



Collaborative governance based on local wisdom in achieving Village SDGs

I Putu Sutarka^{1*}

¹ Community Empowerment Expert (TAPM) of Bali Regency, Denpasar, Bali, 80235, Indonesia.

*Correspondence: jhonsutara@gmail.com

Received Date: June 04, 2024

Revised Date: July 24, 2024

Accepted Date: August 31, 2024

ABSTRACT

Background: Collaborative Governance basically aims to jointly solve certain problems or issues from the related parties. These parties are not only limited to government and non-government agencies, because in the principles of good governance, stakeholders and civil society are involved in the formulation and decision-making. **Methods:** This study uses a descriptive qualitative research approach. Data collection techniques used are interviews, literature studies, observations, and documentation. **Findings:** Collaboration is initiated due to the limitations of capacity, resources and networks owned by each party, so that cooperation can unite and complement various components that encourage the successful achievement of common goals. In the collaboration of formulating shared goals, visions, missions, norms and values, the position of each party is equal, namely having the authority to make decisions independently even though they are bound by mutual agreement. Therefore, it can be concluded that Collaborative Governance is cooperation between stakeholders based on shared principles to achieve certain goals including in achieving Sustainable Development Goals (SDGs) which are Government policies. The purpose of this study is to determine how the implementation of collaborative governance of stakeholders in achieving sustainable development goals/SDGs Village and analyze the factors that influence collaboration. The theory used is the collaborative governance model of Ansell and Gash. **Conclusion:** The results of the study show that collaborative governance based on local wisdom in achieving sustainable development goals/SDGs in Tenganan Village, Manggis District, Karangasem Regency, seen from the initial conditions, institutional design and collaborative processes have been running well, but the Institutional Design has not been optimally implemented. Factors that influence collaboration are networked structure, commitment to a common purpose, distributive accountability/responsibility, information sharing, and local wisdom, while the only inhibiting factor is access to resources. **Novelty/Originality of this article:** The recommendation given is the need for technical instructions in the preparation of the direction of Village SDGs policies and the formation of a work team in the implementation of collaboration.

KEYWORDS: collaboration; stakeholders; village SDGs.

1. Introduction

The concept of Collaborative Governance as an alternative basis is considered capable of realizing the acceleration and implementation of government programs. Collaborative Governance is a process that involves various stakeholders. In collaborative cooperation, visions, goals, strategies, and activities are communicated between parties, each of whom retains the authority to make decisions independently. Collaborative Governance essentially aims to jointly solve specific problems or issues faced by the related parties. These parties are not limited to government and non-government agencies, because the principles of good governance involve stakeholders and civil society in the formulation and

Cite This Article:

Sutarka, I. P. (2024). Collaborative governance based on local wisdom in achieving Village SDGs. *Journal of Religion and Environmental Humanities*, 1(2), 44-57. <https://doi.org/10.61511/jreh.v1i2.2024.2228>

Copyright: © 2024 by the authors. This article is distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).



decision-making. Collaboration is initiated due to the limited capacity, resources, and networks of each party, so that collaboration can unite and complement various components that drive the successful achievement of shared goals. In the collaboration to formulate shared goals, visions, missions, norms, and values, the position of each party is equal, namely having the authority to make decisions independently even though bound by mutual agreement. Therefore, it can be concluded that Collaborative Governance is cooperation between stakeholders based on shared principles to achieve specific goals, including the Sustainable Development Goals (SDGs), which are government policies.

The Sustainable Development Goals (SDGs) replace the Millennium Development Goals (MDGs), which were signed by 189 countries in 2000 and ended in 2015. The Sustainable Development Goals (SDGs) were jointly launched by countries across governments, declared on September 25, 2015, and will end in 2030. The Sustainable Development Goals (SDGs) focus on three dimensions of development: social development, economic development, and environmental development. The principle used by the SDGs is more comprehensive, namely universality, where the SDGs involve more countries with universal goals for developed and developing countries. The Sustainable Development Goals (SDGs) are carried out in an integrated manner that is interconnected between social, economic, and environmental. And, no one is left behind or no one is left behind, the SDGs must provide benefits for all humanity and their implementation must involve all stakeholders, including the government, civil society organizations, media, philanthropy, business actors, experts and academics. The Sustainable Development Goals (SDGs) form a long-term development vision with a period of 15 years called the "5 Ps": People, Planet, Prosperity, Peace, and Partnership. The SDGs are a global and national commitment in an effort to improve the welfare of society covering 17 goals, namely: (1) No Poverty; (2) Zero Hunger; (3) Healthy and Prosperous Lives; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Adequate Sanitation; (7) Clean and Affordable Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation, and Infrastructure; (10) Reduced Inequality; (11) Sustainable Cities and Human Settlements; (12) Responsible Consumption and Production; (13) Addressing Climate Change; (14) Marine Ecosystems; (15) Terrestrial Ecosystems; (16) Peace, Justice, and Resilient Institutions; (17) Partnerships to Achieve the Goals. In the National Context, the Sustainable Development Goals (SDGs) have been ratified as the SDGs.

Efforts to achieve the SDGs targets are a national development priority, requiring synergy in planning policies at the national level, as well as at the provincial and district/city levels. The SDGs targets at the national level are aligned with the 2015-2019 National Medium-Term Development Plan/*Rencana Pembangunan Jangka Menengah Nasional* (RPJMN) in the form of measurable programs, activities, and indicators, as well as indications of their financial support. All Sustainable Development Goals policies require action by the government and other stakeholders, from the national level down to the village level. Indonesia has successfully achieved most of the MDGs targets, namely 49 of the 67 MDG indicators. However, there are still several indicators that must be continued in the implementation of the SDGs. Some of these indicators that must be continued include reducing poverty based on the national poverty line, increasing minimum consumption below 1,400 kcal/capita/day, reducing the Maternal Mortality Rate (MMR), combating HIV/AIDS, providing clean water and sanitation in rural areas, and the wide disparity in target achievement between provinces.

As a commitment of the Indonesian Government in realizing Sustainable Development, Presidential Regulation No. 59 of 2017 has been established which regulates how to implement the achievement of sustainable development goals. The Sustainable Development Goals as a derivative of the SDGs are as follows: 1. No poverty; 2. No hunger; 3. Healthy and prosperous lives; 4. Quality education; 5. Gender equality; 6. Clean water and clean sanitation; 7. Clean and affordable energy; 8. Decent work and economic growth; 9. Industry, Innovation and Infrastructure; 10. Reduced inequality; 11. Sustainable cities and communities; 12. Responsible consumption and production; 13. Addressing climate change; 14. Marine ecosystems; 15. Terrestrial ecosystems; 16. Peace, Justice and Resilient Institutions; 17. Partnerships to achieve goals (Iskandar, 2020). The explicit goal of the SDGs

is to mobilize development that leads to progress, particularly in ending all forms of poverty and hunger, reducing disparities within and between countries, preserving the environment, and taking action on climate change strategies. This is reflected in the four interrelated pillars of the SDGs. The first pillar relates to the social pillar, which aims to realize development oriented towards the fulfillment of basic human rights in a quality, fair, and equitable manner, as well as improving the welfare of all people. The second pillar is the economy. To realize the social pillar, an economic pillar is needed that provides a path for development to achieve quality economic growth through job and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and supported by sustainable partnerships.

The third pillar is the environmental pillar, where the economic pillar is inseparable from the environmental pillar. Economic growth that fulfills basic human rights can be achieved through sustainable management of natural resources and the environment to meet the needs of current society and ensure the needs of future generations. Of the three pillars above, a fourth pillar is needed, namely the pillar of law and governance that can provide legal certainty and the realization of effective, transparent, accountable and participatory governance to realize security stability in realizing sustainable development. The pillar of law and governance is very important for the realization of social, economic and environmental pillars. Effective, transparent, accountable and participatory governance is an effort to achieve good governance. The government through Presidential Regulation number 59 of 2017 concerning the Implementation of the Achievement of Sustainable Development Goals states that Sustainable Development Goals or sustainable development is a document containing global goals and targets for 2016 to 2030. Regional action plans in sustainable development are prepared in a 5 (five) year work plan document with various activities that directly or indirectly support the achievement of sustainable development in accordance with national targets. To determine the regional development plan, the Regent/Mayor together with the Governor prepare regional sustainable development targets involving cross-sectors to coordinate in the preparation, monitoring and evaluation of sustainable development for 5 (five) years. The achievements of the National SDGs from SDGs Report 2021 can be described as follows (Table 1).

Table 1. Indonesia's SDGs implementation index

Year	Ranking	Points
2021	97	66.3
2020	97	66.3
2019	102	64.2
2018	99	62.8
2017	100	62.9
2016	98	54.38

From the data above, it can be seen that over the past two years, Indonesia's SDGs implementation index in 2020 and 2021 has stagnated, with no change in ranking. In line with the SDGs agenda, the Bali Provincial Government, in order to realize the vision of "*Nangun Sat Kerthi Loka Bali*" Through a Planned Universal Development Pattern, has set various goals and targets in 22 Bali Development Missions as stated in the RPJMD of Bali Province for 2018-2023, which are in line with the 17 goals in the SDGs. Furthermore, it is explained in the Bali Governor Regulation Number 39 of 2019 concerning the Regional Action Plan for SDGs of Bali Province for 2019-2023. Mapping in Bali shows that there are 233 SDGs indicators that have disaggregation in the provincial and/or district/city administrative areas. The total number of indicators is spread into the social development pillar of 93 indicators, the economic development pillar of 72 indicators, the environmental development pillar of 40 indicators, and the legal and governance development pillar of 20 indicators (SDG Bali Province for 2019-2023).

The current development pattern and direction of Bali is implemented through the Universal Planned Development model. The Balinese development pattern and direction

are implemented in a patterned, planned, directed, comprehensive, and integrated manner based on the Balinese spatial plan. The Universal Planned Development Pattern is a development model to achieve the well-being of the Balinese people, in order to realize the principles of the Unitary State of the Republic of Indonesia, which is politically sovereign, economically self-sufficient, and culturally distinct. The aforementioned Balinese development pattern and direction are based on the *Tri Hita Karana* philosophy, which is rooted in Balinese local wisdom. The *Tri Hita Karana* philosophy is a local wisdom teaching that has grown and developed as a foundation for people of Balinese descent to live a harmonious life amidst the diversity of ethnicities, cultures, and religions in Indonesia. The harmony referred to here is harmony with God Almighty, fellow human beings, and the natural environment (plants, animals, public buildings, waterways, etc.). These three points are interconnected and practiced simultaneously and correctly to achieve the goal of life: physical and spiritual happiness. spirituality. *Tri Hita Karana* (THK) is a philosophy and has become a way of life for the Balinese people in all aspects of life (Riana, 2011).

Tri Hita Karana, Bali's local wisdom, shares the same goals as the SDGs, namely achieving harmony and well-being for humanity now and for future generations. The *Tri Hita Karana* philosophy serves as the foundation for Balinese development at the provincial, district, and village levels. Law Number 6 of 2014 concerning villages signifies that the state has delegated authority and development mandates to villages. The Village Law develops a new paradigm and concept for village governance based on the principle of diversity and prioritizes the principles of recognition (recognition of ancestral rights) and subsidiarity (determination of local village-scale authority), as well as local decision-making. The Village Law shifts the paradigm of village development, from previously positioning villages as mere objects of development to now transforming them into primary subjects of development. Under the leadership of President Joko Widodo, there is a strong commitment from the Government to accelerate village development. This can be seen in one of the nine priorities, namely, "Building Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state." One concrete manifestation of the government's commitment is the distribution of village funds. The implementation of Law Number 6 of 2014 opens up ample opportunity for villages to support the acceleration of the achievement of sustainable development goals. The authority granted to villages and the availability of village funds provided by the government are crucial for achieving the SDGs by 2030. From a territorial and civic perspective, villages contribute 74 percent to the achievement of the SDGs (Iskandar, 2020).

The regional aspect contains 11 objectives closely related to village administration (Objectives 7-17) as seen in Table 2. Village actions toward achieving the 11 goals mentioned above contribute 91% to the achievement of the Sustainable Development Goals. Regarding population, there are six goals closely related to village residents (goals 1-6) as follows in Table 2. Village actions toward achieving these six goals contribute 43% to the achievement of the sustainable development goals. Therefore, village development in supporting the achievement of the sustainable development goals will contribute 74% (Al-Halim,, 2020). Therefore, mainstreaming village development to achieve the sustainable development goals is crucial.

Table 2. Village actions toward SDGs

Aspect	SDGs Goals
The territorial aspect (Objectives 7-17)	7. Villages with clean and renewable energy 8. Equitable village economic growth 9. Village infrastructure and innovation according to needs 10. Villages without disparities 11. Safe and comfortable village residential areas 12. Environmentally conscious village consumption and production 13. Climate change-responsive villages 14. Marine-friendly villages 15. Terrestrial-friendly villages

Population aspect (goals 1-6)	16. Peaceful and just villages
	17. Partnerships for village development.
	1. Villages without poverty
	2. Villages without hunger
	3. Villages with health
	4. Quality village population
	5. Involvement of village women
	6. Villages with clean water and sanitation services.

The Ministry of Villages, Disadvantaged Regions, and Transmigration through the Regulation of the Minister of Villages, Regions, and Transmigration Disadvantaged and Transmigration Number 21 of 2020 concerning general guidelines for village development and empowerment. The goal is to provide direction and guidelines for villages to focus the direction of Village Development Planning policies on achieving Village SDGs. Starting in 2021, the Village Government has aligned its vision, mission, and priority programs to achieve sustainable development goals.

Table 3. Village SDGs achievements in 2021 in Bali Province

Village SDGs achievements in 2021 in Bali Province	
6 Village SDGs	18 Village SDGs goals
1. Prosperous Village Residents	1. Villages without poverty
2. Village Balance	2. Villages without hunger
3. Village Prosperity	3. Villages that care about health
4. Peace, Partnership	4. Quality village population, involvement of village women
5. Village Institutions and Wisdom	5. Villages that provide clean water and sanitation
	6. Villages with clean and renewable energy
	7. Equitable village economic growth
	8. Village infrastructure and innovation according to needs
	9. Villages without disparities
	10. Safe and comfortable village settlement areas
	11. Environmentally conscious village consumption and production
	12. Villages that are responsive to climate change
	13. Villages that care about the marine environment
	14. Villages that care about the terrestrial environment
	15. Peaceful and just villages
	16. Partnerships for village development
	17. Dynamic village institutions and adaptive village culture.

The synergy, collaboration, and mutual cooperation between the Bali Provincial Government, Regency/City Governments, and Village Governments will accelerate the achievement of sustainable development goals. The Sustainable Development Goals (SDGs) above are built on 5 dimensions, while the Village SDGs are built on the same 5 dimensions, only one dimension is added to make 6 Dimensions as seen in Table 3. The six dimensions above are described in 18 Village SDGs goals that are interconnected between one goal and another. The goals The Village SDGs are as follows in Table 3. The achievements of the Village SDGs in 2021 in Bali Province are illustrated in the Table 4.

The table below shows that the highest achievement of the SDGs in villages is in Karangasem Regency, at 57.32%. This achievement represents the contribution of the SDGs achieved by 75 villages in Karangasem Regency. The achievement of the SDGs in villages is the result of collaboration between village governments and communities. The involvement of non-governmental stakeholders in the public policy-making process has become mainstream and is now a necessity. The term "government" has evolved into "governance," meaning that state management is no longer solely in the hands of the government but also in collaboration with non-governmental stakeholders. The term "collaborative governance"

was then introduced to explain how government and non-governmental stakeholders can collaborate effectively and efficiently (Febrian, 2016).

Table 4. Village SDGs achievements in 2021 in Bali Province

No	Regency/City	Village SDGs Achievements
1.	Karangasem	57.32%
2.	Tabanan	56.61%
3.	Denpasar	55.38%
4.	Gianyar	54.95%
5.	Jembrana	54.76%
6.	Klungkung	53.84%
7.	Bangli	52.72%
8.	Badung	52.55%
9.	Buleleng	47.81%

Collaborative governance has become an integral part of governance principles in Indonesia, even down to the village government level. In Bali, collaborative governance, combined with local wisdom, namely *Tri Hita Karana*, has become a principle of governance. This is evident in various development documents explaining this, such as the Regional Medium-Term Development Plan/*Rencana Pembangunan Jangka Menengah Nasional* (RPJM Daerah) and the Village Medium-Term Development Plan/*Rencana Pembangunan Jangka Menengah Nasional* (RPJM Desa). Therefore, when the global agreement on SDGs, also known as the Village SDGs, began, the process of internalizing them into development documents became easier. Using the Ansell and Gash Collaborative Governance Model to test the effectiveness of Village SDG implementation, it was demonstrated that the implementation of collaborative governance in Tenganan Pegringsingan Village, Manggis District, Karangasem Regency, had been quite successful. The principles of "leaving no one behind," transparency, accountability, and inclusiveness of the Village SDGs were simply translated into formal and normative stakeholder involvement in the Village SDG implementation process, at least in village data collection, the development of the Village SDGs Roadmap, and the Village Development Plan. The lack of an institutional design that implements collaboration in efforts to achieve sustainable goals is one of the successes of collaborative governance (Putri, 2021; Risnah et al., 2021).

Several student research findings also noted the successful implementation of collaborative governance in the regions. However, as with the implementation of the SDGs, not all collaborative governance implementations have been successful. Summarized from the results of studies by students from various universities, most local governments are seen as failing to implement collaborative governance for various reasons, including the government being very dominant; differing views and interests including sectoral egos that cannot be reconciled; formalistic; unable to agree on a consensus; not daring to make breakthroughs; inadequate availability of human resources; no visible commitment; less active communities; and less functional stakeholder forums. Although collaborative governance has become a government policy and has been adopted in the formulation of public policies both at the central government, regional governments and village governments, its implementation in the formulation of public policies in Indonesia, including the implementation of Village SDGs, is still not optimal. Therefore, efforts are needed to review collaborative governance practices by utilizing the momentum of the implementation of Village SDGs in Karangasem Regency.

Based on the description above, the researcher is interested in conducting research on Collaborative Governance Based on Local Wisdom in achieving Village SDGs in Tenganan Village, Manggis District, Karangasem Regency. This is because the concept of villages in Bali has unique characteristics that differ from villages in other regions in Indonesia. According to Carol A. Warren (1990) there is a duality of villages that are still developing in Bali. First, villages that carry out various government or official administrative activities are termed "official villages". Official villages are autonomous in regional government practices based on regional government laws. Second, customary villages, referring to traditional groups

with such, namely village kahyangan (Pitana, 1994; Pasek Diantha, 2001; Parimartha, 2003; Windia, 2005, Suaca, et.al, 2022). The duality above in the Functional Relationship and the implementation of the foremost government between the Traditional Village and the Official Village Based on Local Wisdom *Tri Hita Karana* can still run well. Based on the description above, this study will try to answer the following research questions: How is the implementation of collaborative governance based on Balinese local wisdom in achieving sustainable development goals (SDGs) in Tenganan Village, Manggis District, Karangasem Regency. What factors influence collaboration in efforts to achieve Sustainable Development Goals (SDGs) in Tenganan Village, Manggis District, Karangasem Regency.

2. Methods

In this study, the researcher used a qualitative descriptive research design, with the research site in Tenganan Village, Manggis District, Karangasem Regency. The types of data used in this study were words, actions, and written sources. The research subjects used a purposive technique. This study was sourced from primary and secondary data, with data collection techniques consisting of interviews, observation, and documentation (Sugiyono, 2005).

3. Result and Discussion

3.1 Public administration and management

Public administration is the activity of managing an organization's people and equipment to achieve government goals based on societal needs through two focuses: public management and public policy. Public management focuses on how to organize and control an organization's resources to achieve its goals. Public policy, on the other hand, focuses on creating regulations or laws used to resolve societal problems. Public management is a series of processes to achieve an organization's goals by carrying out the functions of planning, organizing, leading, and controlling its resources. The Public Management paradigm has undergone shifts over time, initially from the Old Public Administration (OPA) paradigm to the New Public Management (NPM) paradigm, which led to the change from government to governance. From this paradigm shift, the term collaborative governance emerged, involving third parties other than government institutions, namely community interest groups or Non-Governmental Organizations (NGOs), in the decision-making process and resolving public problems.

3.2 Governance

Governance is not the same as government. In the narrow sense, governance is an institution, but in the broad sense, governance is the process of governing (Dwipayana et al., 2003). In the context of government, it is more often interpreted as "they," while governance is more often interpreted as "we." In this context, government is seen as if only the government or politicians can regulate, implement, and provide services. However, when viewed from the context of governance or "we," it explains that there is a fusion between those who "govern" and those who "are governed," because governance involves all parties in various governance processes. The concept of governance itself emphasizes that the government is only one actor involved in the governance process and does not have to be the most decisive actor. This implies that the role of the government as a provider of public services is to facilitate other parties or the private sector, which plays an active role in implementing policy or program efforts (Sumarto, 2004).

According to Cheema (Keban, 2008), governance is a system of values, policies, and institutions where economic, social, and political affairs are managed through interactions between society, government, and the private sector. According to Kapucu, Naim; Farhod

Yuldashev & Erlan Bakiev (2009), governance is a decision-making process involving state and non-state actors. Governance guides the processes that influence decisions and procedures in the private, public, and civil sectors. Meanwhile, the United Nations Development Program (UNDP) in (Sedarmayanti, 2003) views governance as the implementation of political, economic, and administrative authority in managing national problems. Therefore, the institution of governance includes three institutions, namely: state (government), society, and private sector (private sector or business world).

According to Dwiyanto (2005), governance is the collaborative implementation of governing functions by the government, other agencies, such as NGOs, companies, and other parties, in decision-making and the implementation of public programs and policies. This demonstrates that power is not solely vested in the government or solely within its purview. Although the governance perspective implies a reduction in the government's role, the government as an institution cannot be abandoned. Meanwhile, according to Bevir (as cited in Zaenuri, 2016), governance is a form of transformation of the government administration system, encompassing several aspects, starting with changes in the hierarchy and market partnership network, interconnectedness of administration with civil society, changes in government activities from negotiation and diplomacy, and the involvement of non-state institutions in the formulation and implementation of public policy. There are several important dimensions of governance.

Dwiyanto (Nurhaeni, 2010) explains that the first dimension of governance is the institutional dimension, which explains that governance is a system involving multiple actors (multi-stakeholders), both from the government and outside the government, in implementing various activities to address public problems and needs. The second dimension of governance is the values underlying the exercise of power. Traditional public administration values such as efficiency and effectiveness have shifted to values of social justice, freedom, and humanity. Based on these expert opinions, it can be concluded that governance is an institutional system that addresses various public issues that arise in society, involving multiple actors, both government and interest groups, in the process of formulating and implementing policies to achieve goals and/or resolve shared problems.

3.3 Collaborative governance

Collaboration is a form of cooperation, interaction, and compromise among various related elements, including individuals, institutions, and/or parties directly and indirectly involved, who receive the consequences and benefits. The values underlying collaboration are shared goals, shared perceptions, a willingness to work together, mutual benefit, honesty, compassion, and community-based approach. CIFOR/PILI, in Haryono (2012), and Gray in Haryono (2012), describe collaboration as a thought process in which the parties involved examine different aspects of a problem and find solutions to these differences and the limitations of their perspectives on what can be done. In this article, collaboration is defined as togetherness, cooperation, shared tasks, equality, and responsibility, where the collaborating parties share common goals, shared perceptions, a willingness to work together, mutual benefit, honesty, compassion, and community-based approach.

According to Agustina (2017), collaborative governance is a process involving various stakeholders who are bound to advance the interests of each agency in achieving common goals. Meanwhile, Ansell and Gash define collaborative governance as an arrangement in which one or more public institutions directly engage with non-public stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process aimed at creating or implementing public policy or managing public programs or assets. The above definition can be formulated using several keywords that emphasize six characteristics, including: The forum is initiated or implemented by public institutions or actors within public institutions. Participants in the forum also include non-public actors. Participants are directly involved in decision-making and decision-making, and decisions do not necessarily refer to public actors. The forum is formally organized and meetings are held collaboratively. The forum aims to make decisions based on mutual agreement; in other

words, this forum is consensus-oriented. Collaboration focuses on public policy and public management.

According to Ansell & Gash in Putro (2014), collaborative governance emerges adaptively or is deliberately created for the following reasons: Complexity and interdependence between institutions. Conflicts between interest groups that are latent and difficult to mitigate. Efforts to find new ways to achieve political legitimacy. Failure of policy implementation on the ground. The inability of groups, particularly due to the separation of power regimes, to use other institutional arenas to obstruct decisions. The mobilization of interest groups. The high costs and politicization of regulation. Increasingly broad notions of interest group pluralism. The failure of managerial accountability (especially the increasingly politicized scientific management) and its failure to implement it.

Collaborative governance according to Ansell & Gash (2007:544) is a series of arrangements in which one or more public institutions directly involve non-state stakeholders in a formal, consensus-oriented and deliberative policy-making process aimed at creating or implementing public policies or managing public programs or assets. According to Ansell & Gash, collaborative governance is a collaborative process by regulating a decision in a policy process carried out by several public institutions with other related parties and involved directly or indirectly with the aim of solving public problems. The Collaborative Governance Model according to Ansell & Gash is the initial condition in a collaboration influenced by several phenomena, namely stakeholders have common interests and visions to be achieved, a history of past cooperation, mutual respect for the established cooperation, trust in each stakeholder, imbalance of power, resources, and knowledge. Facilitative leadership is related to deliberations carried out by stakeholders, establishing clear ground rules, building trust, facilitating dialogue between stakeholders and sharing mutual benefits. Institutional design relates to the basic procedures and regulations in collaboration for the legal procedures of the collaboration process, transparency of the process, inclusiveness of participants, and exclusivity of the forum.

3.4 Collaborative governance processes and collaborative governance success criteria

By reviewing various literatures, we found an outline of the stages of Collaborative Governance, which consist of 4 (four) steps, namely (i) Preparation, in the form of mapping the situation, stakeholders and related issues; (ii) Planning, in the form of agreeing on objectives, targets, policies and strategies, roadmaps and activity plans including resource support; (iii) Implementation in the form of implementing activities, monitoring and evaluation; and (iv) Development, in the form of preparing for expansion and replication of activities, including ensuring sustainability. Ansell & Gash (2007), stated that there are 6 (six) criteria for realizing collaborative governance; namely (i) Collaboration is initiated by government institutions; (ii) Collaboration participants consist of government and non-government institutions; (iii) All participants participate in the decision-making process; (iv) Collaboration forums are officially formed and meet regularly; (v) Collaboration forums make decisions by consensus; (vi) The focus of collaboration is on public policy and management.

3.5 Ansell & Gash's stakeholder and collaborative governance model

One important component of collaborative governance is stakeholders, defined as individuals, groups, organizations, both men and women, who have an interest, are involved, or are affected (positively or negatively) by a development activity (Hertifah, 2003). Meanwhile, Gonsalves et al. (in Iqbal, 2007) added that stakeholders are not merely affected but also influence (Arrozaaq, 2017). A crucial step in stakeholder selection is mapping stakeholders and their activities. This step aims to gain a picture of the strengths of stakeholders, including potential stakeholders who have not yet joined. This will strengthen the collaboration and produce more efficient and effective outcomes.

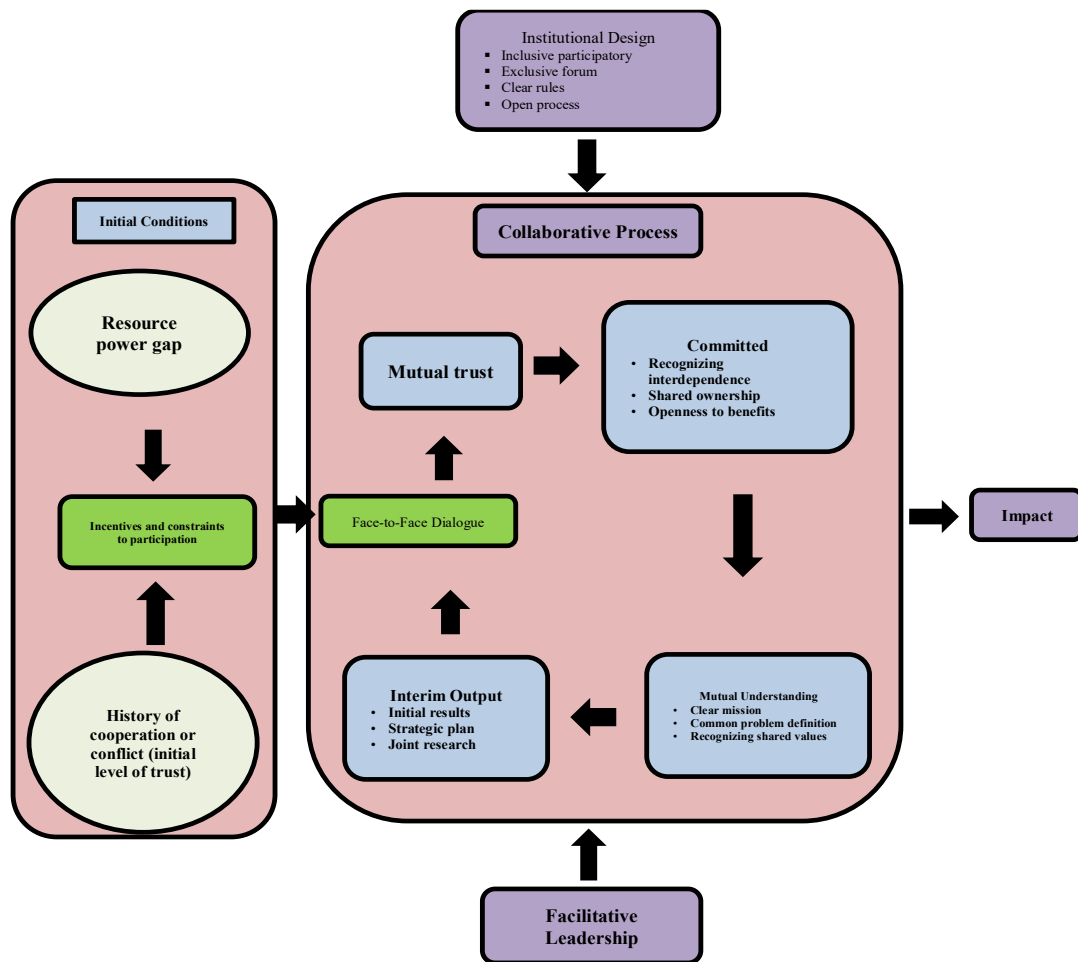


Fig. 1. Ansell and Gash's collaborative governance model
(Ansell & Gash, 2007)

The most well-known Collaborative Governance model is the Ansell and Gash Model, which can be used as a guide in research to assess the effectiveness of ongoing collaboration processes. This model uses four dimensions to measure the success of Collaborative Governance: first, the Collaborative Process as the core of Collaborative Governance, encompassing (i) face-to-face dialogue; (ii) building trust; (iii) commitment to the process; (iv) mutual understanding. Second, there are 3 (three) other dimensions that influence, namely (i) initial conditions, including resource gaps, availability of incentives, and past burdens; (ii) institutional design, including openness, availability of procedures, and authority; (iii) facilitative leadership, including facilitative leaders and organic leaders.

The four dimensions of Collaborative Governance are analyzed and implemented to obtain Collaborative Governance Outputs that are based on consensus-oriented and formal decisions (Febrian, 2018). This collaborative process is an important variable, where the collaborative process begins with face-to-face dialogue related to good trust, after conducting good face-to-face dialogue, trust will be built which will later influence commitment in the collaborative process, after the commitment of stakeholders is high, there will be a shared understanding in problem formulation, identification of values, and a clear mission. After stakeholders have similarities and understanding, they will determine a strategic plan to carry out the collaboration. The indicators of success in the collaborative governance process are involving all; transparent and responsible; effective and fair; ensuring the rule of law; ensuring that political, social and economic priorities are based on community consensus; and paying attention to the weak in decision making (Sudirman et al., 2020; Setianingtiyas et al., 2019)

3.6 Collaborative governance based on local wisdom in achieving village sustainable development goals/SDGs

The initial conditions for collaboration in achieving the Sustainable Development Goals/Village SDGs in Tenganan Village can be concluded as the differences in resources and authority held by each stakeholder in achieving the Sustainable Development Goals/Village SDGs led to collaboration, supported by a history of existing collaborations and previous engagements by stakeholders, which facilitated the collaboration, and was based on the *Tri Hita Karana* philosophy, the foundation of the Tenganan village community. Regarding the Institutional Design of Collaboration in Achieving Sustainable Development Goals, it can be concluded that in implementing collaboration to achieve the Sustainable Development Goals/Village SDGs, in accordance with Minister of Village Regulation No. 21 of 2020 concerning Guidelines for Village Development and Village Community Empowerment, the implementation of village development and empowerment, the division of tasks, and who is required to carry them out are quite clear (Sitepu & Maulana, 2021). However, there are no technical guidelines for developing Village SDG policy directions, and no Village SDG team has yet been formed as a collaborative forum for coordination and communication in implementing the Sustainable Development Goals.

Facilitative leadership in collaboration to achieve sustainable development goals/SDGs in Tenganan Village has been running optimally carried out by the Tenganan Village Head, because the implementation of existing deliberations is still carried out situationally and only when necessary, this results in the implementation of empowerment carried out by the Village Government being less than optimal. Likewise in involving the role of stakeholders involved because it is only done through formal forums. The role of stakeholders involved is based on the main duties and functions of each stakeholder by carrying out collaborative activities in the form of planning activities and implementation activities. Supervision of collaborative activities is carried out by each stakeholder internally and is carried out by the Village Government, Village Consultative Body/*Badan Permusyawaratan Desa* (BPD), and Traditional Village, in addition, supervision is also carried out by the community but is still not carried out optimally because it has not directly involved supervision carried out by the community. The Tenganan Village Head has been able to facilitate collaboration between stakeholders who synergize with the Tenganan Traditional Village Head and Non-Governmental Organizations. The collaborative process in the collaboration to achieve sustainable development goals/SDGs in Tenganan Village concluded that the implementation of the collaborative process has been running well supported by variables of face-to-face dialogue related to communication carried out formally and informally, both through village deliberations and customary village forums exchanging information between stakeholders. Communication is more often carried out informally, Trust and Commitment from each stakeholder are already quite high, can be seen from the history of cooperation that has been carried out previously resulting in easier building of trust and their commitments are carried out according to their respective duties and functions (Yudhiantara et al., 2021; Yasintha, 2020). A shared understanding related to the vision and mission that is the basis of this collaboration is clear, the goal is also clear to achieve sustainable village development. To produce joint decisions. The medium-term outcomes that occur in collaboration are the formulation of sustainable development policy directions/roadmaps and village development planning, in the formulation process has involved the role of the community because the community is the subject of development (Sukanti & Faidati, 2021).

3.7 Factors influencing collaborative governance in efforts to achieve village sustainable development goals/SDGs

The driving factor for collaboration in achieving sustainable development goals/SDGs in Tenganan Village can be seen that the driving factor that can make collaboration run well, this is due to the existence of the *Tri Hita* philosophy that has become. The inhibiting factor

in collaboration is access to resources that exist in each stakeholder involved in the collaboration such as Human Resources owned in terms of quantity is still inadequate or insufficient which results in the quality of existing Human Resources being less good, so that the services provided are less than optimal, in carrying out daily tasks carried out by Human Resources from each stakeholder is also not optimal in its implementation. In addition to Human Resources, Financial Resources owned by each stakeholder are also limited in number (Syamsia et al., 2021; Syamsurizaldi & Putri, 2019; Tang & Mazmanian, 2008).

4. Conclusion

Collaborative Governance in an effort to achieve sustainable development goals/SDGs Village in Tenganan Village: the implementation of collaborative governance in an effort to achieve sustainable development goals/SDGs Village in Tenganan Village based on research conducted by the author can be concluded that it has been implemented quite well, based on the phenomenon of Initial Conditions, Institutional Design and Collaborative Process, but there are still less than optimal phenomena in its implementation, namely related to Institutional Design in collaboration. The initial condition for the formation of this collaboration is the imbalance of resources owned by each stakeholder involved (Village Office, Traditional Village and Community), differences in authority owned and based on the philosophy of trihita karana as local wisdom makes the level of trust and commitment from stakeholders quite high which can be used as capital in the implementation of collaboration. Institutional Design is based on the Regulation of the Minister of Villages, PD TT number 21 of 2020 concerning General Guidelines for Village Development and Village Community Empowerment. The absence of technical guidelines regarding the development policy direction/village SDG roadmap has resulted in the undetermined development policy direction to support the achievement of the village SDGs. Furthermore, there is no institution tasked with monitoring and evaluating the collaboration. The collaborative process has been well-understood, with face-to-face dialogue through village deliberations and customary councils, and the trust and commitment of all stakeholders is quite high, facilitating the decision-making process.

Factors influencing collaborative governance in achieving the sustainable development goals (village SDGs) in Tenganan Village: There are five driving factors in collaborative governance related to achieving the village SDGs: First, a clear network structure with a collaborative network structure of a lead organization, where all members share the same hierarchical level, appointing one member as a leader or manager, namely the Tenganan Village Head. Second, a strong commitment to a common purpose among all stakeholders in realizing sustainable development. Third, clear distributive accountability/responsibility related to the decision-making process carried out in this collaboration involves all existing stakeholders and pays attention to the impacts that will be caused, the division of authority is quite clear based on the Regulation of the Minister of Villages, PD TT number 21 of 2020. Fourth, information sharing is good by a sharing the information they have, they only need to ask directly to the relevant Perbekel (Village Government). Fifth, Local wisdom (Local wisdom) in addition to the 4 driving factors for the collaboration, local wisdom in this case is the Trihita Karana philosophy has the most decisive role because it underlies the development pattern and life of the Tenganan village community. Inhibiting factors in collaborative governance related to efforts to achieve sustainable development goals/SDGs Village are: Institutional design is not optimal, namely the absence of clear technical instructions in the preparation of development policy directions/SDGs Village roadmaps and the absence of the formation of a team as a forum for collaboration. Based on the results of research on collaborative governance in achieving sustainable development goals/SDGs in Tenganan Village, the researcher provides the following suggestions: the Ministry of Villages, Disadvantaged Regions, and Transmigration should provide technical guidance in formulating development policy directions/roadmaps for SDGs in the Village. An institution that will implement collaboration needs to be established to facilitate communication and coordination in achieving sustainable development goals/SDGs in the Village.

Acknowledgement

The author express their gratitude to the reviewers for their valuable and constructive feedback on this article.

Author Contribution

I.P.S., contributed to the literature search, interpretation, writing, and proofreading of the manuscript. The author has read and agreed to the published version of the manuscript.

Funding

This research did not use external funding.

Ethical Review Board Statement

Not available.

Informed Consent Statement

Not available.

Data Availability Statement

Not available.

Conflicts of Interest

The author declare no conflict of interest.

Open Access

©2024. The author(s). This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made. The images or other third-party material in this article are included in the article's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

References

- Ansell, C., & Gash, A. (2007). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571.
<https://doi.org/10.1093/jopart/mum032>
- Al-Halim, I. (2020). *SDG's Desa Percepatan Pencapaian Tujuan Pembangunan Berkelanjutan*. Yayasan Pustaka Obor Indonesia.
- Febrian, R. A. (2016). Collaborative Governance dalam Pembangunan Kawasan Perdesaan (tinjauan konsep dan regulasi). *Wedana: Jurnal Kajian Pemerintahan, Politik Dan Birokrasi*, 2(2), 200-208.
<https://journal.uir.ac.id/index.php/wedana/article/view/1824>
- Peraturan Presiden Republik Indonesia Nomor 59 tahun 2017 tentang pelaksanaan pencapaian tujuan pembangunan berkelanjutan.
- Peraturan Menteri Desa, Daerah Tertinggal dan Transmigrasi nomor 21 tahun 2020 tentang pedoman umum pembangunan dan pemberdayaan desa.
- Peraturan Gubernur Bali Nomor 39 Tahun 2019 tentang Rencana Aksi Daerah Tujuan Pembangunan Berkelanjutan / Sustainable Development Goals (SDGs) Provinsi Bali Tahun 2019 – 2023.
- Putri, S. Y. (2021). Implementasi program tujuan pembangunan berkelanjutan (sustainable

- development goals) pada kasus stunting di Indonesia. *Jurnal pir: power in international relations*, 5(2), 163-174. <http://dx.doi.org/10.22303/pir.5.2.2021.163-174>
- Risnawati, R., Mukhtar, M., & Irwan, M. (2021). Literatur review: aplikasi model health care system dalam interprofessional collaboration pada penanganan gizi buruk. *Bina generasi: jurnal kesehatan*, 12(2), 42-47. <https://doi.org/10.35907/bgik.v12i2.169>
- Sugiyono, S. (2005). *Memahami Penelitian Kualitatif*. Alfabeta Badung. <https://digitallib.iainkendari.ac.id/id/eprint/2442/8/8%20LAMPIRAN.pdf>
- Setianingtyas, R., Baiquni, M., & Kurniawan, A. (2019). Pemodelan indikator tujuan pembangunan berkelanjutan di Indonesia. *Jurnal Ekonomi Dan Pembangunan*, 27(2), 61-74. <https://doi.org/10.14203/JEP.27.2.2019.61-74>
- Sudirman, F. A., Basri, M., Huda, K., & Upe, A. (2020). Collaborative Governance dalam Pelaksanaan Program Keluarga Harapan (PKH) sebagai Upaya Pencapaian Sustainable Development Goals (SDGs). *Jurnal Neo Societal*, 5(4). <https://download.garuda.kemdikbud.go.id/article.php?article=2013048>
- Sitepu, P. A. B., & Maulana, R. Y. (2021). Tata Kelola Program Corporate Social Responsibility (Csr) Melalui Konsep Collaborative Governance dalam Menunjang Program Pembangunan Daerah. *Jurnal Ilmu Pemerintahan Widya Praja*, 80-90. <https://ejournal.ipdn.ac.id/JIPWP/article/view/1438>
- Sukanti, S., & Faidati, N. (2021). Collaborative governance dalam upaya penanggulangan stunting di kabupaten sleman. *Jurnal caraka prabu*, 5(1), 91-113. <https://doi.org/10.36859/jcp.v5i1.418>
- Syamsia, S., Idhan, A., Ibrahim, J., Ali, M. Y., & Hasanuddin, H. (2021). Penanggulangan stunting melalui peningkatan partisipasi masyarakat dengan sosialisasi dan edukasi pola hidup sehat di Lombok Barat. *To maega: jurnal pengabdian masyarakat*, 4(3), 377-385. <https://doi.org/10.35914/tomaega.v4i3.894>
- Syamsurizaldi, S., & Putri, A. A. (2019). *Model Collaborative Governance pada Nagari Rancak di Provinsi Sumatera Barat*. Universitas Andalas. <https://doi.org/10.30559/jpn.v4i1.88>
- Trisliatanto, D. A. (2019). *Metodelogi Penelitian*, Ed.I. ANDI.
- Tang, S. Y. & Mazmanian, D. A. (2008). *An agenda for the study of collaborative governance*. USC Judith and John Bedrosian Center on Governance and the Public Enterprise, School of Policy, Planning and Development. University of Southern California.
- Yasinthia, P. N. (2020). Collaborative Governance Dalam Kebijakan Pembangunan Pariwisata Di Kabupaten Gianyar. *Jurnal Ilmiah Dinamika Sosial*, 4(1), 1-23. <https://doi.org/10.38043/jids.v4i1.2219>
- Yudhiantara, I., Sudemen, I. W., & Sutarka, I. P. (2021). Building the Spirit of Governance in Realizing the Village SDGs in Bali Province, Indonesia. *International Journal of Science and Research (IJSR)*, 10(10), 973-976. <https://repository.warmadewa.ac.id/id/eprint/1373/>

Biography of Author

I Putu Sutarka, Community Empowerment Expert (TAPM) of Bali Regency, Denpasar, Bali, 80235, Indonesia.

- Email: jhonsutara@gmail.com
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A