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**THE INTER-INSTITUTIONAL COORDINATION ON THE DEVELOPMENT OF REGIONAL INNOVATION SYSTEM IN BANTUL DISTRICT****Fitri Suhariyadi, Asep Sumaryana, Hj. Erlis Karnesih and Rd. Ahmad Buchari**

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**ABSTRACT:** *Research coordination between the institutional elements of science and technology in RIS Bantul based on the facts that explicitly indicates the lack of coordination in the period of (post-construction) PLTH operation. Coordination among institutions in the development of RIS Bantul district is the focus of the research. Locus studies were conducted in the area around Hybrid Power Generation Pantai baru Pandansimo which is administratively located in Bantul district. The results showed that the coordination between the institutional elements of science and technology in the development of RIS Bantul had not been effective. The coordination strategy based on the dimension of time that had been studied, such as the coordination of planning, coordination of implementation, monitoring, feedback and control, especially external coordination both vertically and horizontally, it is proven that the strategy for coordination in the 'communicative' still can not be performed optimally in accordance with the character network caused weakens the effectiveness of coordination systemically. The coordination network character that occurred in the development of RIS Bantul terms of six characters network studied which showed that the elements of Interdependence are sequential, the Size element can be classified as a small network, the Structure element showed that the character of the network had not been or was not structured, the Complexity element was still in the category of being shaped, the Autonomy element was less autonomous or average, and the Mission element in the character of the network was relatively still low. There were two roots problem that had been identified by researchers as a trigger of the coordination condition between the institutional elements of science and technology in RIS Bantul district which had not been effective, they were: (1) in the coordination of planning, there was no comprehensive RIS Document Development Master Plan in Bantul district, and (2) in coordinating of the implementation, monitoring, feedback and control, the legal form of PLTH management agencies and other related facilities had not been determined.*

**KEYWORDS:** RIS in Bantul District, External Coordination, Coordination Strategy, Dimension of Time, Character of the Network

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## INTRODUCTION

### Background

Bantul District Government has been advocating the development policy of the SIDa (Regional Innovation System) in an effort to improve the competitiveness of the region with a focus on the energy sector. Policy advocacy development of RIS in accordance with the mandate of the Law of the Republic of Indonesia Number 18 Year 2002 concerning the National System of Research, Development and Application of Science and Technology and the Law of the Republic of Indonesia Number 23 Year 2014 on Regional Government where the regional administration directed to accelerate the realization of welfare community through the improvement of service, empowerment, and community participation, as well as increased

competitiveness of the region with regard to principles of democracy, equity, justice, and the peculiarities of an area within the Unitary State of the Republic of Indonesia.

The Development of RIS in Bantul embodied in the Development of Hybrid Power Generation (PLTH) in Pantai Baru Pandansimo is the result of cooperation and synergy of the various parties of the elements Academicity, Business, Government and Community (ABG-C) collection through the synergy between the Central Government and the Government Area. In the execution of Bantul Regency formed in accordance with the Development Team of RIS Bantul Regent Decree No. 06A year 2011 by appointing the Head of Regional Development Planning Agency as coordinator. Implementation of the RIS development is the concept of cross-sector development that involves local institutions / local working units (SKPD) related, such as: Department of Culture and Tourism, Department of Water Resources, Department of Marine and Fisheries, Department of Agriculture and Forestry, Department of Public Works.

The development of RIS in Bantul has provided benefits to the economic growth of surrounding community, including: 1) changing the Pandansimo Pantai Baru tourist area became a tourist area with the concept of "edu-tourism"; 2) being a laboratory field of energy that is visited by children of elementary school, Junior High School, Vocational High School and higher education, which indirectly also increases the number of tourist visits to Pandansimo Pantai Baru from 30,000 tourists per year before the development of RIS, increased rapidly in 2012, reaching 129,848 and 163,169 tourists in 2015, reached the traveler with a penchant number of tourists continues to increase; 3) generating economic activity and providing employment opportunities for local people with the presence of 90 culinary business around the tourist sites that have an impact on improving the welfare of the surrounding community.

Beside the benefits that have been gained by the community, it appears a few facts that may cause obstacles to achievement of the development goals of RIS ongoing basis. Facts in the field indicate that the operational of PLTH and other technology is not functioning optimally. Preliminary observations conducted by researchers in September 2014, has identified some of the facts that occurred during the period of operation of the (post-construction), including: 1) formal institutional management has not been established to manage the entire facilities and the technology that have been in operation; 2) the formation for society have not been integrated and unified marked by a shift in community activities from farming to tourism activities; 3) separated management between tourist areas and PLTH which shows the lack of coordination between SKPD or the high sectoral ego of SKPD involved in RIS development; 4) technology transfer does not take place optimally.

From the various facts that occur either directly or indirectly, it may have an impact on not achieving the development objectives of RIS sustainable in Bantul district. This indication is preceded by a decreasing performance of PLTH and other assistive technologies as a producer of electricity used as energy sources for utilities (street lighting and area), irrigation of agricultural land, the preservation of marine fishery products, as well as a tourist attraction in the tourism areas of Pandansimo. The fact happened is caused by the weak coordination and cooperation relations between institutions related to the planning and implementation/development. Coordination between the Central Government (Ministry of Research and Technology) and the Local Government of Bantul Regency and the ineffective involvement of relevant sectoral SKPD are the trigger of facts happened in the field that could potentially weaken RIS in Bantul.

The big number of stakeholders involved in the development of RIS in Bantul requires the strategic planning and implementation of activities in the RIS based on good communication and coordination functions. When RIS in Bantul reflected as an organization, it is necessary to integrate and synchronize the coordination between RIS institutional elements that can support each other in achieving the objectives in the development of RIS. Coordination in accordance with the functions and roles of institutions / agencies / SKPD which includes the implementation of the program of activities to promote the relationship between institutions that optimize the function of communication and coordination. This thinking is in line with the theory of coordination within an organization in achieving the objectives.

From the description above, writers do a qualitative study about the coordination of regional development with the title "**The Inter-Institutional Coordination on the Development of Regional Innovation System in Bantul District**". This research is expected to generate an input in the context of strengthening synergies in terms of institutional coordination in the development and management of RIS in the Autonomous Region District / City.

## **Coordination and Interorganizational coordination**

### **The concept of Coordination**

In the public service, institutional/organizational coordination is both inside and outside of government institutions. Therefore, in the implementation of coordination there is a close relationship with the cooperation and collaboration, especially when it came to cross-organizational or inter-organizational coordination. In the field of administration and management, coordination is one of the keys to be success in achieving organizational goals. With effective coordination, cooperation among individuals and between sections/ units in running the organization can be realized with effective coordination.

Stoner and Wankel (1986: 263) stated: "*Coordination is the process of integrating the objectives and activities of the separate units (departments of functional areas) of an organization in order to Achieve organizational goals efficiently*". The definition shows that coordination is the process of unifying blend of objectives and activities of units or sections of a separate organization to provide unity of action in order to achieve a common goal. According to Stoner and Wankel (1986: 228), the coordination has aspects of the integration of the integration objectives, it is the integration of activities and achievement objectives efficiently for the separated units or parts.

Another opinion stated by Henry L. Tosi and Stephen J. Carroll (1982: 494). They said: "*Coordination is the development and maintenance of the proper integrative relationships between activities in an organization.*" The understanding coordination based on Tosi and Carroll more shows that coordination as the efforts of development and integrated management within the organization or coordination in the internal sense. Coordination is needed to integrate and synchronize units within an organization so that it can support each other in achieving organizational goals (Stoner, 1990: 318-319, Mitzberg 1993: 4). The role of coordination as an instrument in order to integrate and synchronize organizational units can function equally well to achieve organizational goals as expected.

From the opinion of the experts, it can be said that coordination is the process of integrating the objectives and activities of the units apart (functional areas) of an organization to achieve organizational goals efficiently. In the context of this study, the functional areas are bodies, institutions and agencies both at the central and local levels as stakeholders who represent the

institutional elements. Coordination within the context of a cooperative effort between agencies, institutions/agencies, units in the implementation of specific tasks, so there are complementary, help and complement each other. Coordination has an important role in bridging the implementation of policies/programs at a number of organizations that have the same target group, since there are a lot of different activities carried out by many people in many parts.

According to Tosi and Carroll (1982: 499) and Pierce and Gerdner (2002: 446-448), there are two types of coordination, They are vertical coordination and horizontal coordination. Good coordination of vertical and horizontal coordination is needed in the organization. Vertical coordination shows the development of effective relationships and it is united among the activities at different levels of organizations. Horizontal coordination is the development of smooth relations between individuals or groups at the same level.

To make the coordination go effectively, Stoner and Freeman (1994: 503) said that the key is in communication. The greater the uncertainty would be the tasks that must be communicated, the greater the need for information. Therefore, the coordination can also be seen as a certain degree of information processing tasks is very important. Therefore, the writers draw attention to the type and relationship of coordination that is external coordination, both vertically and horizontally external coordination in the Development of RIS in Bantul.

### **Inter-Institutional / Organization Coordination**

The opinions of coordination among the organizations have been stated by several experts including Mulford and Rogers (1982: 12), in Alexander (1995: 3): "*The process whereby two or more organisasi create and / or use existing decision rules that have established to deal collectively with Reviews their task environment*". Another statement based on Charles Lindblom (1965: 23.154) in Alexander (1995: 4) said that the interorganizational coordination is a form of coordinated decisions relationship, where there are positive conditions of mutual benefit between organizations involved or there are interactions that produce benefits (outcomes) for the organization and avoid the negative consequences.

The organization will develop dynamically in accordance with the changing times and the need for organizations to achieve organizational goals efficiently and effectively. Through revamping relationships within the organization and development of networks with other organizations become a necessity that can not be avoided. This will indirectly affect the pattern of cooperation and coordination that takes place between the members of the organization or the relationship of cooperation and coordination between organizations.

Cooperation and interorganizational coordination are the absolute conditions of success in the implementation of the policy/program. The theory of the effectiveness of interorganizational coordination has been developed by Alter and Hage (1993) in Alexander, (1995: 40). Through their studies, they evaluated the effectiveness of the network associated with the strategy of administrative coordination and integration tasks. According to Alter and Hage (1993), administrative coordination is affected by impersonal methods include: standard operating procedures (SOP), personal monitoring and communication (interaction group). Similarly, the coordination strategy for the merger of operational duties include the sequence or the interrelationships between organizations involved actors.

Based on the analysis, they state that effective coordination in the context of interorganizational coordination are: the relationship between the coordination strategy chosen and form networks

between organizations that occur (Alexander, 1995: 40). According to Alexander (1994: 276) *"Coordination strategies are processes or forms of organizational behavior, and Often (though not always) they are more general and abstract than the specific coordination tools many of them apply"*. The coordination strategy according to Alexander, (1995: 36) as *"A whole range of behaviors and relationships, from are relatively general and abstract (eg., Cooperation) to quite concrete and specific (eg., Contracting)"*. A crucial aspect of this coordination strategy is based on the dimensions of time according to Alexander (1995: 36), namely: coordination anticipatory and adaptive coordination. Anticipatory coordination means the coordination based on plan. While the adaptive coordination is coordination based on the implementation, monitoring, feedback and control.

According to Alexander, the relationship between the coordination strategy (coordination methods) to form networks between organizations that expressed by Alter and Hage is still suggestive, because it includes the Specific networks between organizations and moving in the same sector (Alexander, 1995: 40). To cover up these weaknesses, Alexander (1995: 329-333) suggested the existence of six elements network code that must be considered in view of network coordination among organizations, namely: 1) Interdependence; 2) Size: condition of inter-organizational network is a combination of two characters, they are: the number of members of the organization and the number of members' organizations; 3) Structure, level of inter-organizational network structures depicted two characters existing dependence; 4) Complexity: the complexity of networks between organizations is also associated with two things, they are: the degree of heterogeneity and the degree of difference; 5) Autonomy: autonomy is defined as the level that separates specifically with the environmental organization; and 6) Mission: purpose, mission or task is the reason why an organization involved in the organization's network. Through six characters such networks can be illustrated how the development of networks between organizations that happen in the relationship of coordination among the organizations involved in the program.

In relation to the development of RIS in Bantul district which involves many stakeholders that consist of a variety of organizations, both public (offices/ agencies), educational organizations, private organizations, and civil society organizations need effective coordination in order to regulate the relations of various sectors and stakeholders. Relations of interorganizational coordination involved in determining the success of the RIS development program because of many interests across sectors and organizations that need to be directed into a common goal. Therefore, the absence of coordination would be difficult to create the synergy in the implementation of RIS development policies.

### **Inter-Institutional/Organizational Coordination on the Development of RIS in Bantul**

Effective cooperation and coordination between institutions / organizations are the conditions needed to be success in the implementation of the policy / program. Problems that occur in inter-institutional coordination in the RIS development in Bantul district is are the stages of planning, implementation / construction and post-implementation (operational). The method of co-ordination in accordance dimensions of time and type/character of networks between institutions / organizations. This refers to an opinion or theory of Alter and Hage (1993), in Alexander (1995: 40) which stated that effective coordination **is the relationship between strategy analysis (method selected), and type / character of networks between organizations involved.**

The development of RIS in Bantul involves the Central Government (Ministry of Research and Technology, and the National Institute of Aeronautics and Space), Local Government, University (UGM) and the Private / public Institute. Coordination among institutions / organizations conducted by the RIS local government team formed by the regent through Decree No. 06A year 2011 on the Coordination Team Development RIS in Bantul. Based on the decree, Planning Agency as coordinator with the involvement of local institutions, such as the Department of Culture and Tourism, Department of Water Resources, Department of Maritime and Fisheries, Department of Agriculture and Forestry, Department of Public Works, Department of Industry, Trade and Cooperatives. With the involvement of many institutions, the inter-institutional coordination occurs is both vertically and horizontally external coordination.

### **Coordination Strategy Based on Dimension of Time**

According to Alexander (1995: 36), the dimension of time coordination strategy consists of the anticipatory coordination strategy and adaptive coordination strategy. The anticipation is to see the coordination on the planning side, while adaptive is done from the time of implementation, monitoring, feedback and control.

In the context of the coordination implementation, efficiency and effectiveness of local governance need to be improved with more attention to the aspects of the relationship between the central government and regional and inter-regional, potential and diversity of the region, as well as the opportunities and challenges of global competition in the unified system of governance. Some regulatory derivation of the laws of the Republic of Indonesia Number 23 year 2014 about Regional Government has to provide a standard reference for the Region to coordinate in governance in accordance with the duties and functions of each to meet minimum standards service.

### **Strategic of Planning Coordination**

Good planning is able to produce program of activities that become the focus in the implementation of synergic and functional inter-institutional coordination. To develop a good system in RIS Bantul, there are at least three things that need to be considered, they are: (1) a common goal to be achieved in the development of RIS Bantul; (2) integration between institutions within RIS in the implementation of activities programs that are realized in coordination and functional synergies; and (3) sustainable management of the implementation of RIS Bantul.

Planning can be seen from the aspect of activity involving matters concerning the decisions or choices regarding how to utilize existing resources as much as possible in order to achieve certain goals. From the aspect of substance, they are goal setting and determination of alternative actions. RIS development planning should be guided by the vision and mission of regional development. The development of RIS requires a systematic policy and planning, it is necessary for a strategic planning process undertaken by each element of scientific and technological institutions in understanding the purpose of the development of RIS Bantul as a common goal to be achieved.

RIS Bantul District Development Planning has accommodated the aspirations of the community's needs and it involves the relevant stakeholders, including the public. Planning made coordinative is highly dependent on conducive communication. "RIS Development Planning of Bantul particularly RIS Hybrid Power Generation (PLTH) pilot project was jointly

conducted by the Centre (Ministry of Research and Technology and National Institutes of Aeronautics and Space) and local government (Regional Development Planning Agencies, DKP and other officials) with the involvement of UGM as an academic. Planning is also performed in several FGD in formulating development plans "(Interview with an informant in Regional Development Planning Agencies, dated 21-01-2016). The result of the planning that has been done is RIS Development Roadmap Bantul.

Coordination in the development of RIS Bantul on strategic planning phase has its own constraints because there is no reference document that formed the basis for the strategic planning of the various parties that represent elements in the development of inter-institutional RIS Bantul. A reference document in the form of Development Document Master Plan which is an elaboration of a common goal in developing RIS that has been done. Coordination among institutions that occur in the development of new RIS in Bantul can integrate interactions / relationships between institutions concerned, but can not yet integrate the significance of coordination in achieving the RIS goals of sustainable. Thus it can be said that the anticipatory coordination (planning coordination) in the process does not operate effectively.

### Strategy of Coordination Implementation, Monitoring, Feedback and Control

The development of RIS in Bantul district was held from 2010 to 2013 and since 2013 it has entered a period of operational and utilization. In the implementation of the development of RIS in Bantul district, which includes external and internal horizontal coordination. External horizontal coordination occurred because of implementation involving the Central Government (Ministry of Research and Technology), universities (UGM), private enterprises, and community groups around the facility of Hybrid Power Generation (PLTH). While the internal horizontal coordination occurred between organizations/ institutions that are the object of research with the involvement of the Department of Water Resources, Department of Marine and Fisheries, Department of Public Works, Department of Culture and Tourism, Department of Trade and Industry, and the Department of Agriculture and Forestry.

The development of RIS Bantul implementation coordination was conducted through the meetings and Group Discussion involving the relevant stakeholders. Internal horizontal coordination tasks and functions performed by each SKPD. The involvement of each institution can be seen in Table 1.

**Table 1. The participation of the Coordination and Implementation Program**

No.	Institutions	Stagaes			
		Planing	Development	Operational/ Utilization	
		2009-2010	2010-2011	2012- 2013	2013- present
1.	Department of Research and Technoogy ( <i>Kemenristek</i> )	◆ ●	◆ ●	◆ ●	
2.	National Institutes of Aeronautics and Space ( <i>LAPAN</i> )	◆ ●	◆ ●	◆ ●	◆ ●
3.	Gadjah Mada University ( <i>UGM</i> )	◆ ●	◆ ●	◆ ●	◆ ●
4.	District Government of				

No.	Institutions	Stages			
		Planing	Development	Operational/ Utilization	
		2009-2010	2010-2011	2012- 2013	2013- present
	Bantul :				
	Regional Development Planning Agency ( <i>Bappeda</i> )	◆●	◆●	◆●	◆●
	Department of Water Resources	◆●	◆●	◆●	◆●
	Department of Maritime and Fishery	◆●	◆●	◆●	◆●
	Department of Public Works	◆●	◆●	◆	◆
	Department of Tourism and Cultural	◆●		◆	◆
	Department of Trade and Industry Cooperatives	◆●		◆	◆
	Department of Agriculture and Forestry	◆●	◆●		
	Environmental Agencies	◆●	◆●		
5.	Elements of Society	◆●	◆●	◆●	◆●

Note : ◆ = program implementation, ● = Inter-institutional coordination

Inter-institutional coordination in the implementation stages as mapped out in Table 1 indicates that the involvement of every institution in the coordination and implementation of the different programs in accordance with the duties and functions of the institution. It means that the implementation of RIS in Bantul is still done sectorally and is integrated with mutually agreed objectives. Each institution / SKPD only implements the program in accordance with the objectives of each institution without seeing the big goals that have been agreed upon in the beginning of the program.

Coordination of monitoring, feedback and control in the development of RIS involving cross-sectoral handled by Regional Development Planning Agency coordinator. Monitoring, feedback and control performed duties and functions of the existing field in Regional Development Planning Agency organization, namely the control program. Coordination in the framework of monitoring and control is carried out periodically either carried out by Regional or Local Government Agency (*SKPD*) and by managers in the field. Implementation feedback strategy in the context of coordination in the development of RIS is rated by researchers very weak because there is no control instruments that can be used to make further planning decisions in the context of corrective action. Regional Development Planning Agency (*Bappeda*) has not been able yet to determine whether the program activities carried out by the relevant Regional or Local Government Agency (*SKPD*) is already on track to produce products that provide an optimal contribution to the achievement of RIS objectives.

### The strategy of Private and Public Organizations

As part of the system, the good coordination between elements of society (community) with other elements also concerns in the implementation of RIS development activities program in Bantul. The community has a big role in supporting the development of RIS. The initiative of

Hybrid Power Generation (*PLTH*) construction begins by the community's electricity needs. The community's needs was responded by Bantul District to develop cooperation in the development and utilization of science and technology with the Ministry of Research and Technology, Aerospace Agency and Gadjah Mada University (UGM). One of the cooperations is to build Hybrid Power Generation (*PLTH*) facilities with the concept of RIS.

Involvement and participation of the community continues to grow further in conjunction with the operation and utilization of Hybrid Power Generation (*PLTH*). At the beginning of the *PLTH* operation, community involvement required by the participation of some youths as power operator members. People engaged in as a user and technically trained involved nine people to maintain the equipment. The rests are as users and the beneficiaries. Activities of community groups support the government on education as an agent in the public service. Community empowerment through community groups routinely done in order to take the advantages of existing resources and *PLTH* that had been built.

In the context of the development of RIS Bantul, in the process of planning, construction, and operation / maintenance and utilization, the synergistic and functional coordination of all stakeholders is needed. To achieve the synergetic realization and coordination done in this functional, the coordination mechanisms is needed. According to Mintzberg (1979: 3-7), in Megawandi (2013: 54), there are five application coordination mechanisms adapted to the situation and the ongoing condition of the organization, they are: (1) mutual adjustment; (2) direct supervision; (3) standardization of work processes; (4) standardization of work outputs; and (5) standardization of worker skills. The results of the study which includes the coordination strategy planning, implementation, monitoring, feedback and control involving the relevant stakeholders are shown in Table 2.

**Table 2. Development Coordination Strategy of RIS Bantul**

<b>DIMENSION OF TIME</b>	<b>EXTERNAL COORDINATION</b>	<b>STRATEGY OF COORDINATION</b>	<b>MECHANISM OF COORDINATION</b>
<i>Anticipatory Coordination</i> 1. Planning	Vertically with Central Government and Horizonlally with local working units (SKPD)	<i>Communicative</i>	<i>mutual adjustment</i>
<i>Adaptive Coordination</i> 2. Development • Department of Research and Technology and Aerospace Company • Local working units (SKPD) of Bantul	Vertically with central government  Horizontally with local working units (SKPD)	<i>Communicative</i>  <i>Communicative</i>	<i>mutual adjustment</i>  <i>mutual adjustment</i>
3. Monitoring	Horizontally with local working units (SKPD)	<i>Communicative</i>	<i>direct supervision</i>
4. Feedback	Horizontally with local working units (SKPD)	<i>Communicative</i>	<i>direct supervision</i>
5. Control	Horizontally with local working units (SKPD)	<i>Communicative</i>	<i>direct supervision</i>

Source: Research Findings

### **Inter-Institutional/Organizations Network Characters**

Research network conducted based on the theory proposed by Alexander (1995: 329-333) in which there are six character elements of the network that must be considered in view of network coordination between the institutional elements: a) interdependence; b) size; c) structure or the level of the network structure between elements of Institutional; d) complexity; e) autonomy; and f) mission. Networking between elements of scientific and technological institutions in RIS Bantul, especially from external coordination in a relationship that is horizontally between SKPD did not show a high degree of interdependence. It occurs because since the program planning of the activities of each SKPD related to the development of RIS has not been integrated yet. This condition occurs because the planning documents referenced along the RPJMD did not give a work measurement quantitatively to the product (goods and services) that are produced. It caused the resulting product planning in the implementation of the program carried out based on the perception of each SKPD.

The findings in the field as it can be seen from the type of dependency that existed at the coordination between institutions/agencies in the institutional elements of science and technology in RIS Bantul is a form of sequential interdependence, and has not happened institutionalization means in the management of SIDA District Bantul related to operationalization PLTH and use was for productive activities of society. Each SKPD still feel not require a high dependence with other officials realized that the institutional networks are also not strong.

The size of the organization based on the coordination between the two characters, the number and size of organization staff members of organizations involved. Coordinate the development of the network size SIDA Bantul including small classification, because it consists of the combination of the number of organizations that relatively few / small that involves 8 SKPD and employees of less than 1000 people in the aggregate. Under these conditions formed a network of inter-agency coordination takes place in interaction with the forming structure with a level of centeredness and connectedness is still weak, which means still within levels that have not been structured properly.

In terms of differentiation, coordination among organizations in the development of RIS Bantul can be put in the form of medium category, because the differentiation of the horizontal is the division grouping fields ample work in this case is directly related is 8 SKPD District, 2 Ministry, 1 LPNK ( Non-Government institutions), private organizations, and community groups. For vertical differentiation, it can be categorized in a size that is quite high because it involves only the central government ministries and agencies in the form of non-ministerial government. In terms of the spatial differentiation of the distribution activities of the affairs of coordination between the institutional elements of science and technology in the RIS is limited to the area around the facility of PLTH location in Pandansimo Pantai Baru. Heterogeneity of the organization in the development of RIS in Bantul is quite high when it is seen from the large involvement of government organizations (8 SKPD, 2 Ministry, and 1 LPNK) which represents the interests of the sector respectively in the government sector, so that the analysis coordination network for complexity is average.

Autonomy condition in coordination among existing organizations in the development of RIS Bantul indicates the level of dependency / the centralized and openness are still relatively low. It is reflected from the coordination degree of dependence condition to the superior or the central government is still very high, and the openness is still low because of the dominance of

fragmentation occurring between SKPD that are related. The condition causes a lack of communication between SKPD which can be regarded as an average autonomous.

There are two dominant factors in character mission network that affect the scale of the mission, it is the intensity and the time period of the interaction between an organization and its request and how the meaning of the transactions relationship that take place between the organization and the complexity of the mission, namely how the uncertainties and differences that exist within the organization's members to help the existing network mission and the level of specialization and differentiation happened. The development of RIS Bantul mission that reflects the mission of the existing regional heads have a scope that is not too broad or low but with a relatively high complexity, making coordination network code is still relatively low. However, mission aspect could encourage to ease the operation of the coordination element between scientific and technological institutions in the development of RIS Bantul from SKPD and five aspects of the character network have the potential to be an obstacle for the coordination process between the institutional elements of science and technology in the development of RIS Bantul.

**Tabel 3. Inter-Institutional Character Network**

<b>Character</b>	<b>Dimension/ Element</b>	<b>Research Findings</b>	<b>Size Character</b>
<i>Interdependence</i>	Dependency	Low	Weak (sequential)
<i>Size</i>	Organization that involved	Small	Small
	Members of Organizations that directly involved	Small	
<i>Structure</i>	Centralization	Low	Weak (unstructured)
	Relationship	Low	
<i>Complexity</i>	Heterogeneity	High	Average
	Diference	Averagae	
<i>Autonomy</i>	Openess	Low	Average
	Dependency	High	
<i>Mission</i>	Scope	Low	Low
	Complexity	High	

Source: Research Findings

## CONCLUSIONS

The overall coordination among agencies in the development of RIS in Bantul district, which is the external coordination, both vertically and horizontally has not been effective yet. In view of the functional side between Regional Development Planning Agency (BAPPEDA) as coordinator and other SKPD do not have a hierarchical relationship (command line), and it is an institution with the structural interdependency relationship level (dependency) as each function. Coordination strategies based on the dimension of time to the communicative strategies that do not conform yet with the character network that systemically weakens the effectiveness of coordination. The coordination is done by mutual adjustment for the achievement of each institution's objectives.

Character Network Mission is dominant in the contribution that encourages the ease of element coordination operations between scientific and technological institutions in the development of RIS in Bantul district from SKPD elements, if it is compared with the five network character aspects. The coordination network elements that occur in the Development of RIS in Bantul indicates that the Interdependence character element exists is Interdependent Sequential, the Size character element is small, the Structure character element has not been structured, the Complexity character element is still in the average, the Autonomy character element is less autonomous or average, and the Mission character element is low.

The roots of the problem that caused the coordination condition between the institutional elements of science and technology in the development of RIS in Bantul is not effective, are: (1) the absence of comprehensively Planning Coordination of Document Development Master Plan RIS in Bantul comprehensive, and (2) in coordinating the implementation, monitoring, feedback and control have not been determined legally form Hybrid Power Generation (PLTH) management agencies and other related facilities. Both the roots of these problems can be appointed as a policy issue in the development of RIS so the government of Bantul district needs to make policy intervention.

In the development of regional autonomy era that has governance basis involves many actors; public, private and the community needs new approaches and strategies in the relationship between the actor / organization put forward the cooperation, coordination and collaboration in order to achieve development goals. Relations between institutions/organizations in government that emphasizes the aspects of hierarchy can be developed with the implementation of the organization's network in order to obtain a model of the relationship better. Responding to the issues at the roots of the problem, the main cause of inter-institutional coordination in the development of RIS in Bantul that has not been effective could do several steps, they are preparing a planning document in the form of Development Master Plan of RIS Bantul comprehensively and making review in order to establish legal form for the professional Pandasimo Hybrid Power Generation (PLTH).

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