

DEVELOPMENT OF A GREEN OPEN AREA BASED ON COLLABORATIVE GOVERNANCE IN KAMPUNG DAYUN SIAK REGENCY

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Submitted: 4 August 2022, Reviewed: 24 December 2022, Published: 30 December 2022

ABSTRACT

Dayun Village, Siak Regency, is an example of a village in Indonesia that successfully implements innovation for the community. One of the innovations is green open space and sports fields built based on collaboration using social responsibility (CSR) programs resulting from budget sharing between PT. Bumi Siak Pusaka BOB-Pertamina Hulu with the Dayun Village Government from the Dayun Village Fund. Not optimal CSR assistance in Dayun Village from other companies engaged in oil palm and community conflicts with companies is a different problem. Developing green open areas based on collaboration is a strategic innovation carried out by the Dayun Village Government. I have seen from 3 dimensions, namely the context of the collaboration process, which is influenced by the starting conditions, facilitative leadership, and institutional design—using qualitative methods in research with data collection techniques of observation, interviews, and documentation. The results of this study show that the lead character of the Penghulu Kampung Dayun is the dominant dimension in the development of green areas in Kampung Dayun.

Keywords: Development, Green Open Areas, Collaborative Governance.

ABSTRAK

Kampung Dayun Kabupaten Siak sebagai contoh desa di Indonesia yang cukup berhasil menerapkan inovasi untuk masyarakat. Salah satu inovasinya adalah ruang terbuka hijau dan lapangan olahraga yang dibangun berbasis pad kolaborasi menggunakan program corporate social responsibility (CSR) hasil dari sharing budget antara PT. Bumi Siak Pusaka BOB-Pertamina Hulu dengan Pemerintah Kampung Dayun dari Dana Desa Kampung Dayun. Tidak optimalnya bantuan CSR di Kampung Dayun dari perusahaan lain yang bergerak dibidang kelapa sawit dan konflik masyarakat dengan perusahaan menjadi permasalahan tersendiri. Pembangunan Kawasan terbuka hijau berbasis *Collaborative Governance* menjadi strategi inovasi yang dilakukan Pemerintah Kampung Dayun. Dilihat dari 3 dimensi yaitu *contex* dari proses kolaborasi yang dipengaruhi oleh *starting condition*, *facilitative leadership*, dan *institutional design*. Menggunakan metode kualitatif dalam penelitian dengan teknik pengumpulan data observasi, wawancara, dan dokumentasi. Hasil penelitian ini menampilkan karakter kepemimpinan Penghulu Kampung Dayun menjadi dimensi dominan dalam pembangunan kawasan hijau di Kampung Dayun.

Keywords: Pembangunan, Kawasan Terbuka Hijau, *Collaborative Governance*.

BACKGROUND

To improve the performance of the village government as the lowest government system in Indonesia, Law Number 6 of 2014 concerning villages could utilize other sources outside the

APBN and APBD for village development. For example, using the village government's corporate social responsibility (SCR) funds is a source of village income that the village government can maximize. (Hohnen, 2007)

In carrying out the Village Government Wheel, Dayun Village is guided by the vision and mission compiled and determined jointly by the Village Head of Dayun. Kampung Dayun has a strategic vision of Governance and services to the community. The condition population in Dayun Village recorded until 2018 was 6,805 people with 1,811 families. The densest population is in Dusun P. Sepetai, with 3,180 people and 879 families; Cengal hamlet, with 1,978 people and 489 families; and Hamlet Pkl. They are followed by the number of 1,647 people and 443 families.

The Village Government of Dayun is quite active in making village regulations known as village regulations, including in maintaining the environment, such as Village Regulation Number 7 of 2016 concerning Guidelines and Implementation of Community Mutual Cooperation Thursday Concerning the Environment (KAPLINGAN) Kampung Dayun, Village Regulation Number 8 of 2016 concerning Prevention and Control of Land and Forest Fires in Dayun Village, Village Regulation Number 9 of 2016 concerning Social Institutions, People Care for Fire (MPA), Village Regulation Number 8 of 2017 concerning Control of Livestock and Rabies Transmitting Animals, Village Regulation Number 11 of 2017 concerning Areas Non-Smoking (KABAR) Kampung Dayun.

Kampung Dayun made a breakthrough in the environmental field by building green open spaces and sports facilities for the community in Kampung Dayun. The innovation is the result of the collaboration between the Dayun Village Government and PT. Bumi Siak Pusako's funding source is budget sharing from CSR

funds and village funds from Kampung Dayun.

This innovation offers an urban or pre-urban village development model with green open spaces. However, a particular problem is not optimal CSR assistance in Dayun Village from other companies engaged in oil palm and community conflicts with companies. So that the successful collaboration with PT. Bumi Siak Pusako BOB Pertamina Hulu is the key to successful innovation in developing green open areas.

The development of Green Open Space is a form of the commitment of the Dayun Village Government to maintain environmental quality. The problem of haze disasters due to land and forest fires in Dayun Siak District is that it burns widely every year, which is indicated by the presence of hotspots in Dayun Village—strengthened by the position of Kampung Dayun close to the operational areas of companies such as PT. RAPP.

Departing from the empirical conditions and problems above, the researchers are interested in raising the title of the research "Development of Green Open Areas Based on Collaborative Governance in Dayun Village, Siak Regency."

The shift from the government model to Governance emphasizes that the government must synergize with other actors to create a responsible government. Therefore, Governance emphasizes cooperation between institutions. The concept of Governance raises new variants in several variants of Governance, such as the concept of good Governance (Padilla & Hudson, 2019) emphasizing the application

of the principles of good Governance, the idea of collaborative Governance (Agranoff, 2006) highlighting the characteristics of the process of cooperation between actors, network governance (Provan & Kenis, 2008) focuses on multi-actor networks, partnership governance (Munro et al., 2006) requires long-term partnerships, new public Governance (Stephen P. Osborne, 2009) emphasizes criticism of NPM, and sound Governance (Farazmand, 2004) which criticizes or even denies it. The concept of good Governance.

In principle, the concept of Governance focuses on cooperation patterns to describe phenomena that arise from the cooperation between actors. Some experts developed the term governance with the idea of collaborative (collaborative Governance) (Peters & Pierre, 1998); (Ansell & Gash, 2008); (O'Flynn & Wanna, 2008); (Emerson et al., 2012) and partnership (partnership governance) (Bovaird, 2004) To understand the concept of collaborative Governance, it is necessary to explore the term "collaboration" in more detail, and this is to be able to recognize the reasons why collaboration is essential in modern Governance and how it can be achieved.

The concept of collaborative Governance is currently being used by government, political, and administrative researchers. The need for a rapid government transition in managing such a dynamic government must be based on the consensus of actors in Governance. (Eppel, 2013). In addition (Osborne, 2010), formulating a model of government governance has led to a new paradigm called New Public Governance. (Stephen P.

Osborne, 2009) This concept emphasizes the development of Collaborative Governance as a bridge for implementing the principles of professionalism in services based on the needs of the internal and external organizational environment.

Other expert opinions that strengthen the definition of Collaborative Governance are Shergold (O'Flynn & Wanna, 2008), (Wanna, 2008)(O'Flynn & Wanna, 2008), and (Fahmi, 2016)(Fahmi et al., 2016). Shergold suggests collaborative Governance as a transformative process from commanding relationships to interactions that characterize the concept of collaboration. To strengthen the theory of Shergold (2008) in understanding transformative processes. (O'Flynn & Wanna, 2008) Furthermore, they see collaborative Governance as forming a continuum from informal to formal relationships. (Eppel, 2013)

Ansell and Gash (2008) stated that the variables related to the success of Collaborative Governance with the context variables of the collaboration process consist of the starting condition, facilitative leadership, and institutional design. In total, it can be explained as follows:

1. The Collaborative Process.

This dimension describes the collaboration as a gradual development. However, because communication is the essence of collaboration, it starts with face-to-face dialogue, builds trust, commits to the process, shares understanding and resources, and focuses on the impact of collaboration.

2. Starting conditions.

This dimension describes several indicators: power/resources,

participation incentives, and the prehistory of antagonism and cooperation.

3. Facilitating Leadership.

Facilitative leadership is related to the first; the facilitator's role is to ensure integrity in building consensus.

4. Institutional Design.

Institutional design refers to the ground rules for collaboration. Agreed regulations to be implemented are based on consensus among stakeholders. To explain this dimension, there are three aspects of institutional design: participation, special discussion forums, a clear legal basis, and institutional transparency processes.

This model emphasizes four dimensions of collaborative partnerships, including the initial conditions (Emerson et al., 2012), the institutional design (Fahmi et al., 2016), the leadership (Snyder, 2019), and the collaboration process (Eppel, 2013). The above process describes the substance of the collaboration process, which is determined by the initial conditions, institutional design, leadership, and collaboration processes as the main dimensions for building collaboration between actors or institutions.

The initial condition emphasizes that every actor or institution that collaborates must pay attention to the gaps in power, resources, knowledge, incentives, and obstacles faced in participating in activities. For institutions, the existence of draft regulations that form the basis for SOPs for activities must be established. In the context of leadership, leaders must be able to facilitate and mediate the collaboration process because the

collaboration process will run non-linear, repetitive, and form polarization. The analysis of the success of the Local Government of Kampung Dayun and the results of the study research conducted provided an overview of the dominant indicators in forming an innovative government.

METHOD

The approach in this research uses qualitative methods. The subject of this research is the village government of Dayun. While the object of analysis is the collaborative strategy carried out in developing green open areas in Dayun Village. Data was collected using the literature method (Joost F Wolfswinkel, 2013), interviews, observation, and documentation.

In the context of the research conducted, we see the development of green open areas as a strategy to prevent environmental damage due to forest fires in Dayun Village, which has a typology of peat areas. Thus, understanding the phenomenon of forest fire prevention by building green open spaces in Dayun Village is supported by critical interpretations of the data presented in qualitative or quantitative form into a synthesis that comes from facts, data, and information from the researcher's point of view.

The processes of data reduction, data presentation, and conclusion drawing were used to examine all the acquired data. Triangulation of sources was also used in this study, as was the researchers' steadfast attention to the accuracy of the data.

RESULT AND DISCUSSION

Early Conditions of Dayun Village

The initial condition is seen from the history of Dayun Village; the administration of government has been formed since 1966. Currently, Dayun Village is led by a Penghulu, namely Nasya Nugrik, S.IP, for the 2013-2019 Period. Kampung Dayun has a heterogeneous community consisting of several tribes and religions. Most tribes in Kampung Dayun include Malay, Minang, Javanese, and Batak. Most of the livelihoods of the people of Dayun Village are oil palm plantation farmers. Dayun Village is in Dayun District, Siak Regency.

Dayun sub-district was formed based on the initial conditions of the community that needed to regulate the joints of community life. The Dayun Village Government is the lowest government entity with authority to carry out the functions of development, service, empowerment, regulation, and protection for the community. This condition is almost the same as the general formation of the village government in Indonesia.

The geographical condition of Dayun District as the main route that connects the provincial capital, Pekanbaru City, with the Regency Capital, Siak Sri Indrapura City, is about 21 Km from Dayun Village, making the position of Dayun District very strategic. Initially, Dayun District was the result of the division of Siak District, which was divided into four districts, namely: Dayun District, Tualang District, Kerinci Kanan District, and Siak District, which was implemented in 2001 based on Regional Regulation No. 13 of 2001 issued by the local government of Siak

Regency. The purpose of this division is to make it easier for the community and the government to carry out administrative relations, as well as facilitate the reach of development and sub-district administration. Thus, the potential in this sub-district is indirectly raised with outreach.

The expansion has had an impact on the progress of Dayun Village in the development of Governance in service, development, and empowerment of the community. Innovation is a strategy for the Dayun Village Government to realize community welfare.

The Leadership of the Dayun Village Head

The dimension that significantly influences the development of innovation is the leadership dimension. Concerning 21st-century leadership, which is in a competitive environment, the role of the leader becomes vital. Government opportunities and challenges to survive a dynamic change require a leader to be proficient in carrying out and developing the organization he leads. Describe this kind of leadership as a process to achieve collective organizational goals.

Kim and Mauborge (2005) revealed that it is a blue ocean realm, meaning the ability of a leader to seize opportunities around him to be developed. So that according to Kim and Mauborgne, a leader, when playing in the competition room, he must be able to find opportunities where the activities he will do have yet to be touched by other competitors. In addition, reading these opportunities is also related to meeting community needs for

organizational sustainability and benefits for the surrounding community.

The innovations in Dayun Village, Dayun District, Siak Regency, and Riau Province successfully developed green open areas. This can be seen from the influence of the village head's leadership, the penghulu. The village head of Dayun can translate the objectives mandated in Law Number 6 of 2014 concerning Villages into a development strategy reflected by the vision and mission set out in the Long-Term Village Development Plan (RPJPDes), Medium-Term Village Development Plan (RPJMDes) and Village Government Work Plan (RKP).

The implementation of RPJPDes, RPJMDes, and RKPDes can be carried out correctly if the leader can monitor until all plans to achieve the common goals can be carried out correctly. The village head of Dayun provides opportunities for all stakeholders to prepare for development through village development consultations (Musrenbangdes), starting from the ulama elements, traditional elements, youth elements, women elements, and community institutions.

The development of the Green Open Area in Dayun Village is inseparable from the Leadership of the Village Head of Dayun. Based on the observations of researchers in the field, the community acknowledged that the leadership of the Penghulu Kampung Dayun received appreciation from the district. The relationship between Penghulu and other stakeholders, such as the company operating in the Kampung Dayun area, is quite good. This can be seen from Penghulu's commitment to intense cooperation with PT

Bumi Siak Pusako BOB-Pertamina Hulu by utilizing CSR to develop Green Open Spaces. The result is that with good communication and planning included in the 2020 Dayun Village development plan deliberation, the use of the Village Fund is directed to the development of green open areas with budget sharing from CSR PT. Bumi Siak Pusako BOB-Pertamina.

Collaboration is strengthened by consensus in the form of a cooperation agreement as a basis for cooperation and sharing resources for developing green open areas. As a result, the green open space can be utilized by the people of Kampung Dayun as an alternative tourism and sports facility.

In addition to the development of green open areas, the leadership of the Penghulu Kampung Dayun influences the development of innovation in Kampung Dayun, including innovation in the service sector by developing population service innovations known as the Village Administration Management Information System (SIMADE). SIMADE is an innovation from the Dayun Village Government to facilitate services to the Dayun Village community in administering letters, population documents, and civil records. Even the SIMADE program can be downloaded from Android-based smartphones in the Play Store.

Then the product innovation of economic empowerment through the use of watermelon innovation. Dayun Village has other innovations in the field of watermelon cultivation. The products made were developed in the form of watermelon jelly and batik from watermelon motifs which

became the flagship product of Kampung Dayun.

Innovation is also developing towards the natural resources in Dayun Village, namely the Zamrud National Park, as an educational tourist spot for scientists, both at home and abroad. In the environmental field, innovation is in the form of appropriate technology in the form of composter trash cans, namely household waste processing waste that can be used as fertilizer. With these various innovations, the Dayun Village Government, led by a chief named Nasya Nugrik, won first place at the Riau Province level in the village competition. / kelurahan in Riau.

Dayun Village Government Institutions

Government institutions are influenced by 2 (two) essential variables, namely, the structure and rewards for innovative employees. Governance is controlled by the organizational capacity of the Dayun Village Government by considering budget factors, village community needs, geographical conditions, population, village potential, and facilities. And infrastructure, especially information technology networks.

At the village level, village financial capacity greatly influences village governance. Sources of village income consist of Village Fund Allocations, Village Funds, third-party donations, revenue-sharing funds for regional taxes and levies, provincial government assistance, and legitimate village original income. These resources are used for village operations, development, and empowerment of rural communities. Collaboration is an alternative

development strategy amidst the limitations of the APBDes.

The condition of the Dayun Village Government is supported by the presence of 3 (three) Hamlets, namely Hamlet I (Pematang Sepetai), Hamlet II (Cengal), and Hamlet III (Advanced Base), consisting of 8 (eight) RKs and 24 (twenty-four) RTs. Based on the results of field research, the role of hamlet heads and community institutions is considered very helpful in the implementation of development in Dayun Village. Implementing participatory development in the forum for village development plans is the key to success. The following is the documentation of the implementation of the Kampung Dayun MUSRENBANG.

To develop the capacity of the village government to realize innovation, providing incentives to employees is a driving factor for the emergence of creative and innovative ideas. This, of course, requires a budget that must be allocated. Based on the research results, the Dayun Village Government, through the Penghulu, said that the provision of incentives still needed to be carried out consistently. Because it is not budgeted for in the Village Budget of Dayun Village, considering that the development and empowerment sector is still a priority for the Dayun Village Government. However, the salaries of village employees and the provision of assistance to RT/RW are still budgeted in the village operational budget through the Village Fund Allocation.

The provision of rewards in the form of providing opportunities for increased education for employees. Giving tips is certainly very influential in

Vol.8, No.2, 2022
Doi: 10.24198/cosmogov.v8i2.41123
<http://jurnal.unpad.ac.id/cosmogov/index>

implementing innovation. Still, the Penghulu Kampung Dayun keeps the village apparatus motivated to work seriously in carrying out the mandate given by the community and prioritizing service because of serving the community.

The analysis shows that although the organizational climate's environmental values do not directly influence the formation of innovative local governments, neglecting this factor in designing innovations for local governments will provide negative values for innovation development. Therefore, the government must budget for rewards in the Regional Expenditure Planning Budget. (APBD).

CONCLUSION

The development of green open areas based on Collaborative Governance is an innovation strategy carried out by the Dayun Village Government. The success of inviting PT. BOB to collaboration is the key

to the success of innovation in developing green open areas in Dayun Village, Riau Province, as a solution to the problem of not optimal CSR assistance in Dayun Village from other companies engaged in oil palm followed by community conflicts with companies. Three dimensions support the development of green open areas in Dayun Village, the first dimension of the initial conditions after the division of Siak District into four sub-districts in 2001 with the issuance of Regional Regulation No. 13 of 2001, bringing development changes in Dayun Village. Second, the innovative and open leadership of Kampung Dayun became the dominant dimension in its development of Kampung Dayun. Third, village government governance, assisted by the existence of hamlets and community institutions that participate in development in Dayun Village, is a supporting dimension to realize collaboration-based development.

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Vol.8, No.2, 2022
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