

Research Article

Harmony in Leadership: Analyzing Successful Relationship Dynamics in Yogyakarta-Kyoto's Sister Province Collaboration

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Abstract

In an era where globalization is reshaping every facet of our lives, international cooperation holds the key to progress. The Special Province of Yogyakarta seized the moment to forge a transformative partnership with Japan's Kyoto Prefecture, inaugurated on 16th July 1985. This study delves into the tapestry of this 'sister province' cooperation, tracing its historical trajectory and discerning the elements behind its enduring success. Employing qualitative research involving stakeholders' interviews from both regions, this study unveils compelling insights. This cooperation emerges as a successful model of 'sister province' initiatives in Indonesia, aligning seamlessly with the government's benchmarks—ranging from mutual benefits and sustainable initiatives to positive community impacts. It is also found that leadership factors influence the success of this sister province cooperation. Both leaders can manage and encourage collective action to support this cooperation. Moreover, both regions boast a vibrant cultural heritage, sharing numerous similarities that energize and deepen the ties between these sister provinces. Yet, even amidst its achievements, challenges like budgetary constraints and manpower shortages cast shadows. This research, therefore, not only unveils the success story of the Yogyakarta-Kyoto cooperation, but also enriches scholarly discussion on the broader contributions of 'sister province' initiatives in Indonesia international cooperation landscape.

Keywords: Sister Province, Yogyakarta, Kyoto, International Cooperation

INTRODUCTION

Globalization has supported rapid development in almost all aspects of human life, especially in the establishment of international cooperation. According to Bay, globalization and decentralization have been major powers in the world for the past two decades and have made a chance for the regional government to establish cooperation with any party even at the international level (Bay & Çalışkan, 2019). It is based on the fact that each country cannot rely on its own potential to meet its needs. This means that the needs in relation to trade and economics can be fulfilled by other countries (Chatterji & Saha, 2017).

With the advancement of globalization, democratization in some countries has become stronger, including Indonesia as well. The increasingly high democratic values encourage decentralization system to be implemented immediately (Nuradhawati, 2019).

Furthermore, decentralization has placed a greater role on regions in regulating and developing themselves. In Indonesia, the decentralization policy is listed in the Indonesian Constitution No. 23 of 2014 on the Regional Government that supports the establishment of cooperation between regions, both nationally and internationally.

In spite of the limitations of each region, the decentralization policy in Indonesia encourages the local government to be more responsive to the community needs and to give opportunities for their participation (Tasri, 2019; Thahir, 2019). The Constitution also emphasizes that the regional government can carry out international cooperation and make technical cooperation agreements including humanitarian assistance, loans or grants, capital investment cooperation, and other cooperation allowed by the applicable laws. Moreover, Bontenbal and Van Lindert, explain that globalization and decentralization in Indonesia have increased attention and capacity of local government within a good governance as a prerequisite for development, as well as a wider cooperation (Bontenbal & van Lindert, 2009). A decentralization policy (regional autonomy) requires regional government to be more independent. As a result, this encourages regional government to develop the potential of their regions, both natural and human, to maximize local revenues and to develop the regions in order to improve people's prosperity (Hisyam, 2015). One of the ways is to establish cooperation with other autonomous regions either within Indonesia or abroad.

In terms of international cooperation, the cooperation between the two regions in different countries can be called a sister city or sister province cooperation. Sister city and sister province cooperation enables a region to manage their city or province and meet the needs by exchanging knowledge, natural and human resources, technology, and expertise between regions across countries (Sholahudin, 2019). Driven by globalization and the effect of decentralization, the Special Province of Yogyakarta (DIY) does not want to miss out on the opportunity to establish international cooperation to increase the potential of the region. Cooperation between the Regional Government of Yogyakarta and other governments at the same level overseas, called sister province, is carried out based on the mandate from the Central Government. This is in line with the principles of assigning affairs to the regional government as stated in the Government Regulation Number 28 of 2018 on Regional Cooperation. It explains cooperation carried out by the regions and regional governments of other countries to handle government affairs that become the regional authority to improve the people's welfare and to fulfill public services.

One of the sister province cooperation established by the government of Yogyakarta is the cooperation with Kyoto Prefecture, Japan (PAMUNGKAS, 2018). This cooperation has been established since 16 July 1985 and has brought mutual relations and been able to maintain a friendship for both regions, which is one of the benefits of the sister province cooperation. This cooperation was marked with the signing of an agreement to establish a Friendship Cooperation (MoU) by Sri Paku Alam VIII as Vice Governor of the Special Region of Yogyakarta and Yukio Hayashida as the Governor of Kyoto Prefecture (Hakiem & Susilowati, 2020). This cooperation was motivated by several reasons, one of which is the wish of the Governor of Kyoto Prefecture, Mr. Hayashida Yukio, who learned a lot about Yogyakarta Province while serving in Yogyakarta during World War II. Moreover, this cooperation was formed because of a personal relationship between Sri Sultan

Hamengku Buwono IX (Governor of Yogyakarta) and Hayashida Yukio. In addition, both cities have similarities in terms of history and strong cultural values, and these factors support this sister province cooperation.

In Indonesia, after the reform era (1999), many cities or provinces rapidly established sister city and sister province cooperation. There are at least 100 projects of international cooperation registered at the Ministry of Foreign Affairs of the Republic of Indonesia. However, only about 15% of them could run successfully, under 20% of them were average, while the remaining 65% almost did not carry out any activity (Salam, 2004). According to the latest data, there were 181 sister city and sister province cooperation in 2019; while only 30 percent was active (Pusat Fasilitas dan Kerja Sama Kemendagri, 2018). Based on the data mentioned, from 2004-2019 (15 years), the success rate of a sister city and sister province cooperation in Indonesia remains low. The data proves that most of these forms of cooperation are not working well (below 50%).

Failures in this cooperation generally stem from a lack of regional institutional capacity to manage, sustainable commitment, socialization within the community, and sufficient, effective financial support. The low success rates of sister city and province collaborations in Indonesia also highlight systemic challenges, including the complexity of managing multifaceted initiatives and geopolitical considerations. These challenges encompass the intricate task of managing multifaceted initiatives, where the coordination of various components, such as technology, trade, education, and other activities, proves to be complex. The need to harmonize these diverse elements often strains the capacity of regional governments, contributing to the overall low success rates. Moreover, the geopolitical landscape adds another layer of complexity. Political tensions, diplomatic intricacies, and changing global dynamics can significantly influence the feasibility and success of collaborative endeavors. These external factors pose challenges that demand strategic navigation to ensure the sustained success of international partnerships.

Considering the overall low success rates of sister city and sister province collaborations in Indonesia, this research seeks to investigate the exceptional case of the sister province cooperation between Yogyakarta and Kyoto. Despite the prevailing challenges, this partnership has not only endured but has also emerged as one of the most successful examples of regional cooperation at the international level in Indonesia. To delve further into this matter, this study focuses to explore the leadership factors that have contributed to the sustained success of this sister province cooperation, making it an exceptional case among international regional collaborations in Indonesia. Moreover, this study also examines dynamics in technology, trade, education, and other activities. Through a detailed analysis, the researcher aims to identify the specific factors that have propelled advancements in these areas, contributing to the overall success of the collaboration.

While previous studies have predominantly concentrated on cultural, local, and international relations issues in sister city and province collaborations, this research emphasizes a shift in focus towards leadership and dynamics advancements in technology, trade, education, and other activities. By doing so, it aims to fill the void left by earlier research and shed light on previously overlooked factors that contribute to the success of such collaborations. The novelty of this study lies not only in its departure from the

conventional themes explored in sister city and province collaborations but also in its specific emphasis on the Yogyakarta-Kyoto partnership as an exceptional case. By concentrating on a singular success story amidst a backdrop of generally low success rates, this research adds a distinctive dimension to the existing body of knowledge. It seeks to unravel the intricacies of leadership and multifaceted advancements that set apart the Yogyakarta-Kyoto sister province cooperation, offering valuable insights for governments, policymakers, scholars, and practitioners involved in international regional collaborations in Indonesia.

METHOD AND THEORY

Embracing a descriptive qualitative research approach, this work aims to capture the essence of the relationship in its truest form. By employing analytical research methodologies, it seeks to depict an authentic representation of the ongoing reality, grounding observations in relevant theories and concepts. This approach ensures a comprehensive portrayal of the intricate circumstances and phenomena that have shaped this alliance. As a linkage student immersed in the partnership between Yogyakarta and Kyoto, I conducted in-depth interviews with various stakeholders in both regions to ensure a nuanced and well-rounded understanding of the collaborative dynamics. Engaging with key figures such as the Division of Facility and Cooperation at the Ministry of Home Affairs, the Directorate General of Legal Affairs and International Treaties at the Ministry of Foreign Affairs, and The Planning Agency of Kyoto City, among others, provided valuable insights. These interviews spanned diverse sectors, from international treaties and legal affairs to local planning and statistics, shedding light on the multifaceted nature of the collaboration. Conversations with officials from Yogyakarta, including the Regional Secretariat Cooperation Bureau and the Investment Agency, along with the Tourism and Culture Agency, further enriched the perspectives. These interviews, conducted meticulously and comprehensively, serve as a robust foundation for gaining deeper insights into the intricacies and potentials of the Yogyakarta-Kyoto collaboration.

Guided by the principles enunciated by Creswell, this research is an intricate dance of objectivity and subjectivity (Creswell, 2014). It draws from a plethora of data sources, weaving in perspectives gathered from interviews, discussions, and visual evidence, ensuring a multi-faceted understanding. To bolster the trustworthiness of its findings, rigorous cross-checking mechanisms have been employed, juxtaposing primary and secondary data, photographs, and recordings. This meticulous approach aids in discerning the congruencies and disparities, as well as understanding the underlying reasons behind them, ensuring a holistic view of this unparalleled partnership between Yogyakarta and Kyoto. Furthermore, to bolster the research findings, this study integrates a range of literature and theories, including international cooperation and leadership theory. This incorporation serves to provide supplementary support and context, enhancing the depth and breadth of the investigation.

International cooperation theory is used as a theoretical framework. In general, international cooperation is a manifestation of the conditions of a community that are

interdependent with one another. In carrying out this cooperation, it is necessary to have a media (platform) for the cooperation activities. The purpose of this cooperation is determined by the common interests of each party involved. International cooperation can be formed because international life encompasses fields, such as ideology, politics, economics, social, environment, culture, defense, and security (Perwita & Yani, 2014; Shbikat, 2021). In this research, the author will use the theory of international cooperation and according to Koesnadi (Kartasasmita, 2004; Tang, 2020), international cooperation is a necessity for interdependent relations and the increasing complexity of human life in the international community.

There are several definitions regarding international cooperation given by K. J. Holsti (Bajaifer, 2021; Gama, 2023; Gian & Akim, 2020), one of them is when the view that two or more values, goals, and interests meet, it will produce something so that it can be fulfilled or promoted by all parties at once. In other words, international cooperation is defined as an agreement or agreement made by two or more parties (countries or other international actors) aiming at achieving collective progress and achieving the interests to be attained.

Nowadays, in international relations, the sub-state/regional government actors also participate in international cooperation. The demands of this era urge the regions to be more active in carrying out various cooperation, both in national and international scope that are expected from such cooperation to help the regions to meet their various needs or interests. The purpose of international cooperation is to achieve mutual progress, in which all the benefits of such cooperation will be received by all members of the community (Liberato, Alén, Liberato, & Domínguez, 2018; Zhang, Fang, Chen, & Congshan, 2019). One of the benefits of this international cooperation is a) promoting tolerance and increasing understanding, and b) promoting stronger community partnerships.

The Yogyakarta-Kyoto sister province partnership epitomizes international cooperation, showcasing the interdependence of global communities in various fields, including ideology, politics, economics, and culture. As a platform for collaborative efforts, the partnership utilizes channels like cultural exchange, economic partnerships, and educational collaborations, emphasizing shared interests as the foundation of their collaboration. The primary objective is to promote stronger community partnerships, involving all members to foster unity and collaboration. By enhancing bilateral relations, the cooperation contributes to the growth and prosperity of both Yogyakarta and Kyoto. Cultural exchange facilitates mutual understanding and tolerance, and as a long-term partnership, collaboration is expected to navigate divergent interests, balancing goals such as human resource development and economic growth. Yogyakarta and Kyoto exemplify the transformative potential of international cooperation, shaping a harmonious and enduring relationship.

The sister province cooperation between Yogyakarta and Kyoto Prefecture aims at promoting stronger community partnerships. The benefits extend beyond the governments, involving all community members on both sides. This collaboration is anticipated to increase mutual understanding and tolerance, fostering a stronger

partnership between Yogyakarta and Kyoto indefinitely. The theory of international cooperation is employed to uncover the extent to which this collaboration can enhance bilateral relations. Following this theory, there are multiple interests at play, including Yogyakarta's focus on improving human resources and developing the regional economy, and Kyoto's emphasis on business and investment. This collaborative effort, rooted in shared interests, exemplifies the potential for fruitful international cooperation between the two regions.

Subsequently, concerning the expansiveness of international relations, one constant anchor prevails: the pivotal role of effective leadership in diplomacy. This keystone, often hidden amidst a complex web of global politics and shifting allegiances, is the linchpin that can determine the fate of nations. Historical animosities have long scared the face of diplomacy. However, it is within this labyrinth of past confrontations and memories that transformative leaders emerge. These figures, like phoenixes, rise from the ashes of conflict, guiding their nations with a vision that transcends the burdens of the past. One such luminary is Nelson Mandela, whose leadership post-apartheid breathed new life into South Africa's foreign relations. Mandela's ability to look beyond the bitter history and forge a new diplomatic path is a testament to the power of visionary leadership (Lodge, 2018, 2019).

Furthermore, the intricate tapestry of historical ties between nations goes beyond mere shared memories. It encompasses centuries of trade, warfare, alliances, and colonial legacies. Histories that are remembered, interpreted, and often misinterpreted provide a context in which states interpret the actions and intents of others (Soroka & Krawatzek, 2019; Wang, 2018). Consequently, such historical ties form the backbone of diplomacy, setting the stage on which contemporary events unfold. The ties aren't merely archival footnotes but play an active role in shaping present-day diplomatic strategies. Lamberg (Vaara & Lamberg, 2016) emphasizes this point, suggesting that shared historical experiences assist states in comprehending mutual expectations, which, in turn, influences their strategic approaches in the global arena.

When visionary leadership and historical ties converge, the resultant impact on diplomacy is profound and, often, transformative. Consider the post-World War II rapprochement between Germany and France. The leadership of figures like Konrad Adenauer and Charles de Gaulle, acutely aware of their shared yet tumultuous history, steered their nations from the throes of enmity to the embrace of alliance. This remarkable transition from adversaries to partners underscores how astute leadership, cognizant of historical ties, can mold a nation's diplomatic course, turning potential pitfalls into opportunities for collaboration (Gibeau, Langley, Denis, & van Schendel, 2020; Phillips-Beck et al., 2019; Sullivan, 2014).

Similarly, diplomacy's dance often resonates with the melodies of history. When the strings of the past are played in harmony with strong leadership, the symphony can alter the course of nations. This was evident in the aftermath of World War II, where the once war-torn relationship between Germany and France transformed into an alliance, symbolic of European unity. This metamorphosis can largely be credited to the diplomatic

prowess and mutual understanding of leaders like Konrad Adenauer and Charles de Gaulle (Cerny, 1988; Ross, 2018). Moreover, in dissecting the intricate machinations of international negotiations, leadership's role becomes even more evident. As Kinne (Kinne, 2014) aptly observed, the outcomes of such diplomatic dialogues are frequently shaped, if not outright determined, by the decisions of those at the helm.

The integration of leadership theory and history in this research serves as a foundational framework, providing a comprehensive and insightful lens for examining the intricate dynamics of Yogyakarta-Kyoto diplomacy. This approach is rooted in the recognition that leadership, particularly visionary leadership, plays a pivotal role in shaping the course of international relations, and historical ties serve as a significant backdrop influencing contemporary diplomatic strategies. Drawing inspiration from historical instances where visionary leaders have successfully navigated complex historical ties to redefine diplomatic landscapes, this research seeks to shed light on the potential implications for the Yogyakarta-Kyoto partnership.

By utilizing this historical episode as a template, the research aims to assess how leadership and historical connections might influence the evolving diplomatic relationship between Yogyakarta and Kyoto. The nuanced understanding gained from studying such instances allows for a more profound analysis of the potential challenges and opportunities that may arise in the collaborative efforts between these two regions. This approach goes beyond a simplistic examination of diplomatic interactions and delves into the underlying factors that shape the strategic decisions made by leaders. Moreover, this integrated approach acknowledges that historical ties are not mere remnants of the past but active elements that continue to shape the present. By understanding the interplay between leadership and historical context, the research seeks to unravel the complexities and intricacies that define the Yogyakarta-Kyoto diplomacy. Through this lens, the study aims to provide valuable insights into how leadership and historical connections may contribute to the success or challenges of their collaborative efforts, ultimately enriching our understanding of international cooperation.

RESULT AND ANALYSIS

From Wartime Memories to Timeless Bonds: The Unlikely Sisterhood of Yogyakarta and Kyoto

Sister province cooperation between the Special Region of Yogyakarta and Kyoto Prefecture was officially established on 16 July 1985, along with the signing of an agreement on friendly relation between the two provincial governments, represented Sri Paku Alam VIII as Deputy Governor of the Special Region of Yogyakarta and Yukio Hayashida as Governor of Kyoto Prefecture. Yukio Hayashida has already known the conditions of the Special Region of Yogyakarta because he was assigned as an army in the Special Region of Yogyakarta during World War II (Bureau of Foreign Affairs DIY, 2006). Since then, the Governor of Kyoto had the desire to establish cooperation with the Special Region of Yogyakarta. His wish was welcomed by the governor of the Special Region of Yogyakarta, Sri Sultan Hamengku Buwono IX, due to personal relations between them.

Therefore, the leaders of the two regions intend to establish a friendly relation that is not limited by time and place. This cooperation is an example of a friendly relation that starts from individual closeness between the leaders of each province (regarding both domestic and foreign interests). It is expected that both parties can help each other through the establishment of this sister province cooperation.

Lecturer of Japanese Literature in Universitas Gadjah Mada, Sri Pangastoeti, states that the beginning of this cooperation was not only motivated by Yukio Hayashida's experience being an army in the Special Region of Yogyakarta, but also his guilty feeling over the Japanese occupation in Indonesia, especially in the Special Region of Yogyakarta. To show his guilt and owe his apology, after returning to Japan and later becoming a governor of Kyoto in the period 1978-1986, he took an initiative to open a friendly relation with the Special Region of Yogyakarta before his reign ended.

In history, during the Japanese occupation in 1942-1945, Indonesian people lived in poverty. Japan took everything that Indonesia had such as mining products, agricultural products, human labor, and Indonesian women made to be prostitutes (*jugun ianfu*) (Wargiati, Fadilah, Setyawati, Shiyam, & Khodafi, 2021). Forced labors from various regions known as *romusha* was the most frightening specter. The *Romushas* were forced to build bridges, highways, railroads, and fortress (Kurasawa & Nanke, 2018). They were commonly treated as prisoners of war, and many of them died of starvation. Many *romushas*, during the trip to outside Java by boat, drowned in the sea due to air strikes from the Allied forces.

However, in the Sultanate of Yogyakarta, the people were relatively safe from the forced labor program because the King of Yogyakarta, Sri Sultan Hamengku Buwana IX (abbreviated as Sultan HB IX), succeeded in making a strategy to protect his citizens. In this case, Sultan HB IX requested Japan to assist the construction of an irrigation program to flow water from the Progo River to remote areas so that rice could be planted. If the rice harvest was abundant, the results were shared according to the rules applied by Japan. Later, the harvest could help the food supply of Japanese troops who were fighting against the Allies. The channel and floodgates built were then known as *Selokan Mataram* or *Gunsei Hasuiro* and *Gunsei Yosuiro* in Japanese (Atmakusumah, 1982). Both channel projects were able to help the Special Region of Yogyakarta reduce food shortages of agricultural products, although a few percent of it had to be given to the Japanese.

Furthermore, building irrigation channels required many human labors. Sultan HB IX, whose real name is Gusti Raden Mas Dorodjatun, asked the Japanese not to include Yogyakarta citizens in the *Romusha* program. All Yogyakarta male citizens who were able to work were required to participate in building irrigation together. Unexpectedly, the Japanese military government in Indonesia, which was known to be very cruel and uncompromising, agreed to the request of Sultan HB IX. They even helped fund and equipment to build the irrigation channels.

Based on the history described above, the friendly relation between Sultan HB IX and Governor Yukio Hayashida started, even though they were on the opposite side. Starting from the ingenuity of Sultan HB IX to protect his people from the cruelty of *romusha* program and his ability to compromise with the Japanese, one of which was represented by Yukio Hayashida, the emotional bond of their friendship was established

until Indonesian got its independence. This friendship continued and even led to sister province cooperation or better known as friendly tie-up cooperation between the Special Region of Yogyakarta and Kyoto.

In other words, leadership factors influence the success of this sister province cooperation. Both leaders can manage and encourage collective action to support this cooperation. In leadership factors, Bay stated that the success of the sister city relationship was supported by excellent management skills and strong and committed leadership (Bay & Çalışkan, 2019). The story of Yogyakarta and Kyoto isn't just about international cooperation; it's a poignant lesson on the immeasurable value of personal connections and the foresight of strategic leadership. As the world moves forward, it is tales like these that offer a blueprint for genuine understanding, cooperation, and enduring peace.

The nexus between Yukio Hayashida and the Special Region of Yogyakarta offers a fascinating prelude to the budding cooperation between these two regions. Hayashida, marked by his wartime experiences and the heavy weight of guilt from the Japanese occupation, sought to mend fences and initiate a journey of mutual trust. This is a stark reminder that personal ties, especially those steeped in shared histories, can transcend bureaucratic red tape, laying the groundwork for genuine, heartfelt connections between regions. Such profound ties aren't merely footnotes in the annals of history. Instead, they serve as powerful catalysts, underlining the importance of individual relationships in the broader tapestry of international collaborations. When official diplomatic channels may seem entangled in the rigidity of formalities, personal histories offer a way out, illuminating the path towards reconciliation and mutual respect.

While the shared history set the stage, the narrative of strategic diplomacy championed by Sultan HB IX of Yogyakarta adds another dimension to this saga. The Sultan's reign during the Japanese occupation was marked by threats, adversities, and overarching concerns for the well-being of his people. Yet, through these challenging times, the Sultan exhibited an uncanny knack for leadership and diplomacy. By leveraging his position, influence, and perhaps more importantly, his genuine concern for his subjects, Sultan HB IX managed to shield his people from the potential horrors of occupation. This not only ensured the safety of Yogyakarta's citizens but also laid down the first bricks of trust and mutual respect between the occupied and the occupiers. Such a demonstration of leadership underscores the crucial role that diplomatic acumen can play, even in the most challenging situations. It wasn't merely about self-preservation; it was a visionary move that would later set the stage for a more extensive cooperation between Yogyakarta and Kyoto.

Besides the historical factor and leadership supports, the key success sister province cooperation was also supported by several factors, such as the two provinces are both international and domestic tourist destinations; the capitals of the two provinces were once the country's capital and had high traditional values, and both provinces have beautiful nature and culture that can contribute to the development of tourism and education. In addition, long before the independence of Indonesia, Japan had also recognized the privilege of the Special Region of Yogyakarta by naming this area as *Kochi* (Special Region) because of its cultural uniqueness. Kyoto Prefectural government considered that the Yogyakarta Special Territory was a good place for the development of

traditional culture and historical inheritance and had much in common with Kyoto Prefecture.

The picturesque landscapes of Yogyakarta and the historical alleys of Kyoto might seem worlds apart. However, delve a little deeper and we'll find striking similarities that weave a unique tapestry of shared interests and values. From their esteemed roles as tourist attractions to their profound historical significance and unparalleled cultural wealth, these two regions share more than just a few parallels. Both Yogyakarta and Kyoto serve as hubs for cultural exploration and travel. Visitors to Yogyakarta are captivated by its enchanting blend of tradition and modernity. Similarly, Kyoto, once the imperial capital of Japan, captivates with its temples, shrines, and traditional tea houses. It's not just about the locales or landmarks; it's about the stories they tell, the histories they hold, and the cultures they champion. These shared attributes make both regions highly desirable tourist destinations.

While tourism might be the most evident parallel, the shared interests and values of Yogyakarta and Kyoto go much deeper. Both regions treasure their cultural heritage, understanding the intrinsic role it plays in shaping their identities. The festivals, the arts, the crafts, and the traditional practices are not just pastimes; they are living testimonies of their respective histories. Such shared values not only foster mutual respect but also offer a solid foundation upon which collaborations can be built. And when two regions with such profound commonalities collaborate, the results are bound to be nothing short of spectacular.

Multifaceted Collaboration: A Deep Dive into Yogyakarta and Kyoto's Partnership

The sister province cooperation program between the Government of the Special Region of Yogyakarta and Kyoto Prefecture covers various fields, such as Arts and Culture, Education, Science and Technology, Tourism, and Industry. To handle technical matters related to the cooperation, a Joint Committee consisting of Officers from both parties was formed as well. This Joint Committee meets annually to compile an annual program in accordance with agreed lines, to evaluate exchange activities, to refine, to assess, and to adjust annual programs considered necessary. The location of the meeting is held alternately once a year. Looking at the length of the cooperation (more than 35 years), many dynamics have occurred in this sister province cooperation. To show the development or implementation of the sister province cooperation, the author discusses how the dynamics occurred during the sister province cooperation from the beginning of the cooperation until the year 2022.

In the technology sector, there is a *Tecollabo* (Technology Collaboration) Exhibition routinely organized by the Royal Silk Foundation in collaboration with the private sector in Kyoto, which exhibits works in the collaborative craft industry from the two regions. *Tecollabo* program was launched in 2007 aiming to collaborate with industrial craftsmen from both Kyoto and Yogyakarta. It was expected that the results of industrial crafts in Yogyakarta can enter the international market, especially Japan. *Tecollabo* program, which means collaboration in technology, is expected to provide many changes and improvements to handicraft products in Yogyakarta through the collaboration of design

technology, production technology, material technology, and packaging technology. Thus, Yogyakarta is able to produce handicraft products that meet better standards.

From 2007 to 2008, this program focused on developing SMEs (small and medium enterprises) and craftsmen in Yogyakarta affected by the earthquake on 27 May 2006. The selected small businesses were Batik handicraft in Imogiri, Batik Kayu, Krapyak Lurik, and Gemplong Natural fiber weaving. The 2006 Economic Census, conducted by Central Bureau of Statistics, recorded that 99% of 403 thousand business units in the Special Region of Yogyakarta were classified as SMEs. The World Bank and Bappenas (Bappenas, 2006) estimated the total damage and losses caused by the earthquake in the SMEs sector was around 7 trillion rupiahs. At that time, SMEs centers in Bantul and Klaten regency were threatened with bankruptcy and closing down. Thousands of craftsmen and workers were threatened with unemployment. By establishing *Tecollabo* program, it was expected that craftsmen (SMEs) would be able to pass from the crisis.

SMEs development is a very important program since almost all businesses and industries in the Special Region of Yogyakarta are SMEs. With innovation and various training, especially through sister-province cooperation, Japan has become one of the largest export markets for SMEs in the Special Region of Yogyakarta. Furthermore, the value of exports to Japan in 2019 reached 38.7 USD (9.58%) (Bappenas, 2006). This is expected to increase along with the increase in SMEs in DIY. Three main commodities that have reached the Japanese market are leather gloves, apparel or textiles, and furniture.

For example, in 2018, Kadipaten Pakualaman (the Special Region of Yogyakarta) in collaboration with Hon-Aizome Miyabiori Koubou, a fabric company from Kyoto (Japan) held shibori training. Shibori is a technique to make certain patterns on fabric with the technique of folding and dipping, an authentic technique from Japan, which has been used for hundreds of years. This shibori training provided three mentors from Japan. They were Nakanishi Hidenori, Arai, and Kawabara Yuki. All of them were fabric crafters of shibori. Through this activity, it was expected that fabric crafters in the Special Region of Yogyakarta would gain new knowledge, so they were able to increase the variety of existing fabric types.

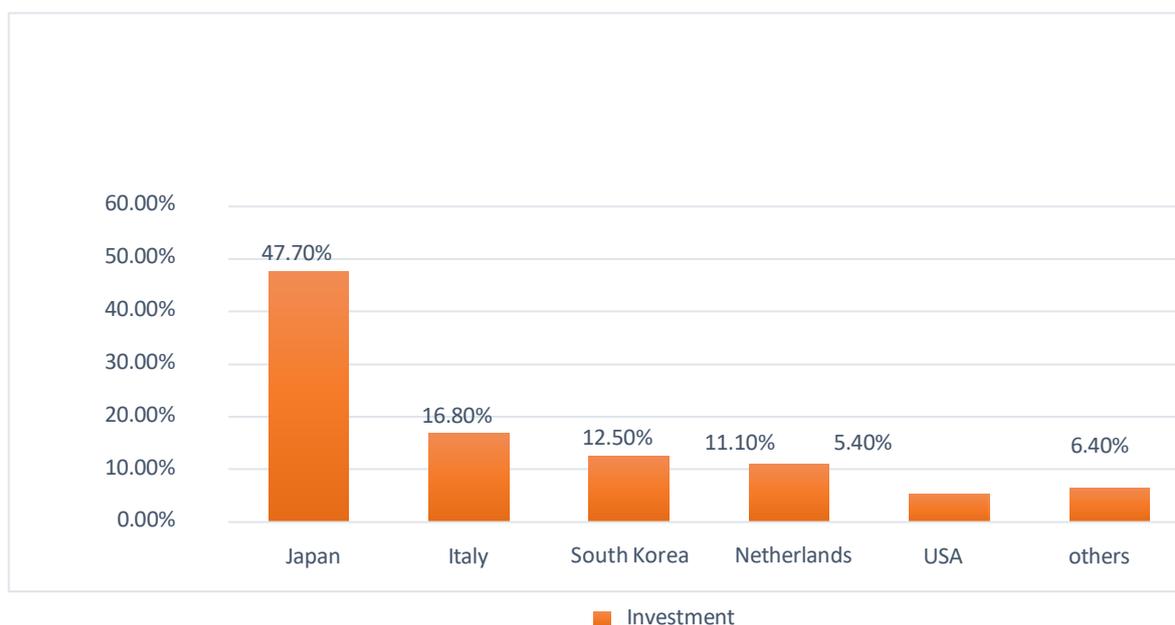
In July 2020, there was the 35th celebration of the cooperation between the Special Region of Yogyakarta and Kyoto. It will be held in Yogyakarta, along with the signing of the MoU reaffirmation. After the reaffirmation of MoU 2020, there will be an implementation on the field of Science and Technology, which has not been done before. It is the sister-Hospital cooperation carried out by Dr. Sardjito Hospital of Yogyakarta and Kyoto University Hospital. This cooperation's activities are, (1) stem cell; (2) health tourism; (3) management of medical waste; (4) sending officers to study horticultural cultivation in dry land and tissue culture.

In the investment sector, the Kyoto prefectural government is trying to create business and investment opportunities for Japanese entrepreneurs. This cooperation, which was originally a friendship program, at the end is indeed beneficial for both parties economically. In 2015, delegations from the Governor of Yogyakarta visited Japan on 24-

30 August 2015 to attend the 30th anniversary of the cooperation between the Special Region of Yogyakarta and Kyoto Prefecture. On this occasion, the Governor of Yogyakarta signed the text of reaffirmation of cooperation between the two regions. During the visit, the delegations also held a business meeting with the Chamber of Commerce and Industry of Kyoto and Miyazu City, Kyoto prefecture. Based on this close relation through this sister province cooperation, it is not surprising that the investment from the government of Japan in Yogyakarta is increasing and always ranks in the top 5 countries with the largest Foreign Investment capital.

It was undeniable that one of the investment approaches was through the sister province program between the Special Region of Yogyakarta and Kyoto. After several visits and approaches, at least several investment projects have been realized. The head of the Foreign Cooperation Section of the Licensing and Investment Office, Joko Hariyono, emphasizes that the sister province cooperation between the Special Region of Yogyakarta and Kyoto has a positive influence on the investment in Yogyakarta. He highlights that a significant proportion, at least 40% of the total investment, is attributed to this cooperative effort. Although the relation between the two regions is friendly relationship, in some aspect, it results in high economic value.

Figure 1. Realization of the first quarter of 2020 based on the five countries with the largest Foreign Direct Investment.



Source: Central Statistics Agency of the Special Region of Yogyakarta.

Figure 1 illustrates the percentage of investment contributed by the Japanese government to the Special Region of Yogyakarta (DIY), amounting to nearly half of all foreign investments in the region. In this context, it is undeniable that a successful approach in attracting investments is through the sister province program between DIY and Kyoto. Through multiple visits and comprehensive approaches, the outcome has been the realization of several strategic investment projects. Joko Hariyono emphasizes that this sister province collaboration significantly positively impacts investment growth in

DIY. It is not uncommon for investors from Kyoto and its surroundings to engage in this sister province cooperation scheme.

Despite the foundational friendship of the relationship between these two regions, it has been successful in creating high economic value in several aspects. Delegations from Kyoto, accompanied by private sector representatives, showcase the serious commitment of the Kyoto Prefecture government in creating investment opportunities in Yogyakarta. Some of the investments are directed towards tourism activities. As a result, the graph also reflects a positive outlook on the growth of the tourism industry, especially in the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector, showcasing the emergence of new flagship tourist destinations.

Moreover, it is evident that both the domestic and export markets of Yogyakarta in processing industries, including textiles, wooden furniture, leather, and silver, have experienced a notable increase through collaborative efforts with Kyoto, Japan. In the period from January to December 2021, DIY's export volume to Japan reached 132.52 million kg, valued at US\$ 539.97 million (Disperindag DIY, 2022). Compared to the same period in the previous year, DIY's export value during January to December 2020 witnessed a growth of 29.45%, while the export volume increased by 28.03%. The significant growth can be attributed to one of the sister province's policies in the processing industry, acting as a catalyst for the development of local producers. Consequently, reiterating that the partnership between DIY and Kyoto will not only create investment opportunities but also foster growth in crucial sectors within the regional economy.

One of the Japanese companies from Kyoto that put investment in the Special Region of Yogyakarta is PT. Haruna Wisata Indonesia. PT Haruna Wisata Indonesia was established in 2001, and its headquarters is in Sleman Regency. Along with its development, PT Haruna Wisata Indonesia opened a branch in the capital of Indonesia, Jakarta. PT. Haruna Wisata Indonesia is a company that deals with tour and travel. It is well known as one of the most suitable Travel Partners for Indonesian citizens who want to travel to Japan, especially Kyoto.

Investment is one of the main pillars in achieving economic growth that is able to provide a large multiplier effect on increasing economic growth in various sectors. Information-technology-based Creative Economy and tourism-based culture are the leading sectors of investment in the Special Region of Yogyakarta. The Special Region of Yogyakarta has well-educated and skilled Human Resources as well as a high culture. This potential often attracts many parties, including Japan, through this sister province cooperation.

In an era where international collaboration has become integral for academic growth and knowledge exchange, Yogyakarta and Kyoto have set an inspiring precedent. In 2011, an ambitious cooperation took shape, bringing together prominent private universities from both regions (Sekretariat DPRD DIY, 2014). The Yogyakarta government, recognizing the immense potential of such a partnership, spearheaded an exploratory mission involving eight of its leading private universities. Their objective is to forge meaningful connections with the top 10 private universities in Kyoto and Osaka city.

This endeavor bore fruit almost immediately. Within that year, two of Yogyakarta's distinguished institutions, the Islamic University of Indonesia (UII) and the Muhammadiyah University of Yogyakarta (UMY), successfully entered into a cooperative agreement with Kyoto's renowned Ritsumeikan University. Such a partnership promised to unlock numerous opportunities for student exchanges, joint research, and shared resources. But the momentum didn't stop there. Following the initial collaboration, further solidifying the ties between the two regions, a comprehensive cooperation agreement was signed involving Muhammadiyah University (UMY), Indonesian Islamic University (UII), and Ritsumeikan University. This pact symbolized not just a mutual commitment towards academic excellence but also showcased the proactive approach of both regions towards internationalization and collaborative learning.

Evaluating the Success of Yogyakarta-Kyoto Sister Province Cooperation: A 35-Year Journey of Collaboration

Drawing on the Ministry of Home Affairs' parameters, adapted from Nigel Ringrose's work in the UNDP (Tjandradewi, Marcotullio, & Kidokoro, 2006), we can delve into the success of the sister province cooperation between Yogyakarta and Kyoto using concrete examples. Firstly, commitment to link. The enduring commitment of both regions over more than 35 years is vividly illustrated through consistent annual activities. For instance, the allocation of financial resources for joint projects, such as cultural exchanges and educational programs, showcases the tangible commitment that goes beyond mere declarations. Secondly, community Participation in the Project. The success of community engagement can be exemplified by initiatives like *Tecollabo*. This program not only improved the quality of SME products in Yogyakarta but also facilitated their entry into international markets, particularly Japan. The active involvement of local artisans, students, and civil society groups in *Tecollabo* initiatives demonstrates the partnership's impact at the grassroots level. Thirdly, understanding. Clear goals and expectations are essential for success. The joint efforts in heritage preservation serve as a prime example. Following the 2006 earthquake, the collaboration facilitated the exchange of expertise between Japanese heritage preservation specialists and Yogyakarta officials. The resulting tangible outcomes, such as the Damaged Heritage Rapid Assessment, highlight a shared understanding of the importance of preserving cultural heritage. Fourthly, reciprocity. Mutual trust and respect are best illustrated through continuous support in times of need. For example, after the earthquake, the Japanese experts not only shared preservation skills but also collaborated in identifying key heritage categories. This reciprocal exchange strengthened the bond between the two regions. Fifth, results through Real Examples. Quantifiable success is evident in Yogyakarta's export growth to Japan during January-December 2020. The 29.45% increase in export value and 28.03% rise in export volume provide a clear and measurable illustration of the economic success stemming from the cooperation.

Examining those criteria, sister province cooperation between the Special Region of Yogyakarta and Kyoto prefecture can be said successful. It can be seen from the long period of cooperation that was established, i.e., more than 35 years in which both

experienced various dynamics. They have annual activities that are still routinely carried out in various fields, such as education, culture, tourism, etc.

The sister province cooperation between the Special Region of Yogyakarta and Kyoto Prefecture, established in 1985, stands as a testimony to the enduring power of history, leadership, and shared values in molding international relationships. Any successful cooperation hinges on the unswerving commitment of both parties involved. In the context of the Special Region of Yogyakarta and Kyoto Prefecture's partnership, this commitment is evident in the tangible investments of time and financial resources. Such dedication is not merely symbolic. It serves as the backbone of these collaborations, ensuring that both regions are not just bound by historical and emotional ties, but are also actively working towards tangible goals that benefit their communities. This commitment translates into funding for projects, time allocated for regular meetings, and genuine efforts to understand and integrate the unique strengths of each region. Governance at both ends, understanding the stakes involved, ensures that resources are judiciously allocated, projects are regularly monitored, and successes are celebrated. It's this unwavering dedication that has resulted in multifaceted collaborations across various sectors, from Arts and Culture to Science and Technology.

However, a top-down approach alone cannot sustain such partnerships. The true strength of the Yogyakarta-Kyoto cooperation lies in the active involvement of their communities. This partnership transcends government corridors and reaches the grassroots, involving the very citizens it aims to benefit. By incorporating community participation at various levels, both cities ensure that the projects and initiatives resonate with the real needs and aspirations of their people. Whether it's through civil society groups, local artisans involved in the Tecollabo program, or students benefiting from educational exchanges, the voices of the people are integral to this collaboration's success. Moreover, when the community is actively engaged, it instills a sense of ownership. The success of a project or initiative is no longer just a governmental achievement but becomes a shared victory celebrated by every citizen.

One notable aspect of this cooperation involves heritage preservation. Yogyakarta, rich in cultural heritage sites such as Tamansari, Kota Gedhe, Gamping Site, and Boko Temple, has benefited from Japanese expertise in this domain. As part of the cooperation, Yogyakarta welcomed Japanese heritage preservation specialists who shared their knowledge with local officials. This transfer of skills proved invaluable, especially post the 2006 earthquake. In its aftermath, a Damaged Heritage Rapid Assessment was initiated by a combined team from the Center for Heritage Conservation (CHC) at Universitas Gadjah Mada (UGM) and Jogja Heritage Society (JHS). Leveraging the insights of Japanese preservation experts, the team successfully identified three key categories of heritage: tangible cultural heritage, intangible cultural heritage, and cultural landscape heritage. Further, the hands-on training provided by Japanese professionals bolstered the knowledge and skills of local practitioners in managing and conserving Yogyakarta's abundant heritage buildings, a significant draw for the tourism sector.

On the economic front, the Tecollabo program emerged as a lifeline for Yogyakarta's Small and Medium-sized Enterprises (SMEs), particularly in the wake of the 2006 earthquake that severely impacted the sector. This program not only assisted in elevating the quality of SME products but also paved the way for these products to find a foothold in international markets, notably in Japan. The benefits are mutual: while Yogyakarta's SMEs gain better market reach and product enhancement, the Kyoto prefectural government finds fruitful business and investment avenues in Yogyakarta. In essence, the synergy between Yogyakarta and Kyoto serves as a beacon of how international partnerships, when rooted in mutual respect and a shared vision, can lead to the conservation of culture and bolster economic progress.

The relationship between the Special Region of Yogyakarta and Kyoto Prefecture is not just an alliance of two regions: it's a bond between their peoples. And while their shared history and leadership vision laid the foundation, it's their mutual commitment and the active participation of their communities that will ensure its continued success in the years to come. In a world where international collaborations are often viewed through the lens of political and economic gains, the Yogyakarta-Kyoto partnership offers a refreshing perspective. It underscores that when heart, history, commitment, and community converge, international collaborations can transcend borders, touch lives, and leave a lasting legacy.

Even though it is considered a successful partnership, several obstacles still exist, such as a lack of synergy in several aspects of cooperation, policy differences, and the expansion of the scope of cooperation into unexplored areas. One obstacle that needs to be overcome is related to the budget. Cooperation between twin provinces is often hindered by the absence of specific budget allocations. Concrete solutions are required, such as establishing dedicated budget sources, involving the private sector, and creating detailed cooperation agreements to address budget allocation challenges. Additionally, the issue of human resources (HR) poses a serious challenge. Staffing limitations and language barriers need to be addressed through proactive recruitment, the utilization of technology, and investment in HR education. To fully realize the potential of this collaboration, the importance of paradigm changes, government consistency, and the establishment of special institutions to manage twin province cooperation must also be considered. This way, DIY and Kyoto Prefecture can build sustainable and mutually beneficial cooperation in the long term.

Looking ahead to future challenges, Indonesian regional governments have actively participated in international cooperation, notably through sister city/province programs. However, the central concern now is to enhance the sustainability and effectiveness of these initiatives. The envisioned strategic plan for the future entails the central government taking an active role in monitoring and evaluating the implementation of international cooperation by regional governments. This necessitates a closer examination of the imperative for more structured monitoring and evaluation processes, the introduction of standardized forms, and the essential need for improved coordination between the central and regional governments.

CONCLUSIONS

The sister province cooperation between the Special Region of Yogyakarta and Kyoto Prefecture has lasted for more than 35 years. A wide variety of activities and programs have been carried out for the sustainability of the sister province cooperation, such as in the fields of tourism, culture, industry and technology, and education. This cooperation is categorized successful referring to the criteria set by the Indonesian government including the benefits received by both parties, the number of sustainable activities, and impacts on the community. The Special Region of Yogyakarta receives various benefits, such as technology transfer. Meanwhile, Kyoto Prefecture has benefits in the form of investment and business.

For the Special Region of Yogyakarta and Kyoto Prefecture, the background of this cooperation causes the success of sister province cooperation. The strong desire of both leaders as well as various similarities, in terms of history, culture, and territories, have contributed to the success of this cooperation. The success of the sister province relationship was pushed by good leadership which was interpreted as the ability leaders to manage and influence local government institutions to support this cooperation. Frequent visits made by both parties, the realization of the program, and effective communication between the two parties have provided opportunities for them to maximize their potential as well. Political support from the government was also the key to the success of cooperation and in the implementation of recommendations proposed by both parties. Over the span of 35 years, the sister province cooperation between the Special Region of Yogyakarta and Kyoto Prefecture has experienced various dynamics. While some initiatives were discontinued, others, like collaborations in arts, culture, tourism, technology, and industry, continue to thrive and evolve. Future ventures, such as a sister hospital partnership and biotechnology research, are on the horizon.

The cooperation between the Special Region of Yogyakarta and Kyoto Prefecture can be deemed successful by various measures, especially from UNDP measurement. However, there are areas for improvement. Due to budget constraints, there is a pressing need to optimize existing programs through strategic planning. Additionally, public engagement and awareness about the cooperation remain limited, indicating a need for more intensive outreach efforts. A higher degree of community participation will not only bolster program effectiveness but also foster a deeper connection between the regions. Lastly, it's essential to ensure that stakeholder involvement is meaningful and not merely ceremonial, ensuring genuine collaboration and mutual benefit.

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