Implementation Of Collaborative Governance In Village Fund Management In The Development Of The Umbul Tirah

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ABSTRACT

This research aims to determine the Collaborative Governance process for managing the Umbul Tirah Development and the factors that influence the success of the Collaborative Governance model which focuses on face-to-face dialogue, building trust, commitment to the process, mutual understanding and collaboration results. The method used is qualitative with the support of data analysis techniques including data collection, data reduction, and data presentation, as well as drawing conclusions. The results of the research show that the dialogue that existed in the construction of Umbul Tirah, both officially and unofficially, built a sense of mutual trust in each other so that the construction of Umbul Tirah resulted in benefits for the community. This is also based on a commitment to share understanding and knowledge about managing village funds for the development of Umbul Tirah.

INTRODUCTION

One of the objectives of Government Commitment Number 43 of 2014 concerning Implementing Regulations of Law Number 6 of 2014 concerning Villages is to integrate development between stakeholders such as village governments and local communities. In tourism development, this is in accordance with the government administration paradigm, which states that the government must assign its duties to basic

groups so that they can run the government well. In the concept of collaborative governance, improvements occur. This means stakeholders or public authorities must collaborate with policymakers to develop and implement policies or programs.

Currently, Sempu Village is developing a new tourist destination called Umbul Tirah tourism. This destination has been developed by the government and society and has become very popular among domestic tourists, resulting in a high ranking and attracting many visitors (Solopos, 2023). This condition opens up opportunities for Umbul Tirah tourism to develop tourism based on local culture and wisdom. In other words, developing regional tourism based on culture and local wisdom is a good choice to increase competitiveness from a value perspective in the governance concept. The government collaboration model is the basis of this approach.

The collaboration between those two sectors mentioned above start to build a concept called Collaborative Governance. Collaborative governance is a model of management of one or more public institutions that allows direct participation of non-government stakeholders in a formal, deliberative, consensus-oriented collective decision-making process, and also aims to enable the development or implementation of public policies: as program management and public assets (Islam, 2018). By collaborating, it will be seen how clear the roles of each stakeholder are, combining existing resources and applying them over a long period of time (Dwiyanto, 2012; Ridha, 2018). Apart from that, by using the concept of Collaborative Governance as a basis for alternative policies, it is hoped that the government Villages can manage village finances better so that they can accelerate the utilization and management of funds according to their priority scale (Purwanti, 2021).

Furthermore, according to Sururi (2018), the concept of collaborative governance starts from infrastructure development planning and synergistic cooperation between stakeholders, as well as interests in regional development and access to regional government policies in sustainable development. On the other hand, the Collaborative Governance concept is a refinement of the Collaborative Governance because it involves all institutions and stakeholders in the implementation or policy process. The program must include consensus or agreement on

participation in policy development and implementation. Therefore, there is collective responsibility for the results of policies and programs (Yasintha, 2020). From the "process" perspective, one element of collaboration is identifying differences between autonomous actors and reducing them through negotiation.

With the enactment of Law Number 6 of 2014 concerning Villages, this is a concrete manifestation of what the Central Government is trying to do to promote the welfare of citizens in any form. The Sempu Village Government is currently managing and developing Umbul Tirah tourism as a basis for alternative policies in an effort to protect and utilize the environment so that it is not damaged, as well as to increase public awareness of the importance of utilizing the environment. The village focuses attention on developing Umbul Tirah Tourism, namely to improve community welfare and protect the environment so that it is not damaged. By applying collaboration skills in the process of providing a service, you can balance differences in views, understanding and provide critical suggestions when discussing (Syurbakti, 2020).

The village focuses attention on developing Umbul Tirah Tourism, namely to improve community welfare and protect the environment so that it is not damaged. From the above phenomenon, the government should be responsive to regional conditions that have great potential for development in the tourism sector, so that local tourism can be boosted which will later have implications for increasing employment opportunities and reducing the level of poverty in Sempu Village, by maximizing the role Village government in providing a platform and facilitating alliances between the private sector and the community aimed at achieving responsible innovation through collaborative governance.

Based on the explanation above, this study will analyze the empirical research with the title "Implementation of Collaborative Governance in Village Fund Management in the Development of the Umbul Tirah Tourism Village".

RESEARCH METHODS

This research uses descriptive qualitative research to provide an in-depth description of the situation or process being studied, as well as to describe in detail the implementation of collaborative governance in village fund management in the development of the Umbul Tirah

tourist village in Sempu Village. The aim of this research is to find out how collaborative governance has an impact on managing village funds in the development of Umbul Tirah and the factors that determine the success of collaborative governance in managing village funds in the development of the Umbul Tirah tourist village. The data collection technique used for this purpose is open observation, semi-structured interviews, recordings and documents.

Informants in this study were selected using a purposive sampling technique consisting of the Village Head, Bumdes Treasurer, Bumdes Secretary, Head of Bumdes and the community totaling 3 people from several RTs and those closest to Umbul Tirah were taken. In this research, the data analysis method includes the following steps: data collection, data presentation, drawing conclusions, and determining the validity of the data through the use of three different triangulations: source triangulation, technique triangulation and time triangulation.

RESULTS AND DISCUSSION

Research Result

Sempu Village

Sempu Village has an area of 308,872 Ha. Sempu Village consists of 3 hamlets, namely Sendangrejo Hamlet, Sempu Hamlet and Gedangan Hamlet. Village officials according to the type of position in Sempu Village consist of 1 Village Head, 1 Village Secretary, Head of Finance, Head of General Affairs and Planning, Head of Welfare Section, Head of Government and 3 Heads. Hamlet. Sempu Village consists of 16 Rukun Tangga (RT) and 2 Rukun Warga (RW).

There are three categories of Village institutions that have a role in Village governance, namely: Village Government, Village Consultative Body and Community Institutions. The law states that the administration of government affairs at the Village level (Village government) is carried out by the Village Government and the Village Consultative Body. This village government is carried out to regulate and manage the interests of local communities based on local origins and customs which are recognized and respected in the government system in this country. Village Government or what is called by other names is the Village head and Village officials as elements of Village government administration. The Village Head has the task of carrying out government, development and community affairs.

The Village Consultative Body is an institution that is the embodiment of democracy in the administration of Village government as an element of Village government administration. The Village Consultative Body functions to establish Village regulations together with the Village head, accommodate and channel community aspirations. BPD serves as an element of village government administration. BPD members are representatives of the residents of the village concerned based on regional representation determined by deliberation and consensus. The BPD functions to establish Village regulations together with the Village Head, accommodate and channel community aspirations.

Umbul Tirah

Umbul Tirah is an ordinary spring located in Ndawung Village, Sempu Village, Andong District, Boyolali Regency, which has a land area of 74 hectares. This spring was first discovered by the Dutch and was used as a spring for the Dutch to channel it to the rubber factory built by the Dutch at that time. The factory was on the east side of Dawung. In the colonial era, the economy of the Sempu region once prospered with the existence of a rubber factory until finally the factory was no longer operating and was simply abandoned by the Dutch. Until 2018, it was built and used by the Village as a tourism object by building a pool at the water source. Before it was built by the government, Umbul Village was used by the local community as a source of drinking water and agricultural facilities. Sempu Village has dozens of water sources, but the largest is Umbul Tirah.

The name Umbul Tirah itself is the name given by one of the community figures who was adopted as an elder in Dawung Village, namely Mr. Kartadiwiryo who was a community leader at that time. The name given by Mr. Karta was a name taken from the back of his son's name, namely the word Ti. from suyamti while Rah is taken from sukasmirah, from the names suyamti and sukamirah only the last name is taken until finally the name umbul is called Umbul Tirah.

Collaborative Governance Process

Collaborative Governance program process Sempu Village is one of the sub-districts in Andong sub-district that has a tourism program. This program is implemented collaboratively by directly involving the Village sub-district, Bum-

des and community leaders. The collaboration will take place through a gradual process involving various government agencies and involving the community directly. Therefore, the collaboration process carried out includes various aspects to determine the progress of collaboration: Face to face dialogue, Trust building, Commitment to process, Share understanding, and Intermediate outcomes.

Face to face dialoge

The face-to-face dialogue that was carried out regarding the construction of the Umbul Tirah was based on interviews with informants. In the initial process of developing Umbul Tirah, face-to-face meetings are needed because socialization is delivered directly to the community to provide convenience and explanation of the objectives of developing this program, apart from that it can also encourage community interest in supporting village development. From the results of the Village Government's research, this face-to-face activity was carried out by the Village Head, Bumdes and also the activity implementation team, from a meeting held to discuss the Umbul Tirah development program. Apart from that, this meeting is to provide understanding and objectives of development activities.

Trust building

Building trust is not only about creating an image and complying with regulations but also requires an approach to provide an explanation of the objectives of this program. Because the focus of this program is the community. Without support from the community, this development will not be carried out well. The results of this research show that the Village government, BumDesa and the activity implementation team approached community members directly with meetings to reach an agreement on the Umbul Tirah development plan.

Commitment to process

In building a development commitment, there needs to be an initial agreement made between the parties involved. Apart from that, this commitment is also based on responsibility regulations so that in the construction of Umbul Tirah, if there is a mistake, someone is responsible. Apart from that, in development there is also a need for a commitment to a common goal. From the results of this research, the Village Government, Bumdes and also the Activity Implementation Team are fully responsible for the construction of Umbul Tirah by reporting the RAB. The Village Government requested a RAB report to control and see the design and work of the PAK together with the TPK in the Umbul Tirah development activities.

Share Understanding

Sharing information and understanding is very important in this development process because it can be used as a way to continue to build trust between Bumdes, village sub-districts and community members. With this open information, it can create a high sense of trust among the community. From the results of the research, the Village Government disclosed information regarding the construction of Umbul Tirah to the community directly, namely by conveying information during meetings with the community, while indirectly the government provided information through the Sempu Village website.

Interdemiante aoutcomes

As explained, the process used can provide successful results for collaboration. The success referred to here is being able to provide feedback on this collaboration. To create success between the parties involved in the construction of Umbul Tirah.

DISCUSSION

Collaborative Governance On Village Fund Management

In the discussion of research regarding the Application of Collaborative Governance to Village Fund Management in the development of the Umbul Tirah Tourism, namely to invite the community to boost and elevate the potential that exists in Sempu Village, this program is also fully supported by the Boyolali Government.

According to Ansel & Gash (2008) there are 5 principles of the Collaborative Governance process, namely Face to Face Dialogue, Trust Building, Commitment to Process, Share Undesirable, and Intermediate Outcome. The following is a further discussion regarding the analysis of the research results that have been obtained and discussed above.

Face to face Dialog

According to (Emerson et al., 2012) in cases such as face-to-face dialogue, or through technological intermediaries, it is a way to promote shared principles. Based on the analysis of

research results, the face-to-face dialogue carried out in this collaborative program has been implemented by the perpetrators of the activity, both by the relevant agencies and residents.

This can be seen in the development plan for Umbul Tirah, where the development will initially be carried out, namely by holding meetings between the Village Head, Village Secretary, Village Treasurer, planning committee and deliberation with development actors, which is meant by development actors carrying out the construction of Umbul Tirah. In this meeting the Village government also formed a TPK to carry out development activities in Umbul Tirah. In this deliberation, the Village government also invited the Head of the RT and community leaders around Umbul Tirah to participate in building Umbul Tirah. With the formation and deliberations carried out in this forum, the community is expected to be able to provide input and understand the purpose of this development, apart from the results of the deliberations The RT head who took part in this deliberation can convey this to the community. If the problem really requires the help of the Head of each RT then reviewing or holding a deliberation will be the homework to be handled.

This face-to-face meeting was also held by the sub-district, the Head of Bumdes and also the community who were involved in this development. This was done as a form of providing in-depth understanding to the community regarding the construction of Umbul Tirah, on the other hand, as well as an introduction to the village program with the construction of Umbul Tirah. This meeting was held as a direction to invite the community to develop and boost the potential that exists in Sempu Village.

Apart from being the beginning of communication for this development, the meeting is also a form of deliberation carried out by the Village government with the local community. This is done to determine the objectives of this development which are mutually agreed between the Village government and the community. So if deliberation is not carried out during the construction of the umbul tirah, it will become a problem point. This meeting was also held through the Village government, the Head of Bumdes, and the community face to face.

Based on the description above, it can be concluded that the principles of face to face dialogue or face to face meetings conducted directly according to Ansell and Gash (2007) are appropriate. This is also proven by the existence of direct meetings by the Village government to convey the development program so that the development program runs with the goals and commitments that have been prepared together from the start.

Trust Building

The principle of trust building was also put forward by Vigoda and Gadot (2012) who stated that stakeholders involved in collaboration have the same goal of increasing mutual commitment, trust and confidence in planning common goals. In this way, the process of carrying out collaboration will be effective and efficient. Apart from what was stated by Vigoda and Gadot, Emerson also expressed his opinion that creating trust in one another requires continuous effort from interaction to find out (discover) each other, and prove worthiness to be trusted. Apart from that, there are several things that influence such as interdependent relationships, relationships between actors outside of collaboration, experience of collaborating with other actors, namely whether it can give trust or even have a negative impact, the culture of the actors, the existence of individual relationships between actors, or whether there are other roles of the individual thereby influencing trust relationships with other actors (Emerson et al., 2012).

Based on the results of research in the field, the collaboration program for the development of Umbul Tirah implemented in Sempu Village has carried out strategic methods to build trust with the community. This is proven by the enthusiasm of the community in supporting this umbul tirah development program and the participation in this activity, apart from that, the role of the Village Village, the Andong sub-district, the head of the Head of the District, Bumdes are also the development actors, making them more confident in this program.

In order to build this sense of trust, social media is also supported. With the existence of social media, this has become the initial boost to spread the awareness of Umbul, apart from that, the Village government has opened up access to information and transparency regarding the Umbul Tirah development program so that the community can reach this program freely. The role of stakeholders is easier in building a sense of trust in each other because they focus on building the village.

Meanwhile, on the part of the community, in an effort to build their sense of trust, the Village government held joint deliberations to es-

tablish intense communication so that this program could be conveyed clearly. For example, holding community deliberation meetings as an effort made by the Village government to provide understanding and approach to residents to believe in this program. This meeting was also held formally and semi-formally to create a forum for inspiration for the community so that they can shed light on the obstacles that occur.

Based on the description above, it can be concluded that the process of building trust is in accordance with the opinion of Ansell and Gash (2007) which states that building trust requires continuous efforts to achieve the same goal, as applied to collaboration programs in construction of Umbul Tirah.

Commitment to process

According to Emerson (2012), it is recognition that comes from internal collaboration, namely that collaborative actors can be trusted or credible in carrying out their duties and roles. Internal legitimacy, shared understanding, and shared trust are three elements that are closely related to each other in the shared motivation component, so that the next element, namely commitment, is also more or less influenced by the quality of these three elements (Emerson et al., 2012).

From the results of research carried out in the field, the commitment made by the TPK is based on the SOP that has been determined by the Village Government. The formation of a sense of responsibility carried out in this commitment is very strong. The Umbul Tirah development program is a new program with collaboration between the Village government and the activity implementers and also the community. In the future, it will be able to stimulate the community to participate in the construction of Umbul Tirah, apart from that, it is also a form of a new icon for Sempu Village. Therefore, as a stimulation to attract public interest to participate in the construction of Umbul Tirah.

From the discussion discussed above, it can be concluded that in implementing this collaboration program, we are able to carry out commitment and responsibility. It is hoped that by carrying out this method, the construction of Umbul Tirah can run smoothly.

Shared Understanding

According to Emerson (2012), it is all the information needed by actors to participate in the collaboration process. Knowledge is information that is understood by actors so that it is useful for them. Knowledge that is not distributed properly can confuse collaborating actors, because of the confusion in the information obtained. In collaboration, knowledge is mostly distributed at joint meetings. In this meeting, there is a presentation of the results of each actor's achievements, then discussion and joint decision making which is important and needed knowledge (Emerson et al., 2012).

The research results obtained in the field, in the process of sharing information through MMT IPPD, we usually make MMT to be given one by one to each district. Apart from that, information sharing is also carried out during annual meetings which are usually attended by the RT head. Submission of this data information is provided openly and not only that, the public can also access the information through the Sempu Village website.

From the results of the research conducted it can be concluded that the information sharing process is implemented optimally. This is proven by the printing of the MMT IPPD with clear details.

Intermediate Outcomes

According to Emerson (2012), he explains that the results of a collaborative process that is carried out will have an impact, which is meant to be a temporary impact that occurs during the collaboration process. Impact characteristics include expected, unexpected and unexpected. The expected impact is "small-wins", namely positive results that continue and provide enthusiasm for the actors. Meanwhile, unexpected impacts include obstacles in implementing collaboration. Unexpected impacts can also arise directly or indirectly in the collaboration process (Emerson et al., 2012).

The results obtained during the field, the collaboration that was carried out became a new icon in Sempu Village as well as a means of participation carried out by the community and the government directly. With community participation in the development of this program, it is able to encourage the programs that have been created by the government.

Apart from that, the achievements obtained in the program are still said to be not so perfect because basically this development is long term in the sense that it will continue in terms of performance achievements and percentage results from the Umbul Tirah development program.

This program also received feedback from

the community in the form of people helping and participating in the construction of Umbul Tirah, from the construction of Umbul Tirah helping the economy of the surrounding community, income obtained from parking management. The Village Government gives the community the freedom to experience the facilities provided by the Village government in Umbul Tirah.

From the description above, it can be concluded that the Intermediate Outcomes that have been formed in Sempu Village at this time with real evidence from the results of Collaborative Governance carried out by the Village Government and the activity implementation team and the community in the development of Umbul Tirah have begun to be felt starting from the community's increasingly improving economy. , creating opportunities for the MSME community to trade.

Success Factors For The Collaborative Governance

Measuring the success of a collaboration is not easy because success and failure can be seen from various points of view and depend on who evaluates and interprets it. According to De Seve (Sundarmo, 2011: 110-111), there are 8 indicators that can be used as benchmarks to assess the success of cooperation. In discussing the development of Umbul Tirah, it is possible to measure the influence of the success of the Collaborative Governance program in the development of Umbul Tirah as follows:

Network Structure

Network Structuer describes a conceptual picture of the relationship between one institution and other institutions, which together form a unit that reflects the physical elements of the network being considered. In carrying out collaboration, Guidelines are an important element that must be complied with in the form of rules and regulations. Where there is a basis for cooperation between the Village government, Bumdes and also the community to collaborate based on the Decree of the Activity Implementation Team. Before carrying out construction, the Village Government held discussions with Bumdes and the community to establish a cooperation agreement to carry out the construction of Umbul Tirah.

Commitment to a common purpose (Commitment to a goal)

Commitment to goals relates to the reason for the network's existence. The reason a network must exist is because of attention and commitment to achieving good goals. This can be seen from how confident the parties are in working together. When implementing this aspect, both parties must make every effort to complete their respective tasks. The Village Government and Bumdes must also be consistent in the construction of umbul tirah to achieve success in the construction of umbul tirah. From the explanations of several parties in building this Umbul Tirah, the government is trying to continue to improve development so that it becomes perfect.

Collaboration in the development of Umbul Tirah carried out by the village government, bumdes and also the community has been carried out well. Even though in the construction of Umbul Tirah, several parties have the same goal in collaboration, the commitment that exists between each stakeholder cannot be carried out optimally because the handling of the construction of Umbul Tirah is not carried out continuously, because seeing the flow of funds from the Village government not every In time, the Village Government is also trying to provide funding for the construction of Umbul Tirah. Umbul Tirah's income is also reused to improve development, and each village government handles it individually in accordance with its respective main tasks and functions.

Trust among the participants (mutual trust between the actors)

Trust between participants, or mutual trust between actors, is based on the existence of social or professional relationships and the ability of participants to rely on input and efforts from other stakeholders in the network to achieve shared goals. In this case, the Village Government seeks to provide information through environmental deliberations and also through MMT to the community in order to create mutual trust in each other. Apart from that, the Village Government also conveys the budget used in development, the Village Government also opens access to information for people who are not yet sure about extensive construction of Umbul Tirah.

There is certainty of governance

The existence of governance trust has the following indicators: a) Boundaries and exclusivity, which determine who is a member and who is not a member. b) Rules, which empha-

size a number of restrictions on the behavior of community members. c) self-determination, namely freedom to determine how the network or collaboration will be run and who has the right to run it. The characteristics of an effective collaboration can be seen from how much members want to support the collaboration to achieve goals. Where the Village government also determines who is responsible for the construction of Umbul Tirah, the involvement between the Village government and Bumdes is carried out in clear collaboration because carrying out tasks and development cooperation is in accordance with their respective duties and authorities.

Access to authority (access to power).

Access to power means that the availability of standards and procedural measures has been widely accepted. Collaboration in the construction of Umbul Tirah is in accordance with the rules set out in the Decree and cooperation has been going well between fellow agencies.

Distributive accountability atau responsibility (distribution of accountability or responsibility)

Accountability or division of responsibility refers to the division of governance, namely management, structuring, distribution of control, and various decision-making processes that jointly involve other stakeholders. The Village Government has held deliberations and also involved the community to make joint decisions for the development of Umbul Tirah.

Information sharing (sharing information)

Information sharing is about making information easily accessible to every member of a collaboration, protecting privacy, and limiting access to users who are not members of the organization to the extent acceptable to all parties. The Village Government is also trying to be open to each other regarding information that is involved in this development collaboration.

Access toresources (access to resources)

Access to resources is the availability of resources such as human, financial and technical resources. Access to sufficient resources for the construction of Umbul Tirah. Based on research results, human resources are appropriate but not optimal. Because basically human resources are the first and main factor in the development process, if resources and knowledge in development are limited, then development achievements will not be carried out well.

CONSLUSION

The Collaborative Governance process in the construction of Umbul Tirah is based on 5 principles, namely Face to Face Dialogue, Trust Building, Shared Understanding, Commitment to Process, and Intermediate Outcomes, namely as follows: Face to Face Dialogue or face to face meetings have been implemented in the Umbul Tirah development program. which has started to run well and is being worked on as much as possible. By holding direct meetings by the Village government to convey the development program so that the development program runs with the goals and commitments that have been prepared together from the start. Trust Building or building a sense of trust in the activity implementing team continuously and intensely by communicating and conveying so that the aims and objectives of implementing this program are conveyed clearly to the community around the banner. Commitment to process or commitment to this development, apart from that, there are also responsibilities that have been agreed upon from the start which are implemented with the applicable decree in the construction of Umbul Tirah. The commitment formed in this community is a sense of ownership of the facilities built by the Village government and the results will also be enjoyed by the Sempu Village community. Shared Understanding or sharing information and understanding that is carried out well by the Village government by evaluating data and also aligning the same mission and goals can facilitate access and the information needed, apart from that, sharing this information is also assisted by the existence of social media such as Facebook and Instagram . Intermediate outcomes or the results of implementing this program produced several new icons in the Umbul Tirah environment. This program also provides feedback to the community in the form of relationships and also improves the economy of the community around Umbul Tirah. The Collaborative Governance Success Model in the development of Umbul Tirah has been carried out well in accordance with the 8 indicators of success in collaboration but has not been implemented optimally.

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