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The Effectiveness of the Local Administration Development Program in the Cooperation Between the Government of South Tangerang City, Republic of Indonesia and the Government of Daejeon Metropolitan City, Republic of Korea

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Abstract: The Local Administration Development Program (LADP) is a form of cooperation between the Government of South Tangerang City, Republic of Indonesia, and the Government of Daejeon Metropolitan City, Republic of Korea, aimed at enhancing the capacity of Civil Servants. Although the Government of South Tangerang City has continuously delegated its representatives to participate in this program, there has been no comprehensive study assessing the effectiveness of its implementation. This research aims to analyze the effectiveness of LADP, identify supporting and inhibiting factors, and formulate improvement efforts to address the inhibiting factors within the framework of cooperation between the two city governments. This study employs a qualitative research method with primary data collected through interviews, observations, and document analysis, as well as secondary data obtained from government publications, blogs, online newspapers, and websites. The findings indicate that LADP is relatively effective in enhancing the individual capacity of civil servants; however, it has not been optimal at the institutional level nor in generating regional development impacts. This condition is attributed to weak legal foundations of the cooperation, suboptimal internal coordination, limited dissemination of program understanding among civil servants, the absence of post-program follow-up mechanisms, and limited institutional capacity in managing regional cooperation.

Keyword: Effectiveness, Program, Regional Cooperation.

INTRODUCTION

Under the framework of regional autonomy established by Law Number 23 of 2014 on Regional Government, local governments in Indonesia are authorized to administer governmental affairs, public services, and regional development in accordance with the characteristics and potential of their respective regions. However, the implementation of these authorities faces various challenges that require strengthening local capacity through collaboration with multiple stakeholders. In this context, intergovernmental cooperation has

become a strategic instrument for enhancing the effectiveness of local governance, expanding access to resources and knowledge, fostering regional innovation, and accelerating the achievement of development goals through interregional partnerships, collaboration with the private sector, and international cooperation. To support the implementation of such international cooperation, the central government enacted A Minister of Home Affairs Regulation Number 25 of 2020 concerning Procedures for Regional Cooperation with Foreign Local Governments and Foreign Institutions, which provides the legal framework for local governments to establish cooperative relationships with international partners.

According to data published by the Cooperation Facilitation Center of the Secretariat General of the Ministry of Home Affairs of the Republic of Indonesia as of 27 December 2021, there were 16 sister province and sister city partnerships between Indonesian local governments and their counterparts in East Asia. Of these, 14 partnerships were established with local governments in the Republic of Korea. Within this context, the Government of South Tangerang City has established a cooperative relationship with the Government of Daejeon Metropolitan City.

The implementation of paradiplomatic relations between the Government of South Tangerang City, Republic of Indonesia, and the Government of Daejeon Metropolitan City, Republic of Korea, in the fields of education and human resource development is manifested through the participation of civil servants from the South Tangerang City Government in the Local Administration Development Program (LADP). LADP is an international training program attended by participants from various countries and organized by the Local Government Officials Development Institute (LOGODI) under the Ministry of the Interior and Safety (MOIS) of the Republic of Korea. Both domestic and international training programs organized by LOGODI are funded through Official Development Assistance (ODA) administered by the Korea International Cooperation Agency (KOICA) (LOGODI, accessed September 27, 2025).

ODA is a form of foreign aid provided by the Government of the Republic of Korea to developing countries to support economic and social development. Korea's ODA programs are managed by KOICA, the government's official agency responsible for planning, implementing, and monitoring development assistance. One of KOICA's primary priorities is human resource development through capacity-building programs and training to ensure the sustainability of development outcomes (Kumparan.com, accessed September 29, 2025).

Prime Minister Han Duck Soo announced that the budget allocated for the 2025 comprehensive ODA implementation plan amounted to KRW 6.7972 trillion, representing an 8.5% increase from the KRW 6.2629 trillion allocated in 2024. In addition, the average amount of bilateral grant assistance will increase by approximately KRW 350 million, from KRW 1.88 billion to KRW 2.23 billion, to enhance the quality and substance of development assistance. Given this substantial financial commitment, the Government of South Tangerang City, as one of the beneficiaries of the LADP program, which is funded through ODA, is expected to maximize the effectiveness of the training outcomes as a tangible manifestation of its sister city cooperation. At the same time, the Government of the Republic of Korea expects to enhance participants' knowledge and competencies in line with the quantitative expansion of ODA as part of Korea's commitment to addressing global challenges. This expectation was expressed by Prime Minister Han Duck Soo during the opening ceremony of the Korea Small and Medium Business Administration (blog.naver.com, accessed September 29, 2025).

According to data published by the LOGODI under the MOIS, Indonesia has continuously sent delegates to participate in the LADP from 2018 to 2025. The program is designed for local government officials from developing countries, with training durations ranging from five days to two weeks. The Government of South Tangerang City is among the participating local governments, taking part in the program as a follow-up to its paradiplomatic cooperation with the Government of Daejeon Metropolitan City, Republic of Korea. The

implementation of LADP is also aligned with the South Tangerang City Long-Term Regional Development Plan 2005–2025, particularly its objectives of promoting good governance, clean government, civil service professionalism, high-quality public services, transparency, accountability, and bureaucratic efficiency.

Although the LADP has been continuously implemented from 2018 to 2025 with adequate institutional and financial support, a gap remains between the program's strategic objectives and the assessment of its outcomes and overall benefits. The limited empirical evidence on the effectiveness of LADP underscores the need for further investigation, particularly regarding its contribution to enhancing the capacity of civil servants, fostering regional innovation, and supporting the development of South Tangerang City. This situation also raises questions about the effectiveness of the paradiplomatic cooperation between the Government of South Tangerang City and the Government of Daejeon Metropolitan City.

Therefore, this study aims to examine the effectiveness of the LADP within the framework of paradiplomatic cooperation between the Government of South Tangerang City, Republic of Indonesia, and the Government of Daejeon Metropolitan City, Republic of Korea. Specifically, the study seeks to identify the factors that facilitate and hinder the program's effectiveness and to propose improvement strategies based on Sutrisno's Program Effectiveness Theory (as cited in Fauziah et al., 2022) and the Paradiplomacy Theory developed by Bernadia Irawati Tjandradewi and Peter J. Marcotullio (Tjandradewi & Marcotullio, 2009), while taking into account the provisions of Minister of Home Affairs Regulation of the Republic of Indonesia Number 25 of 2020 concerning Procedures for Regional Cooperation with Foreign Local Governments and Foreign Institutions.

METHOD

This study on the effectiveness of the LADP in the cooperation between the Government of South Tangerang City, the Republic of Indonesia, and the Government of Daejeon Metropolitan City, the Republic of Korea, employed a qualitative research approach. The research was conducted within the Government of South Tangerang City over a six-month period from August 2025 to January 2026. Furthermore, the study adopted a case study research design. Data were collected through interviews, observations, and document analysis as primary data sources, while secondary data were obtained from government publications, blog sites, online newspapers, and websites. Data were analyzed using the interactive analysis model proposed by Miles and Huberman (as cited in Alwasilah, 2017), which consists of data reduction, data display, and conclusion drawing/verification.

RESULTS AND DISCUSSION

The effectiveness of the LADP within the cooperation between the Government of South Tangerang City and the Government of Daejeon Metropolitan City, Republic of Korea, was found to be moderately effective during the initial stage of implementation. This was reflected in the fulfillment of four of the five indicators of Program Effectiveness Theory proposed by Sutrisno which consists of target accuracy, timeliness, goal attainment, and tangible change, as well as the commitment indicator of the Paradiplomacy Theory developed by Tjandradewi and Marcotullio.

However, the program has not yet achieved optimal and sustainable effectiveness, as its outcomes remain limited to improving the capacities of participating civil servants and have not generated broader institutional or regional impacts. Moreover, the other four indicators of the Paradiplomacy Theory which are participation and responsiveness, the establishment of a Memorandum of Understanding (MoU), reciprocity, and tangible outcomes, have not been fully achieved. Although the LADP has successfully enhanced the capacity of civil servants through structured training, it has not been able to drive institutional change, improve public service delivery, or promote regional development due to insufficient program socialization, limited

target coverage, inadequate post-training follow-up, and the implementation of cooperation that has not been fully aligned with Minister of Home Affairs Regulation Number 25 of 2020 concerning Procedures for Regional Cooperation with Foreign Local Governments and Foreign Institutions.

Consequently, the cooperation has remained at the initial stage and has not progressed systematically toward integrated planning, formal approval, and program implementation. These findings indicate that, although institutional commitment and cooperative relations have been established, weak internal coordination, inconsistent understanding among stakeholders, fragmented cooperation documents, and limited public participation have resulted in LADP placing greater emphasis on individual capacity development than on generating tangible and sustainable institutional and regional development outcomes.

The factors supporting the effectiveness of LADP were primarily identified during the program preparation and implementation stages. During the preparation stage, effectiveness was supported by the responsible civil servants' understanding of the program's objectives, benefits, and participant selection mechanisms. During the implementation stage, the quality of training materials, learning methods, and well-organized scheduling and program activities contributed to improving participants' motivation, work attitudes, and mindsets. The implementation of the program was further supported by the existence of a Letter of Intent (LoI) as the initial legal basis for cooperation. Conversely, the main constraints included uneven understanding of LADP among civil servants as part of regional cooperation, the absence of post-program follow-up and evaluation mechanisms, also the failure to institutionalize program outcomes within regional policies. These challenges were exacerbated by the weak legal foundation of the cooperation, which has not yet complied with the provisions of Minister of Home Affairs Regulation Number 25 of 2020 concerning Procedures for Regional Cooperation with Foreign Local Governments and Foreign Institutions, as the partnership remains at the LoI stage and has not progressed to the formulation of a MoU. These issues are further compounded by limited human resource capacity and weak institutional arrangements for managing regional cooperation.

To address these constraints, several improvement measures are proposed, including refining participant selection mechanisms and eligibility criteria to better align with program objectives, strengthening the structured dissemination of information during the preparation stage, enhancing the capacity of human resources and regional cooperation institutions, and optimizing funding allocation and cooperation management through systematic planning. These measures are expected to strengthen the sustainability of post-training follow-up and enable LADP outcomes to contribute more effectively to the achievement of regional cooperation objectives.

CONCLUSION

The LADP within the cooperation between the Government of South Tangerang City and the Government of Daejeon Metropolitan City, Republic of Korea, was found to be moderately effective during its initial stage. However, its overall effectiveness has not yet been optimized, as its impact remains limited to enhancing the capacities of participating civil servants and has not resulted in institutional transformation, improved public service delivery, or sustainable regional development.

The factors supporting the effectiveness of LADP include the implementing civil servants' understanding of the program's objectives and implementation mechanisms, the quality of the training, and the existence of a LoI as the initial basis for bilateral cooperation. Conversely, the main constraints include the uneven understanding of LADP among civil servants, the absence of post-program follow-up and evaluation mechanisms, the lack of integration of program outcomes into regional policies, and the incomplete implementation of cooperation procedures as stipulated in Minister of Home Affairs Regulation Number 25 of

2020 concerning Procedures for Regional Cooperation with Foreign Local Governments and Foreign Institutions.

To enhance the program's effectiveness, several improvement measures are proposed, including refining participant selection mechanisms, strengthening program dissemination, enhancing the capacity of human resources and regional cooperation institutions, and optimizing funding and cooperation management through systematic planning.

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