Application of Decentralization Principle, Deconcentration Principle, and Medebewind with Impact on Public Service in East Java

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Abstract: The research and observation about the balance in the application of decentralization principle, deconcentration principles and medebewind for the relationship between control and local in Indonesia research was conducted at East Java Province from April to October 2009. This research uses qualitative research methods by data collecting technique, interview and documentation of secondary data from province secretariat office, DPRD, secretariat and board of province beside that the researcher also asks opinion from the experts. The result of the researches is that the intensity of the application of decentralization principles is higher than the application of deconcentration principles in East Java, there is proper continuation on the application of this principles which gave impact the affectivity and efficiency at the public service for society.

Keywords: Decentralization, public service, society.

Implementation of the principle of regional autonomy or decentralization should be viewed as the concept of public policy implementation activities that are not only the nuances of the Technical Administration or Administration Practical alone but should be viewed also as a process of Political Interaction. Then, in the context of the relationship between the central and local governments are reviewed from the point of view, if the concept of decentralization was adopted as a policy option, the decentralization in order to produce the final result (outcome) the desired process of a frame must be placed governance at the regional balance between the interests of central government on one hand and the interests of the other side of the autonomy process. The relationship between central and area, is something that many problematic because it is in fact often cause efforts of interest (Spaning of Interest) between the two, especially in a country of unity, the central tendency to always control over the affairs of government are very small, it is done with a reason for maintain the unity and integrity of the country. Which one is reason pust. To always dominate the implementation of the central business district.

There are three principles in the areas of governance in which the principle of decentralization, despatri dekonsertrasi and duty of assistance (medebewind), but in practice in the provinces, the principle of deconcentration still more dominating central interests in the region, through the program activities conducted by Satuan Kerja Perangkat Daerah (SKPD).

Decentralization in the provincial and district levels, although large in the quality and variety of affairs which was held, but planning and its application in a hurry tend to take a passive implementation of decentralization. But in the discourse of radical reform following the rhythm of the fast-paced demands, plus a weak reference kebheasilan and failures of the past, even by trial and error tends nuanced where not supported by a sophisticated device. This will result in the emergence of overlapping functions and authority of the nuances in the irregularities on the practice field at the provincial level.

The balance between the implementation of decentralization principles with the principle of
decentralization are still likely to be difficult to be realized because not yet found a concept that provides a basis the implementation of the principle of decentralization and deconcentration in a comprehensive, because all this is still a debate which until now has not been completed. According to James Fesler (2007): that until now there has been a term adopted to describe the decentralization and deconcentration simultaneously within state government. Moreover, a term that indicates a balance point adopted centralization and deconcentration in a country. Second, the problem of lack of decentralization of power index is a complex phenomenon and its distribution is difficult to measure. Third, the problem of difficulty in distinguishing the degree of decentralization between the autonomous regions within a country.

Up there are the dynamics in government when the organization received a government will tend to be in a position centralism with deconcentration model refinement but in a different time there is a tendency to shift toward decentralization (devolution) because the pressure tends to lead to democratization even federalism. Along these Binyamin Hoessin (2002) says that there are always a number of governmental affairs completed centrally organized and refinement of deconcentration. But there have never held any government affairs completely deconcentrated. Administrative matters concerning the interests and survival of our nation and state is typically held on a centralized and deconcentrated. Containing and governmental affairs related to the interest of local communities (localities) were held in decentralization.

Models of good business administration with decentralization and deconcentration will impact the effectiveness and efficiency of service to the community.

This study aims to identify and analyze: (1) the intensity of the implementation of the principle of decentralization and deconcentration principle in the Province of East Java, (2) balance the implementation of decentralization, deconcentration and assistance duties in the province of East Java, (3) effectiveness and efficiency of public execution as a result of balanced implementation of the principle of decentralization, deconcentration and assistance duties on educational affairs.

**LITERATURE REVIEW**

Central and local relations of the principles embodied decentralization, the principle of deconcentration and the duty of assistance (medebewind) where the regional authority to govern is limited by a system of coordination within the framework of the unitary state through the organizing principle of deconcentration, while the center can create a dependency-dependency in the form of financial balance center and regions, implementation of technical regulations as a guide that actually matters is the realization of the intervention and control center to the regions (Hossein, 2005).

In regard to intergovernmental relations by RAW Rhodes (1984) explained that between the principle of centralization and decentralization are placed on different poles, although one set (continuum).

The concept of governance in the region include the concept of the concept of decentralization in Indonesia, the devolution in the English repertoire is a blend of political decentralization in the United States and staatskundige pusatka decentralisatie in Dutch literature is the transfer of power to rule by the autonomous regional governments to regulate and manage the affairs of government (Law No. 32 of 2004). The concept of decentralization is an indicator to see the degree (intensity) government with indicators of authority, independence and community participation. Rojero F. While Roigero F. Pinto convey an indicator of the ideal type of decentralization (ideal types of decentralization), which represents the balance between the implementation of the principle of decentralization and deconcentration principle (centralization), where decentralization is a demand pull from the region as a manifestation of democracy in the region.
Figure 1. Forms of Decentralization

Figure 2. Ideal Types of Decentralization
(Source: Pinto (2004))

Deconcentration in UK khasanah is equivalent to the Administrative decentralisation in the United States and Amtelijk library or administrative decentralisatie Dutch in their repertoire, in Act No. 32 of 2004 is the devolution of government authority by the government to the governor as representatives of governments and/or for those institutions in a particular area of vertical.

Decentralization in the organization adopted country does not mean stripped the principle of centralization, since both these principles are not dichotomous, but a circuit. In principle, it is not possible
without bringing organized decentralized centralization. Therefore, regional autonomy, which in sentralisasi, deconcentration, decentralisasi and the duty of assistance, involving the distribution of government affairs by the government in the ranks of government organs. In government affairs divided into two groups: (1) government affairs solely by the government without the principle of decentralization. Various governmental affairs are exclusively the authority of government. A number of governmental affairs was organized by the principle centralisasi, deconcentration and assistance duties. (2) although a number of other administrative matters may be held with the principle of decentralization, but a variety of governmental affairs was never an exclusive (fully) into autonomous regional authority because there is still the center through a number of regulatory intervention and oversight. (3) Be aware that the character of government affairs dynamic. Governmental affairs which at one time could not have been decentralized, while others may be decentralized to the autonomous regions. Conversely, a government affairs at some time been recentralization. (4) Decentralization in the transfer of governmental affairs carried only by the central government to autonomous regions. While the balance (balancing) is a condition that offset each other (parallel) between the principle of decentralization, deconcentration and assistance duties principle whereby each has autonomy in the role and functions in proportion.

RESEARCH METHOD

Research approach. The approach used in this study is based Qualitative research. With this qualitative approach is expected to generate an in-depth description of the speech, writing and/or the observed behavior of an individual, group, community, an organization/institution in the context of decentralization and deconcentration are examined from the standpoint of a complete, comprehensive and holistic. This study developed a research framework that consists of several stages.

First, step by researchers is to conduct studies on the implementation of the principle of equilibrium model of decentralization and deconcentration principle, include the concept of decentralization, deconcentration concept, and the concept of duty of assistance as well as the theories of the implementation of these principles in a balanced way and then continue with the concepts of effectiveness and measure of the intensity indicator, balance and performance of public service by the East Java Provincial Education Department.

Second, the researchers examined in depth the process of implementation of the government affairs department and the provinces and agencies associated with this research problem is the East Java Provincial Secretary, the Chairman-Chairman of the East Java Provincial Legislative Commission, the Bureau of Organization and Head of Legal, Head of Administrative Bureau Development, the Head of the Budget, the Head of the General Government, the Head of Government Reform and decentralization, Head BAPEDA East Java Province, the Head of the Provincial Civil Service, and Head of Education Department of East Java Province.

Third, the researchers systematically collecting data, analysis/interpretation of data, then develop concepts and paradigms to reconstruct a model of balance between the implementation of the principle of deconcentration and decentralization principles medebewind at provincial level.

![Figure 3. Framework Research](image)

In the framework of research in the field about the degree of regional autonomy and keseimabganan effectiveness and efficiency of public services in
education affairs in the province of East Java. This location was purposely established in East Java with the consideration that the province of East Java is Indonesia’s largest province with 29 districts and nine cities, a population of more than 36 million people, while Singapore’s second largest city after Jakarta. Menjadi sentral perekonomian kawasan Timur Indonesia. Become central eastern Indonesian economy.

East Java is an autonomous region of East Java and on the other hand is a sectoral areas that play a role in the region, where the role of regional coordination is very important at all, certainly with a large population with a very diverse region conditions the implementation of government affairs are complex and varied.

RESEARCH RESULTS
Implementation Intensity Principle Principle of Decentralization and Deconcentration in the province of East Java

Discussion on the intensity of the implementation of the principle of decentralization and deconcentration of the corner element Daerahdi Government Organisation of East Java Province can be explained that: first, the intensity of the implementation of decentralization principles higher than the principle of deconcentration, it is because that the Government East Java province to 26 affairs shall, to 8 business choices plus three additional matters that are not stipulated in Government Regulation Number 38 Year 2007 on the Division of Government Affairs between the Government, Provincial Government and Regency/Municipality. This proves that the East Java Province has carried out more than the business affairs which have been specified. Second, the intensity in the institutional field to size or indicators presented by the SP Harling, namely: adaptability, complexity, autonomy and integrity. In the field of adaptability indicators which proved that the age of the Province of East Java’s old enough and experienced in solving problems related to management of affairs, that the views of the conduct of affairs and budget of the East Java PAD is greater than with the help of central and field alignment shows that each working procedures in the province of East Java, in addition to conducting affairs within the framework of the implementation of decentralization principles and also carry out activities related to implementation of the principle of deconcentration. From the above indicators, including self-adjustment, complexity, autonomy and integrity of the higher institutional level. Third, the intensity in the field of employment is higher than the implementation of the principle of decentralization due to that independence of deconcentration in the field of employment, including recruitment, transfer and distribution of employees already can be done at the discretion of the Government of East Java province alone, although still quite a lot of central intervention. Fourth, the intensity in the financial sector in East Java province have autonomy in financial revenue and expenditure budgets set forth in the determination of the Province described through indicators memadahi availability of financial resources, the implementation of budgeting A good and effective accountability in financial management of the region, the intensity of the implementation of decentralization in the financial sector tends to be higher compared with the implementation of the principle of deconcentration. Fifth, includes representatives of the legislation, control and representative in the field of legislation or the legislation is still associated with the central authority in legislation stipulating that need to be agreed by the ratification of the center while the control areas tend to be more independent and representative. Sixth, the intensity of the central control, decentralized execution proved that the intensity is lower compared with the implementation of the principle of deconcentration. This is because central control responsive to the determination of the East Java provincial legislation does not been conducted over the last three years, whereas in a predetermined size this study precisely thepressive control of the intensity is higher than preventive controls.

Then to connect between the indicators of the implementation of the principle of decentralization and deconcentration with the essence of the implementation of the principle of local autonomy as a form of implementation of decentralization principles as in the following table.
Table 1. Intensity Principle Implementation of Decentralization and Deconcentration in the province of East Java

<table>
<thead>
<tr>
<th>Field</th>
<th>Authority</th>
<th>Autonomy</th>
<th>Public Participation</th>
<th>Decentralization</th>
<th>Deconcentration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliations</td>
<td>In accordance with mandatory 26 UU, UR, and additional</td>
<td>Establish Regulation No. 7 years in 2008 about the affairs of the local government of East Java province</td>
<td>Determination of options to seek the interests of public affairs</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Department</td>
<td>Establishing the organization and working procedures to implement UR, in accordance with the organization and the regional area: 20 departments, 14 agencies, and inspectors, 3 sub and 12 bureaus in East Java province</td>
<td>Administration and organization as an autonomous institution funded by the province worked for the authority in the form of legislation based on the province of East Java number 8, 9, 10, 11 and 12 years in 2009</td>
<td>- Aspiration of the people in parliament session</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Employment</td>
<td>Recruitment of local staff for all levels of society in general</td>
<td>Recruitment of local staff for all levels of society in general</td>
<td>- Hearings</td>
<td>- Contact the public through the mass media</td>
<td>High</td>
</tr>
<tr>
<td>Finance</td>
<td>Setting budgets including the establishment of local opinion source</td>
<td>Treasury, local budget approved for three years as an indicator of the ability to be independent</td>
<td>Public awareness and management methods as well as good local government that tends to</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Representation</td>
<td>- Legislation</td>
<td>- Independence case</td>
<td>- Legislation</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>- Budget</td>
<td>- Control</td>
<td>- Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Representation</td>
<td>- Representative</td>
<td>- representation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision</td>
<td>Request approval and evaluation at the center for any government decision that may affect</td>
<td>Repertor becomes law through a process of consultation and deliberation, so that during the three years there was no cancellation of repressive legislation as a form of central oversight</td>
<td>- Poll</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Hearing</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Musrabat</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Contact the public through the mass media</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Hasil Pengolahan Data 2009. Source: Results of Data Processing in 2009)

In the table indicates the implementation of the principle of decentralization and deconcentration principle described as a model to see the degree or intensity of exercise to engage in affairs, institutional field, the field personnel, finance, employment, representation, and control or supervision of the regional center. Then combined with the components of autonomy through the indicators, authority, independence and community participation include: 1). For the field of government affairs of the East Java provincial high intensity compared to implementing the principle of deconcentration, 2). Institutional field in East Java Province through some law of East Java Province has established the organizational structure and working procedures to facilitate the implementation of all matters and affairs of the mandatory options. Then viewed from the level of institutionalization, institutions and the Secretariat of the Office as the implementing Agency for the implementation of affairs in East Java, according to the indicators proposed by SP Huntington (1983), namely adaptability, complexity, autonomy and
integrity of the likely high level of institutionalization, 3) Field personnel are characterized by high intensity because all employees are Civil Servants Area (PNSD) with a pattern of self-coaching staff where the authority of the Provincial Government in the formation of the procurement, appointment, transfer, dismissal, development and distribution and control/discipline employees, 4) regional financial sector, is one of the principal measures for the establishment of an autonomous region where, the presentation in the table above the financial capacity of East Java province seems very high, meaning there is no dependence on a central province where the component budget on PAD components much larger than the balance funds center is above average 65% per year. While the balance fund only 35% or less than that percentage; demonstrated independence from the authority in the success of fiscal decentralization. Caused by high public participation and skills of relevant agencies to explore the potential of regional income, 5) Indicators include the authority of representative functions in the determination of regional policy by Parliament and the Provincial Governor, independence from political parties contesting in the local beginer and community participation in the implementation of representative functions in the region, 6) Indicators monitoring of the area include the authority of the Province of East Java province to establish law and seek approval at the center of Raperda which includes loading, rights and obligations for the local community (taxes and levies) and regional spatial structure. While for the center through the implementation of the principle of deconcentration can be said higher.

Of the six areas of indicator implementation of the principle of decentralization and deconcentration, combined with components of regional autonomy, which includes factors related to the authority of self-reliance and participation as shown in table 2. Illustrates that there is independence, authority, and community participation in terms of institutionalizing the organization, personnel, finance, representation and oversight.

DISCUSSION

The principle of balancing the Implementation of Decentralization, Deconcentration and Duties of Co-Principle in the province of East Java.

A Study on the implementation of decentralization principles of balance, the principle of deconcentration, and the duty of assistance include indicators of independence, equality, and proportional.

Then the opinion of Daniel Meier (2005) that regional autonomy, i.e., a combination of political and
administrative decentralization by deconcentration, and between central and local interests. So if the system is connected with the balance of power (power balances), then between decentralization and deconcentration there are parallels (to each other offset in the function and role of each in proportion), according to data that has been presented in front of that what is proposed by the Chairman of Commission A Parliament of East Java province, that in one government of East Java Province, there are three business executive with a device that is called labor between Other official bodies and the secretariat as a tool of regional autonomy, then satuan kerja perangkat daerah (SKPD) who performs outside

the central business affairs in the regions with the absolute center function that is doing the building, coordination and monitoring of the implementation of affairs in the region. Beberapa urusan yang dilaksanakan oleh perangkat kerja tersebut dikoordinasikan oleh gubernur sebagai kepala daerah otonom dan sebagai wakil pusat. Some affairs are conducted by the working device is coordinated by the governor as head of the autonomous region and as a representative of the center. Substantially SKPD activities department is running some tasks (sectorial) conducted in regions of central costs (budget) either in the non-physical activities (deconcentration) or activities (technical assistance duties). While the field is SKPD. SKPD

<table>
<thead>
<tr>
<th>Field</th>
<th>Decentralization</th>
<th>Deconcentration</th>
<th>Assistance Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>Organize itself as a government affairs by setting Perda number 7 Year 2008 about the affairs and the option to specify mandatory to implement mandatory 8 URS 26 URS options and three URS additional</td>
<td>URS government delegation as to the governor as representative of governments conducted by the task force established by the regional governor</td>
<td>Assigning some to the government provinces, and provincial governments can be assigned to districts and villages. Implemented by the regional task force established by the governor. Kegiatan APBN Physical activities of a technical nature to support the implementation of autonomy URS funding, from the State Budget Unit area is the East Java.</td>
</tr>
<tr>
<td></td>
<td>Physical activity, non-physical, financial resources from local budget</td>
<td>Non-physical activity coordination, planning, facilitation, training, auditing and control</td>
<td>Kegiatan APBN Physical activities of a technical nature to support the implementation of autonomy URS funding, from the State Budget Unit area is the East Java.</td>
</tr>
<tr>
<td></td>
<td>Boundary of the autonomous region of East Java</td>
<td>Boundary of the working environment of East Java</td>
<td>To finance the activities of inspection results at the center of East Java province sourced from the national budget to finance technical activities with physical activities.</td>
</tr>
<tr>
<td>Finance</td>
<td>To finance the organization of the affairs of the East Java provincial government set a regulation of performance-based budget and the importance of people-oriented budget components in the acceptance of the PAD and Balanced Funds. Budget expenditure to finance activities are extensive (Direct) and development (Indirect).</td>
<td>To finance the implementation of the existing central business area through the stimulant fund sourced from the State Budget to fund the non-physical activity in the central region.</td>
<td>To finance the activities of inspection results at the center of East Java province sourced from the national budget to finance technical activities with physical activities.</td>
</tr>
<tr>
<td>Service</td>
<td>Effective, efficient, service and enhance moral motivation, commitment and productivity</td>
<td>Perform services that are coordinated, facility, control, and BINWAS</td>
<td>Helping public services can not be done by local governments, especially by the physical capabilities of service.</td>
</tr>
</tbody>
</table>

(Source: Research Data Processing Year 2009)
is part of the device and service agencies prepared by the Governor to carry out the affairs of the sectoral and the duty of assistance. So in the provinces of affairs within the framework of the implementation of activities and events SKPD autonomy within the framework of deconcentration and assistance duties to help each other both complement and operate but can not be separated so that a balance can only be distinguished in this case also means the interconnection and interdependence between the technical implementers in the field. Even the existence of harmony and compatibility between levels of government is central, provincial and district/city (concurrent) as well as the opinion delivered by the East Java provincial secretary Kusnul elsewhere.

Alignment model above shows that implementation of decentralization principles, principles. Deconcentration and assistance duties in the field requires the integration between central and local implementation of a "proportionate" in the context of public services that: central and local relations are basically based on the position of both the center position as last penanggungjawab government in a unitary state, while the area is as a central part of the implementation of Government affairs.


Based on the above discussion, it was to explain the balance of these three principles in the field presented a model of balance principle of decentralization, deconcentration and assistance duties in East Java province as shown:

Figure 5. Equilibrium Model of Decentralization and Implementation Principles The principle of Deconcentration in East Java Province (Model Existed)

(Sources: Analysis Research Year 2009 Results)

In the picture above shows that there are two principles of governance in East Java, namely the principle of deconcentration and deconcentration principle. While the duty of assistance (medehwind) is included in the principle of deconcentration on the basis that the principle is only known in Indonesia as an act of co-governance from the center through the assignment to the regions with the state budget expenses in order to assist in administering affairs of the center in the form of technical assistance to local affairs. In the horizontal section is a field of local governance as the implementation of deconcentration principles by components: (1) with the business conducted is a matter of the central, (2) all matters concerning the implementation agency and choice in the province of East Java is a Work Unit (SKPD); (3) personnel matters is the implementation of Local Civil Servants (PNSD), (4) organization funded by local government affairs of the Regional Budget (APBD), (5) as a form of democratic government there will be representatives; (6) supervision model is being done to oversee regional governance is a hybrid regulatory model as a form of supervisory control hierarchy and the functional supervision model (functional control); (7) Operation of Governmental Affairs at the Local Public Service Form

Then, on the vertical line represents the field of business administration at the regional center with
the principle of deconcentration with components compared with the implementation of decentralization principles, namely: (1) held in the central business district, (2) implementation in the central business area, is the executing agency had been prepared SKPD by the governor; (3) implementation of the central matters in the area is regional officer (PNSD), (4) a budget for conducting business in the area is the center of the state budget; (5) events held in regional centers because it is integral to the activities center; (6) supervision model used is *intra-organizational control and functional control*; (7) form of the conduct of affairs in the regional center is a public service.

Then between the implementation of the principle of decentralization and deconcentration principle in East Java province there is a balance that is proportional in the picture above, the balance is expressed in the meeting point between the lines of the principle components of decentralization and deconcentration principle that points A, B, C, D, E, F, and G. Point A) shows that the balanced implementation of regional affairs and affairs of the center conducted or managed together (*concurrent functions*); B) management of affairs of both institutions and local affairs in the central business district jointly conducted by SKPD. Although equally as organizers SKPD affairs but differentiated between autonomy and affairs organizer SKPD SKPD organizer in the central business district; C) personnel affairs of the implementation of regional autonomy in the central business district and implemented by the Regional Officer (PNSD); D) budget to finance the affairs of autonomy areas is budget. While the central budget to finance the affairs of the state budget, while in East Java Province one activity areas can be financed by the budget and assisted with its budget through the central stimulant fund each budget year; E) The local government of East Java province as government representatives, organizations can establish local rules (the Governor together with the parliament) but to implementation should get an evaluation from the center; F) there is a balance of supervision over the administration and operation of local government affairs in the central region with the supervision of a hybrid that is on one side of local government is politically controlled by the hierarchical and the Regional Representative is responsible to the central government. While both these principles overseen by functional agencies and local supervisors; G) Both the principle of decentralization and deconcentration organizing principle of public service. Central coordinating and controlling the service area while carrying out direct service to the community.

**Effectiveness and Efficiency of Public Service Affairs Education in the Province of East Java**

To discuss the effectiveness and efficiency of public services in education affairs in the province of East Java used input output model Pollit and Bouckaert (2000) in reviewing the implementation of educational affairs performance then used indicator (1) Relevance: namely that educational programs in accordance with the desires of the community, (2) Efficiency is the output produced by the organizer of Educational Affairs is achieving concrete results; (3) Effectiveness of fit between goals generated with Come Out, (4) Utility and Sustainability of usefulness of continuity between necessity and Come Out (IMPACTS). And to explain the implementation of educational affairs in the province of East Java is discussed about the education budget associated with indicators of efficiency and effectiveness.

From the discussion above table shows that the results of the performance of providers of education affairs run by the East Java Provincial Education tends to meet the standard both in the size of the education program as stated in the Medium Term Development Plan Area (RPJMD) of East Java Province in 2006-2008. And standards of the Department of Education as stipulated in the government regulation No. 38 Year 2007 on the Division of Governmental Affairs of the Government, Provincial Government and Local Government District.

Thus the performance in terms of educational services which are measured from indicators: relevance of efficiency, effectiveness and sustainability of utilities and services have met the standard of education in East Java province tends to be effective. Then in terms of the education budget is used for both educational affairs according to the principles of decentralization, deconcentration and assistance duties principle there is a budget of 89% absorption, it can be said to be efficient. If discussion of the size
### Table 4. Effectiveness and Efficiency of Public Service Affairs Education In East Java Province

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Implementation Program</th>
<th>Performance results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>• Equality of Education Opportunity School Enrollment Increased Public Access</td>
<td>80% of children of school age students from the community 80% (above national average)</td>
</tr>
<tr>
<td>Efficiency</td>
<td>• Graduation Rate UNAS Teacher Survivalkasi Improving Teacher Quality Ratio of Pupils to School, Class, Room Teacher</td>
<td>98% above standard 70.090 Graduation Standards</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>• Management Services Accredited Schools BMS Implementation</td>
<td>Standards Average 82.03% Average 68%</td>
</tr>
<tr>
<td>Utility and sustainability</td>
<td>• Role of the School Committee Role of the Business Industry</td>
<td>100% schools have a committee which acts 12% and counting</td>
</tr>
<tr>
<td>Budget</td>
<td>Desent: Rp 865,439,500,000 Dekon: Rp 3,900,000,000,000</td>
<td>Absorption of 89% budget TP: Rp 150,000,000</td>
</tr>
</tbody>
</table>

(Source: Researcher Discussion Results Year 2009)

of the budget execution rate of 89% absorption is high enough, while a number of programs have been implemented according to national standards or RPJMD East Java Province. So if the input is the budget Budgets Budgets provincial district and the Central Budget. To finance education affairs in the province of East Java, both affairs according to the principles of decentralization, deconcentration principle and duty of assistance and then out putnya is educational services which meet the standard then it means that the ministry of education in the province East Java tends to effectively and efficiently.

### CONCLUSION

Grade or insentitas implementing the principle of decentralization and deconcentration principle that tends to the principle of decentralization that has more content because of the demands of the dominant society will pendemokrasi, and development of creativity and potential of people and then the growing area.

Second, the balance between the principles of decentralization, the principle of deconcentration and assistance duties in East Java province, that there is a balance (balancing) in terms of delivery model of government affairs and the delegation of authority.

Although each has the responsibility and procedures vary by field of duty which was held (the balance proportionately). In order for a balanced condition exists the need to have interaction and partnership among all three in running affairs in order to get something Effectiveness and Efficiency of Public Service.

Third, Effectiveness and Efficiency of Public Services as a result of penyelenggaraan affair with the principle of decentralization and deconcentration in conjunction with the principle of duty of assistance on educational matters in the province of East Java tends to effectively and efficiently after efficiently. Relevance discussed with the indicator, and utilities and sustaina ekevkitas bility, has met the standard size of the center and medium-term plan of East Java Province (RPJMD) Year 2003–2008. While the absorption in terms of general education budget 20% of the budget is high enough that 89%. So the balance of the implementation of decentralization principles, the principle of deconcentration and the positive impact of aid duty Service Delivery Effectiveness and Efficiency.

Fourth, thus the balance of the implementation of the principle of decentralization, deconcentration principles and tasks of Co will have an impact on the
effectiveness and efficiency of Public Services on administrative matters.

REFERENCES


