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*by* Sri Suryaningsum

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**Bojonegoro District, The Best Governance Role in  
Indonesia's Economic Development and Poverty Alleviation<sup>1</sup>**

Dr. **Sri Suryaningsum**, S.E., M.Si.<sup>a</sup>, Ak., C.A., Dr. Moch. Irhas Effendi, M.Si.<sup>b</sup>, Drs. R.  
**Hendri Gusaptono**, M.M.<sup>c</sup>  
Economic Faculty, UPNVY, Indonesia  
Email: [suryaningsumsri@yahoo.com](mailto:suryaningsumsri@yahoo.com)<sup>a</sup>, [m.irhasefendi@yahoo.com](mailto:m.irhasefendi@yahoo.com)<sup>b</sup>,  
[tono\\_hendri@yahoo.com](mailto:tono_hendri@yahoo.com)<sup>c</sup>

**Abstract**

This writing uses the method of data collecting from any sources, but is specified into the measure of time 2008 until today, to signify the development of governance, especially in poverty alleviation, in Bojonegoro under the leadership of Bojonegoro regent, Suyoto. According to the analysis of this writing, it can be concluded that the governance in Bojonegoro develops from time to time under the leadership of Bojonegoro regent, Suyoto. He succeeded to control Bojonegoro by applying democratic system toward all of Bojonegoro's citizens' level. The aim of this writing is as the role of good even best governance for every region in Indonesia, so that they can imitate the leadership of Bojonegoro regent, Suyoto, in the effort of poverty alleviation.

**Keywords:** Bojonegoro, governance, democratic system, pro-poor system, welfare, poverty alleviation.

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## 1. Introduction

Generally, governance has similar basic rule and legislation as standard regulations in governing. However, the leader in each region has his own way to govern and apply the rule also legislation. He has certain innovation and creativity in applying the regulation that has already exist. The certain innovation and creativity also be adjusted to the people's characteristics in each region, so that the leader can be accepted by the people and the program that has been planned can be done well together with the support of the citizens.

The interesting phenomenon today is how the region leader success to bring the citizens to be wealth and independent. It is also interesting to deal with the leader's way to involve all of the people directly into each governance activity. In this writing, the regent that will be discussed is Suyoto, Bojonegoro regent, (as it usually called *bupati*).

The background of this writing is the phenomenon that has been stated before, that some leaders have certain innovation and creativity to govern their people. Here the focus is Suyoto, the bupati of Bojonegoro that is claimed to be success leader. The measure of time of this writing is limited into 2008 until today, considering the development of Bojonegoro governance under Suyoto's control.

Otto Scharmer, the professor from MIT, America, stated that Bojonegoro in the era of Suyoto is claimed to be one of some regions that has good governance (2013). The innovation of Suyoto has succeeded to rebuild Bojonegoro to be as good as today. The central government of Indonesia also appreciate Suyoto's competency in applying good governance principles. Here Bojonegoro proves that this region able to grow and transform as a democratic region. Bojonegoro becomes one of some barometers for another region in Indonesia, also in the world. It applies democratic system, with pro-people-policies that always open and transparent.

The organizational of this writing is preceded by the background of study, analysis and conclusion. The governance phenomenon is discussed in background of study. The discussion topic of this writing is Suyoto, bupati Bojonegoro, as one of successful regents, to lead Bojonegoro as wealth and independent region.

### 1.1 Main Text

The analysis in this writing consists of some definitions, ways also innovations that are done by Bupati Suyoto in leading Bojonegoro. The system that is applied in Bojonegoro is democratic system, where the citizens are welcomed to suggest and complain about everything. So here we can see that the government and also the citizens are working together for the better future of Bojonegoro. The innovation of Bupati Suyoto to rebuild Bojonegoro consists of six points. Those points are stated in the power point made by Suyoto entitled "Bojonegoro: Melawan Kutukan Sumberdaya Alam, Wujudkan Pembangunan Berkelanjutan", as pillars to govern Bojonegoro. Suyoto hoped that those pillars can be done continuously and sustainable. He also made some transformations for the success future of Bojonegoro. It also stated in Suryaningsum, et al. 2014a and b and also Suyoto 2015, that there should be good governance to maintain poverty.

## Democratic Government - The Freedom of Citizens' Voice

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Suyoto is likened to Harun Al Rasyid in Abasiyah era. The people are always welcomed to deliver and express their suggestions even complain on everything to him. Cited from kompasiana.com, "Demokrasi ala Bojonegoro", Suyoto applied democratic system in Bojonegoro, where the people are free to state their aspiration. He also opens a routine public dialogue in every Friday after finished Friday praying in *pendapa* of his official residence. This dialogue has been started since 2008 as his governing began. Everyone can join, usually about 500 guess come, and the local radio station broadcast this dialogue live.

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The leadership style of Suyoto succeeded to make him recorded into "Leading By Emerging Future" book, by Otto Scharmer (2013). Scharmer stated that social changes in Bojonegoro is caused by economic and democratic development, and represents 4D government role, *direct, dialogic, distribute* and *digital*.

Suyoto stated that democratic system today is about the two sides' communication and Scharmer claimed that Bojonegoro is the best governance role in the world. Scharmer said that democracy in Bojonegoro uses "eco" approach rather than "ego". In this approach, Suyoto propose four points as the leader's pillars.

First, *gain mightiness through easy way*. The real key in politic is trust, not money politics. It means that the more trusted easier to get citizens' attention. The credibility of leader can be obtained by having direct contact with the people, by communicating, listening their problem, formulating solution, and keeping integrity and intensity of communication with them.

Second, *democracy management*. The example of democracy management by Suyoto is always regards the competitors as friends, together as one for the better future of Bojonegoro. It is a taboo for them to say "it is not my responsibility", there will no "there is no money", is a prohibition to grumbling or moaning, always try to do the best, and do not corrupt. It constructs the spirit of eco system for Bojonegoro's stakeholders.

Third, *how to implement eco system based administration*. Suyoto has certain mechanism to keep in touch with the people by making dialogue, conducting field survey, giving the contact of all stakeholders and Suyoto himself, as a direct access for them to convey their problem. By applying this mechanism, there will be no conflict between citizens and government and the process of co-creating and productive dialogue to solve problem and also Bojonegoro will be independent and wealthier.

Fourth, *spiritual transformation*. Spiritual transformation according to Suyoto means self connection toward society and nature. Spiritual is the base of ego system, because of this a human should have self-management. He defines about spiritual transformation through one of surahs in Al Quran, al-fatihah.

## Independent Breakthrough

The article by Roqib 2014, entitled "Petinggi Embung yang Doyan Ngetrail" from koran-sindo.com quotes about the pre-navigation program by Suyoto. He realizes that Bojonegoro has potential sources. Pre-navigation program is the program to rebuild the road between villages and sub-districts by using paving block. The length of road to build is 1.150 metres in 430 villages and 28 sub-districts. Paving blocks that are used made from local materials from Bojonegoro.

Paving blocks are easy to make, eco friendly and cheaper than asphalt. It will need Rp 300 million for one kilometre road using paving blocks, and Rp 500 million for asphalt. Besides those reasons, there is also people empowerment, because the government of Bojonegoro only gives the paving blocks and materials needed, while the people who build the road are the people from the villages. By having good road between villages and sub-districts, hopefully economic development of Bojonegoro can grow faster. The villages' agricultural products can be directly sold in traditional market.

To solve the problem of water in Bojonegoro, Suyoto makes 1.000 ponds program. These ponds are used as reservoir of rain water in the rainy season and as the source of irrigation in the dry season. The function of pond is not only as reservoir for rain water, but it also used as fish pond and tourism object. These 1.000 ponds will be realized in 2018. It needs Rp 50 million until Rp 300 million per unit of pond and the areal to be used is half until one acre of village's area. "The program of 1.000 ponds is the answer of the water problem in Bojonegoro. Besides the help of ponds, the irrigation also supplied from Waduk Pacal and Bengawan Solo River." Suyoto said. Bojonegoro also has its own batik, called batik jonegoroan, with 14 motifs such as gastro, meliwis, parang dahana mungal, tembakau, sapi, pari sumilak, thengul, pisang, salak, jagung, belimbing, jati, and mangga. The industries of batik are spread in some sub-districts, and it is used as uniform for school students and employees.

### **Six Pillars for <sup>1</sup>Continuously and Sustainable Development of Bojonegoro**

In governing, Suyoto applies six pillars for the development of Bojonegoro. Hopefully these pillars can be done continuously and sustainable. These six points are stated in his power point entitled "Bojonegoro: Melawan Kutukan Sumberdaya Alam, Wujudkan Pembangunan Berkelanjutan" and also cited by bojonegorokab.go.id.

1. Economic Development <sup>1</sup>  
Suyoto places economy as the first point because he wants to increase Bojonegoro community income to achieve the continuously and sustainable wealth and happiness. In terms of un-renewable source such as oil and gas, Suyoto hopes that Bojonegoro people have a chance to explore and exploit it. While another terms is renewable source, such as <sup>1</sup>agriculture, services and manufacture.
2. Environment  
The economic activity needs good and health environment as support. Because of this, Bojonegoro tries to be a comfort place to life, play, work, study and pray. To achieve this, Bojonegoro needs two vital things, they are good and health environment and also qualified human. Bojonegoro has complex problem of water, and today, the problem of pollution also is increasing because of the increase of economic activity.
3. Human and Social Resource  
The transformation of agricultural sector into another sector needs human and social resource. The stable social situation and qualified human resource support the development of Bojonegoro.
4. Sustainable Fiscal Policy

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The increasing income of Bojonegoro comes from sharing profit of oil and gas and also participating interest. However, Bojonegoro has some problems from these two sources of increasing income.

First, the problem of fluctuation in income, because of the uncertainty of oil and gas income as the ups and downs of oil and gas price.

Second, the strategy to allocate money to achieve sustainable development.

- a. Buy only the vital needs.
- b. The development of Bojonegoro human resource, to be more productive and competent.
- c. Build the relevant infrastructure to support the development of economic and human resource.

Bojonegoro also has strategy to achieve sustainable fiscal :

- a. In maintaining APBD, Bojonegoro let the SILPA bigger and if there is no DBA of oil and gas, the eternal money will still be available.
- b. Banking infestation in Bank Jatim and PD. BPR Bank Daerah Bojonegoro, Rp 400 billion until 2017.

The eternal money is used to anticipate the money needed in the development of Bojonegoro if the DBH is low. The government of Bojonegoro only use 70 % of the central government regulation. In 2015, the pure APBD is only be used 50 %, while the rest 50 % is used for eternal money. The eternal money is 100 % of PI and DBH benefit. Ideally, Bojonegoro has US \$ 2 billion or Rp 20 – 24 trillion. To keep the affectivity of the use of money, there is a

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group of people as controller.

5. Governance Pillar

Bojonegoro tries to apply smart, good and clean governance. Bojonegoro applies bureaucracy reformation and utilization of local officials. The management of bureaucracy system develops following public dynamic.

6. Transformative Leadership

Transformative leadership spread into politic, social, business and bureaucracy fields, it changes, develops, and maintains sustainably.

## Bojonegoro Transformation

Bupati Suyoto also stated Bojonegoro transformation into his power point entitled “Bojonegoro: Melawan Kutukan Sumberdaya Alam, Wujudkan Pembangunan Berkelanjutan”, and also cited by [bojonegorokab.go.id](http://bojonegorokab.go.id) as the article entitled “Enam Elemen Pembangunan Berkelanjutan Bojonegoro”. Bojonegoro chooses to do transformation rather than revolution. There are six elements of Bojonegoro transformation as it is called “Enam Tingkatan Transformasi Bojonegoro”.

1. Transformation Vision

Bojonegoro people need clear description of wealth, independent future and sustainable competency, and it is summarized in :

- a. Economic Development Vision : Bojonegoro hopes to be competent and qualified on the aspect of food, energy, education, health, service, trade, tourism and intensive human resource/labour.
- b. Eco Vision : Bojonegoro as the most tough district in facing disaster, the most enjoyable place to live, hang out, work, do business and pray.
- c. The Vision of New Human Resource of Bojonegoro : The vision of health, creative, innovative and productive Bojonegoro people.

- d. Bojonegoro Governance Fiscal Vision : The vision to be independent and develop sustainably.
  - e. Bureucracy Vision :The government of Bojonegoro places the government itself as the guardian of Bojonegoro people.
  - f. Leadership Vision : The leadership of social, politic and economic in Bojonegoro is transformative leadership. It means that the leadership is dynamic.
2. Strategy Vision  
In achieving the visions above, Bojonegoro needs to apply some strategies.
- a. Focus on the basic problem (infrastructure and human quality).
  - b. Gives facilities and opportunity to the people.
  - c. Government as a part solution of public problem.
  - d. Make no gab between government and citizens.
  - e. Focus on strategic issues :
    - a) Strategic issue of food, to achieve target of food.
    - b) Energy strategic issue to achieve the target of energy.
    - c) Strategic issue to achieve the successfulness of tourism and manufacture industrial.
    - d) Strategic issue of environmental and disaster maintenance to achieve target of qualified environment.
    - e) Reformation and bureaucracy strategic issue.
    - f) Strategic issue of the orderliness in law and social management.
    - g) Strategic issue of villages development, by applying the of healthy and smart village : to make village as the base of human development and also village environment.
    - h) The issue of poverty alleviation and empowerment.
    - i) Strategic issue of budged maintenance, focus on the target of effective, efficient, transparent and sustainable budged.
3. Governance Transformation  
With the spirit of bureaucracy transformation, the governance tries achieve the development, by enlightening, empowering and accelerating.
4. Operational Level Transformation  
In governance, the good vision and mission will not be good if there is no support of good operational. The style of work is changed into informatics technology, transparent, to be more effective and efficient.
5. Cultural Transformation  
Bojonegoro culture is influenced by its historical background. The culture of Bojonegoro is the result of politic war between Majapahit (Hindus) and Demak (Muslim). Political influences, from Demak to Pajang, Pajang to Mataram, colonized people and conqueror. It is also the acculturation product between Tionghoa, Arab and ancient animism. Natural phenomenon in Bojonegoro, such as flood, dryness, ground motion and calcareous area with teak forests, also influence the transformation of culture in Bojonegoro.
6. Passion Transformation  
The passion here means that Bojonegoro people, together with the government, have to strengthen their passion to keep and increase the productivity to achieve good future. Passion transformation is the passion to transform Bojonegoro to be more brilliant than before.

### **Geospatial as Bojonegoro Transformation's Way**

“Geospatial information could be used as development base of an area,” said Kusnandaka Tjatur, Head of Communication and Informatics (Kominfo) Bojonegoro, cited from the article in [kanalbojonegoro.com](http://kanalbojonegoro.com) entitled “Geospasial Sebagai Sarana Transformasi Bojonegoro”. Bojonegoro becomes the first district area which manages its geospatial information.

From geospatial information, the potency and problem of an area that are related to terrestrial mapping can be achieved. Geospatial is the data of administrative and physical aspects of geographical object. The examples of physical aspects are human activities and also nature shapes in surface or inside the earth.

Anthropogenic consists of cultural phenomenon such as road, railway, building, bridge and other. Nature shape consists of river, lake, beach, high land and other. Administrative aspect consists of the regulation by organization to manage the use of natural sources, such as zone borders, zone, postal code, borders of landownership, and other.

<sup>4</sup>  
From the data of Local Development Planning Agency: Local (Regional) Offices of Bappenas Bojonegoro, the result of geospatial information, Bojonegoro needs to do 3 aspects transformation. They are the transformation of today, oil and gas era, and also the era after oil and gas. It means that Bojonegoro have to transform from ego to eco, said Suyoto.

## 2. Conclusion

<sup>1</sup>  
The conclusion of this writing is Bojonegoro can rebuild itself started since 2008 under Bupati Suyoto control, by applying democratic and transparent system, with some sustainable development pillars and also Bojonegoro transformation.

<sup>1</sup>  
Democratic and transparent system is applied by having public dialogue in every Friday after finished Friday praying in *pendapa* of Suyoto’s official residence. There always be sharing between the citizens and the government. Together they share about everything, about Bojonegoro’s problem and try to find the solution to solve it, for the best future of Bojonegoro.

The six sustainable development pillars as the support of Bojonegoro development, which is sustainable, started from the leadership of Bupati Suyoto and forwards. Hopefully the plans that have been made and started are done sustainably. Bojonegoro chooses to do transformation rather than revolution because in transformation, there will be spirit to change.

<sup>1</sup>  
Hopefully, by the existence of this writing, about the good governance of Bojonegoro under Suyoto’s control can be a role model and be imitated by another districts or areas. The good governance of Bojonegoro has already claimed by Indonesia government and also other governments in this world. By the good governance in every area in Indonesia, hopefully all of the citizens of Indonesia can be independent and wealthier.

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