

# Collaborative Governance in Village Level in Indonesia

Annisa Nur Afriyanti<sup>1</sup>, Sait Abdullah<sup>2</sup>

{annisanurafriyanti@gmail.com<sup>1</sup>, Sait@poltek.stialanbandung.ac.id<sup>2</sup>}

Polytechnic STIA LAN Bandung, Bandung, Indonesia

**Abstract.** Collaborative Governance is a governance system that has a cooperative relationship between stakeholders, namely the Government, Private Sector, and Community in finding solutions to problems that are difficult to solve. Collaboration between stakeholders is present so that the Buruan SAE program can run optimally and successfully achieve its goals in overcoming food problems. The results of this study are that Collaborative Governance in the Buruan SAE program in Sarijadi Village has been running well, but there are still shortcomings, namely that in face-to-face dialogues there have not been regular meetings between the Bandung City Food Security and Agriculture Service and members of the Buruan SAE Group and the members' commitment to running the program has not been maximized.

**Keywords:** Collaborative Governance; Buruan SAE; Food Inequality

## 1 Introduction

In governance, public problems are not solved only by the government, but require the involvement of other parties or non-governmental organizations so that they can improve public service satisfaction through policies issued. The presence of Collaborative Governance is to improve cooperation between stakeholders, namely the public, private, and community sectors in the implementation of government, besides that it is also an effort by the government in handling and overcoming public problems [1]. Involvement between the government and the private sector and the community as actors or stakeholders will make the public sector more effective and efficient in its performance. Collaboration is a term for cooperation between stakeholders involving the government, private sector, and community in collaborative governance [2].

Collaboration is a form of cooperation between several parties, both individuals, institutions or parties involved directly or indirectly who feel the impact of the collaboration itself [3]. It can be concluded that collaborative governance is a form of cooperation directly or indirectly involving the government, private sector, and also the community where the actors collaborate and the results obtained will have an impact on the process of organizing government [4] According to Innes and Booher, Healey, and Guton and Day quoted in collaborative planning has been successfully implemented to overcome cases related to the environment, health, food inequality, security, clean water management, governance management in a country that involves many stakeholders in the resolution process [5] In addition, stunting can also be caused by poor child care processes, limited access to health, lack of nutritious food, and inadequate sanitation and lack of access to clean water.

In 2019, the Ministry of Health conducted basic health research which stated that the stunting rate in Bandung City reached 28.12%, which is above the WHO's standard stunting rate of 20%. In 2020, the percentage of stunting in Bandung City increased by 2.39% or equivalent to 1446 toddlers due to the impact of the Covid-19 pandemic. The target for reducing the stunting rate in 2024 is 14%, so a strategy is needed to assist the program to reduce the stunting rate in Bandung City [6]. Based on the Decree of the Minister of National Development Planning in 2020, Bandung City was designated as a City of Expansion of the Focus Location for Integrated Stunting Reduction Interventions 18, so the Bandung City Government is committed to reducing the prevalence of stunting in Bandung City with a target of 19.01% in 2023 and the large target is zero stunting as set out in the regional planning document [7]. Therefore, various Regional Apparatus Organizations (OPD) and the community need to be involved in resolving stunting [8] E. 086—DISPANGTAN Regarding the Implementation of Integrated Urban Farming Activities (Buruan SAE, Healthy, Natural, Economical) which is a development of Urban Farming which has been known to the public since 2014. [9]

## **2 Research and Method**

The research approach used a qualitative approach with a descriptive research type [10]. The qualitative approach and descriptive method were taken because the researcher wanted to describe and obtain an overview of the collaborative governance process of the Buruan SAE program in Sarijadi Village by directly interviewing representatives from the Food Security and Agriculture Service, members of Buruan SAE Sawargi, and the private sector who helped this program and also collected data and information needed so that later the researcher can provide a collaboration strategy in the implementation of this Buruan SAE program [11].

## **3. Results and Discussion**

### **3.1 Implementation of SAE Hunting in Sarijadi Village**

The SAE Hunting Program has been implemented since before it was inaugurated, namely in 2020 and was inaugurated on January 6 2021, until now it has been carry out food-related activities [12]. This is done help with food security and provide good nutrition for vegetables underprivileged communities and local communities. Besides being able to help SAE's food security can also produce creative individuals in managing existing vegetables. SAE's implementation includes several activities, including:

- a. Nursery

This nursery activity is a routine activity carried out by Hurry up SAE Sawargi when it has harvested. Seeding is carried out in a greenhouse to ensure that the seedlings are exposed to sufficient sunlight and are ready transferred to planting media.



**Fig. 1.** Nursery

b. Harvest Vegetables

This vegetable harvesting activity is called Pesangon which is an abbreviation for Organic Vegetable Distribution. This activity is a routine activity where when it comes time to harvest each RT takes turns to get organic vegetables which are harvested directly at Buruan SAE Sawargi. Apart from residents around Buruan SAE Sawargi, these vegetables are also given to people who are considered less fortunate as a manifestation of Buruan SAE's own goals regarding food security.



**Fig. 2.** Harvest Vegetables

c. Process for Making Organic Fertilizer

The fertilizer used at Buruan SAE Sawargi is compost natural products made from decomposed organic waste. Source of waste This organic product comes from household waste from local communities which is then processed by members of Buruan SAE.



**Fig. 2.** Process for Making Organic Fertilizer

d. Educational Tourist Visits

Apart from being a source of food, Buruan SAE is also a source of education both for educational purposes and to serve as educational tourism for the community local and foreign tourists. The activities offered at Buruan SAE are: fishing, farming, raising livestock and eating at the Buruan SAE hut. On the means education too Hurry up SAE provides lessons on how to breed and open to the public who wish to conduct research.



**Fig. 3.** Educational Tourist Visits

e. Member Creativity

Buruan SAE Sawargi, which also includes mothers, is given facilities to developing agricultural products into several processed products such as chips spinach, pak choy ice cream, lemongrass juice, ready-to-brew spices and various kinds dent. This is a routine activity carried out by members, apart from sold around Buruan SAE, this



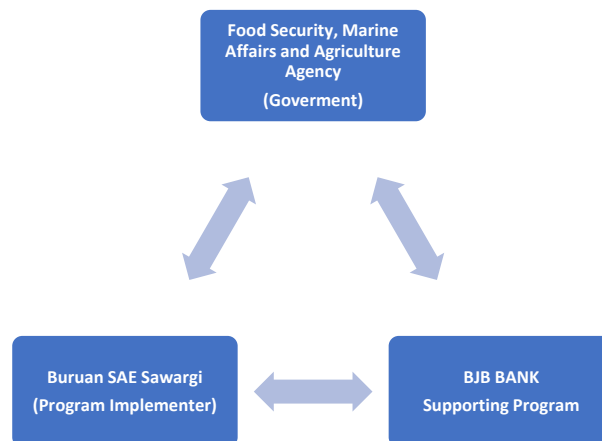
product can also be found in several bazzars whether held by the government or non-government around the city Bandung.



**Fig. 4.** Member Creativity

### 3.2 Stakeholder Mapping

The implementation of the Buruan SAE Program has a collaborative flow that is interrelated with each other, where the Bandung City Food and Agriculture Security Service (DKPP) plays a role as the person in charge who has a role as an instructor, companion, and monitor during the Buruan SAE program. In its implementation, DKPP is not alone but is assisted by the Buruan SAE Sawargi party as the implementer and support from Bank BJB.



**Fig. 5.** Stakeholder Mapping

### 3.3 Collaborative Governance Process

On the way to this collaboration process, including bottom-up, collaboration with the private sector was established because to develop Buruan SAE it is not enough to rely only on assistance from the Service, so assistance from the private sector is needed [13]. Collaborative governance between the Bandung City Food Security and Agriculture Service, Bank BJB, and Buruan SAE Sawargi aims to help reduce food inequality so that people can consume healthy vegetables and protein so as to avoid stunting and also reduce inflation in Bandung City. The collaboration process between Buruan SAE Sawargi, the Bandung City Food Security and Agriculture Service, and Bank BJB can be seen from the collaboration process model according to Ansell and Gash. In the collaboration process according to Ansel and Gash, it starts from Face to face dialogue, Trust Building, Commitment to process, Share Understanding, and Intermediate Outcome temporarily).

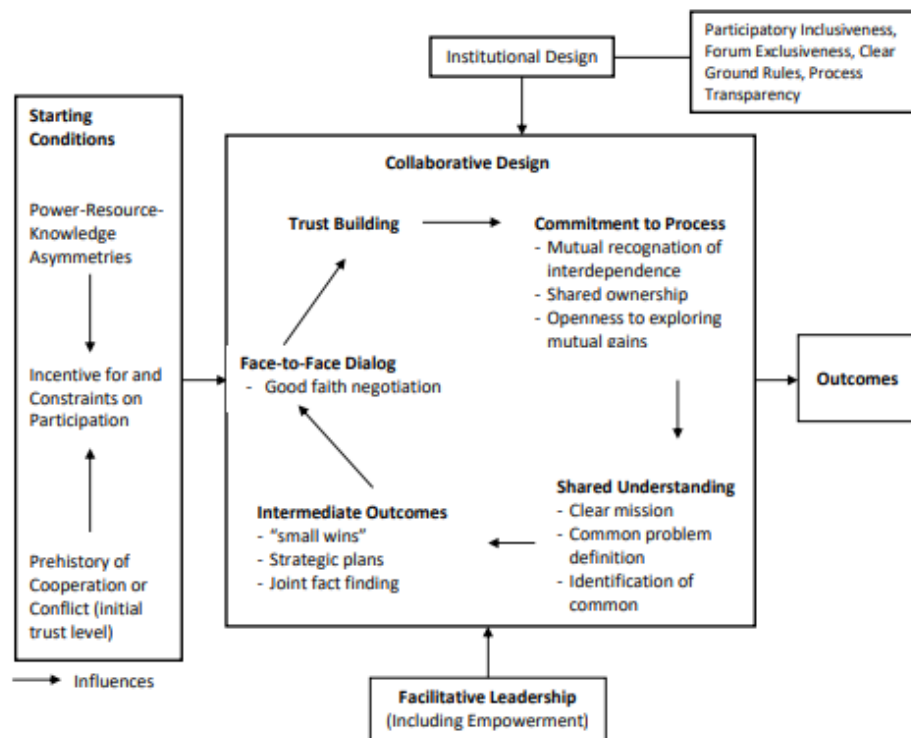


Fig. 6. Collaborative Governance Process

In collaboration, each actor involved carries out this collaboration on the basis of democracy which is manifested in a deliberation with mutual agreement.

a. Face to Face Dialogue

In the face-to-face dialogue process that will always coordinate face-to-face, namely members of the Buruan SAE group with the Bandung City Food Security and Agriculture Service, because the DKPP as the person in charge of the program must monitor the progress of the program in achieving its goals. In the face-to-face

process, coaching was also carried out to the Sabilulungan farmer group regarding the main topics of discussion regarding agriculture, animal husbandry, to how to process garden produce into processed products carried out by the Bandung City Food and Agriculture Security Service with assistance from facilitators who can help farmer groups. In the implementation of the Buruan SAE program, program supporters are also involved, namely Bank BJB, which has an important role in helping the success of Buruan SAE. Bank BJB is a party that helps Buruan SAE by distributing CSR or Corporate Social Responsibility funds as stated in Law No. 40 of 2007 concerning Limited Liability Companies and Government Regulation No. 47 of 2017 concerning Social and Environmental Responsibility of Limited Liability Companies.

b. Building Trust

In terms of building trust between the Service and members of the Buruan SAE group, it has been going well because of transparency and accountability reports during the activities carried out. Bank BJB in building trust is by making a Cooperation Agreement or commonly called PKS.

c. Commitment to the process

Commitment begins with the formulation of policy documents or programs jointly by the parties involved in the collaboration and can be mutually agreed upon. In this case, all actors must be able to accommodate all input and suggestions and choose which ones can be implemented according to mutual agreement. The commitment implemented by Bank BJB with the SAE Service and Buruan began at the time of the face-to-face meeting, a Cooperation Agreement or PKS was made. The contents of the cooperation agreement are:

- 1) The rights that Bank BJB must receive are to receive a detailed accountability report from Buruan SAE. And Bank BJB's obligation is to channel CSR funds directly to beneficiaries, coordinate with related parties, ensure that the funds provided to beneficiaries are appropriate.
- 2) The rights of Buruan SAE Sawagi are to receive assistance in the form of funds or facilities and infrastructure. Furthermore, the obligations that must be fulfilled by Buruan SAE are to provide accountability reports and provide information on every progress of activities carried out.

d. Share understanding

Shared understanding can start from within Buruan SAE members by understanding the agricultural procedures and management of Buruan SAE. Various things are done to unite ideas from actors involved in the implementation of the Buruan SAE program. Bank BJB holds regular meetings to jointly understand the concept of the objectives of the Buruan SAE program as a solution to reduce inflation. It is hoped that with this attitude of mutual understanding, all those involved will not only be enthusiastic at the beginning of the program but will continue to innovate to make the Buruan SAE program a long-term program, especially in the food sector.

e. Intermediate Outcomes

The interim results in the collaboration process carried out since 2021 until now are in terms of facilities and infrastructure which are slowly starting to be complete. Buruan SAE Sawagi in its journey has produced several real outputs, such as progress in facilities, increased harvests that can be felt by the surrounding community, helping in handling stunting in Sarijadi Village which was originally 13 people now only 2 people left, as well as innovations from group members who

continue to grow in processing the harvest. However, in reducing inflation rates, Buruan SAE has not shown output results because the crops planted such as chilies, onions, and tomatoes take a long time to harvest.

### **3.4 Finding**

- a. Face-to-face dialogue for the Buruan SAE program in Sarijadi Village was only conducted at the beginning of the collaboration process, discussing the minutes of the formation of members, distribution of CSR funds, the need for facilities and infrastructure for the success of the program, and matters related to supporting the needs of group members.
- b. In building trust between Bank BJB and Buruan SAE Sawargi, it has gone well because before the collaboration began, an agreement was made as a form of building trust so that during the collaboration there would be no misunderstandings.
- c. The commitment implemented by the members is not strong enough, because on the journey towards the goal, solidarity and strong commitment are needed in their daily lives. The commitment implemented with the private sector has been carried out in accordance with the rules, namely that there is a cooperation agreement that has been carried out well and meets the rules, but from the internal side of the membership there is no connection between each.
- d. The Food Security and Agriculture Service assessed that there was not yet a common understanding regarding the main tasks and functions of each Buruan SAE member. Buruan SAE Sawargi only relies on the chairman to understand the ins and outs of the program, so the Bandung City Food Security and Agriculture Service is trying to provide assistance so that each member has an attitude of mutual understanding when the chairman is not there, there are still program drivers who can help, especially when carrying out daily activities.
- e. The interim results so far in the Buruan SAE Sawargi collaboration process have not shown significant results in the harvest of chilies, tomatoes, and onions to suppress inflation, but in the process it can be said that it is in accordance with being able to achieve the desired goals together.

### **3.5 Conclusions and Recommendation**

In the implementation of the Buruan SAE program in Sarijadi Village, there is a collaboration between three parties, namely the Bandung City Food Security and Agriculture Service as the person in charge of the program, Buruan SAE Sawargi as the program implementer, and Bank BJB as the program supporter. During the collaboration process, of course, it goes through a collaboration process where in this study an analysis of the Collaborative Governance Process was carried out according to Ansell and Gash, namely:

- a. In the face-to-face meeting, the results of collaborative governance are an initial meeting for assistance or cooperation to carry out environmental management, initial group activity planning, and formulation of initial group needs that can be assisted by the Bandung City Food Security and Agriculture Service as well as collaboration with Bank BJB in providing CSR funds.



- b. At the stage of building trust, the assistance provided by the Office and Bank BJB is maximized and after the activity is carried out, there is an Accountability Report as a form of group responsibility to the Office and supporters of the Buruan SAE program that the program is carried out according to plan and the assistance used is maximized for Buruan SAE.
- c. At the stage of commitment to the process, in Buruan SAE Sawargi it has been done with a cooperation agreement containing the rights and obligations of each actor involved. However, in the commitment of members to join, it has only reached the stage of the minutes of formation so that it is necessary to have members' AD/ART in carrying out their duties.
- d. At the stage of sharing understanding in Buruan SAE Sawargi has a special treatment by making a learning video for planting procedures from seeding to harvesting. Furthermore, in sharing understanding, Bank BJB coordinates meetings to align perceptions about Buruan SAE so that the program being run is in accordance with the expected goals.
- e. The interim results achieved by Buruan SAE Sawargi are having complete facilities with a score of 250 and can be casted into the advanced Buruan SAE category. Buruan SAE Sawargi is also trusted to be a guest host at the G20 event where guests who attend have the opportunity to learn farming to processing agricultural products. On various occasions, Buruan SAE Sawargi is also active in participating in workshops and seminars held by both government and private agencies.

The strategy to address the findings in the Buruan SAE program collaboration in Sarijadi Village is as follows:

- a. Making AD/ART  
AD/ART has a mandatory nature in every organization, including Buruan SAE. Before collaboration is carried out, each member must have a commitment which is regulated by AD/ART as a basis or benchmark for members in implementing the program.
- b. Create a structured meeting schedule  
Unstructured meeting schedules cause lack of communication between groups and the department, especially since 1 (one) facilitator holds a sub-district. So a structured schedule is needed so that the facilitator can monitor the progress of the program according to the schedule that has been made at least once a week. The meetings that are held do not have to be formal, but by monitoring, problems that occur during the program implementation process can be resolved more quickly.
- c. Providing pentahelix strategy  
Aims to motivate the agricultural industry by increasing the role of government, academia, private sector, community, and media to generate value for society and assist in food issues.

## References

- [1] A. Bila and B. Saputra, "Strategi Collaborative Governance dalam Pemerintahan," *J. Transform. Adm.*, vol. 9, no. 2, pp. 196–210, 2019.
- [2] M. R. Hudaya and T. P. Dewi, "Collaborative Governance Dalam Implementasi Program Kampung Iklim Di Kelurahan Talangbubuk, Kecamatan Plaju, Kota Palembang," *Komunitas*, vol. 12, no. 1, pp. 1–10, 2021.

- [3] A. Florini, *Collaborative governance*. 2019.
- [4] R. Fernando, "Universitas Katolik Parahyangan Fakultas Ilmu Sosial dan Ilmu Politik Program Studi Ilmu Administrasi Publik," *Univ. Katolik Parahyangan*, pp. 38–41, 2017.
- [5] E. Sufianti, "Kepemimpinan dan Perencanaan Kolaboratif pada Masyarakat Non-Kolaboratif," vol. 25, no. 1, pp. 77–95, 2014.
- [6] W. Y. Essa and K. Khotimah, "Strategi Pengembangan Inovasi 'Buruan Sae' dalam Penanganan Stunting di Kota Bandung," *Webinar Konf. Nas. Ilmu Adm. Inov. Pelayanan dan Kepemimp. Publik Menghadapi Era Soc. 5.0*, pp. 93–100, 2021.
- [7] N. T. Fatikha and A. Permatasari, *Collaborative Governance Dalam Penanganan Stunting*, vol. 14, no. 3. 2023.
- [8] Diskominfo, "Kota Bandung Optimis Angka Prevalensi Stunting Capai 14% Tahun 2024," 2023.
- [9] S. D. R. Putri, N. Y. Yuningsih, and I. Darmawan, "Implementasi Program Buruan Sae (Sehat, Alami, Ekonomis) Dalam Meningkatkan Ketahanan Pangan Di Kota Bandung Pada Tahun 2020-2021," *J. Adm. Pemerintah.*, vol. 3, no. 1, p. 15, 2023.
- [10] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, cv, 2016.
- [11] C. I. S. Pekasih, "Collaborative Governance dalam program Kang Pisman (Kurangi, Pisahkan, dan Manfaatkan) untuk mengatasi permasalahan sampah di Kota Bandung," *Distingsi J. Digit. Soc.*, vol. 1, no. 1, pp. 12–24, 2022.
- [12] M. Haqi and Armansyah, "Pemberdayaan Masyarakat melalui Program Urban Farming Terintegrasi Buruan SAE di Kota Bandung," *Pros. Semin. Nas. Lahan Suboptimal*, vol. 11, pp. 513–522, 2023.
- [13] A. Ariesmansyah, "Collaborative Governance pada Program Pemberlakuan Pembatasan Kegiatan Masyarakat di Kota Bandung," pp. 1–17, 2021.