

## PAPER 12: THE ALTERNATIVE OF GREEN OPEN SPACE MANAGEMENT IN JAKARTA CITY, INDONESIA

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### ABSTRACT

*At the present time, the application of policy management of urban green open space of Jakarta have many weakness that caused by overlapping management. There are three institutions of management of urban green open space, those are Park Service (Dinas Pertamanan), Forest Service (Dinas Kehutanan), and Agricultural Service (Dinas Pertanian), which are all of them are under the scope of local government of DKI Jakarta. The management consists of several basic activities, including planning and controlling, organizing, human resources, coordination and financing. The prominent indicator associated with the managing urban green open space that related to the aspect of "market failure", it is commonly indicated by public goods, asymmetry of information, externality and aspect of "government failure". It is also indicated by problems lingered around regulation of law, bureaucracy and bureaucrat agent. The core of the main problems in the policy of management formulation of urban green open space in Jakarta is the lack of managements" of urban green open space of DKI Jakarta. This was indicated by variety of critics coming from the members of society in DKI Jakarta about the function of it, where it will result the impact of environment. In the relation to that problem, there are two questions raised:*

- a. *What caused the management of the urban green open space in DKI Jakarta unsuccessful?*
- b. *What kind of factors that hampered the management of the urban green open space?*

*As the follow up of the questions above is giving the alternatives to solve that hampered, then, the question is, How is the policy alternative to solve the lack of management of the urban green open space in DKI Jakarta. The objective of study is getting the policy to manage the urban green open space in DKI Jakarta. The reflecting of the objective above was explained in the set of policy such as in the regulation and the institutional.*

**Key Words:** *Urban Green Open Space, Market failure, Government failure*

### 1. INTRODUCTION

Jakarta, the capital city of the Republic of Indonesia, is a city of contrasts; the traditional and the modern, the rich and the poor, the sacral and the worldly, often stand side by side in this bustling metropolis with special territory enjoying the status of a province, consisting of Greater Jakarta, covering an area of 650 square km (Kantor Statistik Propinsi DKI Jakarta, 1991) and ocean for the width of 6.977,5 km<sup>2</sup>, there are not less than 110 islands which spread over in thousand archipelago. Located on the northern coast of West Java, it is the center of government, commerce and industry and as such has an extensive communications network with the rest of the country and the outside world. The coastal span from West to East along the length  $\pm$  35 km becoming place the estuary of 13 rivers. Regional of province administration DKI Jakarta divided to become 5 municipality (kotamadya) regions that are Jakarta Pusat (Central Jakarta), Jakarta Utara (North Jakarta), Jakarta Selatan (South Jakarta), Jakarta Timur (East Jakarta), and Jakarta Barat (West Jakarta).



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Finding its origin in the small early 16th century harbor town of Sunda Kelapa, Jakarta's founding is thought to have taken place on June 22, 1527, when it was re-named Jayakarta, meaning Glorious Victory by the conquering Prince Fatahillah from neighboring Cirebon. The Dutch East Indies Company which captured the town and destroyed it in 1619, changed its name into Batavia and made it the center for the expansion of their power in the East Indies.

Jakarta's masterplan 1965 – 1985 targeted 37.2% of Jakarta's area for green openspace, but in Jakarta's General Plan of Area Arrangement (RUTR) 1985 – 2005 green openspace area target was reduced to 25.85%. In Jakarta's Regional Plan of Area Arrangement (RTRW) 200 – 2010 the area target decreased to 13.94%. Now in the year 2004 green openspace is on 9% or 50km<sup>2</sup>, from this condition we can assume that Jakarta's green openspace area decrease through the years both in quantity and quality as shown in Fig 1.1; 1.2; 1.3; and 1.4

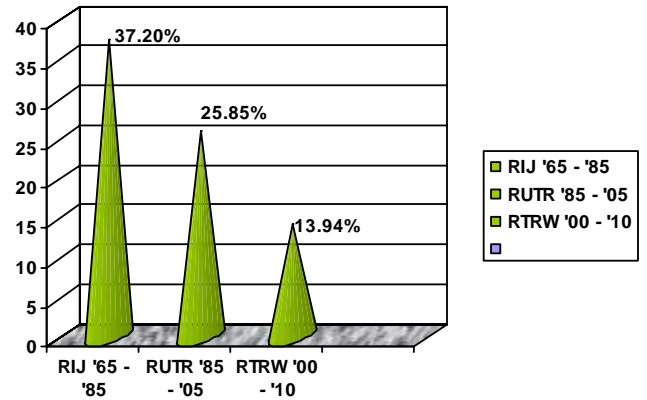


Fig 1.1 Green openspace plan of Jakarta from 1965 – 2010



Fig 1.2 Green Openspace from 1965-1985



Fig 1.3. Green Openspace from 1985-2005

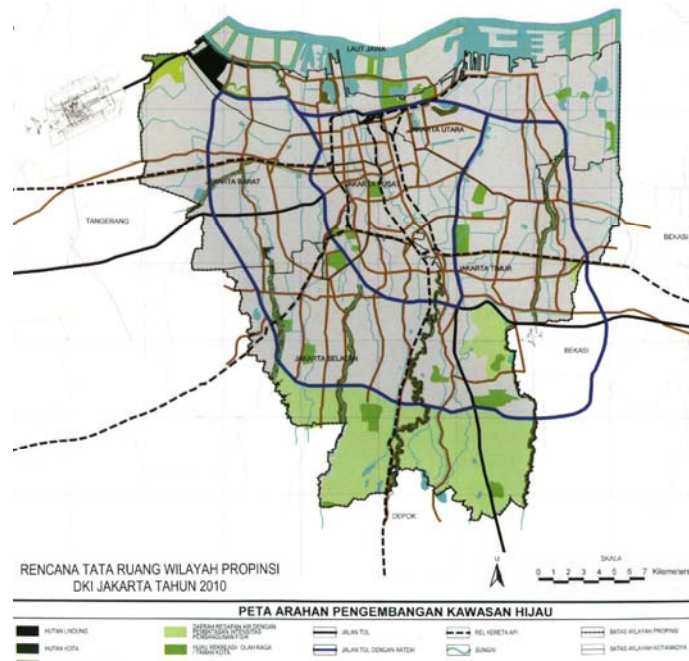


Fig 1.4. Green Openspace from 2005 - 2010

From the three data results of map interpretation for area use from Jakarta's Regional Plan (Rencana Bagian Wilayah Kota Jakarta) 1965 – 1985, 1985 – 2005, and 2005 – 2010 show the decline in Jakarta's green openspace during 9 years time.

*Four main issues in implementing the construction green openspace according to the Bureau of Population and Environmental Guidance (BKLH) are:*

- 1) Green openspace continues to decrease due to rapid city development. .
- 2) Damage found in the city's green openspace due to function shifts (city parks become hotels, fuel depo, bus terminal)
- 3) The community's low level of awareness and participation in caring for community parks.
- 4) High land value in cities such that providing area to function as green openspace is cost consuming on the other hand it usually is more profitable in land area in the city is utilize for high economic activities.

Green openspace has a very important role in protecting and enhancing the natural environment, also long term advantages (Scottish Executive Publications, 2006).

The advantages of Green openspace in cities according to *Roseland, (1998)*, in view of economy aspects significantly decreases cost related to use of energy and water. Vegetation can control lamination, shade, wind and glare. Cools buildings in the summer and prevents heat loss in the winter (Roseland, 1998; Miller, 1997; CMHC, 1982). By arranging vegetation in correlation to the buildings located within its vicinity, we can save up to an average of 20 – 25% in energy cost. From an ecological aspect, green openspace provides a natural habitat for animals such as birds, fish, insects, and many more. According to Dorward (1990), green openspace also functions as a green belt (*jalur hijau*) and as corridors linking the habitats stated above. Prevents soil erosion (CMHC, 1982), absorbs rain water, which in turn increase drainage system (Roseland, 1998).

Trees are able to collect pollution particle; Miller (1997) discussed research result that shows that 20 small trees can reduce pollution produced by a train going at a speed of 60 mile per

day. Urban heat island often occurs in the city area, where buildings, asphalt, and hardening absorbs sun radiation and reflects it back to outerspace which in turn causes the temperature to rise (Miller, 1997).

Plants can reduce this effect, through the plant itself directly and indirectly through the process of evapotranspirational (ET) (Roseland, 1998). Observation shows, vegetation is able to decrease soil surface temperature by 17°C, also decrease the average air condition to 50% (McPherson, 1994). Green openspace also reduces noise pollution by a using a combination of trees, shrubs and bushes and partially cleanse afofoliat dust particle serta membersihkan secara parsial debu yang berterbangan (Miller, 1997).

And last but not least, green openspace serves as an indicator for the city's entire ecosystem (Roseland, 1998). In this respect, its value is significant in our continuous efforts to protect the environment.

In respects to its social benefits, the most obvious is its use as recreational area, to play, to meditate, and to gather together or as a rest area (Roseland, 1998). In a discussion on psychological effects of green openspace, Miller (1997) discovered advantages related to activities carried out in these areas. For example its use as a place to socialize, enhance the feeling of compassion towards each other and nurture family ties, a place to understand each other, to learn about ourselves, offers the opportunity to express ones value and social values as well, promote spiritual development and freedom. Green openspace introduces a natural environment into a city's environment resulting in shape contrast, roughness, colors, and building texture, promote healthy thoughts through eye catching colors, sound, smell and movements (Dorward, 1990; Miller, 1997).

The regional province administration Jakarta (1985), stated the policy of the need to provide parks specifically green openspace to create a clean, beautiful, healthy, orderly, shaded city environment in its General Plan of Jakarta Area Arrangement (*Rencana Umum Tata Ruang Jakarta*) 2005 – 2010, as its consequence Jakarta's regional province administration assign a institution to manage green openspace called Parks Services of Jakarta (Dinas Pertamanan), whose function is to arrange, build, maintain and protect parks, green belts (*jalur hijau*) and educate the society in the field of parks and the city's esthetics so as to attain a well plan city. According to the Directorate Jenderal of Areal Arrangement (*Dirjen Penataan Ruang*) of the Departement of Public Works (*Departemen Pekerjaan Umum*, 2002), to implememt the policy, good governance is needed in Jakarta's green openspace maintenance. Eventhough good governance had been developed since the early years of 1990's, but the good urban governance principles implementation in general and its consistency in managing the city's area haven't reached the level of expectancy of the community.

Good governance principles that must be developed in policy implementation in general are: *Responsive*, at ready to respond towards people's and stakeholders needs, *Participatory*, parties influenced by a policy should be involved in the process of making the policy, *Transparant*; information is available for everyone in general on an existance of a program; *Equitable*; access available for everyone toward an opportunity and assets, *Accountable*; decision making whether coming from the government, private sectors and/or the community must fulfill its obligation to be accountable to the public and all stakeholders; *Consensus Oriented*, interest differentiation should be resolve to yield the best result possible for the country in general, *Effective and Efficient*; optimal resources utilization.

Considering the fact that the recent condition of green openspace management is not so successful, this research is an effort to contribute ideas for better green openspace management in the future to come.

## II. PROBLEM OF STUDY

Both the national government and the provincial administration of Jakarta are aware of the need to increase the amount of urban green in the capital of Indonesia. In recent structure plans and in other official documents the necessity to improve the urban environment is clearly formulated. Yet, these good intentions generally fail to materialize: the success of the greening programme on vacant plots is offset by the displacement of other types of urban green. Why is the official policy less than successful?

The reason is the lack of co-ordination between the various administrative departments that are responsible for urban green in Jakarta. The province of Jakarta has various agencies which are responsible for only one aspect of urban greenery and their responsibilities often overlap, namely the Parks Service of Jakarta (Dinas Pertamanan), Forestry Service (Dinas Kehutanan), and Agricultural Service (Dinas Pertanian). Moreover, the responsibility for the rivers within Jakarta is shared between The provincial agencies for water works and for public works. These often can do nothing to prevent lakes and other water works from being damaged, because the agency for development supervision is the body with the power to grant building licenses. Finally, Jakarta is divided among several municipalities (kotamadya), which also have their own say. The fragmentation and overlapping of responsibilities leads to frequent infighting between the various agencies, as well as to neglect.

The core of the main problems in the policy of management formulation of urban green open space in Jakarta is the lack of managements" of urban green open space of DKI Jakarta. This was indicated by variety of critics coming from the members of society in DKI Jakarta about the function of it, where it will result the impact of environment.

In the relation to that problem, there are two questions raised:

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## III. METHODOLOGY

According to Wolter Williams "Policy Analysis is a method to synthesize information, including research results, in order to give a format in the forms of alternative policies" for policy decision making and to decide which information is related to what policy that will be required in the future.

Methodology used in this paper is rationalist method as formulated by David L Weimer and Aidan R. Vining (1998). Rationalist method consists of problem analysis and alternative resolution analysis. Problem analysis consist of understanding the problem that could be described into modeling. Description and modeling the problem, choosing and conveying the purpose and obstacles also choosing a method to reach upon an alternative resolution to the problem. Alternative resolution analysis covers determining the evaluation criteria, conveying the alternative policy, evaluation and giving recommendation.

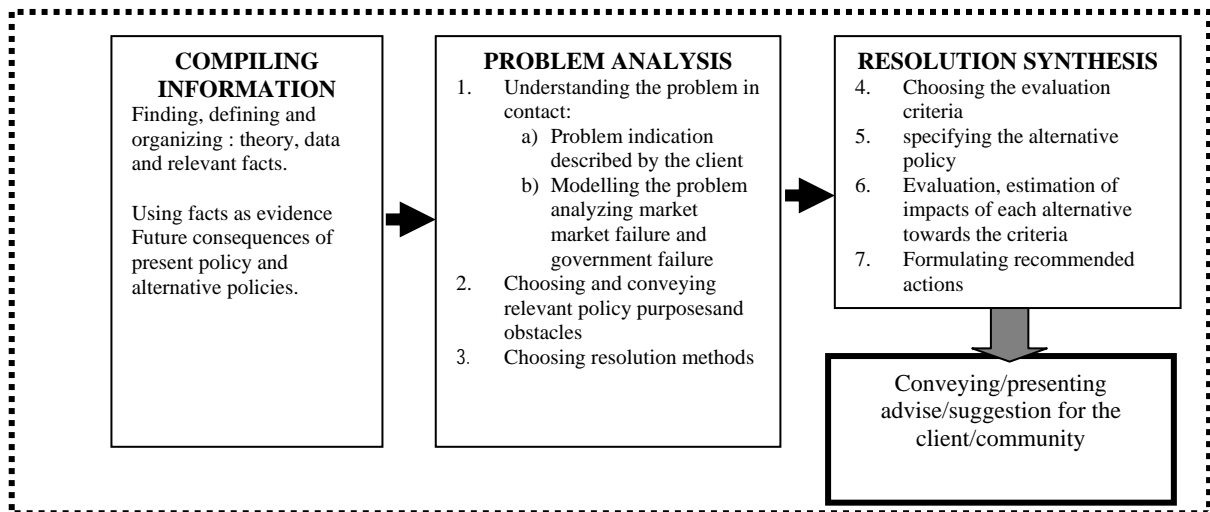


Fig. 1.1 Outline/Framework of Rational model.

Source of data from stakeholders related in green openspace management are:

- **The Government**, represented by: Parks service of Jakarta, Agricultural service of Jakarta, Forestry service of Jakarta.
- **City Orinated Community Respondent**, represented by: intellectuals, professionals in the community and the city originated community in general.
- **Community Newcomers Respondent**, represented by: community living on green openspace.
- **Private Sector Respondent**, represented by: Businessman utilizing green openspace, esthetics plants merchants the is treer sendors community.
- **Mass Media Respondent**, represented by: Electronic mass media and printed mass media reportes.

The data needed for indepth analysis of policy in the making is classified as:

*Primary Data*, through survey of 250 respondent by distributing a closed questionnaire; brainstorming with policy implementers/acceptors; and field study.

*Secondary Data*, covers regulation relating to management, date reports on Jakarta's development, study reports on Jakarta's green openspace, Jakarta's General Area Arrangement (Rencana Umum Tata Ruang Jakarta) 1985 – 2005 and other data.

Questionnaire were distributed in all five municipality of Jakarta specifically in location considered to have green openspace issues.

A computer program SPSS was use to analyze the data. The respondent chosen was specifically community members that understand green openspace issue.

The paper is an effort to evaluate public policy and its effects on Jakarta's green openspace management; also recommends alternative public policy for decision makers to improve management performance of the city's green openspace.

### III. ANALYSIS

#### 3.1. Concerning Community Participation.

On micro scale the problem concerning community participation in green openspace management with in a certain city environment represent character, physical, social, economy culture quality of that city. Meanwhile on a macro scale, green openspace will contribute to a better city environment. The definition of management as stated in the Ordinance (UU) no 23 the year 1997 on Environmental Management is a combined effort concerning activities of utilization, arranging, maintenance, monitoring, controlling, recovery and development. As such green openspace management is a continuous process wich covers activities such as:

- 1) Pre development covering planning and designing process.
- 2) Development or implementation
- 3) Post development such as utilization and maintenance, which are all focused to creat, protect and enchanche its quality.

*Non physical components affecting green openspace are the law/regulation. Response/attitude in resource utilization and the community's way of life that wells within the cities environment. In Jakarta, the community's right and obligation in environment management which states.*

- every man is entitled to a healty living environment
- has obligation to maintain a healthy environmet and prevent damage and population, also
- has a right and obligation to participate in environmental management.

Also in Ordinance No 24 the year 1992 on Area Arrangement (Penataan Ruang) it states that the community is obligate to maintain planned area quality in each of the individual's capacity. Still this Ordinance is not implemented effectively because implementation controlling institution deficiency, the community lack of awareness and knowledge of law also sanctions to law violator lenient.

Environmental community's activities in the city (e.g neighborhood community) coordinated by people of the community and supported by the community's participation is usually limited to handling garbage / trash and surrounding security. This is due to spatial organized community functions as a prolonged aim of bureaucracy.

#### 3.2. Institutional

Institutional problems in green openspace management in Jakarta today can be classified into several aspects, *planning and controlling, organization, human resource, coordination between institution and fundings*. Planning and controlling of Jakarta's green openspace is managed by Parks service. Planning green openspace activities covers, landscape design planning developing a computerize system for parks, planning considerations, making information infrastructure, develop working guidelines system, and areal development. Observation shows the following main problems in planning and controlling:

##### a. Areal Managing Management

The problem faced by the regional province administrator on of Jakarta to make a green openspace is the inability to fully be involved in the making of the city's complex land management. The lack of understanding towards factors of geography, history and

social culture that is closely related to each other will result in lost of interest and city's comfort. In such the ability of a management building/construction system specifically for green openspace will be meaningful and strategic.

**b. The Need of Green Openspace Area**

There an opinion which views green openspace as spare land to meet the urgent demands of a growing city. The need of land for green openspace will experience problem cause by an ever increasing land value, both in social and economic aspects. This problem will continue to exist as long as regulation that regulate, control and monitor is not yet execute properly, which will also cause the shift in functions of area plotted for green openspace.

**c. Information and Mapping System**

Belum adanya model sistem informasi lahan, dan sistem informasi pemetaan yang akurat yang dengan mudah dapat memonitor secara cepat beberapa jumlah RTH yang ada, beberapa jumlah yang terhapus, dan informasi lainnya yang sangat diperlukan bagi "pengambil keputusan" serta kebutuhan informasi lainnya. Sistem ini akan sangat diperlukan sekali untuk manajemen dari instansi-instansi yang terkait mulai saat proses perencanaan, pelaksanaan, monitoring hingga evaluasi dan pengendaliannya dalam rangka pengambilan keputusan,

**3.3. Government Board**

Observation shows that development of bodies to mange green openspace in Jakarta has met issues concerning policy taken by governmental board.

*Looking into Regional Regulation No. 9 the year 1982 on organization structure for Parks service of Jakarta we can find that it needs to be improved. For example it doesn't clearly states the body that manages outdoor recreational area, while we know that it's still part of the city's green openspace. This will complicate the process of development implementation. Another part of the problem is that there is not any data available or an information center that can identify if any damage has been done to the environment due to the city's development, a lack of capability on the government apparature in the field of green openspace, the limited infrastructure and equipment to investigate and find proof of green openspace damage, lack of coordination/cooperation between government bodies in green openspace implementation that in turn affects the environmet, also the inavailability of guidelines to the derivation of the ministry of domestic affair instruction No 14 the year 1986 on city's green openspace arrangement.*

Lack of coordination amount the government's bodies, specifically in issuing license land utilization (SIPPT) constructing buildings, housing that uses a large amount of land. This is partly cause by the increasing land value and its scaresness in Jakarta. On the other land, the



people and private sector businessman want to build housing and other infrastructures in demand. In practice every means and efforts was given to realize/ fulfill these needs that in the process the city's green openspace was used for other purpose that is not in accordance to the existing regulation.

### 3.4. Modelling

Modelling the problem consists of analyzing market failures and government failures.

#### a. Market Failures

##### **Public Goods**

Based on the results from the survey and interview on the perception of parties managing green openspace we discovered that the respondents are aware of green openspace use and function in balancing the ecosystem.

##### **Information Asymmetry**

Information asymmetry takes place when part of the respondents gets little or less information, while another part receives the information well. And from the survey find that the respondents does not acknowledge nor have ever need the regional regulation No 11 the year 1988 on public (ketertiban) in Jakarta's municipality area.

##### **Externality**

Externality is the impact of an activity related to production or consumption. The impact can be benefits to a certain party (positive externality from the existence of the city's green openspace) and parties that suffer loss (negative externality). From the survey we discovered that the community agrees that temperature and cause breathing problems. This is part of the negative externality. Green openspace contributes to a better health, ecology and esthetic of the city. This proves that the community indirectly proclaims a positive externality of green openspace existence.

#### b. Government Failures

##### **Democracy**

Democracy gives opportunities to people to participate. Participation can persuade the community to accept social decisions that a certain individual did not choose. In respect to government failures toward community participation are caused by: (1) the government's lack of effort to include non government organization in the stage of planning the city's open space. (2) the government's lack to accommodate input from the community on what facilities are needed by means of survey at the stage of planning an area for green openspace (3) on the other hand, the community in general are willing to contribute a part of their in business to develop and maintaining green openspace.

##### **Bureaucracy**

Bureaucracy faced the problem: Rent seeking; effort to gain profit as a result of government intervention in the market, Precedent, often used by politician to attain public support in his/her favour. Government Bureaucracy failure in maintaining green openspace are caused among others by: (1) Individuals authorities that profit illegally from green openspace use for personal gain by collecting illegal retribution from vendors using the green openspace area for business. (2) Overlapping task and mechanism between agencies/bodies. (3) Increasing complexity of management task, there's a need to revise regional regulation on organization and working/task guideline of managing agencies/bodies, process mechanism and bureaucracy procedure.

### **Bureaucrat's Attitude**

Bureaucrat's problem concerns agency loss because employees don't work according to employment regulation. Other problems found were collusion, corruption, mark up, and collecting illegal retribution that creates high economy cost. Bureaucrat's attitude related to green openspace management are: (1) lack of enforcement to back up implementation of regional regulation no. 11 the year 1988 on public order. (2) Corruption by individual authorities on the agreement of proposals for maintenance and development revenue and expenditures.

### **Decentralization**

Decentralization problem is related to the aspect of implementation that causes cost depreciation and monitoring also regional personel incapability that include (1) related institution agree that planning and designing of the city's green openspace should be done in the municipality level. (2) Quantitatively there's a lack in human resource. (3) Meanwhile from a qualitative point of view human resource is plentiful.

## **IV . ALTERNATIF RESOLUTION ANALYSIS**

To overcome obstacles and problem in managing Jakarta's green openspace there must be a set of policy. This set of policy is made to clarify and ease efforts in controlling planning, organization, human resources, coordination and funding in ways that's effective and efficient. Factors to be considered in formulating policy strategy are: (1) Efficient and effective also (2) Alternatif policy.

*Efficient is not the only main purpose of public policy. Effectivity tends to evaluate quality output. In evaluating effectivity, one needs to also consider whether or not the investments made were efficient. Efficient and effectivity is important, for the public not only want an efficient government but also an effective one. For example the community in general might be content that the government sets a low tax percentage, but of low tax means that they have to sacrifice the comfort of having green openspace as a public facility, whether directly or indirectly, then the government should have made decision to invest in green openspace management system that's more effective.*

Law policy regarding the city's green openspace should be made, evaluated, and perfected by the government to give penal or (perdata ) sanctions for violators. The policy of giving insentive should be considered, for example giving tax subsudies or a 'green tax' reduction to improve the market failure with regards to externality problem. 'Green tax' subsudies will affect efficiency in: (1) Promote redistribution of green openspace to areas surrounding Jakarta by donature.(2) Regenerate the damage green openspace by asserting certain pressures that will build the publics opinion to the development of green openspace as an investment.

Organization policy concerning to organize or perfecting existing institution in the governments sector or the community to simplify coordination in management.

Based on the city green openspace policy strategic formula stated previously, we can advise/suggest the following alternative policy overcome problems in Jakarta's green openspace management:

### First Alternative

*The institution managing every green openspace location in the Jakarta's area will be done by one single government institution in this case parks service the city and green openspace of DKI Jakarta.*

### Second Alternative

*The institution managing Jakarta's green openspace in the form of green belt corridor, green productive and specific green (public) will be the Parks service and the city's green openspace, while environment/neighborhood green openspace is managed by the community and the private sector.*

Comparative evaluation to the two alternative policy in green openspace management was done by analyzing management aspects including planning/controlling, organization/institution, human resource, coordination and funding in view of efficiency/effectivity and distribution consideration. Evaluation results show that the second alternative is more efficient and effective. The following scheme represents the result:

### Evaluation result scheme towards the two alternative policy

Evaluation criteria	Management Aspects	FIRST ALTERNATIVE	SECOND ALTERNATIVE
		<i>The institution managing every green openspace location in the Jakarta's area will be done by one single government institution in this case parks service the city and green openspace of DKI Jakarta. (ORGANIZATION CENTRALIZATION)</i>	<i>The institution managing Jakarta's green openspace in the form of green belt corridor, green productive and specific green (public) will be the Parks service and the city's green openspace, while environment/neighborhood green openspace is managed by the community and the private sector. (ORGANIZATION DECENTRALIZATION))</i>
EFFICIENCY, EFFECTIVITY AND DICTRIBUTION	Institution organization	<p><b>Organizations established based on function</b> A large organization structure with many control and monitoring function.</p> <p>Tendency to bureaucrat management</p>	<p><b>Organization established based on geography</b></p> <ol style="list-style-type: none"> <li>1. A smaller and more efficient organization structure because of authorization divided between the central and district level.</li> <li>2. Develop participating management</li> <li>3. Decentralized institution is <b>more flexible</b> that centralization, the institution can directly respond to its surrounding.</li> <li>4. Decentralized institution is far <b>more effective</b> than centralized</li> </ol> <p><i>(Osborne, David, 1996, translated by Abdul Rosyid, Mewirauahakan Birokrasi, Reinventing government, Pustaka Bina Pressindo, page283)</i></p>
	Human Resource	<p>A high level of specialization that qualifies experience and specific skills that can be applied in certain zone at central level.</p> <p>Promotes position in the institution that is againt the overall interest of <b>the institution.</b></p>	<ol style="list-style-type: none"> <li>1. Training designed specifically with the needs of each area human resource development in mind.</li> <li>2. Enables to quickly respond to load needs.</li> <li>3. Enable to employ local workers to evenly distribute job opportunities that will eventually impacts the social economy.</li> <li>4. Decreases partition in central level institution.</li> </ol>

		Need much originate from the central government budget attained through tax and its distribution is arranged according to function's priority. <i>(Barry Cushway &amp; Derek Lodge, 1995, Organisational Behavior and Design, PT Gramedia Jakarta)</i>	Authority level can prepare decision making that is more precise and efficient also improves workers satisfaction. <i>(Barry Cushway &amp; Derek Lodge, 1995, Organisational Behavior and Design, PT Gramedia Jakarta)</i>
	<b>Funding</b>	Funding source originates from the central government budget attained through tax and its distribution is arrange according to functions priority.	Funding source at district level is attained from community participation and private party that can directly be used to develop the city's green openspace.

Fig. 2 Evaluation result scheme towards the two alternative policy

## V . RECOMMENDATION AND CONCLUSION

### 5.1 Recommendation

As stated above the best alternative is the second alternative: The institution managing Jakarta's green openspace in the form of green belt corridor, green productive and specific green (public) will be the Parks service and the city's green openspace, while environment/neighborhood green openspace is managed by the community and the private sector.

Regulation and organization recommendations to support this alternative in more detail and schematic are of the following:

1. Composing and formulating legislation regulation will be more effective by giving insentive rather than law enforcement.
2. Enforce regulation on developing areas surrounding homes and communities.
3. Develop a professional certification program in Landscape Architect Cooperating with the organization of Indonesian Society of Landscape Architect (ISLA)
4. Passing law and regulation that states green area for story buildings.
5. Regulation on green area along roads/street, (jalur tepi sungai), railways in the city.
6. Developing a regulation through green openspace cross subsidies approach
7. Giving incentive for example an easier process for issuing license to community/housing developer that contribute to the city's green openspace development.
8. Establish Jakarta's green openspace service
9. Formulate vision and mission of the organization based on the concept to (mewirusahaakan) bureaucracy.
10. Enchancing managing the city's green openspace management with orientation to integrated planning, physical development and utilization, also means of control must be clearly stated in implementation directives.
11. Formulating a system to manage areal management.
12. Promote (reboisasi) management system
13. Autonomy authorization and control for expenditure budget to institution that manage green openspace at district and sub district level.
14. Establish an information system and the city's green openspace mapping system.

### 5.2. Conclusion

In conclusion we derived the following main points: We discovered several cases as evidence that green openspace in Jakarta had shift its function for instance: green openspace's function is still considered as supplementary object to the city's facilities, competitiveness for area utilization in cities are significantly influencial by the market mechanisme, lack of control by government authorities in the development of Jakarta, human resource ability limitation, urbanization factor, organizational problem, land availability problem, funding problem. By using the policy analysis theory in prospective to market failure and government failure we

investigate the existing policy that governs Jakarta's green openspace management at present. Analysis result s shows the unsuccessful afforts in management was due to *market failure and government failure*.

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**APPENDIX**

**QUESTIONER**

**THE ALTERNATIVE OF GREEN OPENSOURCE MANAGEMENT  
IN JAKARTA CITY, INDONESIA**

Berilah tanda pada jawaban yang menurut anda sesuai.

No	Pertanyaan	Sangat setuju	Setuju	Tidak setuju	Sangat tidak setuju
<b>A. ASPEK PERENCANAAN (asymetri informasi, eksternalitas)</b>					
1.	Apakah anda setuju bahwa fungsi dan manfaat keberadaan RTH bagi perkotaan sangat diperlukan guna keseimbangan ekosistem				
2.	Rusaknya RTHK (taman kota) akan membawa akibat berkurangnya fungsi ekosistem kota yang akhirnya dapat membawa akibat bertambahnya pencemaran (udara, visual) bagi kehidupan masyarakat kota				
3.	Apakah menurut anda, pencemaran udara (misal timbulnya penyakit gangguan pernafasan, udara kota semakin panas, dll), salah satunya disebabkan oleh berkurangnya RTHK				
4.	Untuk mengurangi masalah pencemaran udara kota dapat dilakukan dengan penggunaan teknologi canggih dan/atau menjaga kelestarian ekosistem lingkungan alamiah kota (misal memperbesar/ memperbanyak RTHK). Jadi, biaya membangun RTHK lebih murah dibandingkan menerapkan teknologi canggih.				
5.	Menurut anda fungsi dan manfaat ruang terbuka hijau adalah : untuk keindahan kota, mempunyai fungsi ekologis kota, bermanfaat bagi kesehatan				
6.	Apakah instansi anda setuju bahwa lahan Ruang Terbuka Hijau Kota (RTHK) yang termasuk dalam kategori "barang publik" baik secara kualitas dan kuantitas saat ini semakin berkurang				
7.	Apakah dalam penyelesaian suatu perencanaan/ perancangan RTHK yang melibatkan instansi lain, ada hambatan teknis dan hambatan birokratis				
8.	Setujukah instansi anda bila perencanaan/ perancangan RTH dilakukan di tingkat kotamadya				
9.	Salah satu penyebab berkurangnya keberadaan RTHK disebabkan oleh sedikitnya informasi tentang perencanaan/ perancangan yang diperoleh masyarakat				
10.	Sehubungan dengan itu, apakah anda setuju bila RTHK (taman kota) diubah fungsi peruntukannya misalkan sebagai pompa bensin, tempat mangkal pedagang kaki lima, restoran, permukiman				
11.	Apakah anda setuju bahwa hal lainnya yang menyebabkan berkurangnya RTHK karena dalam perencanaan/ perancangan RTH faktor "eksternalitas" terabaikan				

<b>A. ASPEK PERENCANAAN (asymetri informasi, eksternalitas)</b>		<b>Pernah</b>	<b>Tdk pernah</b>
12.	Apakah dalam pembuatan rencana ruang terbuka hijau kota, instansi anda bekerja pernah mengikut sertakan Lembaga Swadaya Masyarakat		
13.	Pernahkah ada masalah dalam memperoleh data sekunder yang berasal dari instansi lain dalam pembuatan rencana dan rancangan RTHK		
14.	Pernahkah dalam perencanaan/ perancangan RTHK pada instansi anda, masyarakat ikut dilibatkan untuk memberikan masukan/ usulan		
15.	Pernahkah anda diminta oleh instansi/ dinas pemda DKI untuk mensosialisasikan tentang rencana tata ruang terbuka hijau Jakarta		
16.	Apakah anda pernah membaca di media cetak, media elektronik bahwa rusaknya RTHK (taman kota) akan membawa akibat berkurangnya fungsi ekosistem kota yang akhirnya dapat menyebabkan bertambahnya pencemaran (udara, visual) bagi kehidupan masyarakat kota		
17.	Apakah anda pernah dihubungi oleh aparat dinas pertamanan/ dinas kehutanan/ dinas pertanian di wilayah anda untuk dimintakan pendapatnya tentang rancangan RTHK		
18.	Apakah anda pernah dimintakan pendapat tentang perencanaan/ perancangan RTHK di		

	lingkungan anda				
No	Pertanyaan	Sangat setuju	Setuju	Tidak setuju	Sangat tidak setuju
	<b>B. ASPEK KELEMBAGAAN (demokrasi langsung, birokrasi, desentralisasi)</b>				
19.	Dengan memprediksikan bahwa tugas pengelolaan RTHK yang semakin kompleks, apakah menurut anda "peraturan daerah" tentang organisasi dan tata kerja instansi anda perlu disempurnakan				
20.	Sebagai instansi pelayanan publik, apakah mekanisme dan prosedur birokrasi di instansi anda perlu diperbaiki				
21.	Apakah pada instansi anda setuju bila segala keputusan yang menyangkut perencanaan RTHK dilakukan oleh tingkat pusat (propinsi) sedangkan pembangunan, pemeliharaan dan pengawasan ruang terbuka hijau dilakukan oleh setingkat suku dinas (kotamadya)				
	<b>C. ASPEK SUMBER DAYA MANUSIA (demokrasi langsung, aparat)</b>	<b>Sangat setuju</b>	<b>Setuju</b>	<b>Tidak setuju</b>	<b>Sangat tidak setuju</b>
22.	Dengan memperhatikan tugas dan wewenang instansi anda dalam pengelolaan ruang terbuka hijau mendatang apakah SDM yang ada berdasarkan <u>kuantitas</u> sangat kurang				
23.	Dengan memperhatikan tugas dan wewenang instansi anda dalam pengelolaan ruang terbuka hijau mendatang apakah SDM yang ada berdasarkan <u>kualitas</u> cukup				
24.	Apakah anda setuju bahwa SDM (kualitas dan kuantitas) di instansi tingkat pusat (propinsi) harus lebih sedikit dibandingkan dengan instansi tingkat suku dinas (kotamadya)				
	<b>C. ASPEK SUMBER DAYA MANUSIA (demokrasi langsung, aparat)</b>		<b>Pernah</b>		<b>Tdk pernah</b>
25.	Anda tentunya pernah mengikuti kegiatan menambah wawasan pengetahuan (diluar struktur jenjang pendidikan formal pemerintah) dalam pekerjaan anda dalam 2 tahun terakhir ini				
26.	Apakah anda pernah diminta mengikuti kursus tentang pemahaman keberadaan ruang terbuka hijau di DKI Jakarta				
	<b>D. ASPEK KOORDINASI (asimetri informasi)</b>	<b>Sangat setuju</b>	<b>Setuju</b>	<b>Tidak setuju</b>	<b>Sangat tidak setuju</b>
27.	Bila ada lahan kosong di perkotaan yang sebenarnya diperuntukan bagi RTHK namun dibiarkan terbengkalai oleh pemda, apakah anda setuju bila lahan tersebut dijadikan tempat berusaha?				
28.	Apakah anda setuju untuk memperoleh izin tertulis dari instansi pemda atas tempat usaha anda di lahan RTHK?				
29.	Apakah anda setuju adanya larangan berjualan di RTHK (taman kota) sebagai barang publik?				
30.	Kurangnya koordinasi pengawasan antar instansi terkait, kurangnya sarana dan peralatan, kurangnya partisipasi dan kurangnya sikap tegas aparat dalam melaksanakan peraturan daerah nomor 11 tahun 1988 mengenai ketertiban umum, menyebabkan banyaknya RTH di DKI Jakarta yang terbengkalai (dimanfaatkan tidak sesuai fungsinya).				
31.	Apakah anda setuju bahwa dalam menentukan sasaran penghijauan ruang terbuka di DKI sering ditemuinya tumpang tindih tentang lingkup tugas antara instansi anda dengan instansi terkait lainnya?				
	<b>D. ASPEK KOORDINASI (asimetri informasi)</b>		<b>Pernah</b>		<b>Tdk pernah</b>
32.	Apakah saudara pernah membaca dan mengetahui tentang isi peraturan daerah nomor 11 tahun 1988 mengenai ketertiban umum di DKI Jakarta khususnya tentang ruang terbuka hijau?				
33.	Apakah pihak aparat pemda (kecamatan, kelurahan) pernah memberitahukan anda tentang larangan berjualan di jalur hijau kota?				
34.	Bila sudah mendapat izin, apakah anda pernah diminta membayar restribusi berupa iuran dari instansi berwenang secara tidak resmi				
35.	Pernahkah ada kesulitan dalam mendapatkan berita tentang permasalahan ruang terbuka hijau DKI Jakarta dari instansi pemda yang terkait				
36.	Apakah anda pernah memberitakan atau menulis artikel tentang permasalahan ruang terbuka hijau kota Jakarta di media anda lebih dari 10 berita per bulan?				

37.	Pernahkan anda diundang untuk meliput dan mengikuti seminar tentang ruang terbuka hijau kota Jakarta yang diselenggarakan oleh pemda DKI pada 1 tahun terakhir ini		
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	<b>E. ASPEK PENDANAAN (barang publik, asimetri informasi, eksternalitas)</b>	<b>Sangat setuju</b>	<b>Setuju</b>	<b>Tidak setuju</b>	<b>Sangat tidak setuju</b>
38.	Karena keterbatasan anggaran pemerintah untuk membangun dan memelihara ruang terbuka hijau sebagai "barang publik", apakah anda setuju bersedia untuk <u>memberikan sumbangan</u> ?				
39.	Apakah anda setuju untuk <u>memberikan sumbangan dari keuntungan usaha anda</u> untuk membangun dan memelihara RTHK (misal taman kota, taman lingkungan) di wilayah anda?				
40.	Apabila anda setuju dan bersedia untuk memberikan sumbangan guna pembangunan dan pemeliharaan RTHK (Taman lingkungan) di kota anda dengan <u>menaikansalah satu jenis pajak pendapatan</u>				
41.	Salah satu faktor yang menghambat perkembangan ruang terbuka hijau Jakarta adalah <u>masalah lambatnya persetujuan dana pelaksanaan proyek.</u>				
42.	Salah satu faktor yang menghambat perkembangan ruang terbuka hijau Jakarta adalah masalah <u>sistem dan birokrasi</u> pencairan dana APBD yang rumit.				
43.	Apakah ada hambatan dalam pencairan dana guna pembangunan dan pemeliharaan RTHK yang dilakukan oleh aparat instansi keuangan pusat ( <u>misalkan aparat minta komisi - perlu uang pelicin - dll</u> ) terhadap program kerja instansi anda?				
44.	Apakah instansi anda berkeberatan bila pengelolaan anggaran belanja dan anggaran pembangunan ruang terbuka hijau diserahkan pada kotamadya?				

	<b>E. ASPEK PENDANAAN (barang publik, asimetri informasi, eksternalitas)</b>	<b>Pernah</b>	<b>Tdk pernah</b>
45.	Apakah perusahaan/ atau anda pernah memberikan sumbangan dalam pembangunan dan pemeliharaan RTHK (misal taman kota)		
46.	Pernah memberikan sumbangan dalam bentuk uang		
47.	Pernah memberikan sumbangan dalam bentuk peralatan		
48.	Pernahkan anda memberikan sumbangan dana untuk membantu pengelolaan lingkungan khususnya RTHK di wilayah anda dalam satu tahun terakhir ini lebih dari Rp. 500.000		

## RESULT SPSS

### THE ALTERNATIVE OF GREEN OPENSOURCE MANAGEMENT IN JAKARTA CITY, INDONESIA

No	Pertanyaan					
	<b>A. ASPEK PERENCANAAN (asimetri informasi, eksternalitas)</b>	<b>Pem</b>	<b>M. Kota</b>	<b>M. Dat</b>	<b>Swa</b>	<b>MM</b>
49.	Apakah anda setuju bahwa fungsi dan manfaat keberadaan RTH bagi perkotaan sangat diperlukan guna keseimbangan ekosistem	SS 84,6	SS 60	S 60	SS 76,9	S 100
50.	Rusaknya RTHK (taman kota) akan membawa akibat berkurangnya fungsi ekosistem kota yang akhirnya dapat membawa akibat bertambahnya pencemaran (udara, visual) bagi kehidupan masyarakat kota	S 76,9	S 56	S 60	S 53,8	S 100
51.	Apakah menurut anda, pencemaran udara (misal timbulnya penyakit gangguan pernafasan, udara kota semakin panas, dll), salah satunya disebabkan oleh berkurangnya RTHK	S 92,3	S 64	S 60	S 69,2	S 100
52.	Untuk mengurangi masalah pencemaran udara kota dapat dilakukan dengan penggunaan teknologi canggih dan/atau menjaga kelestarian ekosistem lingkungan alamiah kota (misal memperbesar/ memperbanyak RTHK). Jadi, biaya membangun RTHK lebih murah dibandingkan menerapkan teknologi canggih.	S 84,6	S 64	S 60	S 84,6	S 100
53.	Menurut anda fungsi dan manfaat ruang terbuka hijau adalah : untuk keindahan kota, mempunyai fungsi ekologis kota, bermanfaat bagi kesehatan	S 69,2	S 56	S 60	S 69,2	S 100
54.	Apakah instansi anda setuju bahwa lahan Ruang Terbuka Hijau Kota (RTHK)	S	S	S	S	S



	yang termasuk dalam kategori "barang publik" baik secara kualitas dan kuantitas saat ini semakin berkurang	79,9	52	70	69,2	
55.	Apakah dalam penyelesaian suatu perencanaan/ perancangan RTHK yang melibatkan instansi lain, ada hambatan teknis dan hambatan birokratis	S 53,8	S 60	S 90	S 69,2	S
56.	Setujuh instansi anda bila perencanaan/ perancangan RTH dilakukan di tingkat kotamadya	S 61,5	S 56	S 80	S 61,8	S
57.	Salah satu penyebab berkurangnya keberadaan RTHK disebabkan oleh sedikitnya informasi tentang perencanaan/ perancangan yang diperoleh masyarakat	S 53,8	S 52	S 80	S 69,2	TS
58.	Sehubungan dengan itu, apakah anda setuju bila RTHK (taman kota) diubah fungsi peruntukannya misalkan sebagai pompa bensin, tempat mangkal pedagang kaki lima, restoran, permukiman	STS 84,6	STS 60	TS 60	STS 92,3	TS
59.	Apakah anda setuju bahwa hal lainnya yang menyebabkan berkurangnya RTHK karena dalam perencanaan/ perancangan RTH faktor "eksternalitas" terabaikan	S 61,5	S 56	S 60	S 76,9	S
60.	Apakah dalam pembuatan rencana ruang terbuka hijau kota, instansi anda bekerja pernah mengikut sertakan Lembaga Swadaya Masyarakat	P 53,8	TP 40	TP 60	TP 69,2	TP
61.	Pernahkah ada masalah dalam memperoleh data sekunder yang berasal dari instansi lain dalam pembuatan rencana dan rancangan RTHK	P 92,4	P 56	TP 60	TP 61,5	P
62.	Pernahkah dalam perencanaan/ perancangan RTHK pada instansi anda, masyarakat ikut dilibatkan untuk memberikan masukan/ usulan	P 92,3	TP 52	TP 60	TP 60,5	TP
63.	Pernahkah anda diminta oleh instansi/ dinas pemda DKI untuk mensosialisasikan tentang rencana tata ruang terbuka hijau Jakarta	P 92,5	TP 48	TP 60	TP76,9	TP
64.	Apakah anda pernah membaca di media cetak, media elektronik bahwa rusaknya RTHK (taman kota) akan membawa akibat berkurangnya fungsi ekosistem kota yang akhirnya dapat menyebabkan bertambahnya pencemaran (udara, visual) bagi kehidupan masyarakat kota	P 100	P 72	P 90	P 84,6	P
65.	Apakah anda pernah dihubungi oleh aparat dinas pertamanan/ dinas kehutanan/ dinas pertanian di wilayah anda untuk dimintakan pendapatnya tentang rancangan RTHK	P 69,2	TP 56	TP 70	TP 76,9	TP
66.	Apakah anda pernah dimintakan pendapat tentang perencanaan/ perancangan RTHK di lingkungan anda	P 76,9	TP 48	TP 70	TP 53,7	TP

	<b>B. ASPEK KELEMBAGAAN (demokrasi langsung, birokrasi, desentralisasi)</b>	Pem	M. Kota	M.Dat	Swasta	Media
67.	Dengan memprediksikan bahwa tugas pengelolaan RTHK yang semakin kompleks, apakah menurut anda "peraturan daerah" tentang organisasi dan tata kerja instansi anda perlu disempurnakan	S 92,3	S 60	S 60	S76,9	S
68.	Sebagai instansi pelayanan publik, apakah mekanisme dan prosedur birokrasi di instansi anda perlu diperbaiki	S 92,3	S 60	S 70	S 76,9	S
69.	Apakah pada instansi anda setuju bila segala keputusan yang menyangkut perencanaan RTHK dilakukan oleh tingkat pusat (propinsi) sedangkan pembangunan, pemeliharaan dan pengawasan ruang terbuka hijau dilakukan oleh setingkat suku dinas (kotamadya)	S 92,3	TS 60	S 90	S 53,8	TS

	<b>C. ASPEK SUMBER DAYA MANUSIA (demokrasi langsung, aparat)</b>	Pem	M. Kota	M.Dat	Swasta	Media
70.	Dengan memperhatikan tugas dan wewenang instansi anda dalam pengelolaan ruang terbuka hijau mendarat apakah SDM yang ada berdasarkan <u>kuantitas</u> sangat kurang	S 92,3	S 60	S 60	S 53,8	SS
71.	Dengan memperhatikan tugas dan wewenang instansi anda dalam pengelolaan ruang terbuka hijau mendarat apakah SDM yang ada berdasarkan <u>kualitas</u> cukup	TS 61,5	TS 52	TS 60	TS 69,2	TS
72.	Apakah anda setuju bahwa SDM (kualitas dan kuantitas) di instansi tingkat pusat (propinsi) harus lebih sedikit dibandingkan dengan instansi tingkat suku dinas (kotamadya)	S 53,8	S 64	S 80	STS 53,9	STS
73.	Anda tentunya pernah mengikuti kegiatan menambah wawasan pengetahuan (diluar struktur jenjang pendidikan formal pemerintah) dalam pekerjaan anda dalam 2 tahun terakhir ini	P 84,6	P 60	TP 80	TP 61,5	P
74.	Apakah anda pernah diminta mengikuti kursus tentang pemahaman keberadaan ruang terbuka hijau di DKI Jakarta	P 61,5	TP 64	TP 90	TP 76,9	TP

	<b>D. ASPEK KOORDINASI (asimetri informasi)</b>	Pem	M. Kota	M.Dat	Swasta	Media
75.	Bila ada lahan kosong di perkotaan yang sebenarnya diperuntukan bagi RTHK namun dibiarkan terbengkalai oleh pemda, apakah anda setuju bila lahan tersebut dijadikan tempat berusaha?	STS 84,7	STS 68	TS 80	STS 61,6	STS
76.	Apakah anda setuju untuk memperoleh izin tertulis dari instansi pemda atas tempat usaha anda di lahan RTHK?	TS 69,3	S 56	TS 60	STS 53,9	SS
77.	Apakah anda setuju adanya larangan berjualan di RTHK (taman kota) sebagai barang publik?	S 61,6	S 84	TS 60	S 77	SS
78.	Kurangnya koordinasi pengawasan antar instansi terkait, kurangnya sarana dan peralatan, kurangnya partisipasi dan kurangnya sikap tegas aparat dalam melaksanakan peraturan daerah nomor 11 tahun 1988 mengenai ketertiban umum, menyebabkan banyaknya RTH di DKI Jakarta yang terbengkalai (dimanfaatkan tidak sesuai fungsinya).	SS 84,6	S 88	TS 80	S 69,2	SS
79.	Apakah anda setuju bahwa dalam menentukan sasaran penghijauan ruang terbuka di DKI sering ditemuinya tumpang tindih tentang lingkup tugas antara instansi anda dengan instansi terkait lainnya?	S 69,2	S 72	S 80	S 84,6	SS
80.	Apakah saudara pernah membaca dan mengetahui tentang isi peraturan daerah nomor 11 tahun 1988 mengenai ketertiban umum di DKI Jakarta khususnya tentang ruang terbuka hijau?	P 84,6	TP 56	TP 80	TP 61,5	TP
81.	Apakah pihak aparat pemda (kecamatan, kelurahan) pernah memberitahukan	P	P	TP	P	TP

	anda tentang larangan berjualan di jalur hijau kota?	<b>69,2</b>	<b>60</b>	<b>70</b>	<b>69,2</b>	
82.	Bila sudah mendapat izin, apakah anda pernah diminta membayar restribusi berupa iuran dari instansi berwenang secara tidak resmi	<b>TP</b> <b>69,2</b>	<b>P</b> <b>60</b>	<b>P</b> <b>70</b>	<b>P</b> <b>61,5</b>	<b>TP</b>
83.	Pernahkah ada kesulitan dalam mendapatkan berita tentang permasalahan ruang terbuka hijau DKI Jakarta dari instansi pemda yang terkait	<b>TP</b> <b>76,9</b>	<b>P</b> <b>68</b>	<b>P</b> <b>60</b>	<b>P</b> <b>69,3</b>	<b>P</b>
84.	Apakah anda pernah memberitakan atau menulis artikel tentang permasalahan ruang terbuka hijau kota Jakarta di media anda lebih dari 10 berita per bulan?	<b>TP</b> <b>76,9</b>	<b>TP</b> <b>80</b>	<b>TP</b> <b>100</b>	<b>TP</b> <b>76,9</b>	<b>P</b>
85.	Pernahkan anda diundang untuk meliput dan mengikuti seminar tentang ruang terbuka hijau kota Jakarta yang diselenggarakan oleh pemda DKI pada 1 tahun terakhir ini	<b>P</b> <b>61,5</b>	<b>P</b> <b>60</b>	<b>TP</b> <b>90</b>	<b>TP</b> <b>69,2</b>	<b>TP</b>

	<b>E. ASPEK PENDANAAN (barang publik, asimetri informasi, eksternalitas)</b>	<b>Pem</b>	<b>M. Kota</b>	<b>M.Dat</b>	<b>Swasta</b>	<b>Media</b>
86.	Karena keterbatasan anggaran pemerintah untuk membangun dan memelihara ruang terbuka hijau sebagai "barang publik", apakah anda setuju bersedia untuk <u>memberikan sumbangan</u> ?	<b>S</b> <b>76,9</b>	<b>S</b> <b>68</b>	<b>S</b> <b>80</b>	<b>TS</b> <b>53,8</b>	<b>TS</b>
87.	Apakah anda setuju untuk <u>memberikan sumbangan</u> dari keuntungan usaha anda untuk membangun dan memelihara RTHK (misal taman kota, taman lingkungan) di wilayah anda?	<b>S</b> <b>84</b>	<b>S</b> <b>76</b>	<b>S</b> <b>90</b>	<b>S</b> <b>61,6</b>	<b>S</b>
88.	Apabila anda setuju dan bersedia untuk memberikan sumbangan guna pembangunan dan pemeliharaan RTHK (Taman lingkungan) di kota anda dengan <u>menaikansalah satu jenis pajak pendapatan</u>	<b>S</b> <b>76,9</b>	<b>TS</b> <b>80</b>	<b>TS</b> <b>90</b>	<b>TS</b> <b>53,9</b>	<b>S</b>
89.	Salah satu faktor yang menghambat perkembangan ruang terbuka hijau Jakarta adalah <u>masalah lambatnya persetujuan dana pelaksanaan proyek</u> .	<b>S</b> <b>76,9</b>	<b>S</b> <b>76</b>	<b>S</b> <b>70</b>	<b>S</b> <b>69,3</b>	<b>S</b>
90.	Salah satu faktor yang menghambat perkembangan ruang terbuka hijau Jakarta adalah masalah <u>sistem dan birokrasi</u> pencairan dana APBD yang rumit.	<b>S</b> <b>53,8</b>	<b>S</b> <b>84</b>	<b>S</b> <b>100</b>	<b>S</b> <b>75,6</b>	<b>S</b>
91.	Apakah ada hambatan dalam pencairan dana guna pembangunan dan pemeliharaan RTHK yang dilakukan oleh aparat instansi keuangan <u>pusat (misalkan aparat minta komisi - perlu uang pelicin - dll)</u> terhadap program kerja instansi anda?	<b>S</b> <b>53,8</b>	<b>S</b> <b>72</b>	<b>S</b> <b>80</b>	<b>S</b> <b>68,2</b>	<b>S</b>
92.	Apakah instansi anda berkeberatan bila pengelolaan anggaran belanja dan anggaran pembangunan ruang terbuka hijau diserahkan pada kotamadaya?	<b>S</b> <b>46,2</b>	<b>S</b> <b>76</b>	<b>S</b> <b>80</b>	<b>S</b> <b>61,5</b>	<b>S</b>
93.	Apakah perusahaan/ atau anda pernah memberikan sumbangan dalam pembangunan dan pemeliharaan RTHK (misal taman kota)	<b>P</b> <b>61,5</b>	<b>P</b> <b>56</b>	<b>P</b> <b>90</b>	<b>TP</b> <b>53,8</b>	<b>TP</b>
94.	Pernah memberikan sumbangan dalam bentuk uang	<b>P</b> <b>76,9</b>	<b>TP</b> <b>68</b>	<b>TP</b> <b>70</b>	<b>TP</b> <b>53,9</b>	<b>TP</b>
95.	Pernah memberikan sumbangan dalam bentuk peralatan	<b>P</b> <b>61,5</b>	<b>TP</b> <b>64</b>	<b>TP</b> <b>70</b>	<b>TP</b> <b>61,2</b>	<b>TP</b>
96.	Pernahkah anda memberikan sumbangan dana untuk membantu pengelolaan lingkungan khususnya RTHK di wilayah anda dalam satu tahun terakhir ini lebih dari Rp. 500.000	<b>TP</b> <b>60,5</b>	<b>TP</b> <b>72</b>	<b>TP</b> <b>70</b>	<b>TP</b> <b>76,9</b>	<b>TP</b>

**KETERANGAN:**

STS = Sangat Tidak Setuju  
 TS = Tidak Setuju  
 S = Setuju  
 SS = Sangat Setuju  
 P = Pernah  
 TP = Tidak Pernah