

**CONTROVERSIAL LEADERS AND STRATEGIC POLICIES  
CASE STUDY: THE GOVERNMENT OF DKI JAKARTA DURING THE LEADERSHIP  
PERIOD OF BASUKI TJAHAYA PURNAMA**

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**ABSTRACT**

Leadership is a person's ability to provide good role models and performance. Leadership is also a person's ability to move staffs to achieve organizational goals. A leader is required to create innovations that can give birth to strategic policies in running the wheels of the organization. Ahok is known to many as a controversial leader. Ahok's arrogant attitude in the eyes of some people was considered negative. Ahok's attitude was also considered bad in the eyes of the Moslems regarding his statement of the Al-Maidah verse 51. However, Ahok was also known as an innovative leader. The media had highlighted Ahok's actions in leading Jakarta. One of Ahok's strategic policies was the Jakarta Smart Card which is expected to provide access to education at a minimum of up to high school / vocational school for Jakarta residents who are less able. The green open space program was also Ahok's strategic policy that functions ecologically and as a place for social activities in public spaces. Both programs were considered positive and even continued and developed by the next Governor, Anies Baswedan. This research method uses descriptive qualitative analysis. The author seeks literature from literature studies and seeks Ahok's strategic programs from online and printed news media. In conclusion, Ahok is a controversial leader, but he is also an innovative leader.

Keyword: Leadership; Controversial leadership; strategic policy; DKI Jakarta regional government ; Ahok; Basuki Tjahaya Purnama

**INTRODUCTION**

Indonesia is a democratic country that implements a direct election aimed at electing a leader. Indonesia has implemented a democratic system since the beginning of independence. It also has used elections as a medium of democracy aimed at choosing leader for a community.

Leadership is really needed by a director in every organization, both in the public and private sectors. It can be concluded that leadership According to James Mc Gregor Burns, Sutarto and also Miftah Thoha is an activity carried out by someone to influence and motivate others in an organization to achieve a set goal.

Being a leader is not easy, because the leader is someone who sets an example by the community. A leader is like a captain on a ship, in which the ship will be controlled by a captain who will determine the direction. It is a common knowledge that a failure of an organization is influenced by its leader.

Various factors are important in an organization, one of which is leadership. Leadership is needed to develop the human resources in the organization. The role of the leader is very important, where the leader is expected to be able to improve the quality of life of the community and the progress of the country or the organization they lead.

In every organization, there must be various problems that occur especially in Indonesia regarding a leader. This is due to various differences in characters along with differences in principles, vision and mission carried by the leaders. Regarding those, many people feel the lack of a good leader. As we know that a leader in the public sector can be said to be successful if there is an increase in quality in the public service sector. As stated in Law Number 25 Year 2009 regarding public service by giving new hope to use a public service system that is efficient, participatory, and transparent.

Basically, a leader is a servant and is not vice versa. Regarding the condition of Indonesia which is currently face various problems, for example corruption which is an endless problem. There are also many aspirations from the public that are not heard. In addition, there is an abuse of authority or power for the benefit of a group or party and even for the benefit of itself. And many more problems are presented in the Indonesian government. The thing to do is to resolve the various problems that have occurred. The problem is exacerbated by the rise of demonstrations by favoring statements of crisis of confidence to leaders or representatives of the people. This reinforces the truth of the leadership crisis that exists in Indonesia

One form of responsiveness from the leader regarding a problem that occurs is by providing a good solution to the problem, task, and ideas. Therefore, there needs to be a competent leader who has certain qualifications. In addition, leaders are required to have courage and firmness in handling various problems.

As during the leadership of Basuki Tjahaja Purnama, commonly known as Ahok, he is the person who once occupied the seat of the Jakarta Capital City Government. He officially replaced Joko Widodo on November 19, 2014. Basuki Tjahaja Purnama is a leader who has unique characteristics compared to other leaders' characteristics.

During his leadership, many positive changes have occurred in Jakarta. Which although on the other hand there are various pros and cons responses to the policies that have been set during his leadership. Although there are various responses that are identical to bringing him down, Ahok is still not afraid in dealing with political opponents and problems.

The leader of course becomes an important factor in the change of a city. However, without the support of the community itself, a leader will not able to control and lead the city to achieve the desired goals together. In order to achieve this goal together with the community, a good political communication is needed between the leader and the community he leads. This is of course not easy to realize, especially since Ahok is not originally from DKI Jakarta, even he is also a minority, namely ethnic Chinese Christians, where the majority of the DKI people they lead are ethnic Betawi and Moslems. This certainly becomes a challenge for Ahok to prove whether he can make good political communication to the majority group who is different from him.

Ethnic-rioted riots in 1998 in which ethnic Chinese descendants were targeted or even seemed to be enemies with the majority citizens of DKI Jakarta at that time of course still left an impression. However, the election of Ahok even though only as the deputy governor along with Joko Widodo who became the governor, certainly has its own significance for the people of DKI Jakarta, even though the campaign that offended ethnicity and religion was quite widely heard during the 2012 Jakarta General Election.

The controversies according to KBBI are (1) debates; (2) disputes. While the definition of controversy in general is a contradiction or a difference in attitude in the form of a debate on a conflicting problem that has two different sides that can trigger conflict.

Looking at the notions of group controversy and characteristics within groups, we can draw a straight line between debates in terms of group controversies and goals in group characteristics. With no more than one individual, it will be increasingly difficult to determine a common goal agreed upon by everyone, in this case there will be controversy or debate among

group members with the intention of setting goals. In addition to determining these objectives, there are also several factors that influence the occurrence of controversy or debate within the group, including the needs of the group, competition among group members.

In Indonesia, discrimination against minority groups often occurs. The case of racism, for example, especially in the Chinese racial minority is not a new topic. The treatment of racism towards this group occurred long ago in the Dutch colonial period. However, racism has taken place again lately. Racism at this time not only disputed the economic and social history of this nation, but was more developed and brought up, especially in political space.

In the policy carried out by Ahok, which has become controversial, namely the case of a sane source hospital land, the management of Kalijodo, the jetty project case, the prohibition of slaughtering sacrificial animals in several places, accusations of labeling residents of pluit reservoirs as communist, harsh words towards interviews, rubbish disposal conflicts with Bekasi, the 2015 APB dispute, the Al-Maidah letter case.

Along with many problems, Ahok began to fix Jakarta with the programs that he had prepared and socialized during the campaign period. Some of these programs are the Jakarta Smart Card, the Jakarta Healthy Card, and the Green Open Space Program. The Jakarta Smart Card is a program initiated by Jokowi - Ahok to send education to underprivileged DKI Jakarta residents. The Jakarta Sehat Card is a treatment program subsidized by the DKI Jakarta Government for poor citizens. While the Green Open Space is a park that was built to be a center of social activity.

Such pro-people programs have a lot of support from various groups, and even become a program that continues to be maintained and developed by the next Governor, Anis Baswedan. The strategic policies that have been implemented are budget reforms, social services, health and transportation, flood management, physical development, spatial planning, and tourism improvement.

Therefore, it needs to be a breakthrough to become a good leader, which is supported by having the characteristics and image, knowing the reality of any conditions and a real action for improvement. In essence, a leader is very influential in running the wheels of the organization. The leader is certainly an important factor in a change towards a better condition. This certainly requires the support and role of the community as well, because no matter how great a leader is, but if he does not get support and participation from the community, the leader cannot be said to be a leader who has succeeded in bringing a better change.

## **LITERATURE REVIEW**

### ***Leadership***

It is known that the success of an organization or a leader depends on several factors. Among the factors that influence the success or achievement of organizational goals is the performance of its leaders. Those who can combine leadership qualities with the power to create a strong influence on their subordinates and colleagues are seen as good leaders. The ability to lead is one's ability to motivate, influence, direct, and communicate with subordinates. Someone who has a position as a leader in an organization has the task to carry out leadership. In other words the leader is the person and leadership is the activity.

According to Kusnadi, et al (2002: 353): "Leadership is an action or effort to motivate or influence others to work or act towards the achievement of organizational goals that have been set". Furthermore Hasibuan (2007: 170) states "Leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve organizational goals". Ivancevich, et al (2007: 194): "Leadership is the process of influencing others to support the achievement of organizational goals".

Djanaid (2004: 7) states that leadership is the art of influencing, moving an action on a person or group of people to achieve certain goals in certain situations. Amirullah (2004: 245) defines leadership as a relationship where a person (leader) influences others to work together to carry out tasks that are interrelated in order to achieve the desired goals of leaders and or groups.

If the leader has carried out tasks in accordance with their roles and functions, then the leader is said to be an effective leader. The roles of an effective leader are:

- 1) As a figure (figurehead);
- 2) As a leader (leader);
- 3) As a liaison (liaison);
- 4) As an observer (monitor);
- 5) As a disseminator of information (disseminator)
- 6) As a spokesperson
- 7) As an entrepreneur (entrepreneur).

According to experts Management Koontz, O'Donnell, and Weihrich (1984: 506) in Syaiful Sagala, namely leadership which is an influence, art, or process of influencing people. Meanwhile, according to Yukl in Syaiful Sagala (1994: 4), it is an understanding of leadership that is the deliberate process of someone who emphasizes his influence strongly on others to guide, structure, facilitate activities and relationships that are found in groups or organizations.

There are four theories about leadership, namely:

1) Trait Theory

Which focuses on specific traits or characteristics, physical, personality, and intellectual that distinguish a leader.

2) Great Man Theory

Explain that leadership is a talent or innate. This theory sees that power belongs to a certain person.

3) Situational Theory

The leader will pay more attention to situational factors found in an organization.

4) Personal Situational Theory

Leadership results from the characteristics and personality of a leader. Which is where the leader has adapted to the situation that is happening.

### ***Approach to Leadership Traits and Leadership Behavior***

To get the ability in leadership requires a number of qualities that are good and appropriate, but by having a number of these qualities is not enough to obtain the title of leader. Because the characteristics must be applied in practice and in a timely manner. Besides that, it is also necessary to have a subordinate or group of people who are looking for leadership. The characteristics of leadership include: knowledge, intelligence, imagination, self-confidence, integration, cleverness of speech, control and mental and emotional balance, social relations and friendship, encouragement, enthusiasm and courage. Approach to leadership behavior. The behavioral approach does not try to find answers to the qualities of leaders, but will try to determine what effective leaders do, how they delegate tasks, how they communicate and motivate their subordinates, how they carry out tasks. Unlike the nature approach, the behavioral approach can be studied or developed so that individuals can be trained with appropriate leadership behaviors to be able to lead effectively.

### ***Leadership function***

Leaders who make decisions by taking into account the social situation of the group / organization, will be felt as a joint decision which is a shared responsibility in implementing it.

Thus there will be opportunities for leaders to realize leadership functions in line with the social situation they develop. The leadership function according to Nawawi (2006: 47) has two dimensions as follows:

- 1) Dimensions relating to the level of ability to direct (direction) in the actions or activities of leaders, which is seen in the response of the people they lead.
- 2) Dimensions relating to the level of support (support) or involvement of people who are led in carrying out the main tasks of the group / organization, which are described and manifested through the decisions and policies of the leader's discretion.

Based on these two dimensions, five operational functions can be distinguished subsequently. The five leadership functions are:

1) Instructive Function

The leader as the decision maker functions to instruct the implementation of the people who are led. The leader as a communicator is the party that determines what (the contents of the order), how (how to do the order), when (when to start, carry out and report the results), and where (where to do the order) so that decisions can be realized effectively.

2) Consultative Function

Leaders often need consideration that requires them to consult with the people they lead. Consultation can also be carried out through the reverse flow, ie from people led to leaders who make decisions and are two-way communication, even though the implementation is highly dependent on the leader.

3) Participation Function

This function means the willingness of the leader not to stand by when the people led carry out their decisions. Leaders must not merely be able to make decisions and order their implementation, within the limits of not shifting and replacing the officers responsible for carrying out them.

4) Delegation Function

This function requires the leader to sort out the main tasks of the organization and evaluate what can and cannot be delegated to the people he trusts. The function of delegation basically means trust. Leaders must be willing and able to trust others in accordance with their position / position.

5) Control Function

Leaders are able to manage the activities of their members in a directed and in effective coordination, so as to enable the achievement of shared goals to the fullest. In everyday life, both in the family, organization, company and government, we often hear the term leader, leadership and power. These three words do have a relationship that relates to one another.

### ***Leader***

Experts define concepts related to leaders. The leader is someone who has the leadership authority to direct subordinates to do some works to achieve goals. A leader according to Suradinata (1997: 11) is a person who leads a group of two or more people, both organization and family. Then according to Winardi (1990: 32) leaders consisting of formal leaders and informal leaders.

### ***Controversy***

The controversies according to KBBI are (1) debates; (2) disputes. While the definition of controversy in general is a contradiction or a difference in attitude in the form of a debate on a conflicting problem that has two different sides that can trigger conflict.

It can be concluded that group controversy is a debate or conflict that occurs in a group of individuals with more than 2 people who have an attachment to each other.

Characteristics in groups.

- Interpersonal interaction with mutual influence.
- Structure of roles, norms, intermember relations.
- Motivational goals
- Perceptions of groupings feel as one entity (single entity).
- Interdependence

Looking at the notions of group controversy and characteristics within groups, we can draw a straight line between debates in terms of group controversies and goals in group characteristics. With no more than one individual, it will be increasingly difficult to determine a common goal agreed upon by everyone, in this case there will be controversy or debate among group members with the intention of setting goals. In addition to determining these goals, there are also several factors that influence the occurrence of controversy or debate within the group, including the needs of the group, competition between group members.

### ***Strategic Management***

Management strategy is a process that is systematically designed by management to formulate a strategy, execute a strategy, and evaluate a strategy in order to provide the best values for all customers to realize the organization's vision. (Bambang, 2003: 3).

Strategy management is a process used by managers and employees to formulate and implement strategies in providing the best customer value to realize the organization's vision. (Mulyadi, 2011: 40). Strategy management is what managers do to develop organizational strategies. This is an important task that involves all the basic management functions of planning, organizing, leading and controlling. (Mulyadi, 2011: 40).

Strategic management is a series of managerial decisions and activities that determine the company's success in the long run, these activities consist of the formulation or strategic planning, implementation and evaluation. (Wheelen, 2010: 105). From these opinions, understanding can be taken that strategy management is a strategy process designed by management to formulate strategies, implement those strategies, and evaluate them. The activity is to determine the company's success in the long run, and can achieve its objectives. There are four objectives in strategy management, namely:

1. Provide direction in achieving organizational or corporate goals. In this case, the strategy manager must be able to show all parties the direction of the goals of the organization or company. Because clear directions can be used as a basis for controlling and evaluating success.
2. Help think about the interests of various parties. Organizations or companies must meet the needs of various parties, suppliers, employees, shareholders, banks, and other people who play a role in the success or failure of the company or organization.
3. Anticipate any changes to come back evenly. Strategy management enables top executives to anticipate changes and prepare guidelines and controls, so they can broaden their time frame or think through perspective and understand good contributions for today and tomorrow.
4. Related to efficiency and effectiveness. The responsibility of a manager not only concentrates on the ability of the interests of efficiency, but should also have serious attention to working hard to do things better and effectively.

### ***Strategy management process***

The strategy management process consists of 3 stages, namely: David (2011: 6).

1. Strategy Formulation

Strategy formulation is the initial stage in strategy management, which includes developing a vision and mission, identifying the organization's external opportunities and threats, determining internal strengths and weaknesses, setting long-term goals, generating alternative strategies, and choosing specific strategies to achieve goals.

2. Strategy Implementation

Implementation of the strategy is the next stage after the formulation of the strategy set. Implementation of this strategy requires a decision from the authorities in making decisions to set annual goals, formulate policies, motivate employees, and allocate resources so that the formulated strategies can be implemented. At this stage the development of a culture-supporting strategy is carried out, planning an effective organizational structure, reorganizing the marketing efforts undertaken, preparing a budget, developing and utilizing information systems and linking employee compensation to organizational performance.

3. Strategy Evaluation

Strategy evaluation is the final stage in strategy management. Managers really need to know certain strategies do not work well. Strategy evaluation is the main tool to obtain this information. This can be done by evaluating or conducting a strategy evaluation process. In strategy evaluation there are three basic assessment activities, namely: a review of external and internal factors that form the basis of the current strategy, performance measurement, and taking corrective steps. Strategy evaluation is really needed by a company because a successful strategy for the time being does not always succeed in the future.

***Public sector strategy management***

Strategic management is not only used in the private sector but has also been applied to the public sector. The implementation of strategic management in the two types of institutions is not much different, only in public sector organizations do not emphasize the goals of the organization in the search for profit but more on service. According to Anthony and Young in Salusu (2003) the emphasis of public sector organizations can be classified into 7 things, namely:

1. Not motivated for profit.
2. Special considerations in tax imposition.
3. Tendency to be oriented solely on service.
4. Obstacles to their goals and strategies.
5. Lacking too much on their clients to get financial assistance.
6. Professional domination.
7. Political influence that usually plays a very important role.

***Public Policy***

Policies can be defined as a series of program plans, activities, actions, decisions, attitudes, to act or not to act which is carried out by the parties (actors), as a stage for solving the problem at hand. Policy determination is an important factor for organizations to achieve their goals (Iskandar, 2012).

Furthermore, policy has two aspects (Thoha, 2012), namely:

- a. Policy is a social practice, policy is not a single or isolated event. Thus, policy is something that is produced by the government which is formulated based on all the events that occur in the community. This incident grew in the practice of social life, and was not an event that was independent, isolated, and foreign to the community.

- b. Policy is a response to events that occur, both to create harmony from the parties to the conflict, and create incentives for joint action for those parties who get irrational treatment of the joint effort.

Thus, the policy can be expressed as an effort to achieve certain goals, as well as efforts to solve problems using certain means, and in certain time stages. Policies are generally fundamental, because policies only outline general guidelines as a basis for action in an effort to achieve the goals set. Policies can come from an actor or group of actors that contain a series of programs / activities / actions with a specific purpose. This policy is followed and implemented by the actors (stakeholders) in order to solve a particular problem (Haerul, Akib, & Hamdan, 2016). The policy process can be explained as a system, which includes: input, process, and output. Policy input is a policy issue or government agenda, while the policy process takes the form of formulating policies and implementing policies. Policy issues and formulations can be understood as political processes carried out by political elites and / or pressure groups. The output of the policy process is policy performance (Wahyudi, 2016). Therefore, policies are not permanent. The policy is made once for a certain period of time as a solution to the existing problems and serve their interests (Godin, Rein, & Moran, 2006).

Public policy is an applied science (Freeman, 2006). The definition of public policy by experts is defined differently, it is influenced by various interests that underlie its formulation. Thoha (2012) provides an interpretation of public policy as a result of the formulation of a government. In this view, public policy is better understood as what is done by the government rather than the process of results made.

Regarding public policy, Wahab (2010) further stated that:

- a. Public policy is more a conscious action oriented towards achieving goals rather than as a behavior / action that is carried out randomly and accidentally.
- b. public policy essentially consists of actions that are interrelated and have a certain pattern that leads to the achievement of certain goals carried out by the government, and not an independent decision.
- c. public policy regarding activities / actions that are deliberately carried out consciously and measurably by the government in certain fields.
- d. public policy may be positive in the sense that it is a guideline for government action that must be taken in dealing with a particular problem, or negative in the sense that it is a decision of government officials not to do something.

Based on this description, public policy can be defined as a series of conscious, directed, and measurable activities carried out by the government that involve stakeholders in certain fields that lead to certain objectives. So that the effectiveness of public policies required the activities of socialization, implementation and supervision of policies.

## **RESEARCH METHODS**

This study applies descriptive qualitative methods which focus on efforts to describe, record, analyze and interpret conditions that currently occur or exist. Qualitative descriptive research is generally designed to gather information about real conditions with the topics discussed, so that this descriptive qualitative research is aimed at obtaining information about existing conditions. The study uses secondary data sources, namely studies of literature, articles, journals, regulatory regulations and sites on the internet regarding the research conducted. All references are reviewed and analyzed in order to formulate indicators that can be included in the discussion topics of the Controversial Leaders and Strategic Policies of the DKI Jakarta Government.

## **DISCUSSION**

The Jakarta Regional Head Election (Pilkada) which was held on Wednesday, July 11, 2012, according to a quick count was won by the couple Joko Widodo - Ahok. These results were surprising because in various surveys that had been released previously, the couple Fauzi Bowo - Nachrowi Ramli was expected to excel. Many survey institutions missed their predictions in the DKI Jakarta elections at that time.

The question in our minds is, why did the Jokowi - Ahok and Foke - Nara pairs get their votes in inverse proportion to what was predicted in a number of survey institutions? this question is interesting for us to analyze, first, in the exit poll that was presented in various Thursday and Friday post-election media edition, the Jokowi - Ahok pair received support from the majority of floating votes (hesitant / don't know) in a number of surveys that did not determine the choice (undecided voters ). Even though the number of undecided voters exceeded the estimated votes obtained by any partner.

Second, the exit poll also showed that the supporters of the parties did not fully support the pair carried by their party, except for the Gerindra supporters, the majority of whom supported Jokowi-Ahok. The most minimal supporter of the Golkar Party supported the pair carried by his party (Alex Noerdin-Nono Sampono).

Third, Jokowi-Ahok's (provisional) victory proves that support for change was huge. So, the main factor in the defeat of Foke-Nara, could be the main factor not solely because Foke was considered to have failed to lead Jakarta, but also because of the saturation of the people in the current political situation. Public anger at corruptors was expressed by not choosing a cagub-cawagub pair proposed by the party which was later identified as giving birth to many corruptors at that time.

Fourth, Jokowi's profile reflects the simplicity, honesty, and the way the pair were as opposed to the profile of politicians in general who tend to be hedonistic, camouflage, and imaging. Jokowi's success in leading the Solo City was also a factor in the victory of the DKI Jakarta Election.

In his journey to lead Jakarta, Jokowi fulfilled his Party's called (PDI-P) namely to go forward to run for Presidential Candidate. The condition made Jokowi had to relinquish the position of Governor and submitted to his deputy, Basuki Tjahya Purnama (Ahok). As a result, Ahok became the Governor of DKI Jakarta.

### ***Ahok Leader of the Controversy (Anomaly)***

If we look closely, the political behavior of DKI Jakarta Governor Ahok in general could be called anomaly because he "deviated" in many ways. For example, before becoming popular, Ahok was once a Regent in East Belitung, which was predominantly Moslems. Ahok's election became anomaly because in general the population would choose a leader who was of the same religion as him. Moreover there is also a belief that it is unlawful for a Muslim to choose a non-Muslim leader. Ahok is a non-Muslim leader who has been elected several times (once filled the DPRD seat, once filled the Bupati seat, and once filled the DPR-RI seat) in a majority Muslim community.

When leading the DKI Jakarta Province (both as Deputy Governor and as Governor) Ahok's anomaly or controversy became more and more publicly known because besides he always recorded and uploaded it to YouTube social media every meeting he conducted with his ranks and staff, he also was always in the spotlight of the media. Whatever Ahok had done had never escaped from the media spotlight.

Among Ahok's anomalies or controversies, which had been in the public spotlight a lot, it was his habit of spreading anger in public. There are generally accepted norms that a Leader is a

role model for his community. Therefore, the leader in general will show politeness in speaking and behaving especially when in public. Norm (polite leader) does not apply to Ahok. For him there is no politeness he must show in front of corruptors and robbers of public money.

And the other Ahok anomaly (controversy) is when Ahok as the Governor (executive) controlled the DKI Jakarta DPRD (legislative) institution. In general, the control function is the legislative body, and the executive is controlled as regulated in the State Law (1945 Constitution). Ahok reversed that function, as the Governor (executive officer) he controlled the legislature (DKI Jakarta DPRD) by correcting the total proposed by the DPRD and marking one by one the allegedly strong budget lines into a land of corruption. The revised APBD was not returned to the DPRD for approval, instead it was deposited directly to the Ministry of the Interior (Kemendagri), and reported the possibility of corruption to the KPK. Procedurally, Ahok was considered wrong, but he deliberately did it because he did not want to compromise or negotiate with the DPRD which he considered a hotbed of corruption.

### ***Ahok's policy for dealing with floods***

The problem of flooding is really troubling the citizens of DKI Jakarta. All efforts had been made by Ahok in carrying out his leadership, from restoring the function of water catchment reservoirs and flood control, creation of green open spaces, cleaning up piles of garbage to making sewers, but floods still occurred.

On January 20, 2013 President Susilo Bambang Yudhoyono (SBY) offered a solution, which came from the presentation of the Minister of Public Works, Djoko Kirmanto. The solution was to make a channel / sodetan from Ciliwung river to the East Flood Canal. By making sodetan, SBY believed that the problem of flooding in the capital city of Jakarta could be overcome properly.

The idea of building a sodetan was followed up by Jokowi-Ahok. After studying and calculating the amount of the budget to make sodetan, the funds was calculated at Rp.500 billion, and it was immediately approved by the Indonesian Parliament. With the approval of such a large budget for the construction of the Ciliwung River area, Ahok was pleased, because the DPR RI did not complicate it but smoothened the Ciliwung River construction plan. With the work done for two years, Ahok also hoped that in 2014 or 2015 the Ciliwung River can be used to control floods in Ibu Kora, Jakarta.

According to Ahok's assessment, if the Ciliwung River has been made, it only holds 60 cubic meters / second of water. The ideal reservoir according to Ahok is 100 cubic meters / second. In the interest of storing water of 100 cubic meters / second, Ahok then planned to build culverts along the Casablanca road with a width of 5 meters and a depth of 6 meters to be built on the sidewalk on the right and left of the road. Through these culverts, it was expected that water flows from Ciliwung River can enter the culverts and directly into the East Flood Canal. Thus the combination of sodetan and culverts would be able to accommodate water currents of 100 cubic meters / second.

### ***Jakarta Pintar Program***

The Jakarta Smart Card Program (KJP) is a form of government attention to implement a constitution that guarantees every citizen to get their rights in the field of education. The program was first published in 2013 through DKI Jakarta Provincial Governor Regulation No. 27 of 2013. Through this program, students who are unable to obtain the right to obtain education until high school or equivalent. The KJP program is fully funded by the DKI Jakarta Province APBD funds. The existence of KJP is expected to have a positive impact on all recipients.

KJP is a program given to people who are economically incapable so that they have access to enjoy education until high school / vocational school graduates. Through this program, the DKI Jakarta government hopes that the community can get positive impacts and benefits directly. The KJP program aims to support the implementation of 12-year compulsory education, increase access to education services in a fair and equitable manner, ensure certainty in getting educational services, and improve the quality of educational outcomes (Afriansyah, 2017).

### ***Jakarta Sehat Program***

Less than one hundred working days of the Jokowi-Ahok administration as the Governor and Deputy Governor of the DKI Jakarta Province finally realized the Jakarta Sehat Card program, as a commitment of the political promises made during the election campaign for the Governor and Deputy Governor of the DKI Jakarta Province, on November 10, 2012. In According to the plan, all Capital City residents were entitled to get this card. However, later the DKI Jakarta Provincial Government would only target 4.7 million poor people or equal to 50% of the citizens of the Capital City (Sudarjah, 2013).

The political process undertaken by Jokowi-Ahok in escorting the Healthy Jakarta Card policy previously did not run smoothly, many obstacles were encountered, ranging from the bureaucratic process to the process of determining the budget allocated to finance the Jakarta Sehat Card. The political process was pursued to become a legal basis in the form of Regional Regulations. So that the Jakarta Sehat Card is seen as legal and does not conflict with previous laws.

KJS policy required substantial budget support, one source of funding was from the DKI Jakarta Regional Budget. KJS as a product of regional decentralization policy must be supported by an adequate budget. As stated by (Rinaldi, 2012) and (Sasana, 2009) regional financial independence is an important prerequisite in the implementation of regional autonomy through decentralization. A region is said to be able to implement regional autonomy, one of its characteristics lies in the financial independence of the region. In other words, the autonomous region must have the authority and ability to explore its own financial resources, manage and use its own finances which are sufficient to finance the implementation of the Regional Government.

## **CONCLUSION AND SUGGESTION**

Ahok's leadership in leading Jakarta became a polemic in itself. His anti-mainstream attitude raises pro-contra in the community. Ahok's actions in his performance as both the Deputy Governor and the Governor were not as actions of the Acting Officials in general. His assertive leadership style tended to be harsh, his speech tended to be rude, and some policies that break through religious and moral values made him a different leader. Furthermore it had added Ahok to be the elected leader of the minority group.

However, Ahok had several strategic policies that deserve positive appreciation. Some of them were the making of Ciliwung River sodetan and the creation of a drainage system to prevent flooding, the KJP and KJS Program for underprivileged citizens of DKI Jakarta, and other programs.

Apart from his controversial leadership, it is undeniable that part of the legacy of his program was considered good, even continued by the next elected Governor namely the leadership of Anis Baswedan and Sandiaga Uno.

If we study humans, we must look at it from various angles. After we look at it from various perspectives, there will be positive and negative sides. Then we can give an assessment of it.

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