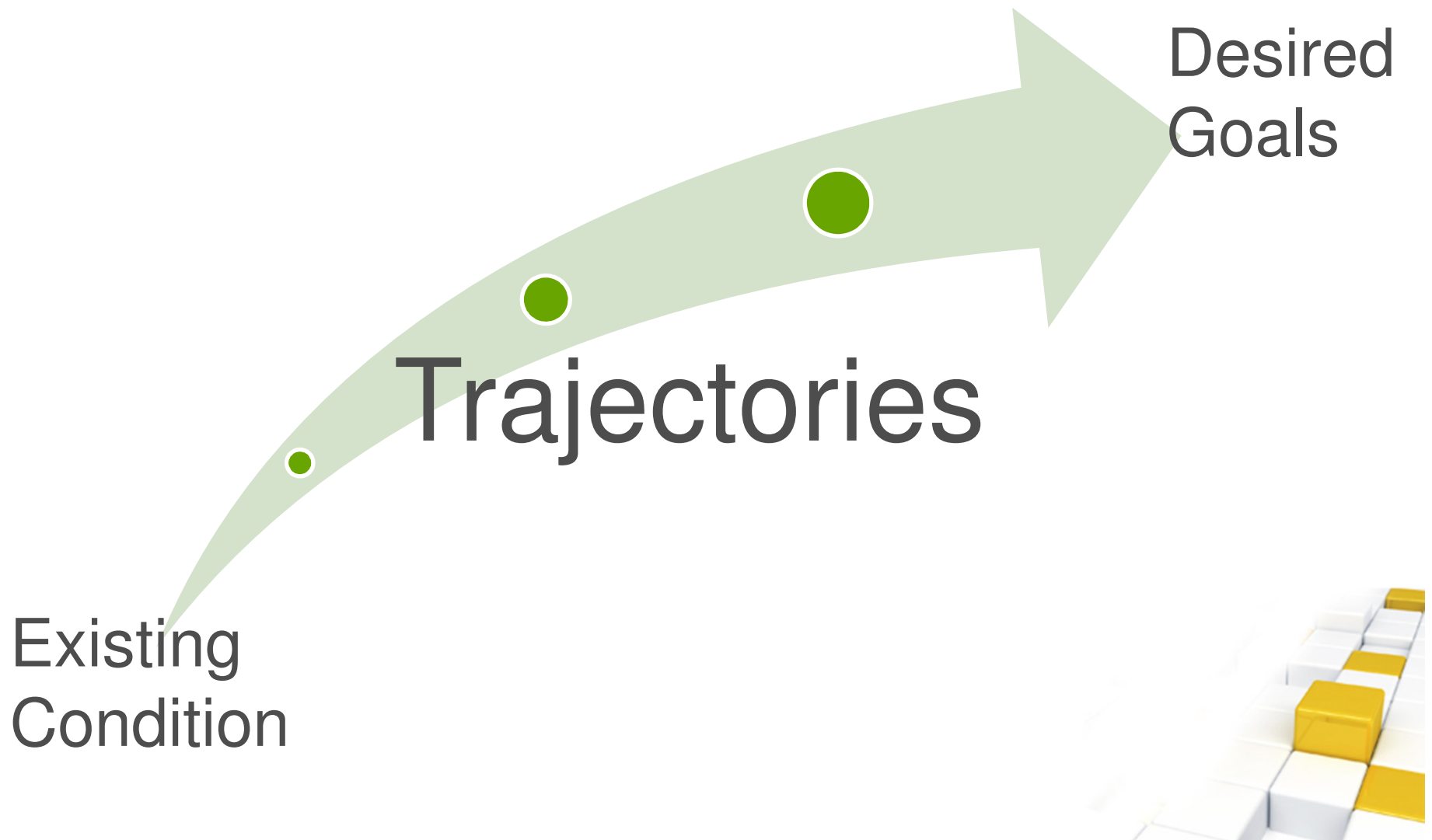
Policy

Structure

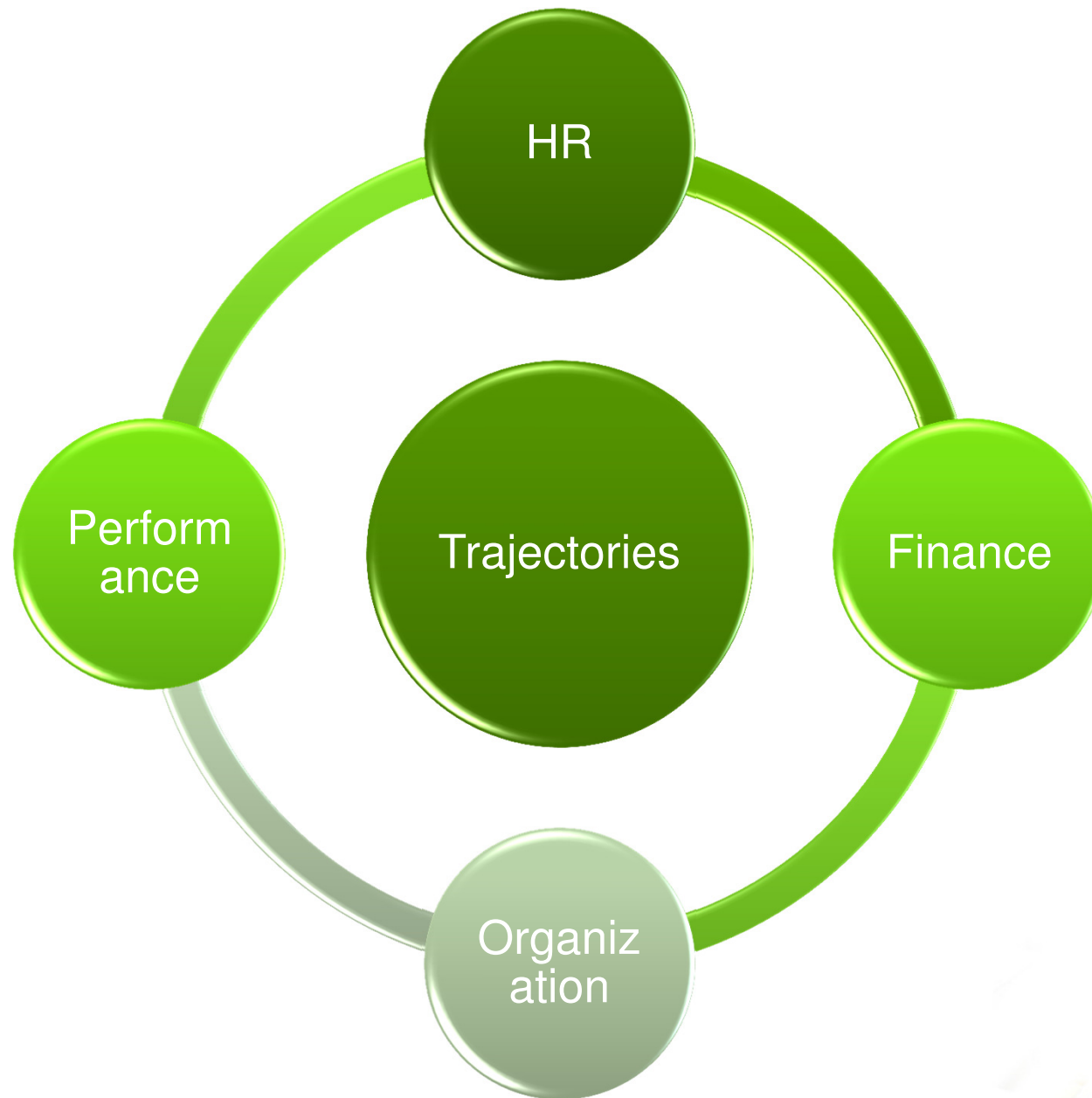
Ethics



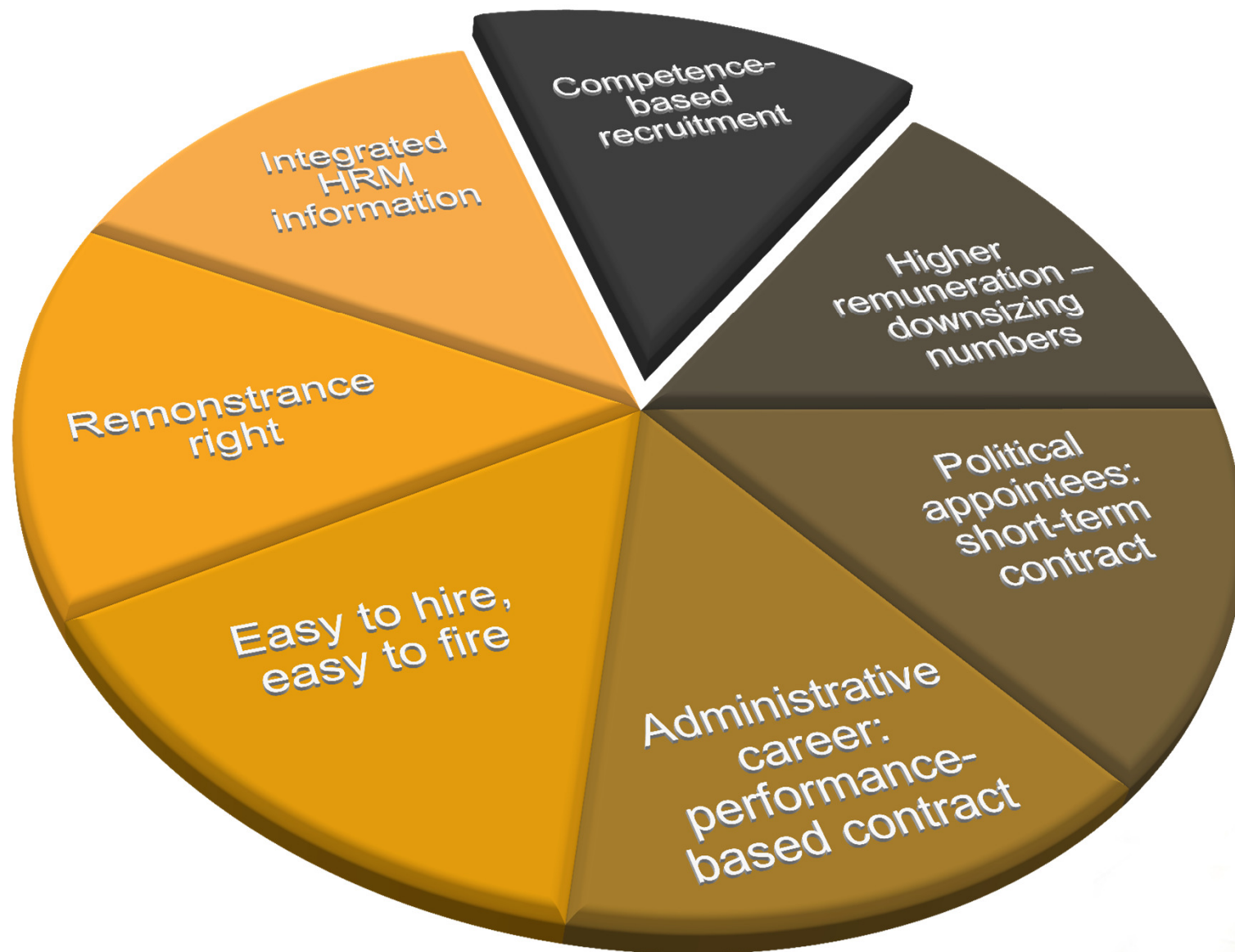
Trajectory Line of Reform



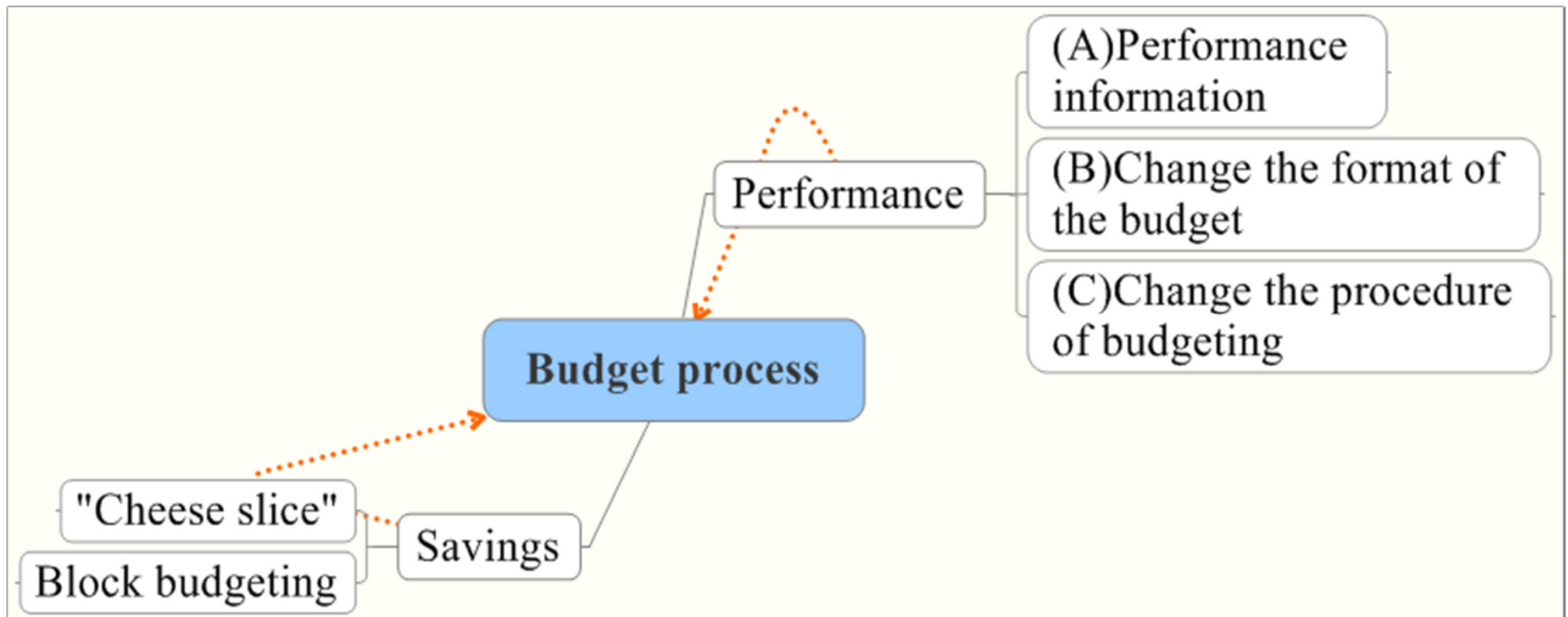
Areas of Trajectory of Reform



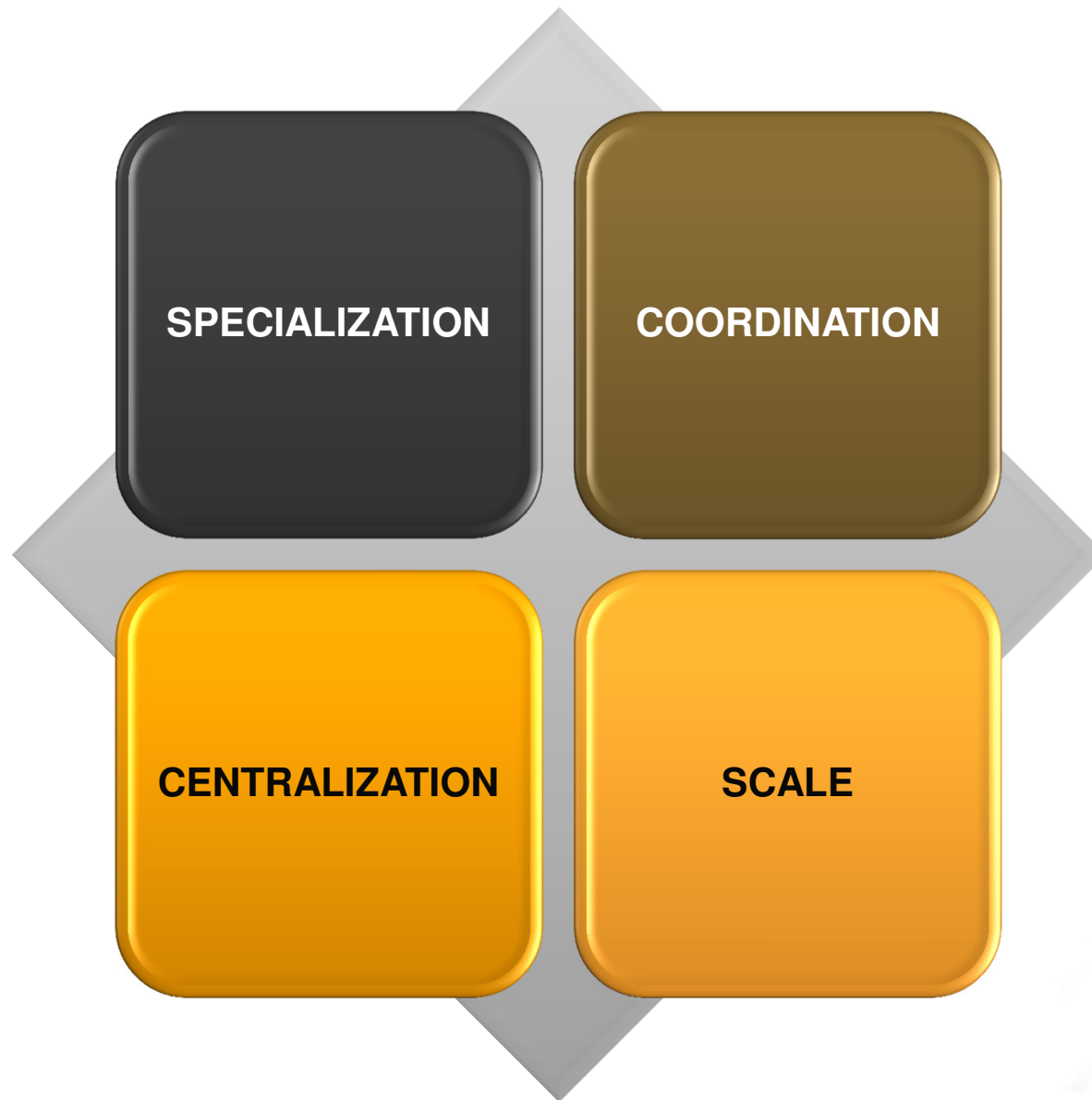
Trajectories-1: HR



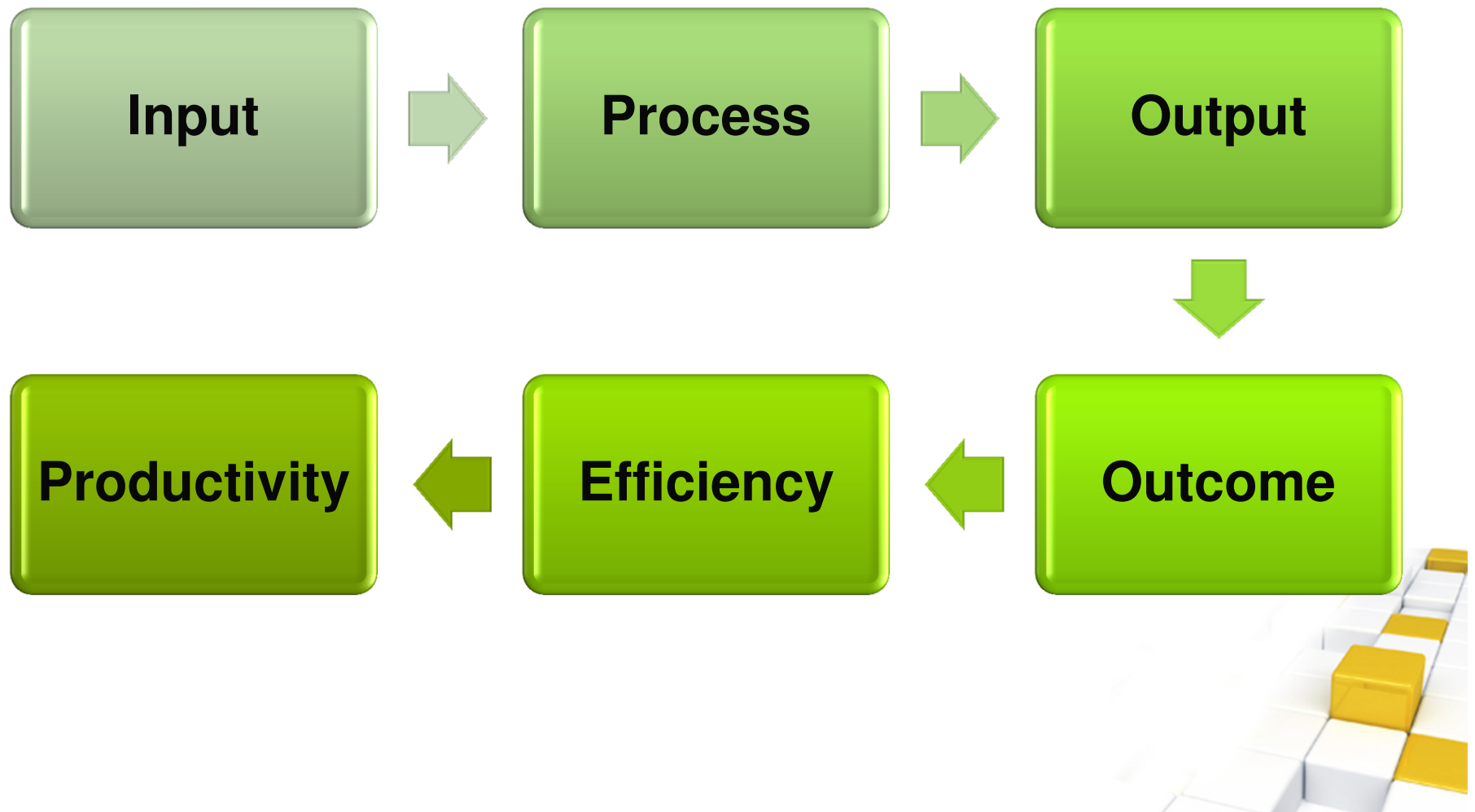
Trajectories-2: Finance



Trajectories-3: Organization



Trajectories-4: Performance Measurement



Determinants

- Political leadership
- Citizen support
- Clear grand strategy
- Appropriate public sector capability
- Reliable surveillance mechanism
- Administrative procedure
- Concentrated actor to exert state functions
- Demographic change
- Incidental events



Main References

- Pollit, Christopher, and Geert Bouckaert. 2004. ***Public Management Reform: An International Comparison, 2nd Edition***. Oxford: Oxford University Press.
- Prasojo, Eko. 2009. ***Reformasi Kedua: Melanjutkan Estafet Reformasi***. Jakarta: Penerbit Salemba.
- Dwiyanto, Agus, et al. 2002. ***Reformasi Birokrasi Publik di Indonesia***. Yogyakarta: Pusat Studi Kependudukan & Kebijakan UGM.
- Prasojo, Eko, Teguh Kurniawan, Defny Holidin. 2007. ***State Reform in Indonesia***. Jakarta: DIA-FISIP Universitas Indonesia.

