

Evaluation of Sarbagita Urban Infrastructure Cooperation in Public Service Management

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Article History

Received : 17 October 2017

Accepted : 08 January 2018

Published : 01 April 2018

Abstract

Sarbagita area refers to a system of cities in South Bali Region consisting of several cities namely Denpasar City, some parts of Badung regency, Gianyar regency, and Tabanan regency. Urban Area of Sarbagita becomes a form of agglomeration of Denpasar City with other cities developed through regionalization process, i.e. metropolitan cooperation. This leads to an externality that requires the integrated handling of each region in the metropolitan area of Sarbagita through a co-operative institution. The purpose of this study is to analyse the implementation and the form of Sarbagita cooperation, and to evaluate the performance of the cooperation of the Sarbagita urban areas in the delivery of public services and tourism activities. Thus, the level of success of the program and the way to do the cooperation can be measured. This research uses deductive approach with qualitative and quantitative mixed method approach. Qualitative descriptive analysis was conducted to know the condition before and after Sarbagita cooperation performance and quantitative analysis was used to give scoring to cooperation performance. The results of this study are (1) Based on the results of the analysis, Sarbagita area cooperation used a collaborative planning system, that is running the program with the working mechanism of the combining regulations between local intergovernmental agreement for the common interest and then by holding a joint meeting in decision-making as reflected in written Agreements to establish cooperation programs. The characteristic of this cooperation is to set up a centralized operational body consisting of elected representatives who are assigned to join it. (2) Overall, Sarbagita area cooperation is still experiencing some constraints in the implementation process. The evaluation criteria of effectiveness and efficiency has not been optimal so that the result of assessment criteria of Sarbagita cooperation program can be categorized in the level of medium.

Keyword: *Urban Cooperation, Written Agreements, Metropolitan Sarbagita*

Introduction

Background

Sarbagita area is a name for the system of cities in Bali Province (South Bali) which consists of several areas such as Denpasar City, some of Badung regency, Gianyar regency, and Tabanan regency. Urban Area of Sarbagita is an agglomeration of Denpasar City with other cities that developed through the process

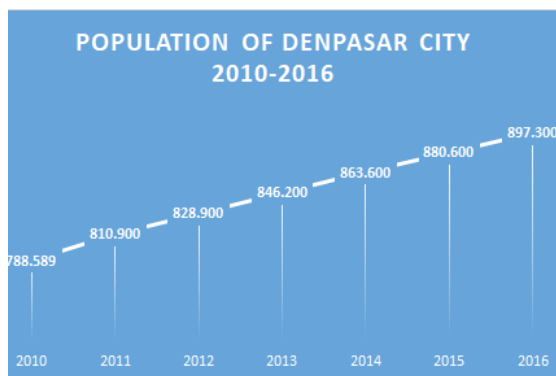
of regionalization to establish cooperation as an effort to overcome urban problems.

Various problems that occur due to agglomeration process of urban Sarbagita require the pattern of development of certain area often must be borne by the area itself, so it is difficult to find an integrated solution. Based on Government Regulation No. 50 of 2007, related to the implementation procedures of regional cooperation, the existing problems in the Urban region Sarbagita can be solved through cooperation between regions. Sarbagita area in its implementation have done the function of public service by doing cooperation. Sarbagita cooperation is an

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inter-city cooperation that is sectoral in which there is a form of participation or involvement of regions to provide public services. The implementation of such cooperation led to the involvement of the regions in the management of public services. This is also a special concern of each local government because in its application, the operational institution of the program agreed in Sarbagita is only the results of discussion between the heads of regions.

Figure 1. Population of Denpasar City (BPS Denpasar City, 2018).



Sarbagita area which is the backbone of the economy of Bali Province and the national government is mainly related to three important sectors namely tourism, agriculture, and supporting industries of tourism. The main objective of Sarbagita cooperation is to provide services to the community in an integrated manner and to support South Bali as an international tourism area. Based on these matters, it is necessary to examine further the implementation and the performance of cooperation between regions of Sarbagita, especially analysing the efficiency and effectiveness in providing public services. The purpose of this research is to analyse the implementation and form of Sarbagita cooperation, and to evaluate the performance of Sarbagita urban area cooperation in the delivery of public service especially related to the effort of realizing infrastructure development, environmental management and urban mobility to support tourism activity. In addition, this study will also examine the programs and the ways how the cooperation was implemented.

Theoretical Basis

Inter-Regional Cooperation in Public Service

Decentralization policies launched since 1999

provide opportunities for districts in Indonesia to grow more rapidly in accordance with local conditions and aspirations in the region, since districts now have the discretion to do so. Some districts/cities have indeed been able to take advantage of policies to make the region able to provide services to the public in a better way and to improve the level of welfare of the community. However, in its course this policy has encouraged spatial fragmentation, such as in metropolitan areas. The problems of Area Fragmentation can be answered by building cooperation among regions, especially in metropolitan areas. According to Patterson (2008) in Warsono (2009) intergovernmental cooperation is an arrangement of two or more governments for accomplishing common goals, providing a service or solving a mutual problem. This definition reflected the common interest that encourages two or more local governments to provide shared services or solve problems simultaneously. Inter-regional cooperation is expected to be one of the innovative methods in improving the quality and scope of public services. The effectiveness and efficiency in the provision of facilities and infrastructure of public services such as education, health, clean water, etc. are also important issues, especially for the disadvantaged areas. The improvement of public services also includes infrastructure development, covering road network, power plant, and waste management network

Alternative Model of Institutional Metropolitan Area in Indonesia

The development of institutional function of metropolitan area which has been tried in Indonesia is based on the prevailing laws and regulations, such as the Act No. 5 of 1974, Act no. 22 of 1999, Act no. 32 of 2004 and Act No. 26 Year 2007. Existing practices can be studied for patterns applicable in metropolitan areas in Indonesia. Based on the Act no. 32 of 2004, there are various patterns of cooperation between regions typical of Indonesia, for example:

1. Kartamantul (Yogyakarta, Sleman, Bantul) is to form a joint secretariat (Sekber) to carry out public services such as handling waste problems, providing clean water, providing transportation services and handling waste.
2. Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi) which formed the Development Cooperation Agency (BKSP) which involved several elements

of related areas through inter-regional cooperation.

3. Subosukawonosraten (Surakarta, Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, Klaten) established the Inter-Regional Cooperation Body in 2001, the secretariat is in Surakarta City, aiming to maintain unity and to develop regional potentials.

Forms of Inter-Regional Cooperation

According to Feiock (2004) inter-regional cooperation basically constitutes the agreement between two or more local governments; coalitions among local governments in an effort to obtain assistance or grants from the central government; public and private cooperation (Public Private Partnership); and metropolitan authority. Therefore, the effort to develop the competitiveness requires collaborative collaboration. Collaborative processes are identified using the theory from Healey, and Ansell and Gash. The process consists of several stages namely 1) a. Introduction of problems; 2) Building Trust; 3) Phase Identification; 4) Institutional Arrangement; 5) Agreement and Commitment; 6) Plan Stage; 7) Implementation and Achievement of Results and 8) Evaluation Phase.

In fact, many forms of cooperation in building the region have been described by some experts. According to Taylor in Tarigan (2003), there are several models of cooperation between regions, as follows:

- 1) Handshake Agreement, which is characterized by the absence of formal cooperation agreement documents.
- 2) Fee for service contracts (service agreements). This system is an area of "selling" a form of public service to another region.
- 3) Joint Agreements. This model basically requires the participation or involvement of the regions involved in the provision or management of public services.
- 4) Jointly-formed authorities. In Indonesia, this system is more popularly known as the Joint Secretariat.
- 5) Regional Bodies. The system aims to establish a common body that deals with general issues that are larger than local one area or territorial issues.

While the inter-regional cooperation model recommended by Setiawan in Winarso, (2002)

is as follows:

- a. Inter-Jurisdictional Agreement: some adjacent local governments geographically form cooperative agreements to address common problems such as environmental and infrastructure issues (Nunn, 1997)
- b. Inter-Municipal Service Contract: a form of cooperative agreement whereby one (or more) local governments permit other local governments to exercise authority representing the interests of the local government, based on fees (Atkins, 1997)
- c. Project-Based Inter-Jurisdictional Cooperation: Neighbouring local government cooperation agreements are structured for the benefit of joint activities addressing a cross-boundary project (Nunn, 1997). In this model the duration of the cooperation depends on the age of the project it manages. The end of the project ended in cooperation

The above forms of cooperation are only for a comparison, because the form of metropolitan cooperation in Indonesia must be formulated specifically, in accordance with the socio-economic, political, geographical, and applicable laws.

Evaluation of Cooperation Performance

To examine whether the goals of the organization's objectives has been achieved or not, assessment through continuous evaluation of the organization's performance is required. This is important, because by assessing performance, the organization can make improvements or improvements for subsequent years (Mac Donald & Lawton in Yudoyono, 2001). Performance indicators become the key in performance monitoring and evaluation. Performance indicators that inform the levels of achievement are expressed quantitatively. Hatry in Nasir (2003) categorizes the following performance information:

1. Input is the amount of resources used
2. Output is the amount of goods or services successfully delivered to the consumer (completed) during the reporting period
3. Outcome is an event or change in condition, behaviour or attitude that indicates progress toward achievement of mission and program objectives.
4. Efficiency or productivity is the relationship or ratio between the number of inputs with the amount of output (outcome).

5. Demographic characteristics and other workload characteristics.
6. Impact (impact) is a certain result that is directly caused by a program. Without such impact programs will not happen.

Performance measurements developed by LANs (State Administration Institutions) and BPKP (Badan Pengawas Keuangan dan Pembangunan) known as LAKIP (Performance Accountability Report of Government Agencies) provide information about the suitability of the implementation of an organization's program with the established plan. Measurement of activity achievement can be done at the level of input, process, output, outcome, benefit and impact of activity or program of government institution for public welfare (Nasir, 2003). In addition to the methods developed by the LAN mentioned above, there is a method called Logical Framework Planning (LPF) developed by the United States Agency for International Development (USAID) to assist in planning, management and evaluation of a program (Coleman in Middleton, 2005). In making this LPF using Logical Framework Planning Matrix which consists of four lines, contains about: Goal, Purpose, Outputs, and Inputs; and four columns: descriptions, objective indicators, evidence sources, and important assumptions. (Table 1)

Research Method

Approach

This study uses a deductive approach with a mixed method of qualitative and quantitative approach (mixed method approach) that researchers collect both data both qualitatively and quantitatively simultaneously.

This research was conducted in Sarbagita Urban Area (Denpasar, Badung, Gianyar, and Tabanan). The focus of research is directed to the implementation of cooperation and

cooperation assessment to obtain the factors causing constraints Sarbagita regional cooperation. This study uses two data analysis. First, qualitative descriptive analysis is conducted to conduct a study on the implementation of cooperation and assess the performance of cooperation between regions, with phenomenon and before and after, while to examine the factors that affect the performance and seek efforts that need to be done to improve performance by referring to factors - factors that affect performance, using comparative methods with successful cooperation. While the scoring analysis, used measurement scale which is an agreement for the reference to determine the short length of intervals that exist in the measuring instrument, measuring tools used in the measurement will produce quantitative data.

Data Collection

Methods of data collection were conducted with- primary data surveys and secondary data surveys. The explanation is as follows:

- a) Observations aimed at observing the flow of dynamics and the development of situation conditions in the field. This technique is used to obtain data about the existing conditional both physical and nonphysical that is not in can from secondary data.
- b) The interviews were structured and depth interviews, to clarify and examine more deeply the theoretical frameworks that have been formulated based on the literature review.
- c) Documentation, in this study, old documents used as a source of data because in many cases the document as a source of data can be used to test, interpret, and even predict. This documentation technique is used to obtain data on the process of implementation of cooperation between

Table 1. Sample of Logical Framework Planning Matrix (Coleman in Middleton, 2005)

Logical Framework	Remarks	Objective Indicator	Evidence and Proves	Important Assumption
GOAL				
PURPOSE				
OUTPUTS				
INPUTS				

regions in the metropolitan area of Sarbagita.

3.3 Data Analysis Qualitative Analysis

In this research, descriptive qualitative analysis is used to examine the implementation of cooperation and assess the performance of cooperation between regions and the phenomenon before and after. Meanwhile, to examine the factors that affect the performance and to seek efforts that need to be done to improve performance, comparisons are made to some factors that affect the performance.

Table 2. Results of Performance Assessment Coordination of Urban Area Sarbagita (Siti Suryani 2006, with development from the researcher)

No	Indicator	Description	Assessment	Score
1.				
2.				
3.				
4.				

Table 3. Performance Appraisal in the Coordination of Sarbagita Urban Area (Descriptive), (Siti Suryani 2006, with development from the researcher)

No	Input Criteria	Description	Assessment	Score
1.				
2.				
3.				
4.				

Quantitative Analysis Scoring Analysis

The scoring analysis used the measurement scale which is an agreement for the reference to determine the short length of the interval. The instrument used in the measurement will produce quantitative data. The measurement scale is based on several types of accompanying criteria, namely: nominal, ordinal, ratio and interval scale. Scoring analysis is used as for following goals:

- 1) Assessment of performance of interregional cooperation. The assessment of cooperation performance is done together with descriptive analysis. The results of

the descriptive analysis are then scored.

- 2) Performance appraisal of cooperation program was conducted together with descriptive analysis.

Result and Discussion

Form of Sarbagita Urban Area Management Cooperation

Sarbagita area can be regarded as a very potential area to apply the patterns of cooperation in the implementation of local government. Cooperation in the Sarbagita region is carried out between agencies (offices/ technical institution) from one region to another, to provide certain services, for example in the provision or construction of public facilities and basic infrastructure such as roads, bridges, sanitation facilities, and so on. Realizing urban infrastructure development programs for public services in the southern region, the Sarbagita urban management cooperation pattern uses collaborative collaboration for each program implementation with some stages such as program initiation, establishment of cooperation vessel, program implementation, and evaluation stage. Cooperation programs include waste management program, transportation procurement program and waste water treatment program.

a. Waste management program

Sarbagita waste service project started its operation since December 13, 2007 to manage the garbage around TPA Suwung. For the existing waste management, Sarbagita Urban Area has made a partnership contract agreement between the governments. They established an institution with the name of Sarbagita Cleaning Management Agency (BPKS) in collaboration with PT NOEI. In this cooperation, PT NOEI is obliged to manage all existing waste at TPA Suwung whether it is new garbage or old garbage to be used as source of power for electricity. (Figure 2)

b. Transportation Management

The cooperation of Trans-Sarbagita bus transportation service refers to the agreement letter of Inter-Head Cooperation in Sarbagita. Sarbagita Government through agreement then formed Sarbagita Public Service Management Agency

Figure 2. Map of TPA Suwung and BPKS Sarbagita (RBI Map and Image Analysis, 2016)



Figure 3. Route Map and Transportation Corridor of Sarbagita (RBI Map and Image Analysis, 2016)



Figure 4. Waste Management Location Map in Sarbagita Area (RBI Map and Image Analysis, 2016)



(BLUPAU) as an institution or organization that administers the implementation of the program, and this cooperation also formed UPT Trans Sarbagita with special duty in handling Trans Sarbagita program. The BLUPAU Sarbagita should do the planning process of the program, starting from the route selection plan, bus procurement, bus station repair and others. Based on the results of the planned agreement, there are 34 routes BRT Trans Sarbagita with 17

The management of Trans Sarbagita BRT has built transportation infrastructure such as BRT bus route, Shelter, terminal and others. (Figure 3)

c. Cooperation of Waste Management

Sarbagita waste management cooperation involving more than two regions is a result of multilateral cooperation. UPT (Technical Operational Unit) as the main actors in this cooperation functions as a facilitator.

Sarbagita waste service cooperation is involving the Government of Denpasar, Badung regency, Gianyar regency, and Tabanan regency. Each district / city has their respective duties in monitoring waste management activities in each region. UPT Sarbagita Wastewater Management was formed to minimize the negative impact of residual waste water disposal such as surface water (rivers, reservoirs) and groundwater (dug / pump) in Denpasar and Badung areas. To realize the objectives of this UPT, it involves the cooperation of several regions in handling waste water problems involving Denpasar City, and Badung Regency and part of Tabanan and Gianyar Regency. (Figure 4)

Based on the areas of cooperation that there are forms of cooperation in urban areas Sarbagita, among others:

● **Inter Jurisdictional Agreement**

The management of urban area in Sarbagita by local government of Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency is a form of Inter Jurisdictional Agreement. All cooperation programs undertaken by Sarbagita is a result of cooperation between city/regional governments that are geographically adjacent to jointly plan and implement cooperation program.

● **Written Agreements**

MoA Cooperation Agreement in theory is a form of cooperation with “written Agreements”. It means that the cooperation of management of urban areas Sarbagita is a cooperation that uses the agreement endorsed in writing. The process of implementation of cooperation between regions in the management of urban areas of Sarbagita includes the stages of coordination in the formulation of cooperation agreements and technical coordination of cooperation implementation. At the stage of coordination, the formulation of cooperation agreements begins with the assessment of potential problems in each region as inputs for the fields that will be collaborated.

● **Consortium**

Cooperation in the management of Sarbagita urban area that has been done require the sharing of resources. This means that in this cooperation, cities and districts collaborate both in the expenditure and sharing issue and ideas on the program including in cooperating with the third parties. Based on this matter, the districts/municipalities in the cooperation of waste management share to each other to spend funds and contribute to each other to facilitate for what is required in implementing the program. The management agency of Sarbagita Urban Area in implementing the program has also established cooperation with private parties.

Table 4. Performance Criteria Sarbagita Urban Area Management Agency (Secondary Data Analysis, 2016)

<i>Berg</i>	<i>Dunn</i>	<i>Setiawan</i>	<i>Yudoyono</i>	<i>Sarbagita Coop- eration</i>	<i>Indicator</i>	<i>Score</i>
Efficiency	Effectiveness	Effectiveness	Effectiveness	Effectiveness	Partially fulfilled	2
	Efficiency	-	Efficient	Efficiency	Partially fulfilled	2
<i>Scale ade- quacy</i>	<i>Responsiveness</i>	<i>Scale adequacy</i>	<i>Responsiveness</i>	Competence	Unfulfilled	2
Competence	<i>adequacy</i>	Competence	-			
	-	Accountability	-	Accountability	Partially fulfilled	1
	-	Transparency	-			
	Equality	Equity	-	Equity	Partially fulfilled	2
Integrity	-	Integrity	-	Integrity	Partially fulfilled	2
	-	-	<i>Quality of service</i>	-		
-		Mutual benefits	Mutual benefits	Mutual benefits	Partially fulfilled	2

Evaluation of Sarbagita Cooperation Program

Evaluation Criteria

Based on the evaluation criteria summarized and selected in accordance with the needs assessment of Sarbagita area cooperation performance, as in table 4. Based on the evaluation result on the performance of cooperation in Sarbagita area, it can be seen in table 5 that not all the cooperation performance criteria are fulfilled. Based on the assessment criteria, the score of 0-6 = low performance, value 7-14 = medium performance, value 15-21 = high performance, then with the total value obtained by Sarbagita cooperation is 13. It can be said that the overall performance of Sarbagita Area Cooperation has a **medium performance**.

The performance appraisal of the program is used to see the achievement of indicators of output/outcome, benefits and impacts that have been predetermined by describing the outcomes of Sarbagita region cooperation achievement and then to adjust the indicators and benchmarks of program achievement. (Table 5)

Based on the results of scoring with reference to the description of performance that has been described above, then the results of the output are 53.07%, performance outcome is 35.08%, performance benefits are 20.99% and impact performance is 16.05%. Whereas, the standard

assessment > 50% for low performance, 50% -70% for medium performance, and 70.01%-100% for high performance. Thus, the result is medium for performance output, low for outcome performance, low for benefit performance, and low for impact performance. This means that from the three-existing cooperation, the results and benefits have not been widely felt by the actors of cooperation, especially by the community.

Performance Management of Sarbagita Urban Area

Based on the analysis result, it is known that the pattern of cooperation of urban area management of Sarbagita uses collaborative collaboration for each implementation of cooperation program. However, each implementation also has the difference related from the process of initiation of the program, the media of cooperation, the implementation of the program, and the evaluation stage. In addition, the implementation of collaboration implemented by the actors is not so dominant and well distributed, especially in building opinion and implementation of the program. Based on the functional and planning process of cooperation that has been implemented by the government Sarbagita, this cooperation forms a decentralized regionalization that is the regionalization formed due to non-structural administration process. Such kind of regionalization make regions in the context of integrative networks. This study also found that

Table 5. Results of Assessment on Cooperation Program in Sarbagita Area (Secondary Data Analysis, 2016)

No.	Input	Output		Outcome		Benefit		Impact	
		Score (%)	Total (%)	Score (%)	Total (%)	Score (%)	Total (%)	Score (%)	Total (%)
1	2	3	(4)=3*(b/9)	5	(6)=5*(b/9)	7	(8)=7*(3/9)	9	(10)=4*(3/7)
1.	Service Aspect								
a.	Public transportation	77,78	25,92	55,56	18,52	33,33	11,11	33,33	11,11
2.	Sanitation and Environment								
a.	trash management	55,56	12,34	33,33	7,41	22,22	4,94	11,11	2,47
b.	Waste water management	66,67	14,81	44,44	9,87	22,22	4,94	11,11	2,47
Total			53,07		35,8		20,99		16,05

Note:

- Weighting scores based on three categories, high performance that fulfil all criteria (score 3), medium performance that fulfil some criteria (score 2), and low performance (1), and performance has not fulfilled the criteria at all (score 0)
- Weight assessment is taken based on the indicators achieved in the evaluation criteria that have been matched with the logical frame work matrix.

the nature of networking between the regions of Sarbagita is voluntary, but not necessarily arbitrary, because cooperation has certain goals and targets to be achieved by the parties that work together.

The aspects of cooperation are set forth in the official program with shared benefits, costs, and risks.

The formation of Sarbagita cooperation aims to solve common problems (sanitation and environmental problems and public transportation services) and to realize common goals in certain fields (developing the potential of the region to improve the welfare of the community). Pamudji (1985) stated that the principal embodiment of cooperation is to anticipate the progress of other areas that result in negative influence on the surrounding area and to solve common problems and to realize common goals in certain fields. Viewed from the process of formation, Sarbagita area cooperation can be classified metropolitan cooperation which is mixed or voluntary system of metropolitan governance, which is a mixed model in which the central government, provincial government, and local government together play its specific role in accordance with the authority. It is in accordance with Laquian (2008) in Berg (1993) related to the form of metropolitan cooperation with several stakeholders and government that participates in cooperation from the central, provincial to local level.

Based on the performance assessment of Sarbagita result-oriented cooperation, the outcome, benefit and impact are still considered not optimal. This means that Sarbagita cooperation is still in the level of commitment and it has not achieved the level of results in which the benefits and impacts can be felt by the community in the Sarbagita area more broadly. Although it had limited impact, but the main target of Sarbagita cooperation can be more optimized.

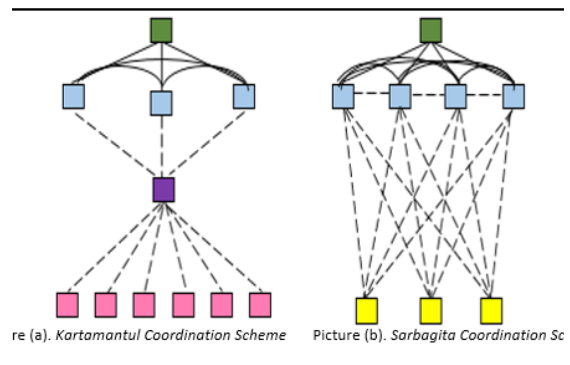
Based on this model, the urban area in Sarbagita as Regional Special Districts and Authorities has following criteria:

- System and Institutional Structure is an intergovernmental unit that holds a special authority to deal with regional issues.
- The authority has delegation in the arrangement and management of

waste, Transportation, and final disposal systems. Unity of views is found in the concept of cooperation.

- The prerequisite of its formation is that each region already has related units. Understanding on each local government regarding its specific regional role in the regional context is necessary.

Figure 5. Coordination Scheme of Sector Cooperation Sarbagita and Comparative of Kartamantul Sekber



Performance Management of Sarbagita Urban Area

The intensity of cooperation in partnership between Sarbagita government and partners is quite high due to following factors:

- Operational Factor:** The intensity of cooperation in partnership between Sarbagita government and partners is quite high because the operational institute of implementing cooperation often holds a meeting with the regent / mayor of Sarbagita with the parties who are invited to cooperate to discuss everything that happened in the integrated development process along with the program plan that will be done. Conflict of opinion will be communicated intensively until the problem can be solved.
- Sources of Fund Factor.** Limited fund becomes the main factor hindering the realization of cooperation program implementation in urban area of Sarbagita. This has resulted in the areas in which cooperation cannot effectively develop according to the agreed program plan. The principle of financing in the system of sharing has not been able to answer the problems of cooperation that has been experienced by Sarbagita.
- Private Support Factor.** The absence

of collaborative collaboration with the private sector certainly has an impact on the ineffectiveness of cooperation management in the urban area of Sarbagita. it is caused by many internal problems that have been experienced by the executor of cooperation with parties who are invited to partner so there is a reluctance to choose the private parties who are invited to cooperate.

- d) Community Support Factor. It is related to trans bus Sarbagita provided by Bali government as public transportation to reduce congestion is increasing, but, Trans Sarbagita bus not yet work effectively because of operation of that bus which not yet optimal
- e) The Limitations of Land Factor. The limitation of land to build public infrastructure facilities making it difficult to develop certain infrastructure development in support of the smooth cooperation program. One example is the construction of the Trans Sarbagita bus route. The limit factor of land in the Sarbagita area creates a route built simultaneously with the private vehicle route without any road expansion.

Conclusion

Implementation of cooperation between regions in Sarbagita area is using collaborative planning system by conducting joint meetings in cooperation. Afterwards, there is planning to implement the plan. In each program, there is equality and different forms of cooperation. the "written Agreements" was signed by the cooperating party called (MoA). The form of multilateral cooperation in the adjacent region is called "Inter Jurisdictional Agreement"

Overall performance of Sarbagita region cooperation is not optimal because there are still problems in the implementation of the program. Thus, the main purpose of metropolitan area cooperation for public services performed to improve the life welfare level have not been implemented maximally.

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