

# Collaborative Governance Model in Social Responsibility Program

R. Taqwaty Firdausijah\*

Pasundan University

Bandung, Indonesia

\*taqwaty2825@gmail.com

**Abstract**—One of the problems faced in implementing local government programs is the limited budget in the Local Government Budget to finance these programs. The budget limitation is indicated by the low proportion of local revenue to total local income compared to the number of subsidies issued by the central government. This condition causes high fiscal dependence on the central government. Therefore, the local government must look for other legitimate sources of income other than those stipulated in the Local Government Budget. This can be done by building and developing effective collaborative governance between local governments and stakeholders outside the local government. One of the programs implemented jointly by the local government and private companies is the Social Responsibility Program. To optimize this Social Responsibility Program, an effective collaborative governance model needs to be designed. This model is based on the Integrative Framework Model for Collaborative Governance proposed by Emerson and Nabatchi.

**Keywords**—collaborative governance model; social responsibility program

## I. INTRODUCTION

The problem faced in implementing regional government programs is the limited budget in the Local Government Budget to finance these programs. The budget limitation was marked by the low proportion of local revenue to the total regional income compared to the number of subsidies dropped from the central government. This condition causes high fiscal dependence on the central government [1].

The reason for the low level of Regional Original Income is that fiscal dependence occurs, because the regional companies' role as regional revenue sources is increasing; high degree of centralization in the field of taxation; only a few local taxes can be relied upon as a source of regional income; there is a factor that is political or worries if the area has high financial resources will encourage disintegration and separatism; and weaknesses in providing subsidies from the central government to local governments [1]. The existence of budget constraints and fiscal dependence makes it impossible for regional governments to implement their programs simply by relying on the Local Government Budget.

Therefore, the regional government must look for other legitimate sources of income other than those specified in the Regional Expenditure Budget. This can be done by building

and developing effective collaborative governance between local governments and stakeholders outside the local government.

At present, the implementation of collaborative governance in the Social Responsibility Program in local governments has not been effective because there are still many companies implementing the Social Responsibility Program directly to the target groups or beneficiaries of the program without collaborating with local governments. This has caused many Social Responsibility Programs that are less synergistic with local government programs.

## II. THEORETICAL STUDY

A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets [2].

The processes and structures of public policy decision making and management that engage people across the boundaries of public agencies, levels of government, and/or the public, private, and civic spheres in orders to carry out a public purpose that could not otherwise be accomplished [3].

Collaborative governance is a governance process that involves the state / government and stakeholders outside the state / government. The purpose of collaborative governance is to create or implement public policies, manage programs and public assets, and achieve public goals that cannot be achieved by other means than by collaborating. Collaborative governance in the current era of contemporary Public Administration is widely practiced in developed and developing countries, including in Indonesia. This is driven by a shared awareness that collaborating will result in greater results in a shorter period of time than if the organization works individual. This is consistent with the statement of Alter & Hage, that collaboration occurs if two or more organizations work together to achieve more creative goals in a shorter time than if the organization works independently [4].

Emerson and Nabatchi create a model called Integrative Framework for Collaborative Governance which can be described as follows Fig 1 [5].

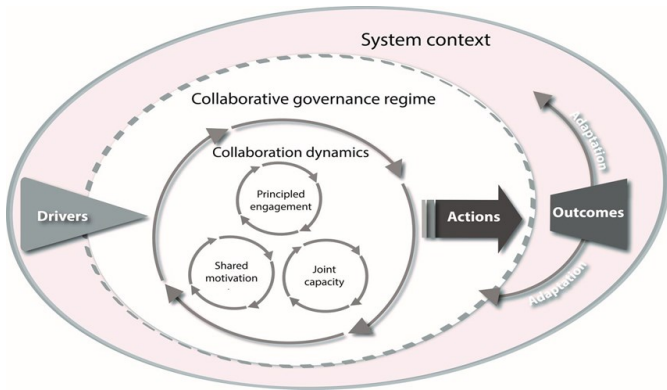


Fig. 1. Integrative framework for collaborative governance.

Based on the Fig 1, the Integrative Framework for Collaborative Governance model consists of a set of dimensions that nest in two oval circles where each dimension has various components and elements that work together dynamically, nonlinear, and repetitively. The outermost oval circle shows the context system in general. From the context system that appears, drivers will help initiate Collaborative Governance Regime (CGR) which is depicted in the second oval circle nesting in the first oval circle [5].

Collaborative Governance Regime consists of two dimensions, namely:

A. Collaboration Dynamics Which Includes:

- Principle engagement.
- Shared motivation.

B. Joint Capacity or Capacity For Joint Action Actions or Collaboration Actions Generated From Collaboration Dynamics

Furthermore, actions in CGR will lead to outcomes that take place in the system context. These actions themselves in turn can lead to adaptation, both adjustments in CGR and in the system context [5].

Based on the description above, in the Integrative Framework for Collaborative Governance model, there are six factors or variables that affect collaborative governance, namely: (1) System context, (2) Drivers, (3) Collaborative dynamic and (4) Collaborative Governance Regimes (CGR), (5) Outcomes, and (6) Adaptation [5].

III. COLLABORATIVE GOVERNANCE MODEL IN THE SOCIAL RESPONSIBILITY PROGRAM

Based on the Collaborative Governance model from Emerson and Nabatchi, author try to create an effective Collaborative Governance model to optimize the Social Responsibility Program in regional government, which can be described as follow Fig 2.

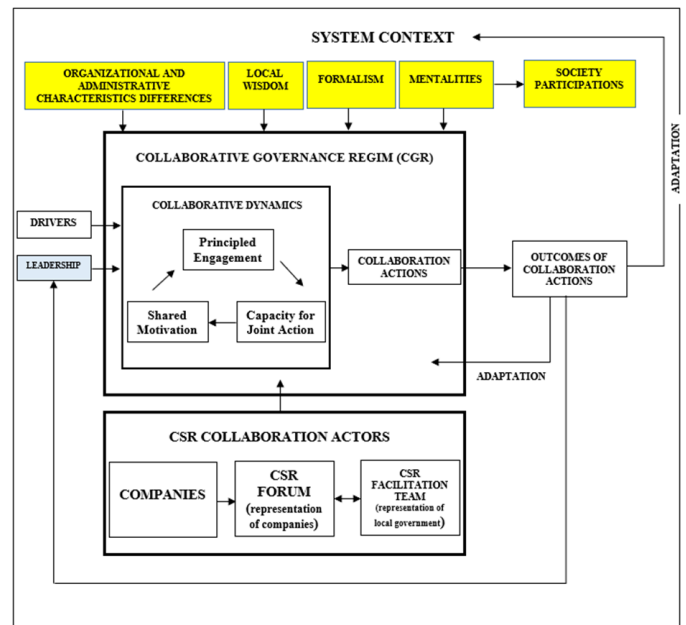


Fig. 2. Effective collaborative governance model to optimize the social responsibility program.

An explanation of the working mechanism of the Fffabove model is as follows:

1. The collaborators in the social responsibility program in the local government are companies, the corporate social responsibility forum that represents the company, and the social responsibility facilitation team that presents the regional government. collaboration between the three institutions is:
  - Companies that will implement the Social Responsibility Program plan for the Social Responsibility Program.
  - The company submits a Social Responsibility Program proposal to the Social Responsibility Forum.
  - The Social Responsibility Facilitation Team and the Social Responsibility Forum held a meeting forum to discuss and agree with the proposed Corporate Social Responsibility Program to be in sync with local government programs.
  - The Social Responsibility Forum proposes the synchronization of the Social Responsibility Program agreed upon jointly by the Governor / Mayor c.q. Social Responsibility Facilitation Team.
2. Collaborative Governance in the Social Responsibility Program in the government is influenced by the System Context, namely:
  - Public service or resource conditions, in the form of public service conditions or resources, especially resources in the form of the number of companies and the potential for social responsibility funds from these companies.

- The policy and legal framework, in the form of Regional Regulations and Governor / Mayor Regulations that underlie the implementation of Collaborative Governance in the Social Responsibility Program.
  - Socioeconomic and cultural characteristics, in the form of socio-cultural and economic conditions that led to the need for collaboration in the Social Responsibility Program.
  - Network characteristics, in the form of the existence of a network of cooperation between the regional government and the company and the strength of the network and the interaction between the local government and the leaders of the company.
  - Political dynamics and power relations, namely the political dynamics and the relationship between the power of the regional government and the company.
  - History of conflict, namely the conflict that has occurred between the regional government and the company.
3. Drivers are actors who will drive collaborative governance in the Social Responsibility Program, which includes:
    - Uncertainty, in the form of uncertainty especially in the economic field and the risks arising from such uncertainty in the form of losses experienced by the company, so that the company cannot implement the Social Responsibility Program optimally.
    - Interdependence, namely the interdependence between local government and companies, especially interdependence in the Social Responsibility Program.
    - Consequential incentives, in the form of applying positive and negative incentives (rewards and punishments) to companies so that companies are encouraged to collaborate in the Social Responsibility Program.
    - Initiating leadership, in the form of initiatives and initiatives from the Governor / Mayor in the Social Responsibility Program.
  4. Collaboration dynamics in the Social Responsibility Program conducted in a joint meeting forum between the Social Responsibility Facilitation Team that represents the local government and the Social Responsibility Forum that represents the company, which includes:
    - Principled engagement was carried out from the Social Responsibility Facilitation Team and Social Responsibility Forum which included discovery, definition, deliberation and determination.
    - Engagement Principles will produce shared motivation which includes trust, mutual understanding, internal legitimacy, and commitment.
    - Collaboration dynamics must be supported by capacity for joint action which includes procedural and institutional arrangements, leadership, knowledge, resources, which are needed to collaborate in the Social Responsibility Program.
  5. Collaboration dynamics will produce collaboration actions, which include:
    - Securing endorsements are efforts to secure company support in collaboration with the Social Responsibility Program.
    - Enacting new policy measures, laws and regulations, namely implementing policies, laws and regulations in the form of Regional Regulations and Governor / Mayor Regulations on Social Responsibility Programs optimally.
    - Marshalling resources, deploying staff, and siting and permitting facilities in collaboration with the Social Responsibility Program.
    - Building or cleaning up sites in the form of activities to build or tidy up / renovate locations and infrastructure.
    - Carrying out new management practices, namely implementing new management practices, namely collaborative management so that collaboration in the Social Responsibility Program can run more effectively.
    - Monitoring implementation is monitoring the implementation of collaboration in the Social Responsibility Program.
    - Enforcing compliance is to enforce the compliance of parties collaborating in the Social Responsibility Program.
  6. Collaboration actions will result in outcomes of collaboration actions, namely the results of collaborative actions in the form of external effects, including the intermediate changes in conditions necessary to reach the target goals and the resulting of accomplishing these goals.
  7. Adaptation is an adjustment done as a follow up to the outcomes of collaboration actions. This adaptation includes:
    - Institutional adaptation, namely institutional adaptation to social responsibility.
    - Adaptation within and between the participant in Collaborative Governance Regime which is adaptation within and between participants in the Collaborative Governance Regime.
    - Adaptation in the targeted resources and service conditions, and also in the larger system context, namely adaptation in the conditions of targeted resources and services, and also in a broad context system.
  8. In addition to these factors, collaborative governance in the Social Responsibility Program in the regional government is also influenced by factors:
    - Organizational and administrative differences between local governments as public organizations and

companies as private organizations that cause differences in the interests, orientation, attitudes, and behavior of each party in collaborating on the Social Responsibility Program.

- Local wisdom must also provide a Social Responsibility Program as a poverty reduction program.
- Formalism is to make a consensus that is not followed up and carry out the Social Responsibility Program carelessly.
- Mentalities, which are not self-confidence mentalities that cause shame and insecurity, mentality of not working seriously, and a mentality that is only good at building but not very good at maintaining the results of development.
- Society participations namely community participation in maintaining and developing the results of the Social Responsibility Program related to the mentality are only good at building but are not very good at maintaining the results of the development.

#### IV. CONCLUSION

To overcome the problem of budget constraints in the Local Government Budget in the implementation of regional government programs, the regional government must look for other legitimate sources of income other than those already stipulated in the Local Government Budget. This can be done by building and developing effective collaborative governance between local governments and stakeholders outside the local government.

The implementation of collaborative governance in the Social Responsibility Program in the local government has not been effective because there are still many companies

implementing the Social Responsibility Program directly to the target groups or beneficiaries of the program without collaborating with the local government. This has caused many social responsibility programs that are less synergistic with local government programs.

An effective Collaborative Governance model for optimizing Social Responsibility Program in regional government is a hybrid model between the Integrative Framework for Collaborative Governance model from Emerson & Nabachi (which includes system context factors, drivers, collaborative dynamics, collaborative actions, outcomes of collaborative actions, and adaptation) with factual models carried out in collaborative governance in the Social Responsibility Program in local governments coupled with other factors, namely organizational and administrative characteristics, local wisdom, formalism, society mentalities, and society participations.

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