DOI <https://doi.org/10.18551/rjoas.2016-11.17>

INTER-REGIONAL COOPERATION ON REGIONAL LANDFILL MANAGEMENT IN URBAN AREA: A CASE STUDY IN SOUTHERN KALIMANTAN, INDONESIA

Irawanto

STIA Bina Banua Banjarmasin, Indonesia

Muluk M.R.K.

Faculty of Administrative Science, University of Brawijaya, Indonesia

*E-mail: irawanto67@gmail.com

ABSTRACT

This study aims to investigate the inter-regional cooperation on regional landfill management in urban areas, particularly in the case of Banjar Bakula in Southern Kalimantan, Indonesia. Intergovernmental relations system and cooperation among regions becomes important at this time as there are no areas that are isolated and able to meet the needs of the region independently. The relationship among regional governments, especially in the metropolitan areas, has the dynamic and growing characteristics, thus requiring special governance, particularly in the processing management of regional landfill in the urban area, including in Banjar Bakula. A development policy in the form of programs or projects involving some areas requires institutional arrangements both among the involved government agencies so that the programs of cooperation can be realized efficiently and effectively. Some hindrances related to the implementation of the policy and the issues upon governance structures will be the reference in the conduct of inter-regional cooperation.

KEY WORDS

Intergovernmental relation, metropolitan area, inter-regional cooperation, Banjar Bakula.

In this era of decentralization and regional autonomy system, inter-regional cooperation becomes one key to successful development programs, as the cooperation serves as a bridge that may turn potential issues related to conflicts of interests among the regions become very favorable development potential (Tarigan, 2009: 1). Inter-regional cooperation is a step in synergy within the government in the improvement upon the development programs and this model has become a breakthrough in various parts of the world, as revealed by Hulst et al. (2009), who said that the cooperation between cities is common phenomena in Western European countries at this time. This similar condition is also noted in the OECD (2006: 25) that «inter-city cooperation has been and remains an essential element of most of the national programs.» In other words, inter-regional cooperation is a process that cannot be left out in the process of development of the region. It is also said by Muttalib (1982) that as part of a state, the local governments should become the partners of the government as part of the national development.

The inter-regional cooperation apparently cannot be separated from the relationship among levels of government. Wright (1982) proposed the dividing model of intergovernmental relations into three models, namely: 1) coordinate authority model which is characterized by the relationship between the government with strict boundaries between the central government and provincial governments. Local government of the city is highly dependent on the autonomous provincial governments. 2) Inclusive authority model which is characterized by a proportional power among the levels of government, of which there would be mutual respect within the levels of government. The relationships that occur within the provincial government and city governments serve as the supervisor of the central government. 3) Overlapping authority model where there is a «bargaining» process between the central government and provincial governments and city governments. The central government offers a program to the provincial government and city governments, and the

provincial or district / city governments should apply them by considering requirements set by the central government.

In the development, a local government area will affect other local governments. Therefore, the relationship among the governments will play major role in the development process. The study examined the implementation of inter-governmental relations in terms of the structural features, and it was identified the weaknesses in the formulation of the policies. Wright (1974) proposed five distinctive features that forms the inter-governmental relations, namely; (1) the role of government (both central and local governments), (2) the interactions among public officials (behavior, belief, perception, preference), (3) sustainable communication (regularity, working relationship, and cumulative patterns), (4) the role of administrators (parliament or legislative and executive), and (5) the impacts of policy (especially budgetary policy).

Banjarmasin City along with Banjarbaru Regency, District of Banjar, District of Barito Kuala, and District of Tanah Laut are included in a metropolitan area called Banjar Bakula Metropolitan. Bakula Banjar Metropolitan area has a population of 1,980,206 inhabitants or 52.25% of the population in 13 districts/cities in South Kalimantan Province (Statistic Center, South Kalimantan, 2012), and the area is more advanced than in other areas in South Kalimantan.

One of the most emerging issues in this area is waste management. The growing population and socio-economic activities in this metropolitan area has correlation to the increasing number and types of wastes. As it is expressed by Zimmerman (2012: 107), that the changes in the economy and population have impacts on the additional burdens of the villages in a sustainable manner, such as rising population, that the local governments may face difficulty in providing basic public services, such as roads, waste management, and even provision of clean water. This emerging issue may threaten the ecosystem condition in the region. According to the statistics on waste in 2008 reported by the Ministry of Environment showed that total landfill waste in Indonesia amounted to 38.5 million tons per year, with the composition such as 58% of household wastes, 14% plastics, 9% paper and 19% other types of wastes. Of the total waste, about 14.1 million tons or 36% of the wastes are coming from big cities and metropolitan area (London, 2013: 4).

In order to overcome the issues related to waste in the Banjar Bakula area waste management through governance approaches should be taken. One of the approaches to the metropolitan area is inter-regional cooperation (IMC). IMC has been discussed for a long time as one of the solutions for the improvement metropolitan governance (Swianiewicz, 2011).

The government has also issued Law Number 18/2008 on Waste Management, which mandates the cooperation and partnership between local governments, businesses and communities in managing the wastes. As revealed by Kurtz (2006) that «when interdependence, economy and effectiveness are considered as a whole, intergovernmental cooperation clearly is the future for success in local governments».

Table 1 – The Capacity of Waste Management in the Three Area of Banjar Bakula Metropolitan Area

No	Indicators	Banjarmasin	Banjarbaru	Banjar
1	Total population (persons)	705,575	184,487	222,694
2	Total served population (persons)	317,509	110,692	122,481
3	Total served population (percentage)	45 %	60 %	55 %
4	Total waste production (M ³ /day)	1,940	461	557
5	Total handled waste (M ³ /hari)	837	277	306
6	Total area (Km ²)	72.67	328,83	4,710,97

Source: Master plan of Regional Landfill in City of Banjarmasin, City of Banjarbaru and District of Banjar (2010).

The procedures to resolve the problems of waste management in this area has been initiated by the government which can be seen from the results of assessments conducted by the Ministry of Public Works, Directorate General of Cipta Karya, and Arkonin Engineering Manggala Pratama Ltd in 2010, upon the three landfills in District of Banjar, Banjarbaru

Regency, and Banjarmasin; the landfill in Hutan Panjang in Banjarbaru Regency was with the highest score as regional landfill but with one condition that the landfill should expand the landfill area. The following table illustrates the capacities of the three landfills.

Inter-regional cooperation in handling and managing the waste issue is needed in Banjar Bakula metropolitan area which has become urgent problems. In managing the shared problems in the region, of course, the relevant governments should have the principles of mutual benefit. Based on the description of the problems, there are some problems in this research on how the inter-regional cooperation in waste management in the Banjar Bakula metropolitan area. As for the research questions the following are some detailed research problems: 1) how is the relationship between the compositions of the government in the landfill management; 2) how to model of the inter-region relationship in the cooperation in the management of the regional landfill.

The Concept and Structure of Intergovernmental Relation. Relationship among the governments of different level in the process of development program is such fundamental interactions that occur among government agencies in all areas (Anderson, 1960: 3). The relationship between the compositions of the governments occurs both in federal and unitary countries. Inter-regional cooperation is rational condition which occurs among the governments. Inter-regional cooperation is conducted in order to reduce maintaining expenditures and also ensuring the quality of public services (Patterson: 2008), resolving conflicts of competence, handling overlapping externalities, and creating harmonize policies (Keating, 2012).

The inter-regional cooperation apparently cannot be separated from the relationship among levels of government. Wright (1982) proposed the dividing model of intergovernmental relations into three models, namely: 1) coordinate authority model which is characterized by the relationship between the government with strict boundaries between the central government and provincial governments. Local government of the city is highly dependent on the autonomous provincial governments. 2) Inclusive authority model which is characterized by a proportional power among the levels of government, of which there would be mutual respect within the levels of government. The relationships that occur within the provincial government and city governments serve as the supervision of the central government. 3) Overlapping authority model where there is a «bargaining» process between the central government and provincial governments and city governments. The central government offers a program to the provincial government and city governments, and the provincial or district / city governments should apply them by considering requirements set by the central government.

In the development, a local government area will affect other local governments. Therefore, the relationship among the governments will play major role in the development process. The study examined the implementation of inter-governmental relations in terms of the structural features, and it was identified the weaknesses in the formulation of the policies. Wright (1974) proposed five distinctive features that forms the inter-governmental relations, namely; (1) the role of government (both central and local governments), (2) the interactions among public officials (behavior, belief, perception, preference), (3) sustainable communication (regularity, working relationship, and cumulative patterns), (4) the role of administrators (parliament or legislative and executive), and (5) the impacts of policy (especially budgetary policy).

METHODS OF RESEARCH

This research was conducted within 6 months in the metropolitan area of Banjar Bakula. This research was conducted qualitatively in order to obtain primary data through in-depth interviews, in the form of focus group discussions. Data source include government officials related to the cooperation of regional landfill management: Department of Cleanliness and Landscaping of relevant districts/cities, Development Planning Agency of the relevant cities, Directorate of Environmental Sanitation, Development Cooperation and Coordination Agency of Metropolitan Area of Banjar Bakula. Furthermore, secondary data

were obtained from District of Banjar locus of Bakula metropolitan area as to support the findings.

RESEARCH FINDINGS

The research found several forms of relationships among the governmental levels in managing regional landfill, namely, multiple entities, interaction of officials, communication, all public officials (administrators), and policy emphasis.

Multiple Entities (National, Provincial and Municipalities/Local Government). The role of the central government in development policy is stipulated in Law of Indonesia Number 25 of 2004 on National Development Planning System, National Medium Term Development Plan from 2015 to 2019, and also the Master Plan for the Acceleration and Expansion of Indonesian Economic Development (MP3EI), especially in the area of South Kalimantan.

In relation to the development of regional landfill in the metropolitan area of Banjar Bakula, the central government does not involve at the operational level both in the preparation stage of the relevant regulations as well as facilitation of joint development and management of the regional landfill. At the provincial level, however, the role of provincial government is very significant because it has been conducting a feasibility study in determining the strategic location for the provision of regional landfill in this area. The results of the feasibility study determined that City of Banjarbaru be the ideal site for the regional landfill because it has met all the requirements for the regional landfill. The role of municipal or local governments is merely to approve and facilitate the planning that has been determined by the provincial government. The role of three levels of government is in relation to the provision of urban infrastructures, one of which is the regional landfill. As it was asserted by Nallathiga (2010: 26) that in the construction and maintenance of urban infrastructures require substantial funds, hence, the role of the governments is essential in investing in the urban facilities.

Interaction of Officials. The interaction of public officials in relation to inter-regional cooperation are important because these will determine the sustainability of the cooperation among relevant parties. Such interactions can be seen from the four sub-elements, namely, behavior, trust, perceptions and preferences of the involved personnel. The following are the description of the four sub-elements.

Behavioral Aspect. The scope of work for the central government is very broad, so that the central government would observe the problems in the regional through general perspective and tend to be less responsive. Behaviour of the provincial government officials tend to be more responsive because the problems related to the current development should be cross-jurisdictional among authorities in more than one cities or districts. The behavior of local governments however tend to be less responsive and even passive. This is due to differences in the level of interest among the local governments in the development of regional landfill and nuanced understanding of the meaning of the importance of the existence of the regional landfill.

Trust Aspect. Low trust has been demonstrated by the central government to the local governments as the attitude from the local governments tends to be passive and lacks of initiative. On the other hand, the provincial government is less likely to believe in the central government because of the presence of central government's intervention may perceive interference to the provincial jurisdiction. Intervention from the central government is more to the financing and technical aspects rather than on the policing authority. In addition, the trust from provincial government in the local government is very low because the local governments, in dealing with various problems, often directly confirm to the central government, which should have been coordinated through the provincial government. On the other hand, the local government's belief to the provincial government is obviously poor based on their assumptions considering the provincial government has not been able to represent their interests.

Perception Aspect. The central government and the provincial government find the inter-regional cooperation as a solution to reduce the load of local governments as well as the solution to the regional issues related to waste management in the region. City of

Banjarmasin finds the cooperation to the landfill management is very helpful due to the nature of the land in this region is swampy which is not proper for the landfill management. For the City Government of Banjar, the presence of regional landfill does not affect them, because they have chosen the processing point of the landfill. City Government of Banjarbaru on the other hand considers this cooperation as a burden due to some issues such as smelly polluted air and destruction on the city streets due to the mobility of the regional landfill transportation.

Policy Preference Aspect. The central government finds the issue of development of regional landfill in the metropolitan area of Banjar Bakula generally is in the issuance of Law Number 18 of 2008 on Waste Management. In the realization, the implementation of this Law has not been going well. At the provincial level, cooperation in the development and management of regional landfill has not become the priority, particularly due to the refusal from City of Banjarbaru after the agreement of the regional landfill was taken. To this date, City Government of Banjarbaru has not received any funding allocation related to the waste management, neither from the central government nor the provincial government. At the level of City of Banjarbaru, the policy preference related to the inter-regional cooperation in the development of regional landfill is still weak, which is visible from the attitude of the local governments which tend to be inferior and unresponsive addressing this issue and even refuse the regional landfill in the area.

Communication (Continuous and Cumulative). Communication among the local authorities in such cooperation is very essential. As stated by Fox and Meyer (1995: 66), the relationship between different levels of government covers all the complex relationship and interdependence between different areas of government, including informal communication among the officials. Any interaction between local officials regularly shows an ongoing communication. It can be in the form of day to day contacts, running and working relationship, and stronger cumulative cooperation.

Regular communication between the government from different levels in realizing the regional landfill in metropolitan area of Banjar Bakula is relatively rare, in addition to the absence of a schedule made also limited operational funds so that the discussion on the development and management of the regional landfill may be hindered. In addition, lack of focus discussion and communication forum the participant difference is also hindering development of the regional landfill.

The relationship between governments in the form of public working is only limited to the Memorandum of Understanding (MoU) which sets City of Banjarbaru as the location of the regional landfill in the metropolitan area of Banjarbakula. Cumulative pattern between the provincial government of South Kalimantan and local government in the metropolitan area of Banjar Bakula has not obtained clearer results.

All Public Officials (Administrators). The influence of parliament (legislative) has strategic role both in the level of central, provincial and local government in the process of inter-regional cooperation. The reason is because the system of budgetary and regulatory functions in the government in Indonesia should be under the authority of the legislature. At the central level, active members of the legislature are basically associated with the aspirations they represent and the need for increased electability. Members of parliament related to the duties and functions are often brought the issue to the central level and fight on the budgeting process, the issue is addressed to the government with funds from the State Budget (called as the APBN). The struggle of members of the legislature may change the budget planning that has been done by the executive.

The role of the executive in the inter-regional cooperation however also has the same constraint. The role of the executive at the central level is obviously very important. To date, however, it has been unclear which party is doing certain activities and which party is controlling the implementation of the cooperation in the metropolitan region of Banjar Bakula in South Kalimantan, in particular the implementation of the regional landfill. There has been different perspective and understanding upon the inter-regional cooperation and implementation at the national level and provinces related to certain obligations for such cooperation. In the metropolitan region of Banjar Bakula, the implementation of development

of regional landfill has been handled by two ministries, namely the Ministry of Public Works and Ministry of Interior. At the provincial level, the executives have not been able to initiate the local governments to focus on better and effective inter-regional cooperation in order to solve the problems related to the regional landfill. While at the district/city level, several difficulties faced by the executives so far which occurred during this cooperation are including the different interests among the related districts/cities. This difference in understanding and subjective attitudes by the local governments may bring bigger obstacles in the process of inter-regional cooperation.

Policy Emphasis. In this point, it can be seen how the government's attention to the related policies, particularly on the fiscal side. In this case, any impacts on the budgeting should be analyzed namely: financial issues (budgetary capacity), political support, and the impact on other related policies. Correspondingly, Emerson (2012) proposed the need of concern and support in various affirmative policies through the inter-regional cooperation of the related local governments, sharing and utilizing the existing resources in the area. The concern and support might cover the budgetary support and other resources which may include funding, time, technical and logistical support which are very instrumental to successful cooperation.

The policies at the level of the central government towards the metropolitan region of Banjar Bakula have not been followed up by either the technical or operational policies, including the budgeting aspect as the consequence of the policies. This condition may lead into the joint development and management of the regional landfill which has not run well because of lack of technical support and funding.

For the provincial government, the budgetary policies should have been organized in accordance with the national budgetary policies. In fact, the allocation of the funding for such cooperation has not been running smoothly. Such technical rules on the reality should follow the operational policy and it is becoming major concern by the regionals. Supposedly technical policies pertaining to fiscal interests, especially those involving more than one regions, should be followed up by other operational policies which are the translation of macro policy.

Model For Inter-Regional Cooperation in Realizing the Joint Cooperation. The construction of regional landfill in the metropolitan area of Banjar Bakula includes the concurrent affairs which involve the central, provincial and city governments, covering several stages like planning, financing, implementing, and monitoring of the construction. Therefore, there should be better and effective synergy in the management of intergovernmental cooperation, so that the implementation of the construction can be executed well.

The inter-regional cooperation is the solution to have more efficient and effective performance of the local governments, and this is a form of visionary organization that should be maintained in case the related local governments in one region does not want to be left behind from other region in providing the best service for the public. In line with this issue, Aulich, et al., (2011) stated that in Australia, such cooperation and consolidation are considered as a means to promote more effective governance by the organization following the trend in the 21st Century.

Based on the research, it was obvious that the role of provincial government in the construction of the regional landfill is critical, but it was not supported with sufficient funding as well as good coordination, while the city government seems dependent on the support and less responsive. This condition may affect to the delayed and low realization of the construction of the regional landfill.

As seen from Figure 1, (+) indicates that the central government in the relationship in the composition of the government is considered to be less strong, whereas the issues related to the regional landfill in this area is categorized into strategic issues that should be addressed. Meanwhile, (+++) indicates the active role of the provincial government in the relationship in the composition of the government, while (++) indicates the role of the District/City which was very limited or not optimal. Figure 1 illustrates the relationship model in the construction of regional landfill in this area.

Figure 1 – Relationship model of the current inter-government

The imbalance between the roles of the governments can be minimized to be more equal powers among the levels of government so that the burden of the provincial government can be reduced so that the delay in the implementation of the regional landfill development program can be avoided.

DISCUSSION

One of the missions of the provincial government of South Kalimantan is the development of public infrastructure and facilities; it means that this government's mission cannot be separated from the strategic issues in the region, such as strategic issues related to cooperation among local governments in the metropolitan region Banjar Bakula. District of Banjar Bakula is the provincial strategic areas and it is potentially a national strategic area as well. District of Banjar Bakula is also already a metropolitan area, so that good spatial arrangement in this region becomes so important. In relation to the obligation to manage the development among districts/cities in the province, it was conducted by the provincial government as to which is set in the Law of Indonesia Number 23 of 2014 Article 364 Paragraph (4) on Local Government states that if there is no required cooperation between regions within one province that is not implemented by the district/city, provincial government as the representative of the central government may take over the implementation.

One of the strategic issues that occur in this area is the construction of regional landfill. This condition occurs because District of Barito Kuala and City of Banjarmasin are two of the five regions in Banjar Bakula who face problems in terms of managing the waste. As this issue may have externalities, it should involve other related districts/cities in this region. Cooperation among the local governments of this region should be the key to resolve the current problems in the metropolitan region of Banjar Bakula. In order to have effective implementation of inter-regional cooperation, it requires strong legal bases for the inter-regional cooperation (Malan, 2012); the government agencies conducting the cooperation across jurisdictions region must be based on the binding legal force so that the cooperation could run consistently. The relationship in related to the implementation of development that involves several governments should be regulated under applicable law. Corroborating to that issue, Wright (1982) said that to achieve the intergovernmental relations should be noted five specific elements, namely the role of government, interaction among public authorities, sustainable communications, the role of administrator, and focus attention on policy.

The following overview concludes that a cooperation that exists in the region will interact towards a common goal even though it has been conducted in different jurisdiction. Fulfillment of the elements revealed by Wright is the key factor to the success of the relationship between the governments in this cooperation by answering such questions, namely: Which government units involved in such cooperation? How is the interaction

between officials in this case? To what extent the regularity and continuity of interaction do occur? What kind of support has been given by the administrator? How to focus the attention given from the fiscal side in the relationship?

The role of central government is indispensable in the development of urban infrastructure, especially related to the construction of the regional landfill in District of Banjar Bakula. Central government as the main actor who is able to issue various of regulations such as the establishment of Banjar Bakula region as a national strategic area. In addition, the role of central government is the facilitator and coordinator of development programs. The intensive involvement of the central government in assisting to resolve the problems operationally as well as to provide incentives to do inter-regional cooperation and which has an external impact to the region. Activeness of the government's role has also been mentioned by Dwiyanto (2005: 8) who emphasized to redefine the role of government with democratization, deregulation and privatiasi today. In addition, Osborne and Gaebler (1992) emphasize that the role of the state is as the facilitator or supervisor in the administration of public affairs.

Inter-regional cooperation in the construction of the regional landfill is a process of mutually beneficial relationship and common purpose of the related regions through the cooperation; the regions interact through negotiations, and of course all those activities are based on the existence of mutual trust (Thomson, 2007).

Communication is also an important factor in cooperation as mentioned by Ansell and Gash (2007), such as face to face communication towards stereotypical problem is the way it is always recommended in several literatures on cooperation. Face to face dialogue is such necessary condition in the collaboration. The importance of communication is also expressed by Shafrit (2000: 81) that said one characteristic that can be identified in the intergovernmental relationship from different levels is the pattern of interaction among the representative officials. From this, the interaction becomes one important aspect that should be done by those who will conduct the same program. Therefore, a direct dialogue is necessary for the relevant stakeholders to identify opportunities for mutually beneficial cooperation. This dialogue is at the core of the process of building the trust, mutual respect, creating a shared understanding and build commitment process among related parties. Bad communication may become a barrier to the implementation of the construction of the regional landfill.

Under Law of Indonesia Number 23 of 2014 on Regional Government, there are two sub-elements that are involved in cooperation and an administrator, that are the elected officials, both legislature and executive and appointed public administrators, either from public officers or special officers. Basically, the elected public officials by the public both at the central, provincial and city in the process of inter-regional cooperation, have important role because the public officials cannot be separated from the politics that may affect the policy-making process.

In the Wright's theoretical model on the inter-governmental relationship, there are three models: the coordinate authority model, inclusive authority model, and overlapping authority model. In the context of inter-governmental cooperation in metropolitan region of Banjar Bakula is the overlapping authority model. In this model shows each government has its own rules and affairs under its own authority. In addition, each government has autonomous an independent region or jurisdiction. Thirdly, there are overlapping regions of authority with regard to certain government affairs. In this overlapping area, lobbying or negotiation of authority upon certain program or project may take place.

To obtain better results in the inter-governmental relationship in managing the regional landfill in this region, the unbalanced role of the involved governments need to be negotiated by the related parties in the development of regional landfill. This negotiation should be conducted so that issues related to waste management particularly in Barito Kuala and City of Banjarmasin, and Banjar Bakula in general can be solved. Therefore, the negotiations related to the role of governments, interaction of public authorities, sustainable communications, role of administrator, and impact of policies are needed to find a new balance, and the construction of the regional landfill can be realized.

CONCLUSION

Based on the results of the analysis, there are some conclusions that can be drawn. First, the provincial government that has significant authority is an actor that is expected to give more contribution in overcoming the problems related to the construction of regional landfill in the metropolitan area of Banjar Bakula, so the subjective regionalism as the obstacles can be overcome.

Second, inter-regional cooperation should be emphasized, particularly in relation to the importance of interaction between government officials; these interactions are expected to build mutual trust to meet the interests of the region. This mutual trust will emerge as a common perception. The common perception may increase the preference for the policy pursued in the development and management of the regional landfill.

Third, this study recommends a model of regional cooperation in the area of Banjar Bakula which requires renegotiation of inter-regional authority, in the construction of the regional landfill so that strategic issues in the construction and waste management can be realized.

REFERENCES

1. Anderson, W. 1960. Intergovernmental relations in review. Minneapolis: University of Minnesota Press.
2. Ansell, C. and Gash, A. (2007). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18:543–571, Oxford University Press
3. Aulich, C., Gibbs, M., Gooding, A., McKinlay, P., Pillora, S., and Sansom, G. (2011). Consolidation in Local Government: A Fresh Look. Australia Center of Excellence for Local Government, Local Government Association of South Australia and Local Government of New Zealand, Broadway (NSW).
4. Dwiyanto, A. (2005). Mewujudkan good governance melalui pelayanan publik. Gadjah Mada University Press, Yogyakarta.
5. Emerson, K., Nabatchi, T., Balogh, S. (2011). An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory (JPART)*, 22:1–29.
6. Fox, W. and Meyer, I.H. (1995). Public administration dictionary. Kenwyn: Juta.
7. Hulst R., van Montfort, A., Haveri, A., Airaksinen, J., Kelly, J. (2009). Institutional shifts in intermunicipal service delivery. *Public Organization Review*, Vol.9, 263-285
8. Keating, M. (2012). Intergovernmental Relations and Innovation: From Co-operative to Competitive welfare Federalism in the UK. *The British Journal of Politics and International Relations*, vol. 14, pp. 214-230.
9. Kurtz, T.S. (2006). Intergovernmental Cooperation Handbook. Governor's Center for Local Governments Services, Dep. Of Community and Eco. Development Commonwealth Keystone Building 400 North Street, 4Th, Floor Harrisburg, Pennsylvania, sixth Edition.
10. London, N. (2013). Sebuah Tinjauan Tentang Sektor Manajemen Persampahan Indonesia. *Jurnal Prakarsa Infrastruktur Indonesi*. Oct.
11. Malan, L.P. (2012). Intergovernmental Relations In South Africa; a revised poicy approach to co-operative government. *African Journal of Public Affairs*, Volume 5 No 3 December 2012.
12. Muthalib, M.A., Khan, M.A.A. (1982). Theory of Local Government. New Delhi: Starling Publisher Private Limited.
13. Nalathiga, R. (2010). India Infrastructure Report 2010, Infrastructure Development in a low Economy, in 3 Network (ed) India infrastructure Report New Delhi. Oxford University Press, pp. 355-373.
14. OECD (2006) Competitive Cities in the Global Economy. Paris
15. Osborne, D. and Gaebler, T. (1992). Reinventing Government. Addison-Wesley Publ. Co., 427 pp.

16. Peterson, G.E. and Muzzini, E. (2005). East Asia Decentralizes Making Local Government Work. World Bank, Washington D.C
17. Tarigan, A. (2009). Kerjasama Antar Daerah (KAD) Untuk Peningkatan Penyelenggaraan Pelayanan Publik Dan Daya Saing Wilayah Bulletin Tata Ruang. March/April (Edisi Meningkatkan Daya Saing Wilayah)
18. Thomson, A.M. and Perry, J.L. (2006). Collaboration Processes : Inside the Black Box. Paper presented on Public Administration Review; Dec 2006; 66, Academic Research Library pg.20.
19. Shafritz, J.M. (2000). Defining Public Administration Selections from the International Encyclopedia of Public Policy and Administration. Westview Press: United States of America.
20. Swianiewics, P. (2011). Working Together: Intermunicipal Cooperation in Five Central European Countries. Open Society Foundation. Budapest.
21. Wright, D.S. (1982). Understanding Intergovernmental Relations Second Edition. Brooks/Cole Publishing Company. California, pp: 29-40.
22. Zimmerman, J.F. (2012). State-Local Governmental Interactions, State University of New York Press.
23. Zimmerman, R. (2009). Making Infrastructure Competitive in an Urban World, Annals of the American Academy of Political and Social Science, Vol. 626. The Shape of the New American City (Nov., 2009), pp. 226-241.