

## IMPLEMENTATION COOPERATION SISTER CITY OF BANDUNG AND SUWON YEARS 1997 – 2015

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### *Abstract*

*Paradiplomasi easier for local governments to carry out international cooperation, one example is the sister city. Bandung city with all its advantages make many other towns including the city that is outside the country to exploit sister city. One sister city cooperation undertaken by the city of Bandung is the sister city partnership with the City of Suwon. During the implementation of cooperation with the sister city of Bandung City Suwon City from 1997 until now, this cooperation have ups and downs in the implementation of this cooperation. This research intends to find out what are the factors that cause the ups and downs of cooperation sister city of Bandung and Suwon City using descriptive qualitative research method analysis. The data analysis is based on data and information issued by the Government of Bandung and other resources in addressing the problems studied researchers. The results of the study states that there are two factors that constrain the implementation of cooperation sister city of Bandung and Suwon City becomes ineffective, in internal factors and external factors. External factors occur due to the global crisis in the two countries, the national paradigm which says that the cooperation of sister city just a ceremonial. In terms of internal human resources are factors that support, less bureaucracy and budget. To achieve optimal sister city cooperation, the state must change the paradigm of national and evaluate all forms of cooperation, because as said by Keohane and Nye in the theory of complex interdependence, a more effective cooperation can achieve the goals and interests of the state.*

**Keywords:** Cooperation, Sister City, Paradiplomasi, Bandung, Suwon City

### 1. INTRODUCTION

Bandung is the third largest city and is the capital of West Java. Bandung is the city which has the advantage of both comparative and competitive. Strategic position as the capital city of West Java Province, made the city of Bandung as a center of economy. The availability of land and air transport, providing easy access to visit the city of Bandung, both domestically and internationally. In addition, the city of Bandung is well known as a tourist town, with a wide range of deals in various fields of tourism, such as; shopping tourism, nature tourism, historical tourism, cultural tourism, tourism hobby (special interest or hobby), as well as travel technology and architecture.<sup>1</sup>

Conditions Bandung with a variety of advantages that make it easier Bandung to compete with the global world. One solution increases the potential possessed by the Bandung city, is to develop a network (networking) government. Not only cooperation between the autonomous regions in Indonesia, but also cooperation with local (provincial, district, city) abroad. The cooperation is realized in the form of international agreements to work together, one of which is the sister city cooperation Bandung and Suwon City.

In implementing the cooperation of sister city, the Government of the region, especially the city of Bandung with an umbrella on the regulations provide a clear framework for the operation activities of international cooperation for local

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governments that are relevant to the interests of regional development, namely Law No. 37 of 1999 on Foreign Relations, Law of No. 24 of 2000 on International Agreements and Law No. 32 of 2004 on Regional Government. The law has given broad autonomy for local governments to develop the entire potential of the region to accelerate the development process in the region.

Cooperation Bandung and Suwon City originated from Suwon City Government is desirous of establishing sister city cooperation with the Municipality of Bandung, which is delivered through the Indonesian embassy in Seoul and Director General of the Ministry of Foreign Heln. Then, on August 5, 1996, the two cities signed a Letter of Intend (screenplay statement of desire to partner the city). Until finally on August 25, 1997 in the city of Suwon, Republic of Korea conducted the signing of the MoU by the Mayor of Bandung Revelation Hamijaya and Suwon Mayor Sim Jae Douk and continued with the signing of the MoU between the Chamber of Commerce both cities.

Some of the programs that have been implemented in cooperation with the city of Bandung and Suwon are as follows:<sup>2</sup>

1. A business delegation of Suwon City have held talks with the Chamber of Commerce of Bandung in June 2000, at which time the entrepreneur Bandung has provided information about the business and economic activities in the city of Bandung;
2. Junior Football Friendly Competition between the two cities;
3. In 2004 Suwon City has sent a delegation to the city of Bandung as much as two times, in which the visit was discussed several plans and steps forward to realize the various programs that have been long planned by the city of Bandung and Suwon City;
4. Chamber of Commerce in cooperation with the Bandung City Suwon City Government to open an information

center of trade, economy and industry in the city of the Suwon;

5. The Government of Bandung and Suwon City carry out a comparative study between the Government Servants to study the management of government;
6. Bussiness Matching betweenemployers Bandung with Suwon City businessman;
7. trade transactions between entrepreneurs Bandung with Suwon City businessman and promotional products Bandung City;
8. Development of Sister City Monument Bandung-Suwon, Suwon;
9. Send a chef Bandung to follow the "Food Festival" at Festival in Suwon Hwaseong;
10. Cooperation between the University Maranatha Bandung with Hanshin Universty Suwon;
11. The exchange of youth Suwon Youth Foundation in 2011 and 2012;
12. Development assistance MCK Sukamulya Village, District Cinambo of Kyonggi University and help stationers in 2012;
13. Program Korean Language Class at Maranatha University since 2011;
14. Plan for the construction of educational facilities in the village Sukamulya;
15. Plan for student exchange Bandung to Suwon City in 2013.

The program of activities that will be implemented in cooperation between the city of Bandung in Suwon city, among others :

1. Kadin Bandung will work with the Chamber of Commerce Suwon city to open an information center of trade, economy and industry in the city of Suwon.
2. The Government of Bandung and Suwon will carry out internships among government officials to study the management of government.
3. Persib Bandung plan entered into agreement with the football club Samsung Blue Wings
4. The Government of Bandung in cooperation with Samsung Industry planning the construction of the center of the electronics industry "Samsung City Valley" in the city of Bandung.

Cooperation of Sister City Bandung and Suwon City began with the signing of the MoU in 1997, but from 1997 until 1999 there was no program implemented between the

<sup>2</sup>Tim PenulisLaporan Sister City.2010.*Data LaporanAkhirtahunKegiatan 2010*.BagianPemerintahanUmumSekretariatDaerah Kota Bandung :Pemerintah Kota Bandung.

two countries means that cooperation is experiencing low tide. Then in 2000 experienced a resurgence marked by talks between the delegations of Suwon City with the Chamber of Commerce of the city of Bandung on economic conditions Bandung. While in 2001 there was no cooperation programs implemented and cooperation conducted in 2002 with junior football friendly match between the two cities. Then in 2003 sister city cooperation was re-experiencing subdued because there are no programs implemented during the year. In 2004 the city of Suwon send a delegation to the city of Bandung as much as 2 times. And then in 2005-2007 no information about the programs implemented. In 2008-2009 there is associated Sister City program. Cooperation sister city of Bandung and Suwon City continues to experience fluctuations in terms of implementation, until the new year this cooperation 2011--2015 seen significant progress with the implementation of many programs, No such program working visit Bandung Government delegation to Suwon in 2011, in 2012 the existing youth exchange programs and some activities of the delegation Suwon in Bandung. Furthermore, in 2013 there was a program of visits to Samsung Electronic City, the town hall Suwon, Suwon museums and other places. In the years 2014-2015 was a lot of activities such as delegation visits between Bandung and Suwon, there were few official meetings, and cultural festivals and student exchange. From the description of Sister City program conducted between Bandung and Suwon widely fluctuating program, therefore the authors concluded that the Sister City partnership between Bandung and Suwon have ups and downs from year to year.

Based on this set above background prompted the authors to formulate the problem as follows: What factors are affecting the ebb and flow of the implementation of cooperation sister city of Bandung and Suwon City from 1997 until 2015?

The purpose of this study are as follows: To determine the cause or the factors that influence the ebb and flow of cooperation sister city of Bandung and Suwon City.

The contribution of this study are as follows:

1. This study is expected to be useful to enrich the knowledge on the implementation of international relations undertaken by the Unit Level and Interstate any State, or sub-national actors
2. The results of this study are expected to be useful as additional material and information and empirical study for scholars of international relations with an interest in international relations made by the Non-State Actor, Unit Level, and the Interstate in a State in the implementation of the Foreign Relations paradiplomasi actors performed.

Based on the background and framework above, then the hypothesis that could be addressed in this study is that the ups and downs in the implementation of cooperation sister city of Bandung and Suwon City occurred from 1997 to 2015 is not very significant, due to internal factors include bureaucracy, budget and human resources, while external factors include the global crisis and the National paradigm.

## 2. LITERATURE STUDY

There are several studies related to the Sister City partnership. However, the literature has focused fifth or boundary problem is different.

The first study was written by IkaArianiKartini (2012), discusses the application of the principle of authority Public Good Governance in International Relations through the sister city agreement. From the research results concluded that the cooperation of sister city of Bandung has been appropriate instruments, in accordance with international law and have been able to apply the principles of good governance at the provincial and city governments in order to achieve good and sustainable cooperation.

The second study is a study conducted by M. PriyudiEkananda (2014), brother Priyudi The topic regarding the impact of co sister city of Bandung and Suwon were restricted to the field of education and culture. The study states that the cooperation of sister city of Bandung and Suwon City has implemented properly so that the impact on the growing field of education and cultural development of the two cities.

The third study is of StivaniIsmawiraSinambela (2014) with the theme of government policy in the area of international cooperation arrangement with Penang Medan city government. The results of his research, which is the sister city cooperation between Medan and Penang have not run as expected between the two sides of the government caused the External and Internal Government Issues.

The fourth study is from DaraKhoeraFazra (Muhammadiyah University, 2015). The results of his research is the Local Government Policy Planning International Cooperation stating that the City Government and the City of Nanning in collaborating lot dilaksaaka and taken over by the local government, and the government does not take much central authority in the Sister City partnership both cities.

The fifth study from Albert (Soegijapranata Catholic University of Semarang, 2011). Results of research Albert stated factors of the success of the Sister City Semarang-Brisbane, there are six factors: (1) the competence factor of human resources, (2) factors funding should be borne by both parties and managed by the financial institutions concerned, (3) factors infrastructure whose role is communication and roads, (4) the institutional factors of government, where the government is the point of greatest success in the Sister City (5) community factors must be active in sister city, from all parties and actors governmental and (6) the factors country partners.

Fifth literature review above provide inputs and views to the author as well as providing insight to the writer to try to find new things from the studies that had been there before. As has been mentioned earlier that this study focused on analyzing the causes of the ebb and flow of cooperation sister city of Bandung and Suwon City starting from 1997 until 2015.

As for some of the theories and concepts that can be used as a basis to analyze in relation to the implementation of Cooperation of Sister City Bandung and Suwon City. As for some of the theory is as follows: In order to understand well the concept of the Sister City, the author uses paradiplomasi theory and the theory of

complex interdependence. Where paradiplomasi theory is used as a supporter of the creation of sister city cooperation implemented by local governments. In addition, the complex interdependence theory is used also as a foundation that was formed sister city cooperation for their common characteristics of the two cities in question. Therefore, its second city will not be too dependent on each other, which means sister city cooperation is to develop the potential and advantages of each city, not to supplement the shortage of one of the town. Circumstances like these will not make waver a city when cooperation have ups or downs.

Paradiplomasi is the decentralization of political power and administrative authority in a process that happens to actors sub-national, and political institutions of a public policy in the central government authority to run foreign relations, because the local government is a tangible form of implementation of public policy. Unlike the foreign policy issued by a State, regional diplomacy does not seek to represent the national interest is more general and broad, its importance is to show the problem more specific without violating the rules on a sovereign state, and that are in the control state, but to develop the regions those actors have the freedom to determine the issues and objectives to be achieved, in implementing the mechanism, the actors regional diplomacy was under the sovereignty of the country and follow the international system in force that makes the actor State as a liaison for the creation of such a relationship, it is called Paradiplomasi.<sup>3</sup>

The theory of complex interdependence (complexinterdependence) is a term that was first proposed by Robert Keohane and Joseph Nye in a book titled *Power and Interdependence* in 1977. The concept of this interdependensi born along with the advent of the era of globalization, which basically states realize that the military is not again become a dominant single solution and to achieve the goals or interests of the State, such as;

<sup>3</sup>Akbarizal AB. "*KewenanganPemerintah Kota Bandung dalam menjalankanKerjasama Sister City dengan Kota BraunchweigTahun 2000-2012*. Skripsi UNIKOM, Bandung, 2013.

improving the economy, conflict resolution, as well as social problems. However, based on the theory of complex interdependence Keohane and Nye, "developing mutual cooperation" and "bekertergantungan" more effective in achieving the goals and interests of the country.<sup>4</sup>

Sister City consists of two words that sister (sisters) and the City (City), in this case the Sister City means the City of brothers where in its development-oriented friendship and partnership, a partnership that exists in the context of inter-State in mutually beneficial cooperation and help each other and adhere to the principle of equal treatment or Reciprocal.<sup>5</sup>

Sister City is one of the forms of international cooperation for the development of society have a role in areas where new partnership contained in or may be called Sister City City Partners also can contribute to the Government and people of Indonesia.<sup>6</sup>

Sister City Partnership is a cooperative relationship between the long-term official of the city government in a country with cities in other countries are characterized by their formal cooperation agreement (Memorandum of Understanding) and recognized and approved by the parliament or the local parliament. In line with the spirit of regional autonomy, it is based on the principle that refers to Law No.24 / 2000 on the conclusion of treaties, local governments (both provincial, regency and municipal government) has been confirmed as the government agencies that have qualified as a "proponent Organization" to make international agreements. According to the Ministry of Foreign Affairs (tt), generally co City sister city is formed by a number of reasons, such as: equality and administrative status, equal size area and functions, equations

to socio-cultural and topographical cantonal, equality problems faced, complementarity between the two sides which may cause the flow of goods and services exchange of visits of officials and businessmen.<sup>7</sup>

To cooperate sister city, Bandung city does have ordinances / its own procedures, which are as follows:<sup>8</sup>

1. Assessment : Assessments carried out by exchange of the potential of the area between the two sides. These exchanges can take advantage of a foreign State representative offices in Indonesia or the Indonesian representative offices abroad.
2. The signing of the LoI (Letter of Intent) : If the desire to work together to get a positive response from each party, then between the two sides can sign a Letter of Intent (LoI)
3. Preparation of Cooperation Plan : After the signing LoI, the local government immediately organize Cooperation Plan or the Terms of Reference and a Plan of Action that describes the purpose and objectives of cooperation and benefits.
4. Approval of Parliament : Cooperation plan, a plan of action with the LoI was signed by both parties then submitted to Parliament for approval.
5. Requests the Government Facilitation : After the approval of Parliament, local government submitted a letter to the Interior Minister weeks to ask for the facilitation of cooperation. The application letter is used as a condition for determining a draft MoU involving the Ministry of Foreign Affairs, the Indonesian State Secretariat, Ministry of Home Affairs and Ministry / 'other related Institutions.
6. Drafting MoU (Memorandum of Understanding): MoU for cooperation sister city / sister province classified documents International treaties, so that the preparation is

<sup>4</sup>HendriniRenolaFitridanFaiysal Rani. *Op. Cit.* H.935-937

<sup>5</sup>Akbarizal AB. "KewenanganPemerintah Kota Bandung dalam menjalankan Kerjasama Sister City dengan Kota Braunchweig Tahun 2000-2012. Skripsi UNIKOM, Bandung, 2013.

<sup>6</sup>Akbarizal AB. "KewenanganPemerintah Kota Bandung dalam menjalankan Kerjasama Sister City dengan Kota Braunchweig Tahun 2000-2012. (Skripsi UNIKOM, Bandung, 2013).

<sup>7</sup>NurulInsaeni. "PeranStrategisPemerintah Daerah dalam Kerjasama Internasional untuk Pembangunan Berkelanjutan". (Jurnal Departemen Hubungan Internasional Universitas Indonesia, Global & Strategis Th.7 No.1. Jakarta, 2011) h. 130

<sup>8</sup>Harunata, Basilio Dias Araujo, dkk. "Pedoman Pelaksanaan Kerjasama Sister City/ Sister Province". (Bagian Kerjasama Sekretariat Daerah Kota Bandung, 2011). Hal. 1.

carried out by the Directorate General of International Treaties and Legal Affairs Ministry as an expert on international law. The draft has been prepared and discussed at the Ministry of Foreign Affairs interkem forum consisting of the Foreign Ministry, the State Secretariat Affairs, Home Affairs, and the Ministry had / Agencies. Forum interkem then initials on the draft MoU was discussed. Draft MoU interkem meeting results delivered by the ministry the Interior to the Ministry of Foreign Affairs to be forwarded to the office of the Indonesian representatives abroad to communicate with prospective sister city / sister province to get a response.

7. The signing of the MoU (Memorandum of Understanding) : The draft MoU which has been approved overseas cooperation partners, by the Ministry of Foreign Affairs then submitted to the Ministry of Home Affairs, Government of the District / Municipal or Provincial Governments concerned to process full proposals Power. The provincial government / municipal subsequently requests the issuance of a power of attorney (full power) to the Minister of Foreign Affairs by attaching a draft MoU which has been initialed. Secretary General of the Ministry of the Interior on behalf of Minister of the Interior to send a recommendation letter to the Minister of Foreign Affairs for issuance of power of attorney (Full Power) signed a MoU to officials whose names are listed in Full Power suitable date has been set. After rising power of attorney, or a provincial government official city government cooperation partners abroad. The original MoU already signed sent to the Ministry of Foreign Affairs to be saved as a document of the State. Ministry of Foreign Affairs published an official copy of a legitimate local government as a handle and the Home Office.

8. Implementation of the Cooperation : After the MoU signed, the cooperation document binding on both parties and agreed programs can begin to be implemented. The provincial government / district / city formed a team of co-operation as the daily implementation of the results of activities agreed. Provincial or city government to allocate funds that may arise in such cooperation through the budget and other sources are legitimate.

9. Evaluation of Cooperation : Ministry of

Interior and the Ministry / institutions concerned will conduct periodic monitoring and evaluation to determine the outcomes and results of cooperation appropriate instruments Monitoring and Evaluation compiled by the Ministry of the Interior.

10. Implementation Activities : Provincial Government or district / city governments shall submit periodic reports to the Ministry of the Interior on the Implementation of the cooperation program. The evaluation results can be the basis for consideration of sister city plans further cooperation with other partners in the provinces or cities abroad.

### 3. RESEARCH METHOD

The research method used by the author in this research is descriptive qualitative research method analisis, such research is research thoroughly, intended to provide an understanding of the phenomena / events of what is experienced research subjects, be it behavior, perception, motivation and action, and in the description in the form of words and language, in a specific context that is naturally and by utilizing a variety of natural methods.

This study design using a descriptive case study, refer to the problem lies and variables provided researchers only analyze the data based on the data and information issued by the Government of Bandung and other sources in discussing permasalahan studied researcher, so validtias the data which will be processed can be tested and accountable academically.

The research location is directly held in Bandung and Bandung City Government offices. Reach research is since 1997-2015.

Data was collected by means of literature study, tracking important documents, search data via the Internet and Online Media, observation and interviews.

### 4. RESULT AND DISCUSSION

In essence the sister city cooperation is one of the products paradiplomasitheory. Which local governments implement the decentralized functioning of political power and administrative authority. When viewed in theory, paradiplomasi in terms of

implementation of the sister city cooperation between Bandung and Suwon can be classified as global paradiplomasi (Global paradiplomasi).

In accordance with the understanding that sub-national governments engage in diplomacy are in different countries, from different areas, from different parts of the world. Although the sister city cooperation is not involved in global issues and political issues such as the high-level view of soldiers, but this cooperation involves several areas of cooperation such as interconnected economy, education, tourism, and information technology.

Cooperation sister city to prove that the military is no longer the single dominant solution to achieve the goals or interests of the State. There are still other ways, namely by developing the cooperation one of them is with the cooperation of sister city which in this case is the cooperation of sister city of Bandung and Suwon City, as claimed by Keohane and Nye in the theory of interdependence complex that develop cooperation more effective in achieving the goals and the interests of the country.

In addition, the complex interdependence theory supports that the two cities that work independently of one another. Because the sister city partnership is formed by the similarity of characteristics of both cities are concerned. With the sister city partnership is to develop the potential and advantages of each city and not for the complete lack of one kota. Terlepas of the theory used in this study, as far as observations and research conducted by the author, co sister city is experiencing ups and downs, This low tides draw the conclusion that their little ineffectiveness in the cooperation.

The ineffectiveness of the sister city program of cooperation that occurred between Bandung and Suwon City This happens because some of the obstacles that may come from inside or outside this sister city cooperation. Barriers itself according to Big Indonesian Dictionary (2002: 385) is a hindrance or obstacle. Barriers has a very important meaning in each perform a task or

job. A task or job will not be done if there are any obstacles that interfere with the job.<sup>9</sup>

In accordance with the terms of the above barriers, this partnership has an impediment or obstacle inhibiting the achievement of a goal is the implementation of a cooperation program. Barriers itself could come from inside or outside as stated by a source at the time of the interview, as follows:

### **1. External Factors**

#### **a. Factors Global Crisis**

During the period of cooperation sister city of Bandung and Suwon City, from 1997 to 2015, Indonesia has experienced a crisis as much as two times, namely in 1998 and 2008. The crisis in 1998 originated from the devaluation of the baht by the Thai government on July 2, 1997 as a result of their activities in the foreign exchange markets, particularly the US dollar. Then spread to the Philippines, Malaysia and Indonesia. The global crisis that occurred in 1998 and 2008 to be one of the factors the tide co sister city of Bandung and Suwon City, because each country especially the city of Bandung and Suwon City was busy fixing the economy due to the global crisis.

#### **b. National paradigm**

According to one interviewee, a factor in the tidal co sister city of Bandung and Suwon City is the national paradigm that sees that the sister city cooperation is merely ceremonial. Understanding the paradigm according to Big Indonesian Dictionary (KBBI) has three terms, namely Ling list of all the formation of a word that shows the conjugation and declination of the word; The second is a model in the theory of knowledge; The third is a frame of mind.<sup>10</sup>

Paradigm or national vision which states that cooperation is the sister city just a ceremonial led to the implementation of cooperation programs only spurious only and not running optimally. But in 2010 to 2011 until

<sup>9</sup>PusatBahasaDepdiknas. 2002. Kamus Besar Bahasa Indonesia (Edisi Ketiga). Jakarta: Balai Pustaka

<sup>10</sup>[http://kbbi.web.id/paradigma\\_tanggal](http://kbbi.web.id/paradigma_tanggal)  
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today, this paradigm has changed. Sister city cooperation is implemented is not merely ceremonial but a way to help the city of Bandung in carrying out the construction of the blood. So in 2010 until today, was undertaken concrete actions of cooperation sister city of Bandung and Suwon City, evidenced by the many cooperative programs that have been implemented.

## 2. Internal Factors

### a. Bureaucracy

The existence of the bureaucracy as the chain of command sometimes be one of the factors inhibiting the realization of a program of cooperation. According to Fritz Morstein Marx, Understanding Bureaucracy is a type of organization that used modern government to carry out its tasks that are specialists, implemented in the administrative system and in particular by government officials.<sup>11</sup>

In the implementation of the cooperation of sister city, Bandung as one of the government apparatus should execute existing perataturan. To menajalankan cooperation program, local governments must comply Bandung existing administrative system from the start to the provincial governments, and from the provinces to the Ministry of the Interior, and to the State Secretariat. Such a process takes approximately one month. The length of time needed in the implementation of this cooperation is not effective and efficient.

### b. Budgets

Budget or funding is very important in the implementation of this sister city cooperation. Without a budget, the sister city partnership will not work. Budget itself according Supriyanto Y. (1985: 227), indicating a process, right from the stage of preparation needed prior to the commencement of planning, collecting a variety of data and information required. The division of tasks of planning, the preparation of the plan itself, the implementation of the plan, until in the

end stages of monitoring and evaluation of the results of the implementation of the plan.

### c. Factors Human Resources

The human factor is an important factor in the progress of a country. If his lack of human resources, these countries find it difficult to make changes that better. But in this case, the author focuses on leadership as a human resources mobilize other human resources. Within the scope of this discussion is meant is the mayor. Position the mayor as government policy makers Bandung area is in determining the existence of co sister city of Bandung and Suwon City.

## 5. CONCLUSION

Based on the explanations about the ups and downs of sister city cooperation between Bandung and Suwon City, it was concluded that there are several factors that cause the tides of this cooperation, both internally and externally.

As for the internal factors that affect the tides of this cooperation is a factor of the global crisis and the national paradigm. Factors global crisis that occurred in 1998 and 2008 have an impact on the economy, politics and the other so that the government focus more priority to how to resolve the crisis compared to the national development.

Which means, the sister city cooperation which basically is to petrify the development of the region, especially the city of Bandung and Suwon City itself disturbed even delayed implementation. While the national paradigm that states that the cooperation of sister city just a mere ceremonial, causing this cooperation underestimated and not considered too important to assist regional development.

In addition to internal factors, there are also external factors that affect collaboration sister city of Bandung and Suwon, the bureaucracy, budget and human resources factor in this case the wisdom of a leader. Bureaucracy to the central government that takes a long time, the budget is mediocre and concern of the leaders of this cooperation, affecting the implementation of the program of cooperation sister city of Bandung and Suwon City.

<sup>11</sup>PandjiSantosa, 2008. *Administrasi Publik :TeoridanAplikasi Good Governance*. Penerbit PT RefikaAditama : Bandung



The suggestion of the author is as follows:

1. Changing the national paradigm that sister city cooperation is considered important in the development of the region and for the sake of welfare of the people, so that people can know and can feel the results of this city siter cooperation.
2. The Government of the two cities that cooperate should hold a special meeting to evaluate the sister city cooperation from its inception until now, sehingga can overcome the obstacles that cause the ups and downs of this cooperation.

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