



Public Information Disclosure Practice At The Local Government (Case Study Of Magelang And Semarang Cities, Central Java, Indonesia)

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INFORMASI ARTIKEL

ABSTRACT

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This study aims to describe and analyze the implementation of the public information disclosure (PID) practices at the local governmental level. It was carried out in two municipalities in Central Java Province, namely, Magelang and Semarang Cities. The results of the study found many different outcomes in practicing PID in both cities. Compared to Semarang City, Magelang City is still lagging in infrastructure, system of technology and readiness of human resources in the area of information disclosure. The study revealed that PID tends to influence the commitment of local government official to be transparent, as the authority holder in providing information. In the Semarang City case, the local leader and his public officials are seriously handling this policy. The strong willingness of the local leader leads to implement of the regulation, establish proper infrastructure and provide skilled officers. As the result, local government administration is likely to be more accountable, transparent and thereby achieved higher public trust. The lesson learned is the more willing local leaders implement public information disclosure, the more accountable the local government becomes.

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1. Introduction

During the New Order era under the Soeharto regime (1966-1998), the governing system was centralized and autocratic; therefore, the developing processes were likely managed by the central authorities. The emergence of the decentralization in Indonesia in 2001 was due to the societal dissatisfaction toward the centralized governing system. The centralized government system weakened the decision-making and reduced accountability. Various inequality forms of centralized system also brought issues of bad governance (such as corruption, collusion and nepotism). By decentralization, there were transferring and delegating processes of authorities from the central government to the local government particularly in the areas of expenditures, taxes and elections.

The passing Act on Local Government No 22 of 1999 and the Act no 25 of 1999 on Fiscal Balance between the Central Government and Local Government transformed the rhetoric of political decentralization and local autonomy into reality (Sujarwoto, 2011). By the presence of decentralization reform, it is not intended to weaken the role of central government; otherwise it is aimed to diminish dependence of local government to central government; to encourage economic development; to improve accountability; and to institutionalize change (Grindle, 2007).

Despite the promise of decentralization to bring more accountable and transparent in political and administrative, the significant challenges are encountered in practice. In fact, the level of corruption is one of the most hazardous aspects of the decentralization process. In Indonesia, decentralization

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seems to be accompanied by increasing of corruption. Ministry of Home Affairs recorded from 2004 to January 2014 as many as 318 out of 524 local heads and deputy local heads stuck in corruption cases. Indonesia Corruption Watch (ICW) released data corruption cases that occurred during the first half of 2014 and there are many cases of corruption occurred in every sectors, mostly in local government which reached 48%.

Tama S. Langkun, a Coordinator of the Investigating Division of Indonesian Corruption Watch in a press release (19/02//2015) said that the high level of corruption in many districts indicated that the decentralization policy brought opportunities for corruption. The lack of accountability in local governing administration made this situation even worse. This condition provided the lesson that the anti-corruption movement should not be limited on the curative action (eradication) which only relied on law enforcement of agencies, but it should also involve preventive measures (prevention) by strengthening the roles of the community in performing surveillance. During this preventive stage, the existence of the Act No. 14 issued in 2008 concerning Public Information Disclosure (PID) became relevant to support the governing accountability by providing access of information to the public about the use of the budget as well as all other activities undertaken by the government.

This study was conducted in two cities in Central Java Province, Magelang City and Semarang City. The practices of PID in both cities are appealing to be studied since in a decentralized system, each local government is challenged to make some innovations in running its administration. In November 2014, Semarang City received an award as the best public institution in implementing PID by the Information Commission of Central Java. On the other hand, Magelang City has never achieved any award since the regulation was enacted. By comparing the best practices of Semarang City, it is expected that this paper can thereby provide Magelang City information on what they can do to improve their performance in implementing PID measures and thereby to promote public participation and enhancement of the accountability in governing programs and activities.

This study aims at describing and analyzing the implementation of PID in Magelang and Semarang Cities, key factors of Magelang and Semarang Cities in implementing PID, and responses of citizens to the accountability of local government administration. It applies the qualitative approach in the multiple case study design. By comparing the Semarang and Magelang in implementing PID polices, the result is expected to be more compelling and robust.

2. Theory

2.1. Public Administration and Concept of Governance

According to Rosenbloom (2005) public administration is the use of managerial, political, and legal theories and processes to fulfill legislative, executive, and judicial mandates for the provision of governmental regulatory and service functions. Dehardt & Denhardt (2007) gave the opinion in the book entitled 'New Public Service' that public officers should focus on their responsibility to serve and empower citizens as they manage public organizations and implement public policy.

In line with the development of New Public Service, there is a new concept called governance. Governance provides the rules, institutions, and practices that set limits and provide incentives for individuals and organizations (Cheema, 2007). The concept of governance then developed is as good governance. There are ten characteristics of good governance according the United Nations Development Program (UNDP) (2002) namely: participation, rule of law, transparency, equality, responsiveness, vision, accountability, supervision, efficiency and effectiveness and professionalism. With the characteristics of good governance in place, it assures that the administration would be more effective and that corruption would be reduced.

2.2. Decentralization and Local Autonomy

Decentralization and local autonomy have been one of the major pillars of governance and democratization as indicated within the international consensus community in recent years (Kimura, 2011). In simple terms, Cheema (2007) defined decentralization as the transfer of authority, responsibility and resources from the center to lower levels of administration. Kim (2008) explained three general types of decentralization namely:

- a. *Administrative* decentralization takes place when funds are allocated to decentralized units that carry out their spending activities
- b. *Fiscal* decentralization exists when sub-national governments have decision making power, authorized by the constitution or legislation, to raise taxes and perform spending activities.
- c. *Political* decentralization exists when local heads of the government and local council members at sub-national governments are elected by secret ballots, and sub-national governments are given independent power for decision making by constitutional or legislative authority.

The presence of a new Act on Local Government is a new step to improve governance. Sujarwoto (2011) explain that in particular local government prompted a major reorganization of political accountability chains in this country. *First*, it eliminates the hierarchical relationship between the central, provincial and local governments. Citizens have freedom to elect their local leaders and parliaments through direct election. *Second*, for locally assigned responsibilities, the branches of ministries in the districts are placed under the jurisdiction of local governments.

2.3. Decentralization and Accountability

In simple terms, accountability means "duty to explain" (Kadomatsu, 2011). Jones (1992) defined accountability as "the process of being called to account to some authority for one's action". Moreover, the Organisation for Economic Co-operation and Development (OECD) in 2014 explained that accountability is a condition of governments that are able to and willing to show the extent to which its actions and decisions are consistent with clearly-defined and agreed-upon objectives. Accountability indicates the duty of an individual or organization to answer in some way about how they conduct their affairs.

The most important theoretical argument concerning decentralization is that it can make government more accountable and responsive to the governed (Faguet, 2014). Moreover, Cheema (2007) argued that decentralization is seen as a more effective means to ensure the accountability of government officials and, consequently, improve the access of people to government initiated services and facilities. Direct interaction between residents and elected leaders promotes the culture of accountability.

In Indonesia, the change of the government system from centralized to decentralized in 2001 did not

automatically improve the local government accountability. Despite decentralization's promise to promote the accountability of government, the policy is considered poorly enacted.

2.4. Public Information Disclosure

Information is an essential factor in democratic life, so that Puddephatt (1999) stated, "Information is the oxygen of democracy". This means when people do not know what is happening in their society, the actions of those who rule them are hidden, then they cannot take a part in the affairs of that society. Roy (2013) argued that the basic premise behind the right to information is that, since government is 'for the people'; it should be open and accountable and should have nothing that is concealed from the people.

In April 2008 Indonesia's parliament passed the PID Act, which came into effective on May 1, 2010. Under the presence of the Act it was expected that the quality of information services to the public would be improved. Public information is defined as information that is produced, stored, managed, sent and/or received by a public body in relation with governments and governance of state and/or operators and governance of other public bodies pursuant to this Act, and other information concerning public interest.

The presence of the Act guarantees that the citizens have access to any public information, except confidential information concerning the state. The purposes of this act are listed in Article 3 of this Act, such as : to guarantee the right of citizens to know the plan of public policy making, public policy programs, and public decision-making process; to encourage community participation in the public policy making process; and achieve good governance.

2.5. Conceptual Framework

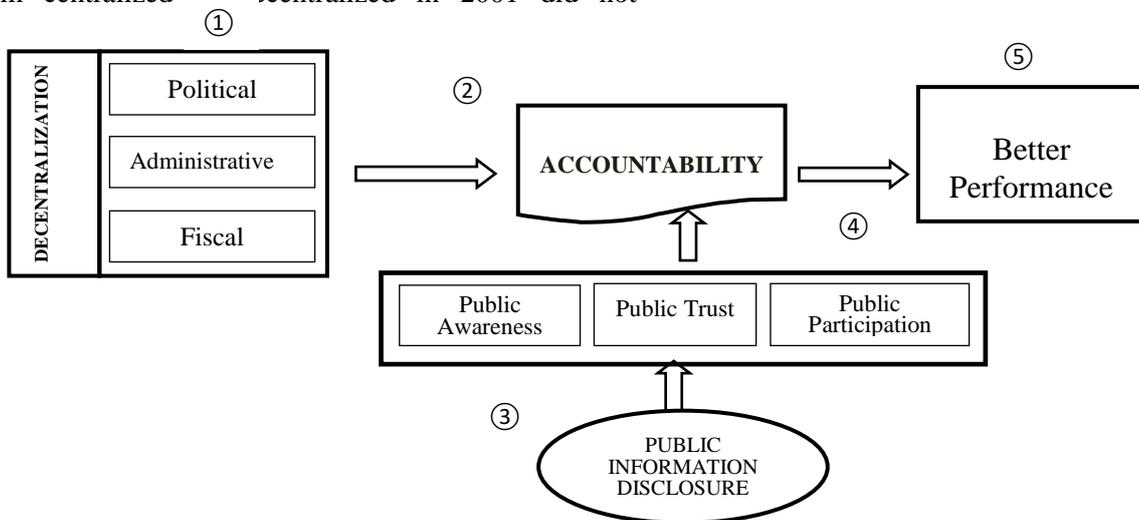


Figure 1 Conceptual Framework

1. Public Administration attempts to institutionalize management practices to improve the effectiveness and efficiency of public services to meet the necessities of the public. In its development, public administration converted to governance results in the escalation of accountability. In line with governance, decentralization promises closer relationship between governments and their societies. In the political sector for instance, communities are given the opportunity to elect their own representatives. While in the administrative domain, local governments are expected to be more responsive to fulfill their community's needs. In the fiscal field, local governments are required to allocate the budget transferred from the central government to the regions as per their exact needs, but in line with the total budget allocation to all Regions of the nation.
2. Since communities elect their heads of local government directly through elections, those elected should be in practice more accountable in their governmental activities. In addition, people can also easily monitor the performance of local governments. Executive leaders practicing accountability will inspire their officials to do the same, leading to better governmental performance.
3. Nevertheless, the practice of accountability, at the local government level, it does not always work as expected. Evidently, there are many misuses of authorities, such as many corruptions practices that indicate a low level of accountability. One of the strategies to minimize accountability-inhibiting factors is PID. By PID through the communities'

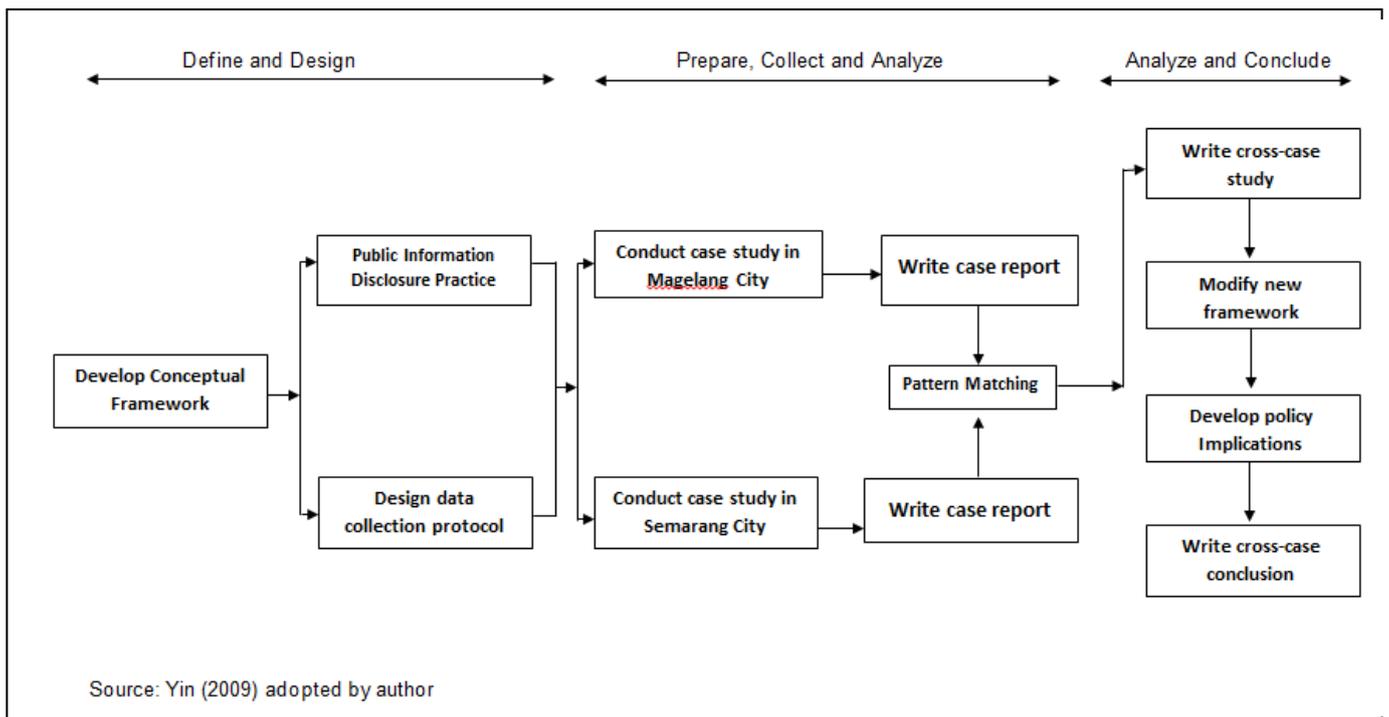
rights to search for information, they can supervise the governmental administration.

4. Good practice in disclosure of public information improves the accountability of local governments. Therefore, public confidence of government rises and leads to better performance of local government. In this context, PID brings three conditions to the space that enhances accountability, namely, public awareness, trust and participation.
5. Public awareness, trust and participation promote improved performance of the government. The public's supervision causes the government to act along the right path. Hence, the government can practice good governance in its administration.

3. Research Method

This study applies qualitative approach in multiple case study design. This multiple-case study design is needed to capture the similarity and differences implementation of public information disclosure in Magelang and Semarang Cities, since in decentralized government system each municipality has its own authority to conduct its administration. By comparing both cities in implementing public disclosure, the result is expected to be more compelling and robust.

Yin (2009) suggested the technique to analyze the data for conducting the research successfully. This research refers to Yin's guidance for case study research, as drawn as follows:



4. Results and Discussion

4.1. Results

4.1.1. Case Study of Magelang City

A. Implementation PID in Magelang City

The government of Magelang City has appreciated PID by stipulating a Mayor Decree to provide fast, accurate and simple information services. Although the regulation on local government has been stipulated, the commitment of public officials related to the disclosure of information is still poor in practice. The knowledge about the importance of information disclosure to improve the accountability was not yet fully understood by officials in Magelang City Government.

The interesting finding shows a difference response and perception of apparatus. This difference is the considering of "throwing" the responsibility on each other. In addition, government officials in Magelang City still have a defensive attitude towards information requested by external parties. This attitude raised a few complaints from the citizens who perceive that the local government likely has closed all information about the annual budget and expenditures.

In other cases, the government did not respond to the accusation. For instance, resolution for information disputed with regards to the transparency information case of the renovation budget was ignored. Due to the rejection of Magelang City government with regards to the provision of the requested data, a NPO sued the Information Commission of Central Java Province. According to the NPO, the renovation budget is information that should be opened, so that the typical citizen can supervise the works. On the other hand, the Magelang City government argued that the documents include secret information, because the MoU was not final and the development of the renovation was still in progress.

B. Key Factors of Magelang City Local Government in Implementing PID

The observation of this study found that in Magelang City, not much activity on supporting facilities as mentioned in the regulation is carried out. It has not posted any information board, which is one of the guidelines to be followed by PID officers. There is no sufficient service room, only one simple table and a computer with no officer in attendance.

To support the transparency in delivering information, available media access of public information through official website is an option. It can be said Magelang City government already has appropriate technology to support PID. However,

information is not updated properly or regularly. The information available is only about common happenings, mostly about events held in Magelang City.

In relation to information and documentation management, skilled officers to handle these activities is needed. Nevertheless, in Magelang City the quality and quantity for the officer is still not sufficient. The appointed of PID officers are occupied with their principal duties, so they consider the task of PID as a side job. Another issue that was found during observation is the lack of coordination among work units; therefore, sometimes confusion occurs among relevant work units as well as the communities.

C. Response of Magelang Citizens to the Accountability of Local Government Administration

The citizens in Magelang City generally have not yet known much about their right to request information from the public institution. The community has a low understanding about PID and its regulations. This situation becomes obvious when we tabulate the low number of request for public information from the local community to the public agency within Magelang City.

The observation of this study found that Public trust and participation in Magelang is also still lacking. The lack of public trust cannot be separated from the lack of the provision of a complete and accountable document. Public officials claimed they are still in the process of improvement of the internal information dissemination systems. In other side, the community in general still looks apathetic. Apparently, government official assumed that not all of the community participants have a good motif. They perceived that the request for information is intended to provide good inputs for the government, is very rare. Typically, the requested information is only from people who have an economic interest factor, or dislike factor; they are looking at how to use the information for their own purposes.

4.1.2. Case Study of Semarang City

A. Implementation PID in Semarang City

This study found that the public official's commitment in the Semarang City government was very high. Full endorsement of the local head of the government causes officials of Semarang City to carryout public disclosure very seriously. In the beginning of the implementation, PID was not run properly, which led to public dissatisfaction. Government revealed that during 2012-2013 there was a high frequency of requests for information and there were also many informational disputes lodged to the Provincial Information Commission. Therefore, in 2014 the government undertook a study to evaluate why there are still many citizens that perceive that they are not

satisfied and thus raise a dispute. After various attempted changes, such as changes in policies and legal rule, it made changes to the seriousness the official in conducting this policy.

B. Key Factors of Semarang City Local Government in Implementing PID

Semarang City government has made efforts in providing excellent information service to public. Public Information Center has been built, and the facilities provided are very attractive. Citizens can obtain documents about the work unit's profile of the Semarang City administration as well as its development projects. Two officers at the front desk are always ready to serve the citizens who requests information or assist them to obtain information.

Semarang City government has focused on the management of information based on e-government since 2014. It became known that the development of information through the website was continually pushed forward due to the Mayor's instruction. To enhance transparency and accountability, the Mayor put the attention to the area of electronic information presentation for citizens. Therefore, Semarang City's website contains comprehensive and attractive features that is rather helpful for the public enlarge.

To improve the quality of human resources in managing information, Semarang City government holds dissemination or technical training workshops twice a year. This regular training has successfully enhanced the officer's skill and strengthened the internal consolidation to undertake their responsibilities of PID. PID officers have been adequate in quantity and quality. They are always given the motivation to actively follow the training to manage, prepare and provide information to the public which is increasingly critical.

C. Response of Semarang Citizen to the Accountability of Local Government

The awareness of the existence of the right to access public information has been witnessed in Semarang City. In this city, many people want to obtain information about the running of the government, especially in aspect of planning, implementation and accountability of the budget. Although not all of local community is well aware of the PID practices, the community in general has a high level of trust in local government.

The community also felt that the local head now conducts his duties with integrity and willingness to work honestly. The study found that the local government has already provided good access to all sorts of ways and mean to gather information by providing good and complete information. Thereby the

public has greater trust in the government's performance. The high public awareness and public trust influence the high public participation in Semarang City. The emergence of community participation cannot be separated from the encouragement of the NPOs concerned with the activities of Semarang City.

4.2. Discussion

A. Implementation of PID in Magelang and Semarang Cities

In Indonesia, the practice of PID has been conducted for more than five years. However, the implementation of this policy has varied results from one local government to another. The result of study carried out in Magelang and Semarang cities showed the process of PID tends to be influenced by the strong commitment of the authority holder in the local community and as the provider of public information.

By implementing decentralization, the accountability from the local government becomes an important agenda. Cheema (2007) argued, decentralization is seen as an effective means to ensure the accountability of government officials and, consequently, improve the access of people to government initiated services and facilities. One of efforts to enhance the accountability is by implementing the PID. To do so is in line with Roy (2013) who argued that the basic premise behind the right to information is that, since government is 'for the people', so the government should be open and accountable to the people.

Information disclosure has influenced the government to meet the public's right, while the public can express their expectation and participate in the process of government administration. As seen in Semarang City, the Mayor's active involvement in promoting government transparency, enabled communities to oversee the local government policy, effectively making a better policy/government. This practice, will lead to the accountability of the government, as Piotrowski (2007) argued that the access to information is a central government transparency, and government transparency is one tool to achieve accountability.

PID can be implemented optimally if the information provided by the authorities is complete, relevant and accurate. Sakapurnama (2012) argued that in providing information services, support by government is needed to provide a clear mechanism in accessing such information. The existence of a standard operating procedure will guide the public body in implementing PID.

Semarang City has implemented SOP in its routine activities to provide information services. The local government disseminates information to the public due to its inherent responsibility. Meanwhile, Magelang City has many weaknesses in implementing SOP. Government officials tend to ignore SOP and do not manage their information properly. These officials even practice unfair efforts to resolve the information dispute. This attitude is not reflecting on good accountability, as accountability means "duty to explain" (Kadomatsu, 2011). Moreover OECD (2014), explained that accountability is a condition of the government that is able to and willing to show the extent to which its actions and decisions are consistent with clearly-defined and agreed-upon objectives. The lack of support of local government officials put the implementation of PID on a crawling pace of progress.

B. Key factors of Magelang and Semarang City's Local Government in Implementing PID

Adequate infrastructure, the availability of systems and technology as well as readiness of human resources influences the success of PID implementation. Fully operational facilities and infrastructures will support the process of public information services. The study found a significant difference in provision of information services infrastructure in cities of Magelang and Semarang. Compare with Semarang City, the infrastructure related to PID implementation in Magelang is still under performing. This fact leans heavily on the impact of public awareness, public trust and public participation.

Related to systems and technology use, these measures can support the accountability of the government by providing information on the use of the budget and fund¹. These kinds of information can be the basis of citizen consideration in monitoring the government activities. Such is in line with Druke (2007) in Haryatmoko (2013) who argued that E-government intensifies mutual relations between citizens, government organizations and public officials. Through such measures citizens become to better understand government programs, so that they can monitor the running of the government and provide inputs as well.

In Magelang City case, the training has a low input due to the unenthusiastic intent to attend the training by

senior officers. Indeed, officers should consider the implementation of PID as a policy-oriented job rather than just a side job. In the case of Magelang City, the government has only partially implemented the policy whereas Sasaki in Kimura (2011) has argued that local government officials need to be in the front-line of policy implementation, listening to public's voice and monitoring their duties.

On the other hand, the capacity of local government is observable in Semarang City case. Public officials put high attention by appointing contributors who always attend the training sections. Thus, the significant output of human resources can be achieved. Attendance has the correlation with the capacity to develop the local government.

Regarding those aspects, Semarang City government solidly supported the capacity of individual, organization and systems to achieve its goal of a strongly supported PID policy. In sum, in the case of Indonesia, to implement PID successfully, it requires an enforcement by strong top leadership and thereby the sub-ordinate officials become serious in conducting their administration. Supporting and monitoring of leaders will thereby increasingly put PID implementation on the right track.

C. Response of Magelang and Semarang Citizens to the Accountability of Local Government Administration

The public demand on government accountability could be a means to supervise the government's policies and actions. The government needs to raise public awareness in enhancing accountability by implementing the policy of PID. In Magelang, the level of public awareness is still low due to lack of dissemination. As proposed by Sakapurnama (2012), the more people that obtain information, the more meaningful role they see themselves playing in a dialogue with the government and the society on the whole. The government should carry out its role to provide dissemination of policies including PID Act as well as the technical implementation down to the smallest unit in society.

On the other hand, with regards to Semarang City's public awareness it has been already on the high side due to the willingness of local leaders to promote PID directly. In the case of Semarang City the local government is enthusiastic to improve accountability and does so by inviting the public to use their right to information. Public access to information is a prerequisite for creating an accountable and participatory government. The lesson learned from Semarang City is that to improve public awareness, the city needs the support the local head and government officials, as well as stimulates the involvement of civil

¹ In practice, the government can disseminate the reports of DPA (Document of Budget Execution), LAKIP (Government Performance Accountability Reports), LPPD (Government Administration Report), LRA (Budget Realization Report), as well as make available the publication of a Program Activities, and the publication of the General Procurement Plan which is announced in LPSE.

society organized to empower its citizens. The more information that citizens obtained, the more aware they are.

Furthermore, the accountability will directly improve the level of public trust. The study found that the level of public trust for Magelang City is very low, compare to Semarang City. The citizens, particularly NPOs and journalist of Magelang City have less trust in the local government's performance. The citizens in general feel that the government was not giving information and documentation openly. In contrast, the study found that Semarang citizens considered the Mayor and his officials as already working honesty and with accountability. Apparently, the local head has committed to maintain the public trust and make it as the spirit of the government to further enhance the accountability of the local government. In this regard, Pope (2007) has argued that the main purpose of information access is clear: to build public trust. Political leaders who find themselves under intensive public scrutiny tend towards honest and ethical manners, and with the public interest in mind, are less inclined to sell public interest in one's own favor.

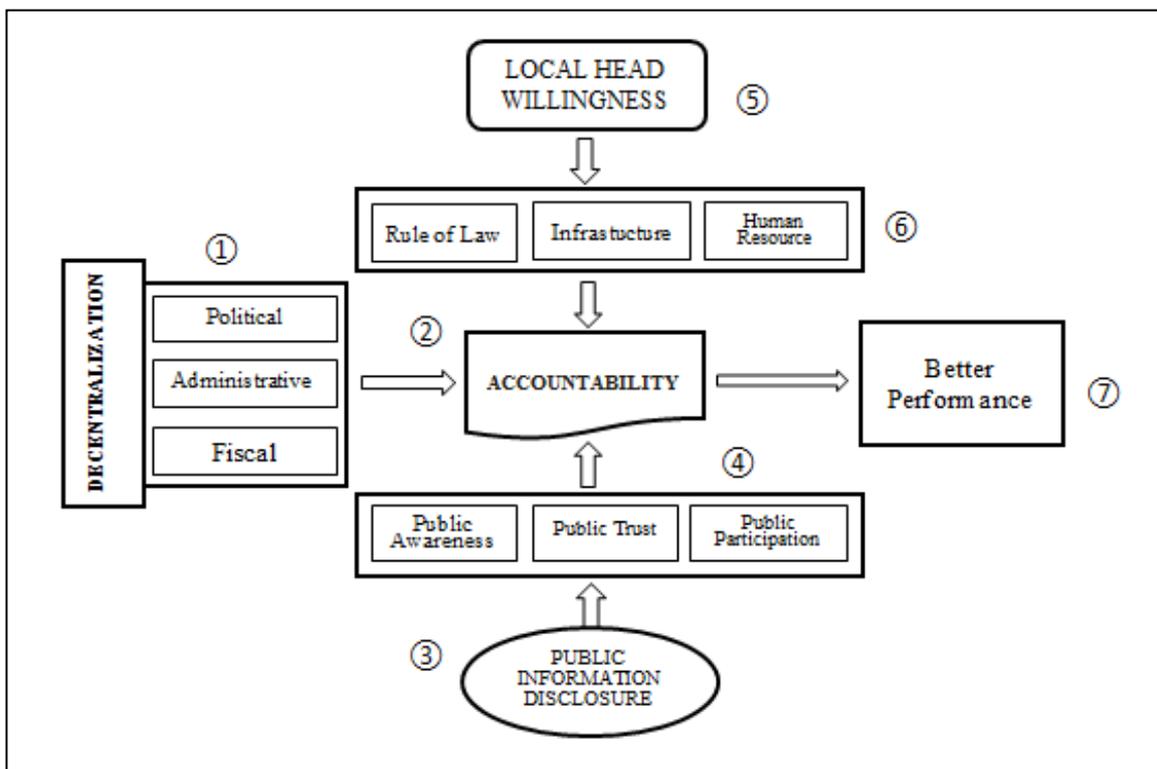
Public participation is an important factor and is one of the means to make government accountable. From this research, it has been uncovered that Semarang City has a higher level of public participation than Magelang City. In Magelang City, the low public participation of

the city is somewhat caused by unresponsiveness of the government in providing information. Citizens inform that they do not receive the information as would be expected. Whereas Barnisar (2006) argued that public information is very essential for public participation. In this light, the public is only truly able to participate in the democratic process when they have information about the activities and policies of their government. In relation to PID, participation includes community involvement to participate in government programs.

In Semarang City, the high level of public participation is achieved due to the high community awareness in the implementation of the policy. This is influenced by the encouragement of the local government as well as NPOs in enhancing the practice of PID. The point of success in implementing PID at the local government level is the strong commitment from leadership in balance with public participation. In sum, the point of success in implementing the PID at local government is the strong commitment from the local leader as well as a community's involvement as stakeholders.

D. New Framework

The framework below is made base on the research conducted on the two cities -- Magelang and Semarang. It can be drawn as follow:



1. Decentralization encourages the closer relationship between the government and its citizens.

Decentralization has three general types, namely political, administrative and fiscal. In the political

aspect, it gives the opportunity to communities to elect their representatives. Indonesia experienced during the Soeharto era, the local government authority as being very limited including the local elections. Local councils had only authorization to select candidates who are considered eligible, then submitting those selected names to the central government. Minister of Internal Affairs selected Regents and Mayors, while the Governor was appointed by the president. Thus the local elections were centralized, accommodating only to the interests of the central government. After the collapse of the Soeharto regime, decentralization brought a new spirit to the local government administration. In line with the demands for reform, local head recruitment is now conducted in an open and democratic system. Candidates for the local head of the community are nominated by political parties and then elected directly by the citizens.

2. Politically the communities can elect the head of their local government directly through elections. Therefore, the elected local head should in practice be more accountable in the governmental activities. Accountability (OECD, 2014) is the obligation to report and answer to the mandate entrusted to be accountable for success or failure of the administration. Thus, citizens can also easily monitor the performance of local governments. Nevertheless, in practical accountability terms local governments do not always work as expected. Evidently, there are many irregularities and misuses of authorities, such as many practices of corruptions in several regions indicating that a low level of accountability exists.
3. One of the strategies to minimize accountability-inhibiting factors is PID. Information plays a very significant role in ensuring accountability of the local government. The presence of the PID Act is expected to improve the quality of information services to the public. The main purpose of PID is to guarantee the citizen's right to be aware of the activities of the government administration and to encourage community participation in the making of public policy.
4. In this context, PID brings three aspects forward: to enhance accountability, to encompass public awareness, and to simulate public trust and public participation. Public awareness in disclosure of information is needed, as the accountability requires that information is consistently released by government. Public awareness can be operationalized as access of civil society towards government information. Meanwhile, public trust in government is predicated on the public's belief that

the government acts in the right manner. Public trust in government is related with the public's confidence that the government will manage and disclose the right information including policies and the expenditures. Furthermore, access to information will evoke the participation of the community. Expectedly, by participation, citizens can take the role as the government's watchdog -- supervise the government policy.

5. The study of Magelang and Semarang cities revealed that the more influential in enhancing the accountability is the stronger the willingness of local leader and subordinate to enforce the public disclosure implementation. The willingness of the local leader can be interpreted as the high commitment to take responsibility in responding to the citizen's demand for transparency and accountability. He/she should be able to empowered the subordinate to work professionally.
6. The seriousness of the local head in practicing accountability will inspire their officials to do the same. For instance, the derivative regulation (such as the Mayor Decree) to manage the implementation of PID in each local is apparently useless without being enforced from the top leader. Such activity further promotes the rule of law. The duty is always conducted correctly and there is a sanction applied for those who inhibit the transparency. The commitment of local head is also manifested by providing proper infrastructure to serve the citizens. The leadership of the local head also gives a significant impact to the availability and capability of human resources.
7. In sum, by the seriousness of local government head, it is easy to implement the derivative regulation, provide adequate infrastructure exists and that human resources are well managed. In this way, public awareness will raise and trust will grow and increased participation will happen. Such a condition as the above enhances the performance of local government and creates good governance. The lesson learned here is the more willingness of local head to implement PID, the more accountable the government becomes for the community at large.

5. Conclusion and Recommendations

5.1. Conclusion

Referring to the research, we noted that there are different responses by local governments in implementing PID. It observed that the practice of PID is strongly influenced by the commitment of the local government leader as the authority in implementing the policy. The research showed the ignorance of Magelang

City government in conducting PID. The impediments found in Magelang City, such as the lack of infrastructure and human resources were caused by the low willingness of local leaders to act on the importance of transparency in administration.

On the other hand, the Semarang City government appreciated the policy, as demonstrated by the strong commitment of local head in conducting PID. The support from the local government is recognized by providing infrastructure, system and technology as well as skilled human resources. It also enforced the policy seriously so the subordinates paid due attention to actualize it. Semarang City government is now well organized in carrying out their duty and responsibility in the space of PID service. Therefore, the city has successfully enhanced the public awareness, public trust and public participation. Thus, apparently these and other things can be achieved by the aggressive involvement of local government official as well as the civil society organizations.

5.2. Recommendations

5.2.1. For local government

- (a) Commitment of local leaders and government officials is required to be improved thereby PID can become more likely successfully
- (b) The importance of PID should be enforced thereby enhancing accountability of local government
- (c) The coordination of stakeholders, both intern (head of department/office and staffs) and external institution (civil society, non-profit organizations, social groups, and journalists) should be strengthened thereby strengthening to likelihood of a PID policy.
- (d) Monitoring and evaluating to achieve the excellent information service should be conducted routinely thereby better ensuring a strong and continuous PID policy.

5.2.2. For Citizens

- (a) The awareness of information disclosure to actualize accountability should be improved by monitoring the government administration
- (b) Participation is needed of the citizenry by asking and giving suggestions about the policy and budget report prepared and submitted by government.
- (c) The Non-Profit Organizations should educate the citizenry to use their right to know and use it properly

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