



Collaborative Governance in the Management of Village-Owned Enterprises: A Case Study of Datara Village, Tompobulu Sub-District, Gowa District

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Abstract. Collaborative governance, or what we know better as collaboration with the government, has not been appropriately implemented because there is still a lack of cooperation between the community and village-owned enterprises (BUMDesa), which still often occurs. This study aims to determine the extent of community collaboration with BUMDesa in improving BUMDesa in Datara Village. The method used in this research is qualitative. Where data collection techniques are carried out by means of interviews, observation and documentation. This research uses the Ansell and Gash approach, namely face-to-face dialogue, building trust, sharing understanding, commitment to the process and intermediate results. The results of this study show that the socialization of BUMDesa has been carried out to provide understanding or training to people who already have a business or are just starting a business. As well as providing awareness and understanding to the community about the importance of BUMDesa, which can be a great opportunity for business actors with the assistance obtained from BUMDesa.

Keywords: Collaborative governance, BUMDesa, Village.

1 Introduction

BUMDESA is a form of business owned and managed by the village community with the aim of improving welfare and economic empowerment at the village level. BUMDESA has great potential to become a driving force of local economic development and provide direct benefits to village communities [1].

Villages have their own challenges in developing them to be more productive. This is mostly due to the tendency of rural areas to still lack adequate infrastructure. Starting from road access, lighting, technology and information networks and human resources, most of which are still not literate in modern times related to technological innovations from various platforms today. As reported by the website in 2021, the use of village funds is increasingly widespread and channeled directly to villages where the use of

village funds is focused on the government for food security, village economic development, and village digitalization through village cash-intensive work

Village-Owned Enterprises are intended to erase the gap in time and space, the culture of urban and rural lifestyles that benefit the village government with the village community. The presence of Village-Owned Enterprises (BUMDESA) makes an important contribution to local economic development and village community empowerment. BUMDESA is present as an effort to mobilize economic potential at the village level and provide opportunities for village communities to play an active role in the development and management of local resources

The presence of BUMDESA is one of the efforts to strengthen the village economy, encourage community participation, and improve the quality of life at the local level. With the right support from the government, stakeholders, and the community. However, in its implementation, BUMDESA often faces challenges and barriers that affect its operational effectiveness and sustainability. These problems include lack of community participation in decision-making, lack of coordination between stakeholders involved, and suboptimal governance [2].

Collaborative governance in the implementation of Village-Owned Enterprises is defined as the involvement of stakeholders from government and non-government institutions in terms of policy and operational activities due to the dependence of the resources used.

Theoretically, it can be concluded that Collaborative Governance is a collaborative effort that requires mutual cooperation between the government, the private sector, and the community in dealing with a problem or development, both physical development and human resource development. The realization of improving the quality of Village-Owned Enterprises is the key to success if Collaborative Government is implemented, starting from facilities, infrastructure, training and even providing jobs from the government or private sector, or even independent work from Village-Owned Enterprises, it all depends on collaborative governance [3].

The Datara Village-Owned Enterprise was established in 2017, named BUMDesa "Tinggi Simboleng" Datara Village, Tompobulu District, Gowa Regency. The presence of BUMDesa in Datara Village carries the vision of realizing Datara Village as an agricultural and service center supported by strong village potential towards a smart, skilled, and able to improve the welfare of the community for the realization of a prosperous and cultured society with the symbol "Abbulosibatang Akcera Sitongka tongka". As well as having a mission to facilitate the lower middle class and provide inputs for farmers, increase capital through savings and loan facilities and MSMEs with low interest, increase community participation in development so as to build a sustainable village, and increase economic resilience through strategic programs in the field of agricultural production and marketing of agricultural products.

The BUMDesa Institution of Datara Village, the management of business units, always coordinates with the Regional Government of Gowa Regency Cq. Village Community Empowerment Office, P3MD Expert Team of Gowa Regency, Sub-district Government, Sub-district P3MD TPP and Village Government.

The Dataru Village-owned business entity, which until now still has problems that affect the progress and success of the BUMDesa, where the Feasibility Study Research has not been maximized.

The collaborative governance model is used as a tool to determine collaboration/cooperation between the community and the Dataru Village apparatus, Tompobulu District, Gowa Regency. Indeed, this model has variables or elements that form a relationship with each other. The relationship in question is a relationship where whether the policies issued are right on target, on time and in reality. These variables are Face To Face (Face-to-Face Dialogue), Building Trust, Commitment to the Process, Sharing Understanding, Intermediate Outcomes.

2 Literature Review

2.1 Concept of Collaborative Governance

Collaborative governance is an approach or governance model that involves active participation and cooperation between various stakeholders involved in decision making and policy implementation . The main objectives of Collaborative Governance are to achieve better decisions, strengthen legitimacy, and increase effectiveness in dealing with complex problems.

Collaborative Governance emphasizes the importance of inclusiveness, transparency, mutual trust, and cooperation in facing common challenges.

The theory recognizes that traditional hierarchical and market-based approaches to governance may be insufficient in addressing complex problems that require the involvement and cooperation of a wide range of actors with diverse interests and expertise. Collaborative governance offers an alternative approach by emphasizing inclusivity, shared decision-making and cooperation among stakeholders. Some important principles and elements of Collaborative Governance include:

Openness and Transparency: Information and decisions related to key issues should be easily accessible to all stakeholders. Transparency is the basis for trust and wider participation.

Active Participation: Various stakeholders should be encouraged to participate in the decision-making process. This includes dialog, consultation, and collaboration that involves them in problem identification, solution development, and policy evaluation.

Equity and Inclusiveness: Collaborative Governance values equality among stakeholders and ensures that the voices and interests of all parties are respected. There is no domination of one group over another.

Capacity Building: Governments and communities must have sufficient capacity to participate effectively in Collaborative Governance processes.

Joint Planning and Implementation: Stakeholders involved in Collaborative Governance must work together in planning and implementing policies or programs. Close cooperation and mutual understanding are necessary to achieve the desired results.

Evaluation and Learning: Continuous evaluation is conducted to monitor progress, evaluate results, and improve Collaborative Governance processes. Learning from

experience is also critical to improving the effectiveness of future policies and governance.

Overall, collaborative governance theory offers a framework for understanding and promoting more inclusive, participatory and effective governance approaches that can address complex social challenges [4].

2.2 Collaborative Governance Ansell & Gash Concept

The concept of collaborative governance has its own characteristics in its application. There are several points that describe the concept of collaborative governance from Ansell and Gash, here are the important points in collaborative governance [3].

Initial condition

The issue of power imbalance is particularly problematic where stakeholders do not have the organizational infrastructure to be represented in collaborative processes. Another common problem is that some stakeholders lack the skills and expertise to discuss what will be achieved and how. Ansell concluded that if there is no significant balance of resource power between stakeholders, it can result in all stakeholders not being able to participate effectively in the collaborative.

Then what becomes very important is the initiative/ability to collaborate, considering that participation is mostly voluntary. To address this Ansell mentions incentives that need to be provided in the collaborative process. Ebrahim mentioned that a comparison of various incentives faced by Indian forestry and irrigation institutions showed that financial incentives were very important in the irrigation collaboration process at that time.

Weber explains that the origin of local collaboration is tired and frustrated from continuous bickering, finally the parties involved choose to sit down and see if there is an alternative, more friendly method to reconcile their differences.

As a conclusion in the initial conditions of collaboration according to Ansell, the problems faced in collaborative governance are (1) human resources, (2) incentives in collaboration, and (3) a history of conflict or antagonism from the parties involved in collaboration [5].

Facilitative Leadership

Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialog, and seeking mutual benefits. Vangen and Huxham argue that leadership is important to embrace, empower, and engage stakeholders and then mobilize them to move the collaboration forward. Ryan identified three components of effective collaborative leadership: adequate management of the collaborative process, maintaining technical credibility, and ensuring the collaborative is empowered to make credible and convincing decisions that are acceptable to all parties.

The facilitative leader is to give participants a meaningful voice and encourage them to listen to each other, should stimulate creativity by summarizing knowledge from diverse participants so that the group can create new ideas. This is how Ansell explains facilitative leadership, drawing on the arguments of experts as well [6].

Institutional design

Institutional design here refers to the basic protocols and ground rules for collaboration, which are essential for the procedural legitimisation of the collaborative process. Access to the collaborative process itself is a fundamental design issue [2].

The institutional design here means that there must be independent institutions formed in a collaborative process for what is to be achieved. This institution is the place where the community, public and government meet and discuss the participation that is needed [7]

Process Collaborative

Collaborative governance process models sometimes describe collaboration as evolving in stages e.g a consensus process has a pre-negotiation phase, a negotiation phase, and an implementation phase. Gray provides a collaborative process of problem setting, direction setting, and implementation [8].

Meanwhile, Ansell provides three big pictures in the collaborative process, namely (1) Face-to-face dialogue, (2) Commitment to the process, (3) Building trust. This is the concept that Ansell conveyed in his research. Face-to-face dialogue, all collaborative governance is built on face-to-face dialogue between stakeholders. As a consensus-oriented process, effective communication is enabled by face-to-face dialogue to identify opportunities for mutual benefit. However, face-to-face dialogue is not just a means of negotiation, it is a solution to the communication barriers that prevent the exploration of mutual benefits. Face-to-face dialogue is central to the process of building trust, mutual respect, shared understanding and commitment to the process. Ansell argues that face-to-face dialogue is a necessary condition in collaborative governance, it is very difficult to imagine effective collaboration without face-to-face [9].

2.3 BUMDesa Management Concept

BUMDESA (Badan Usaha Milik Desa) governance is a management system involving organisational structures, procedures, policies, and practices used to manage BUMDESA effectively, transparently, and accountably. BUMDESA governance aims to ensure that BUMDESA can operate professionally, provide significant benefits to the village community, and achieve long-term sustainability. The following are some important aspects of BUMDESA governance:

Organisational Structure: The BUMDESA needs a clear and well-defined organisational structure.

Policies and Procedures: BUMDESA needs to have well-documented policies and procedures. Policies set the basic principles, objectives, and direction to be followed by the BUMDESA.

Accountability and Transparency: BUMDESA should apply the principles of accountability and transparency in its management.

Community Participation and Involvement: BUMDESA needs to encourage active participation and involvement of the village community in the decision-making process.

Coaching and Capacity Building: BUMDESA should invest in coaching and capacity building of members and employees.

Monitoring and Evaluation: The BUMDESA needs to conduct regular monitoring and evaluation activities to ensure that the BUMDESA operations are running in accordance with the set objectives and targets.

Through the implementation of good governance, BUMDESA can achieve long-term success and significantly impact economic and social development in the village.

2.4 The Role of Village Government in Collaborative Governance

The village government has a very important role in the management of BUMDESA. The following are some of the key roles played by the village government in the context of BUMDESA management:

Licence Granting and Regulation: The village government has a role in licensing the establishment of the BUMDESA and regulating the BUMDESA operations.

Assistance and Guidance: Village government can provide assistance and guidance to the BUMDESA in terms of planning, managing, and implementing business activities.

Community Participation in BUMDESA Decision Making

Community participation in Village-Owned Enterprises (BUMDesa) decision-making is critical to ensure transparency, accountability and sustainability in BUMDesa operations. BUMDesa is an economic institution managed by the village community to improve the village economy and the welfare of the local community. Community participation in BUMDesa enables villagers to play an active role in making strategic decisions and policies that affect their lives and future [10].

Here are some key points about the BUMDesa Community Participation in Decision-Making material:

Importance of Community Participation:

It increases community trust in the BUMDesa as they feel they have an active role in decision-making.

Forms of Community Participation in BUMDesa:

General meeting of members: BUMDesa members gather to discuss and decide on important issues.

Mechanisms for Participation in Decision-Making:

Provision of information: BUMDesa should provide sufficient and easy-to-understand information on activities, performance, and work plans to the community.

Education and engagement: The community needs to be empowered through education to actively and effectively participate in BUMDesa decision-making.

Challenges in Community Participation in BUMDesa:

Community unfamiliarity with BUMDesa business and financial management.

Limited access to information and technology in rural areas.

Benefits of Community Participation in BUMDesa:

More informed decision-making that is relevant to the needs and expectations of the community.

Community participation in BUMDesa decision-making is a strong foundation for creating a competitive, sustainable and equitable village. By actively involving villagers, BUMDesa can achieve local development and welfare goals more successfully.

3 Research Methods

This research uses descriptive analytical research methods that describe the objects and research problems, in this case regarding collaborative governance of Village-Owned Enterprises in Dataru Village, Gowa Regency through descriptive descriptions of various sources and data obtained. Researchers obtained data with data analysis which used the stages of observation interviews and data collection from various sources including the BUMDesa advisory board as well as the head of Dataru Village, the secretary of the BUMDesa supervisory board, members of the BUMDesa supervisory board, BUMDesa Treasurer, Business Units at BUMDesa Desa Dataru along with the people of Dataru village. The data collection methods used to maintain the accuracy of the research are observation or observation, interview and documentation methods.

4 Results and discussion

Collaborative governance is used as a way to find out the collaboration / cooperation between the community and village officials in Dataru Village, Tompobulu District, Gowa Regency. In this model there are variables or elements that form a relationship with each other. The relationship in question is the relationship regarding whether the policies issued are right on target, timely and appropriate. These variables are Face To Face (Face-to-Face Dialogue), Trust Building, Commitment To Process, Share Understanding, Intermediate Outcomes.

4.1 Face To Face

All parties involved must participate and be present to reach a mutual agreement, which is called collaboration. Trust building requires more time and effort from both parties. Trust will not be established if one of the parties violates or does not stick to the commitment that should be the basis of cooperation from the beginning. Commitment should be an important component as well as the foundation of any collaborative effort involving various parties. In the context of BUMDesa, many parties are involved, hence the importance of commitment and mutual agreement from the start. To manage a BUMDesa successfully, the government and business actors or entrepreneurs must understand each other and work together. On the one hand, the government must see and ensure that the BUMDesa cooperation is profitable and reduces socioeconomic costs. Building trust and commitment not only between agreeing parties but also between disputing parties helps prevent conflict. Building trust takes a lot of effort, especially in communities that have unique rules and beliefs that have been passed

down from generation to generation. What will be critical for development is mutual trust between the government and the community.

4.2 Commitment to Process

Commitment is an important basis for working together. All parties use commitment as a pillar and foundation to cooperate with each other. It is not only how the BUMDesa should be managed, but also how to maintain trust and not violate the cooperation agreement that has been mutually agreed upon. In this case, this commitment can be in the form of an agreement that has been agreed upon since the beginning, as cooperation in this sector is considered financially beneficial, preventing various parties from competing behind it. It does not rule out the possibility of breaches or parties who want to violate the commitments that have been made together or want to betray; if this happens, the cooperation will never happen. Therefore, to develop BUMDesa and improve the community's welfare, a commitment between the private sector and the government and the cultural community in particular must be built.

4.3 Share Understanding

In a collaboration involving various parties with various vested interests, where suspicion can be a spice that can explode at any time, various mutual agreements are also very important. Collaboration can only occur if the cooperating parties have the same vision, goal and orientation view, as well as the same understanding of what will be done with the BUMDesa. Each party is required to have the same understanding regarding the establishment of the BUMDesa and what the body or institution is built for. This is another important foundation for mutual understanding, as a common vision is built from a common understanding between the parties involved. This understanding includes an understanding of the plan, segmentation, target, objectives and orientation of what will be the common goal.

4.4 Intermediate Outcomes

Institutions work on the basis of results to be achieved. Results in this case must be identifiable and measurable to be used as a reference in the long term. Each outcome should be identifiable and measurable in anticipation of delayed or difficult-to-measure outcomes. Intermediate outcomes can be said to represent the goals that are actually being achieved and have been achieved, especially in building momentum for collaboration. BumDesa (VillageOwned Enterprise) of Margaasih Village's implementation of community welfare is one of the efforts to improve services to the community in the business sector. Therefore, cooperation is needed to solve BUMDESA's problems and achieve maximum business development, especially in BUMDESA Desa Datara.

The results of the study showed that:

The community has become more active in its business activities following the programmes established by BUMDesa in Datara Village. The statement conveyed by

the Village and BUMDesa is an obstacle due to the community's lack of awareness of returning loans because the business is not optimal. Thus, Datara Village has not been able to become a developing village because it is still hampered by several problems that have not found a way out until now.

5 Conclusion

According to Ansell and Gash in. there are five indicators, namely Face To Face (Face-to-Face Dialogue), Trust Building, Commitment To Process, Share Understanding, Intermediate Outcomes. The results of this study indicate that the efforts made by the village and BUMDesa are to conduct socialisation and provide business training to people who already have a business, or who are just starting a business, public awareness of BUMDesa makes people take advantage of business opportunities with the help of BUMDesa itself.

From the results of interviews that researchers have conducted with several parties, until now BUMDesa Tinggi Simboleng Desa Datara has not been maximised in the progress of the village, there are still challenges and problems faced in its management due to the lack of trust given from the community, as for the capital managed is still limited and the lack of public awareness in building BUMDesa in Datara Village. Researchers hope that BUMDesa Tinggi Simboleng Desa Datara in the future will be able to adapt to conditions according to their potential, be able to calculate the risks that will arise, be able to promote products/services in order to strengthen the brand so that the products/services produced can attract the public.

Datara Village is one of the highland areas that has the opportunity to become a tourist area among other villages in Tompobulu District and also has several tourist sites that can be made into tourist attractions that need attention in the future, including Nature, Waterboom, and Culinary. By looking at the potential of tourism objects in Datara Village, it is necessary to have an understanding and agreement from all stakeholders and pay special attention to the steps to develop the Tourism Area in Datara Village so that the BUMDesa of Datara Village can run and continue to develop the Village so that it can be categorised as a pilot Village and Advanced Village.

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