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Original Article

A Study Collaborative Governance in Bengkulu City, Indonesia

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Abstract: Smart governance is an indicator of the smart city program to improve good governance, so there needs to be a collaboration between local government organizations, private parties, and community groups. The collaboration between stakeholders is not optimal for implementing smart Governance in Bengkulu City. The research objective is to analyze collaborative governance on smart governance implementation. The research method uses qualitative methods using six informants, data collection techniques by observation, interviews, documentation, and data analysis using triangulation. The study results indicate that collaborative governance in implementing smart Governance in Bengkulu City is quite optimal, as seen from the indicators of initial conditions, institutional design, and collaborative processes that are intertwined with the success of the smart governance program. In conclusion, collaborative governance in smart governance implementation is not optimal because there are still some collaborative governance problems. This research implies that input in the implementation of smart Governance and Collaborative Governance has an important role in the success of the implementation of smart governance.

Keywords: collaborative governance; smart governance; smart city; Bengkulu city; Indonesia.

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1. Introduction

Industrial revolution 4.0 is marked by advances in computer and internet technology, which all elements use it (Muljani & Ellitan, 2019). Electronic governance utilizes information technology by the government to improve communication between the government, the community, the private sector, and parties interested in fast, precise, and transparent government services (Malik et al., 2014). In Indonesia, the Republic of Indonesia presidential regulation Number 95 of 2018 concerning an electronic-based government system has been (Nasional, 2015). The purpose of this electronic-based government system is that the government uses information and communication technology to provide services to the community.

One of them is described by Nam & Pardo (2011), who stated that a smart city could identify various problems ranging from infrastructure problems to disasters. Therefore, through a smart city, problems can be solved quickly. Meanwhile, Marsall explained that a "smart city is a city that uses ICT and data in providing services efficiently to its citizens (Nam & Pardo, 2011) in Rahmadanita et al. (2019).

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Based on the results of previous studies the problem of implementing smart cities in Indonesia, namely the lack of resources both from the quality of human resources or facilities and infrastructure that support existing service applications, on the other hand, smart governance is still complicated because applications of smart governance are not integrated between government organizations (Anthopoulos, 2017). Related areas are still needed to improve the existing smart governance model. The importance of smart governance as an effort to succeed in the smart city program in Bengkulu City is because as a smart city, it must meet several criteria such as smart economy, smart people, smart governance, smart mobility, smart environment, and smart living, therefore smart governance. as one of the criteria for the smart city. An electronic-based government system is a basic need for society in the current industrial revolution 4.0, and people demand an effective, transparent and integrated government system.

The problem of smart governance today is the quality of human resources, applications that do not support, regulations that are not yet right, the infrastructure owned, and the level of social and cultural education of the community. Seeing the problems that exist, the Bengkulu City government can focus on making an integrated application across regional level organizations so that its implementation is more focused and does not waste the budget. It is supported by clear regulations by Presidential Regulation No. 95 of 2018 concerning an electronic-based government system. The importance of government collaboration in implementing smart governance is because the implementation of smart governance cannot be applied alone. Collaboration between relevant stakeholders is needed to execute smart governance successfully in Bengkulu City. However, the role of Public Administration as an applied science has a role in the policies and governance of local government organizations in planning and developing smart governance. It involves an educational, cultural, social, and economic approach. The community is expected to create a smart governance model that is closer to the community's needs as a whole so that it can be a driving force for the success of the smart city program in Bengkulu City.

2. Literature Review

Collaborative Governance 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 (Mulyanto et al., 2021; Nurani, 2021). It aims to make or implement public policies or regulate public programs or assets (Ansell & Gash, 2007). According to Ansell and Gash, collaborative governance is a process of collaborative activity by controlling a decision in the policy process carried out by several public institutions with other related parties and involved directly or indirectly to solve general problems. The Collaborative Governance model proposed by Ansell and Gash considers several phenomena that influence the initial conditions in collaboration. For example, they stated the stakeholders have a common interest and vision to be achieved, the history of past cooperation, mutual respect for the existing collaboration, the trust of each stakeholder, power imbalance, resources, and knowledge (Maulana Wijaya et al., 2019).

Facilitative leadership is related to deliberation conducted by stakeholders, setting clear ground rules, building trust, facilitating dialogue between stakeholders, and sharing mutual benefits (Booher, 2004; Bussu & Bartels, 2014). Institutional design relates to procedures and basic rules in collaboration for procedural legal collaboration processes, process transparency, participant inclusion, and forum exclusivity. This collaborative process is an important variable where the collaborative process begins with a face-to-face dialogue related to good trust; after having a good face-to-face dialogue, trust will be built, which will affect the collaboration process's commitment after the stakeholders' commitment is high. Then, there will be a common understanding of problem formulation, identification of values, and a clear mission. Finally, after the stakeholders have similarities and understanding, it will determine a strategic plan to carry out collaboration.

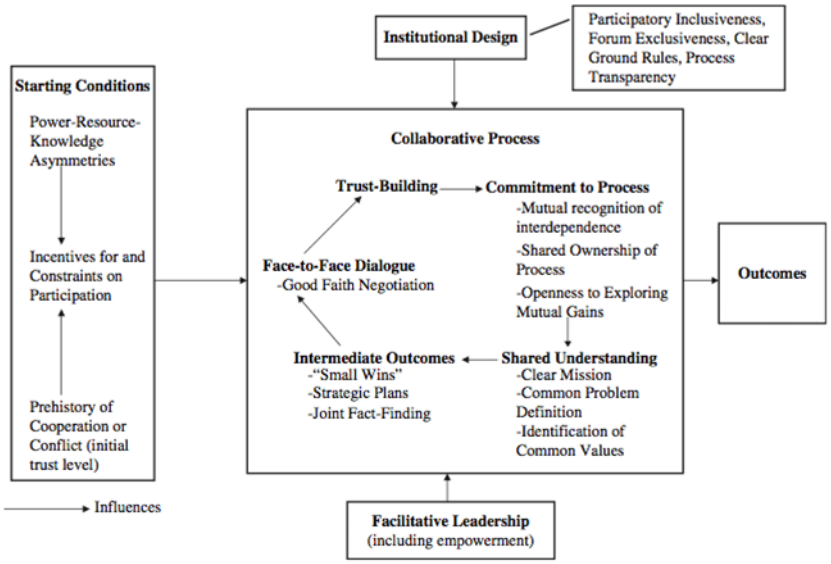

Figure 1. A Model of Collaborative Governance

Tilano & Suwitri (2019) mentioned the indicators of success in the collaborative governance process are transparent and responsible, effective and fair, guaranteeing 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 (refer Figure 1). Rusliandy & Puspitasar (2021) stated that 8 indicators can assess whether the collaboration carried out by the government can be said to be successful or failed, namely: Networked structure; Commitment to a common purpose; Trust among the participants; Governance; Access to authority; Distributive accountability/ responsibility; Information sharing; Access to the resource.

3. Materials and Methods

Collaborative implementation of smart governance by identifying government governance policies, availability of human resources, education, social, culture, and economy of the people of Bengkulu City, the appropriate research method is qualitative. Wisler (2009) argues that qualitative research explores and understands the meaning in some individuals or groups originating from social problems. The informants in this study were six people consisting of Bengkulu City Government, Bengkulu City Communication and Information Service, ombudsman, Bengkulu City DPRD, and non-governmental organizations. Analysis of the data used is triangulation to obtain reliable research results.

4. Results and Discussion

4.1. Collaborative Governance in Implementing the smart governance di Kota Bengkulu

The initial condition model on the collaboration of smart governance implementation in Bengkulu City concluded that there are differences in the authority of each stakeholder in implementing smart governance which as the leader in the Bengkulu City Mayor who is supported by the Bengkulu City Communication and Information Office, only for some related stakeholders. still have several other opinions such as the absence of a strong basis for implementing smart governance because there is no special regulation on smart governance or smart city in Bengkulu City.

4.1 Institutional Design

The second model, namely the institutional design for implementing smart governance, is contained in the Bengkulu City Medium-Term Development Plan (RPJMD) 2019-2023. budgeting, e-SAKIP. The goal is to optimize the performance of bureaucratic institutions by improving information technology-based performance accountability support systems, improving planning integration with budgeting, intensifying and extensification of local revenue, and improving public service innovation. Strategies related to increasing community participation to realize community cohesiveness in the form of increasing national insight and multiculturalism and increasing compliance with laws and regulations in the region. In addition, the trust and commitment of each stakeholder is quite high, it can be seen from the history of cooperation that has been carried out previously, making it easier to build trust, and their commitment is carried out following their respective main tasks and functions (Harmiati et al., 2020).

4.2 Facilitative Leadership

The facilitative leadership model in the implementation of smart Governance in Bengkulu City carried out by the Communication and Information Office has not run optimally, because meetings at official forums discussing smart governance or smart cities are carried out situationally not continuously, so collaboration between relevant stakeholders has not been able to run according to with the main tasks and functions of each stakeholder. The weakness that arises is that there is no good supervision from each of the stakeholders and the people of the city of Bengkulu. Becoming a leader must also have a good commitment to collaborative control between stakeholders in the implementation of smart governance; as stated by Triyanto et al. (2021), commitment is an important factor in the success of electronic government.

4.3 Collaborative Process

The Collaborative Process Model on the collaborative implementation of smart Governance in Bengkulu City can be concluded that the collaborative process has not run optimally because it has not been supported by forming a forum of stakeholders and the community regarding the implementation of smart governance. So that the trust and commitment between the relevant stakeholders have not yet been formed, it can be seen from the differences in perspectives between the relevant stakeholders. The importance of establishing this forum is to build trust and commitment by its main duties and functions in implementing smart governance, such as improvement of information technology-based performance accountability support system, improvement of planning integration with budgeting, intensification, and extensification of local revenue, and improvement of public service innovation (see Figure 2).

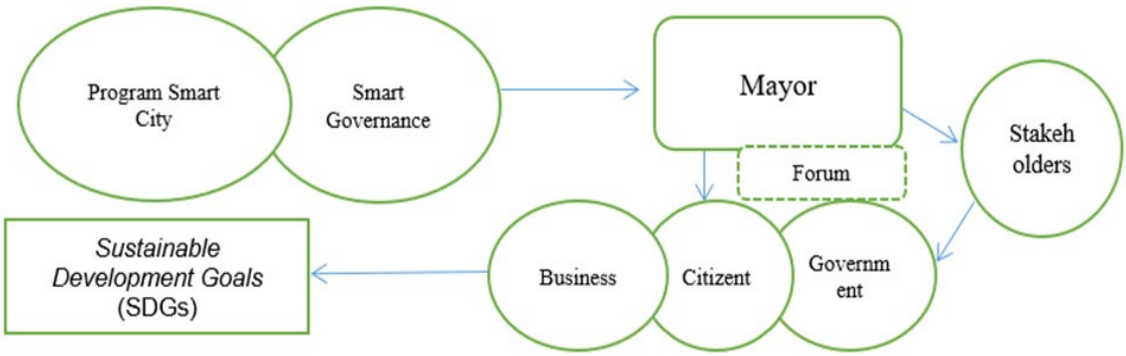

Figure 2. Process of Collaborative Governance

5. Conclusions

In conclusion, collaborative governance in smart governance implementation is not optimal because there are still some collaborative governance problems. This research implies that input in the implementation of smart Governance and Collaborative Governance has an important role in the success of the implementation of smart governance. The recommendations proposed by the researchers are that the Bengkulu City government can make clear regulations regarding the implementation of the smart city program so that all stakeholders can implement it and increase participation from government, business and society by opening formal or non-formal forums. This research implies that as input material in the application of smart Governance and Collaborative Governance, it has an important role in the success of the implementation of smart governance.

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