

# Coordination on Integrated Citarum Water Resources Management Investment Program (ICRWMIP) in Bandung Regency

Dina  
Al-Ghifari University  
Bandung, Indonesia  
dina.shusein@gmail.com

Heru Nurasa, Jossy Adiwisastra, Rita Myrna  
Padjadjaran University  
Bandung, Indonesia  
hnurasa@yahoo.com, rita\_myrna@yahoo.co.id

**Abstract**— The interorganization coordination not yet effective implemented on Integrated Citarum Resources Management, especially in Bandung Regency. It can be seen that Citarum water basin in Bandung Regency have many problems such as: degradation of water resources, conservation function due to massive critical lands that reach 26.022.47 hectares, unplanned residential areas, agricultural cropping patterns which are not fit, degraded land and pollution of waste water from residential waste, industrial and agricultural activities and livestock. Coordination on Integrated Citarum Water Resources Management Investment Program (ICRWMIP) in Bandung Regency referring to Law Number: 7/ 2004 on Water Resources Management. This law states that coordination across sectors, regions and the stakeholders in the water resources should be done. This is also supported by the regulation of Head of Bandung Regency Number:119/Kep.414-Bappeda/2012 about Syncronizing Planning and Partnership Optimalization Inter Institution Team on Citarum River Basin in Bandung Regency. This research aims to explore coordination and determine the coordination strategy in time dimension based on Alexander (1995) consists of: planning, implementation, monitoring, evaluation and feedback. This research use an inductive approach. Analysis of data using qualitative data analysis because the researcher collected qualitative data gathered from in-depth interviews informants consisting of members of the Coordinating Team Syncronizing Planning and Partnership Optimalization Inter Institution Team on Citarum River Basin in Bandung Regency (SPOKI Team) which composed of the government sector in Bandung Regency, NGO and Indonesian Assosiation Enterpreuner(API). This findings is needed leadership as dimation of coordination strategy to make coordination interorganization effectively.

**Keywords**— *Coordination; Coordination Strategy; ICWRMIP*

## I. INTRODUCTION

Citarum is the largest and longest river in West Java Province. From its hill located at Wayang Mountain (Bandung Regency), Citarum flows along 297 kilometers to end up downstream into the Java Sea in Muara Gembong area by

passing Bandung Regency, West Bandung Regency, Cianjur Regency, Purwakarta Regency and Karawang Regency. Citarum River plays an important role for socio-economic life, especially in West Java and DKI Jakarta. Apart from being a source of drinking water, agricultural irrigation, fisheries, power generator, Citarum as well as a major water supplier for industrial activities [1].

Coordination on integrated Citarum River Basin management can be seen by the Law Number:7/2004. To support integrated Citarum River Basin Management in Bandung Regency through Integrated Water Resources Management Investment Program (ICWRMIP) in Bandung Regency, government made a team, It called Syncronizing Planning and Partnership Optimalization Inter Institution Team (SPOKI Team) on Citarum River Basin in Bandung Regency.

Coordination on ICRWMIP in Bandung Regency is concern to make a team or organization to take care Citarum water resources problems. This is supported by the regulation of Head of Bandung Regency Number:119/Kep.414-Bappeda/2012 about Syncronizing Planning and Partnership Optimalization Inter Institution Team on Citarum River Basin in Bandung Regency.

At present in the Citarum river basin there are ± 900 formal and informal industries, ± 400 industries are in the upstream with the textile industry reaching 74.5%. The rest are various industries, namely food and beverage, metal and pharmaceutical industries (BPLHD, 2004). Base on Asian Development Bank Report (2013) the main cause of water pollution of upstream Citarum River is domestic, industrial, agricultural and livestock activities, where domestic waste contributes 64% and agriculture +livestock contributes 36% [2].

Based on above description can be known Indication of the problem is implementation of integrated Citarum River Basin in Bandung regency not yet effective . This can be seen based on the phenomenon of unintegrated agencies involved

in the integrated Citarum River management running individually.

The formulation of the research problem statement is How the coordination strategy on Integrated Citarum Water Resources Management Investment Program (ICRWMIP) in Bandung Regency?

**II. RESEARCH METHODOLOY**

This research is qualitative research. This research describes holistic approach with natural setting, exploring in depth and reveals the hidden phenomena of coordination inter organization especially ini government organization. Data and information obtained from the initial research of the Planning development Institution Region (Bappeda), BPLHD in Bandung Regency as Member of the Coordinating Team Syncoronizing Planning and Partnership Optimalization Inter Institution Team on Citarum River Basin in Bandung Regency (SPOKI Team), NGO and Indonesian Assosiation Enterpreuner(API).

**III. THEORETICAL REVIEW**

Coordination is one of the functions of management. The management function according Gullick (1937) is Planning, Staffing, Directing, Coordinating, Reporting and Budgeting or known as POSDCORB [3]. According Alexander (1995) :“Coordination decisions, according to this view, are ones where either mutual adjusmant between actors or a more deliberate interaction produced policies outcomes to the participants and avoided negative consequences”. Alexander (1995) defines that coordination is a process of integrating the continuous implementation of separate tasks between each field, institution or organization continuously to achieve efficient and effective objectives. So this coordination is an approach to minimize sectoral ego for the achievement of broader goals. Coordination inter organizations based on the dimension of time to understand how options strategies undertaken in implementing inter organization coordination when viewed by time. According to Alexander (1999) on the coordination strategy consists of coordinating time dimension as anticipatory and adaptive strategies. Anticipatory coordination is viewed coordination on the planning side, while the adaptive coordination is the coordination is done starting from the implementation, monitoring, feedback and control [4].

While Ndraha (2011) defines coordination as: "activities carried out by various equal parties (equal in rank in order, of the same rank order, not subordinate) to mutually inform and agree on certain things together so that success and process the execution of one party's duties does not interfere with the other [5].

To fully restore and improve the integrated management of Water Resources in the Citarum River Basin, the Government of Indonesia collaborates with the Asian Development Bank (ADB) and stakeholders (academics, NGOs, Private Entrepreneurs, and communities) to prepare an investment program for river restoration called Integrated Citarum Water Resources Management Investment Program

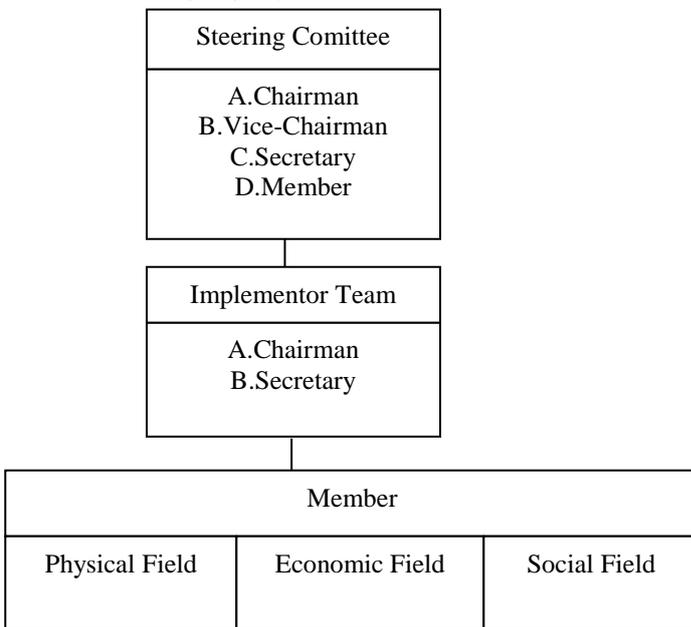
(ICWRMIP). This investment program aims to involve all organization to cooperate participatively in managing and handling problems in the Citarum River.

In relation to the principle of integrated management and objectives of the Water Resources Law Number:7 / 2004, the ICWRMIP is used integrated Water Resources Management approach which involved multi sector and stakeholder [6]. It has been designed to carry out priority activities in river basin management.

The project components incorporated into the investment program are selected based on long-term strategic investment plans and priorities determined by the existing stakeholders in the Citarum watershed through a participatory planning process. Selection criteria include: the importance and urgency of the activities to be performed; its potential contribution to integrated water resources management, whether such activities may be financed by other donors or by the government it self; to the extent possible minimize the number of implementing agencies and sectors to which ADB can add value or currently partner with the Government.

Based on the Head of Bandung Regency decree number:119.Kep.414-Bappeda/ 2012 on Team Synchronization Planning and Optimization Cooperation of Citarum River Region Institution in Bandung Regency. In the composition of the SPOKI team consists of Steering Committee and Implementation Team.

Picture I Membership Composition of SPOKI Team Citarum River Basin in Bandung Regency.



Source: Result of Research based on Decree of Regent of Bandung Number: 119 / Kep.414-Bappeda / 2012 About Team Synchronization Planning of Institution Cooperation Optimization (SPOKI) of Citarum River Basin in Bandung Regency, 2016.

**IV. DISCUSSION AND RESULT**

Coordination interorganization based on the dimension of time, its start from planning coodination. In coordinating the planning, ICWRMIP has made the Team

through West Java Governor Decree Number 050.05 / kep.1589-Bapp / 2011 on Team Synchronization of Planning and Optimization of Institution Cooperation (SPOKI) in Integrated Handling of Citarum River Region. Then at Regency level also Bandung Regency also made the same team through Decree of Regent of Bandung Number: 119 / Kep.414-Bappeda / 2012 about Team Synchronization Planning and Optimization Cooperation of Citarum River Region Institution in Bandung Regency.

Roadmap is expected to be a reference to handling, but it is not a pattern to all activities to recover Citarum resources management. Each Ministry and Consultant involved in the ICWRMIP program have their own activities.

Integrated Citarum river basin management must have the same perception whether it is government (Central, Region, Regency / City), Non Government, society and also private. The coordination strategy is ideally planned from the beginning with all stakeholders whether it is government (Central, Region, District / City), Non Government; community and also private. Coordination strategy can get by request and invite various input, suggestion and suggestion in preparing program and activity integrated handling of citarum river areas. This is already done for example with workshops, meeting all stakeholders related Citarum river basin management. The involvement of all these stakeholders to prepare psychologically, equate perception, synergize activities that will be proposed to harmonize in achieving common goals. It is expected that in the early stages of this planning, it will create more conducive conditions for the growth of participative attitudes among the public and private. The workshop stage is conducted as a first step to detail and consolidate the Citarum Roadmap, including strengthening synchronization / coordination of planning and optimization of cooperation between Government levels (vertical coordination), inter-sectoral and inter-regional (horizontal coordination including non government elements).

#### A. *Implementation Coordination*

The implementation of the ICWRMIP program is random, depending on needs. From the results of research field known that ICWRMIP Phase I program, package A in District Kertasasi Regency Bandung is "Pilot Project". While the central fund, one of them from "loan" or loan from the donor was due to the stigma that "Citarum river is the dirtiest river in the world" is something that must be done soon. Budget planning in the integrated handling of the Citarum River Region, there are some parties who think as element "deliberately", because there are assumption on the community that more Citarum river bad, dirty it will be a lot of help will come either loan funds, APBN, West Java Provincial APBD and APBD Regency /City .

The Magazine Tata Ruang (2012) discussed ICWRMIP which contained about:

"The Government of Indonesia proposed ADB (up to US \$ 500 million) to finance part of the Roadmap through the Integrated Citarum Water Resources Management Program (ICWRMIP). The implementing agency for ICWRMIP is the Ministry of Public Works of the Directorate of Water

Resources Coordination Program Unit has been established in Citarum River Basin (BWWS). The funding phase I ICWRMIP (2009-2014) is used to support the management and improvement of land and water through rice planting using SRI (System Rice Intensification) method in Bandung Regency, Karawang Regency and Subang Regency. Upstream of the Citarum River, the program will address water quality issues and support conservation in water catchment areas. To support the institutional Integrated Water Resources Management (IWRM) activity in the Citarum River Basin, technical assistance is also provided in the form of grants. This assistance includes upstream flood management studies, integrated planning for six rivers, Citarum, Ciliwung, Cisadane, Cidanau, Ciujung, Cidurian and climate change adaptation and mitigation plans to help communities improve improved and sustainable water resource management in the Territory Citarum River " [7].

From the reviews presented above, it can be seen that Bandung Regency is one of the locations conducted in the ICWRMIP program and the budget is sourced from the loan. The task of SPOKI Team of Bandung Regency according to Decree Regent No. 119 / Kep.414-Bappeda / 2012 is: "... to plan, options and practical solutions and feasible as handling problems or needs that exist. In this case, the team will coordinate with similar teams at the district / city level "[8].

According to Agranoff and Lindsay (in Alexander 1995) there are several steps to be taken:

- 1) Recognition of the institutional –legal and organizational structural context, involving fragmented system with jurisdictional overlaps;
- 2) Consciousness of the political nature of the tasks and the diffusion of power in the system”put politics up front”;
- 3) Addressing the technical elements with the problems with the assistances of the specialis such as planners,community center directors adn programs head and the dealing with the “nuts dan bolts” of substantives issues;
- 4) A task orientation and clear focus in the problem at hand mutual willingness to make adjusments to attempst to”work together” or “more pseudo arenas” for interagency coordination such as joints boards, task forces, or requirments for coordinated or comprehensive planning.

The strategic steps in planning coordination which are antispatif coordination are: firstly, recognize the legalized organization position and the structure framework by involving the prevailing system. Second, the political awareness of task and the diffusion of power in the system by promoting politics. Third, addressing technical elements related to issues that require skills involvement such as planners, substantial community guidance. Fourth, task-oriented and clear focus to solve the problem still holds the desire to coordinate between agencies such as inter-agency cooperation, task forces and planning are well coordinated and overall.

The four steps of the approach presented by Agranoff and Lindsay (in Alexander 1995: 139) strongly felt that the coordination of planning in the integrated handling of the Citarum River Region, between government organizations and

non-governmental organizations has not gone well. The unified concept of unified perception and the full format of cooperation between the central, provincial and regency /city start from the integration of planning to the implementation of integrated Citarum River Basin Handling Programs. The programs are running respectively, this shows the sectoral ego. It is also seen with the coming of each Ministry, team, consultant to ICWRMIP Phase I program location.

Coordination between organizations conducted in the SPOKI Team is coordination between agencies. As a result of SPOKI Team, Bandung Regency get grant aid and ICWRMIP program phase I, which was concentrated to repair Jatiluhur dam in Purwakarata Regency. With this condition, the Regent's Decree is expected to strengthen coordination among agencies in Bandung Regency resulted in successful coordination of pilot project planning in 2012. But unfortunately after that SPOKI Team Bandung Regency less role, because each member in this Team has their own business, and also no consultant accompanying them. It should be activity SPOKI Team continuous to run and function the duty to propose District Budget. This SPOKI team in Bandung regency that declared solid can be functioned again if all parties involved commitment to the planning below at the beginning. In the first step according to Agranoff and Lindsay (in Alexander 1995: 139), it is necessary to recognize the position of the organization then if you look at the Decree of Bandung Regent (No. 119 / Kep.414-Bappeda / 2012) on the Formation of Team Synchronization Planning and Optimization of Citarum River Region Bandung Regency on September 18, 2012 there is a weakness that is the absence of Bandung District Regulation on Integrated Handling of Citarum River Region, until finally all activities refer to government regulations or local regulations used for Nomenklatur activities of each SKPD. Then in the decree is also the absence of Law No.32 of 2009 on Environmental Management. Another thing that is closely watched is the first approach based on the opinions of Agranof and Lindsay, the absence of structure and nomenclature that regulates the integrated handling of the Citarum River Region especially located in Kabupaten Bandung. This team is only valid for a year, and if extended it must make a new Regent's Decree, the system is annual, so it can be seen in terms of policy alone for at Bandung Regency level concerning the integrated handling of Citarum River Region Bandung regency has no regional regulation.

#### *B. Monitoring, Evaluation and Feedback*

In coordination Monitoring, Evaluation and Feedback implemented ICMRMIP at Bandung Regency by Independent Consultant. In 2013, the Focus Group Discussion (FGD) was implemented in the framework of Introducing and Simulating the Making of Score-Card of Citarum condition in Bandung districts 5 juni-2 July 2013 about the importance of integrated coordination team of Citarum river basin that: "1.The formation of SPOKI Team must start from upstream (central government / ministry / agency policy), so that it can provide transfer knowledge transfer implementation of activities to the apparatus and community in the region. 2. The SPOKI team must still exist, established into a system / long-term

consistency as a central, provincial and district obligation to rehabilitate the Citarum River. 3. This FGD meeting is intended as part of the regular exchange of information among the parties related to Citarum handling".

In the integrated Citarum River basin management, the government receives donations from foreign donors such as the Asian Development Bank (ADB) so that the ICWRMIP program emerges, and to synchronize the existing programs at the center with the implementation of existing programs in the provinces as well as in the Regency / Municipal Government SPOKI at both Provincial and District/ City levels.

In order to know the progress of Roadmap Citarum river basin management performance, the Directorate of Irrigation, Bappenas held an activity called Independent Monitoring & Evaluation (IME), as a component of the Integrated Citarum Water Resource Management Investment Program (ICWRMIP) with the task of monitoring and evaluating the implementation of Roadmap Citarum River Basin effectiveness and efficiency in carrying out the activities, impacts and benefits of the financial aspects as well as the physical conditions achieved. One of the IME activities is manifested in the form of monitoring and evaluation tool of Citarum river basin condition, in the form of Score-card as the result of monitoring activity. The evaluation result will be a report of evaluation result and recommendation, which is presented in descriptive-analytical way to improve the implementation of Roadmap Citarum river basin. Score-cards are arranged in the hope that they will be a tool for knowing the "Values" of Citarum river basin conditions, including the state of basin, socio economic conditions, institutional and policy conditions, the implementation condition of the Integrated Water Resources Management approach as well as the Development Intervention Program of each district and city devoted to the improvement of Citarum river basin. In the framework of the preparation of the scorecard, it is necessary to conduct Focus Group Discussion (FGD) activities. FGDs in Bandung Regency on 5 June 2013. FGD implementation involves SKPD/ OPD related to sector-related sectors in ICWRMIP, environmental, disaster management, agriculture/ plantation/ forestry, livestock and fishery, sanitation / health, sanitation / garbage, clean water, industry, housing/ settlements, and so on. For more details, FGD money in Bandung Regency can be seen in the table below:

Table. 1 Participants of Monev FGD of Citarum Resource

| No  | Location        | Participant                                      |
|-----|-----------------|--|
| 1   | Bandung Regency | Badan Perencanaan Pembangunan Daerah (Bappeda)   |
| 2   |                 | Badan Pengelolaan Lingkungan Hidup(BPLH)         |
| 3   |                 | Badan Penanggulangan Bencana Daerah(BPBD)        |
| 4   |                 | Dinas Pertanian Perkebunan dan Kehutanan         |
| 5   |                 | Dinas Peternakan dan Perikanan                   |
| 6   |                 | Dinas Kesehatan                                  |
| 7   |                 | Dinas Sumber Daya Air Pertambangan dan Energi    |
| 8   |                 | Dinas Perumahan Tata Ruang dan Kebersihan        |
| 9   |                 | Koperasi UKM Perindustrian dan Perdagangan       |
| 10. |                 | consultant ICWRMIP<br>Sub-component 8.2 :<br>IME |

Source:Report of FGD Monev Integrated Citarum Water Resource Management Investment Project,Oktober 2013.

From the FGD results it is noted that there are two main issues experienced by Bandung regency, namely the issue of data availability & coordination among government agencies. Data obtained from the Government of Bandung Regency for example, is recommended for review, because there are many programs of Citarum activities conducted by various government institutions in Bandung regency. In addition, for the same object, the data generated by each government institution may vary from one to the other, requiring a common perception, in order to increase the validity of the data. Monitoring and Evaluation Activities conducted by IME is done with Scorecard. In the FGD also presented that: Score-card is Specific, Measurable, Achievable, Relevant, Time-bound (SMART) [9].

The most important part of this monitoring activity is the gathering of materials and data so that it can be carried out continuous feedback on various things such as ways and the use of various resources. Feedback can be obtained from memoranda and official reports for all staff as well as informal ones.

These controls and monitoring should be understood in order to know exactly how the control or monitoring process is carried out in the various activities that constitute the implementation of the existing planning. To achieve this, a process of control and monitoring of development should take

account of the following principles: 1. Development control is directed to the efficiency of state expenditure; Optimization of the main tasks and functions of existing state institutions; 3. Participation optimization of the community pro-active in the supervision of state financial use; 4. Enforcement of assessment efforts on the implementation performance of development planning ".

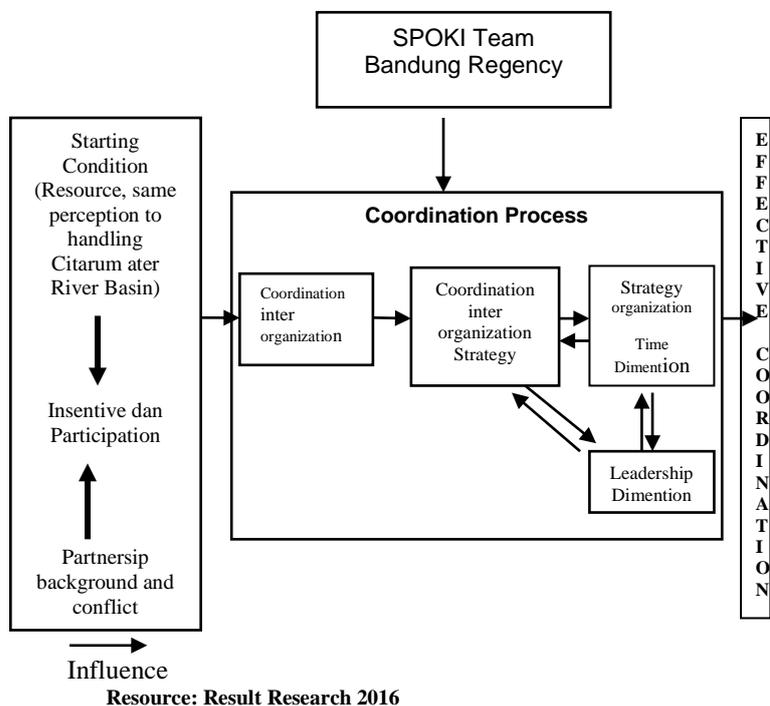
The management of water resources, one of which is the handling of the citarum river, is a government affair or authority, which has a public policy consequence that must be coordinated. According Riant Nugroho (2012: 665) public policy is a management, it should be controlled and not just evaluated. Then Nugroho also added that the policy control consists of 3 dimensions: 1.Monitoring policy, or policy supervision; 2. Policy evaluation; 3. Policy Reward [10]. The purpose of supervision in the form of monitoring with assessment for the purpose of controlling the implementation in accordance with the predetermined plans. So Nugroho (2012: 665) equate the term supervision with on going evaluation or formative evaluation.

Then the evaluation in question is an assessment of performance achievement of the implementation. This evaluation is done after the activity has been completed. The reward is a kind of other term that often used is reward and punishment, where the act of reward according to Nugroho (2012: 666) consists of incentives and disincentives. If the positive result is given incentive, but if the negative result is given disintensif. These are necessary in the case of rewards because if the monitoring and evaluation does not provide a meaning so that the ultimate goal of the teaching will not be fulfilled. The coordination strategy that takes place among SKPD in monitoring, feedback and control activities in integrated handling of the citarum river area in Bandung Regency. ICWRMIP monev is done by using an independent consultant. This Monitoring and Evaluation Activity is one of the activities of the Independent Monitoring and Evaluation Unit (IME), as part of the Integrated Citarum Water Resource Management Investment Project (ICWRMIP) or IME-Citarum. The activities of the IME-Citarum Unit are part of the Secretariat of the Roadmap Coordination Management Unit (RCMU), which is in the Directorate of Irrigation and Irrigation, Bappenas. While the executor of the difficulty activities to coordinate, this is because the reporting is not made by themselves but rather done by the consultant, so they do other activities that become the program or activities in their own agencies.

Thus, it is seen based on research that coordination strategy which run at stage of monitoring and evaluation, not yet controlled. Still in inventory of problems to equalize database of existing problem. There is also feedback, in the form of solutions that try to be offered by the implementing parties in this case are government organizations / government agencies. This is also possible because there is no reward. good reward and punishment of to implementor who are involved in integrated handling river citarum basin as needed to increase job result.

According to field research, findings and theoretical analyzes, the researcher fomulates a model of coordination inter organization on ICWRMIP as shown in (Figure 2).

Figure 2. Coordination inter organization model on Integrated Citarum Water Resources Management Investment Program (ICRWMIP) in Bandung Regency



**V. CONCLUSION**

Based on the results of research and discussion of coordination in integrated citarum resources management in Bandung regency concluded that coordination strategy consists of time dimension is : planning, implementation, monitoring evaluation and feedback. It shows that the strategy of inter organizational coordination especially government organization in integrated citarum river basin in Bandung Regency can be said not yet effective. The research result found that there is no common perception to make citarum become one plan, one river, one management because every agencies are involved and have the authority of concern to their activities, so that the creation of sectoral ego, coordination is still limited to report activities that will be held each agency, to realize the integration is difficult, institutional coordination system is also not optimal. The results showed that the effectiveness of interorganization coordination in integrated citarum river basin management in Bandung Regency is determined by clarity of planning, organizational structure, communication quality, human resource quality, and

incentive both material and non material. Membership composition of SPOKI Team Bandung Regency consists of members who have a position attached to individual it self. Although incorporation them in the SPOKI Team is based on the position is not individual or interest. The leadership dimension is the coordination strategy of the findings in this research. From these findings can be known very necessary to optimize the role of leadership in implementing coordination of integrated Citarum river basin management in Bandung Regency. Because coordination of implementation carried out by each department in accordance with the duties, principal and functions of the service. Unfortunately the task of monitoring and evaluating the implementation of the Synchronization and Optimization of Agency Cooperation Team (SPOKI Team) of the integrated Citarum River Basin management in Bandung Regency is carried out by the consultant, while this is a function of SPOKI Team in Bandung Regency.

**Acknowledgment**

The preferred spelling of the word “acknowledgment” in America is without an “e” after the “g.” Avoid the stilted expression “one of us (R. B. G.) thanks ...”. Instead, try “R. B. G. thanks...”. Put sponsor acknowledgments in the unnumbered footnote on the first page.

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