
COLLABORATIVE GOVERNANCE FOR SOCIAL PROTECTION POLICY IN KARIMUN REGENCY

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Abstract:

The aim of the Collaborative Governance research in social protection policy in Karimun Regency is to explore and analyze the process and dynamics of collaboration among various parties in implementing social protection policy in Karimun Regency, as well as to evaluate the effectiveness and efficiency of applying Collaborative Governance in social protection policy. Qualitative research method is employed in studying Collaborative Governance in social protection policy by Karimun Regency, which can be carried out in several stages. The purpose is to understand how the collaboration process between various stakeholders takes place in developing social protection policy. The results show that based on the concept of collaboration in Collaborative Governance, we can imagine that social protection policy in Karimun Regency involves the participation of various related parties, such as government agencies, communities, NGOs, and private sectors. This collaboration aims to achieve better outcomes in social protection in Karimun Regency by applying participatory, inclusive, and transparent principles. Therefore, Collaborative Governance is likely to improve the effectiveness of social protection policy in Karimun Regency through collaborative processes and outcomes between involved parties in the policy. Through this approach, various parties can share information, resources, and responsibilities in formulating and implementing policies. In the context of social protection policy in Karimun Regency, Collaborative Governance can facilitate discussion and cooperation among local government, civil society organizations, and society as the target of the policy.

Keyword: Collaborative governance, Policy, Social Protection.

INTRODUCTION

Since the outbreak of the Covid-19 pandemic in March 2019, local governments throughout Indonesia have been faced with similar challenges, namely public health and significant economic impacts (Solina et al., 2021). The Regency of Karimun in the Kepulauan Riau province has also experienced the same in which the local economy is declining, particularly in the tourism and trade sectors. The Karimun Regency government has renewed its social protection policy amidst this pandemic to ease the burden of affected communities. This article will discuss the social protection policy conditions in Karimun Regency after Covid-19, including the said policy and efforts carried out by the local government to protect the community and restore the regional economy. The social protection policy conditions in Karimun Regency can be divided into two categories, social assistance and fiscal restructuring.

Firstly, social assistance in Karimun Regency is given in various forms such as cash and non-cash assistance. The cash assistance is given in the form of electronic money to families affected by Covid-19, while non-cash assistance is distributed in the form of basic necessities that are given to those in need (Iping, 2020; Rizki et al., 2021). Secondly, fiscal restructuring aims to improve long-term lifestyle and economy by reevaluating resources and identifying new resources in Karimun Regency. It focuses on increasing the production of local goods and services and boosting the competitiveness of the local community and economy. The purpose is to create new job opportunities and improve community welfare (Nawawi, 2021; Supriyanto et al., 2014). In addition, the Karimun Regency government also improves public health facilities such as building hospitals and other health facilities while striving to increase the community's ability to face pandemic situations by providing education on health protocols and distributing personal protective equipment (Kristanti, 2021; Muhtar, 2015).

Karimun Regency government continues to make social protection efforts in the midst of Covid-19 outbreak by providing both cash and non-cash assistance. Additionally, fiscal restructuring is another solution in restoring the regional economy. Providing access to health care and education on health protocols are additional social protection measures. However, it should be noted that social protection policies are unevenly distributed and not fully effective across all levels of society in Karimun Regency. Thus, there is a need for more systematic efforts in the future. Collaborative governance is a form of decision making and policy implementation that involves participation from various parties involved in a particular issue or policy.

In the context of social protection policy in Karimun Regency in Kepulauan Riau province after Covid-19, collaborative governance plays an important role in ensuring the effectiveness and efficiency of social protection policies. In a pre-research study, the researchers found a phenomenon that Firstly, collaboration between the local government, community, and related stakeholders such as civil society organizations and businesses would enable accurate and efficient problem identification. This can ensure that policies taken are truly relevant and reach the right target (Holzmann & Jørgensen, 2001; Warfa, 2019). Secondly, collaborative governance can also increase the accountability of implemented social protection policies. With active participation from various parties, the policies taken will be more transparent and open, enabling the community to participate in

monitoring the government's performance in implementing these policies (Howells, 2018; Xenia, 2014).

Thirdly, collaborative governance can also increase the effectiveness and efficiency of implementing social protection policies. In the post-Covid-19 pandemic situation like the current one, many people have been affected and need quick and accurate assistance. With collaboration from various parties, the government can ensure that the assistance provided will reach the community in a timely manner and no one will be left behind (Devereux, 2021; Razavi et al., 2020). Therefore, it is important for the Karimun Regency government to implement collaborative governance in social protection policies after Covid-19. Collaboration between the government, community, and related stakeholders will strengthen social solidarity and increase the effectiveness of social protection policies for those affected by Covid-19 in Karimun Regency.

Geographic location consisting of 218 islands and a population of approximately 240,000, the Karimun Regency government has initiated a social protection program to assist those in need since 2021, particularly in the frontiers and outermost regions. The program focuses on improving community life quality through economic empowerment, education, health, and providing social assistance to vulnerable groups such as the elderly, people with disabilities, and orphans. Implementation of this social protection program uses a Collaborative Governance approach, involving all parties in the decision-making process and policy implementation (Alika, 2020; Kurnianingsih et al., 2020). Karimun Regency government collaborates with civil society organizations such as NGOs and community groups to conduct surveys and identify people who require social assistance (Barrientos & Hulme, 2008; Merrien, 2013).

METHODOLOGY

The research method employed here is qualitative (Bungin, 2007; Sugiyono, 2016) in analyzing the social protection policy in Karimun Regency, located in the Kepulauan Riau Province. The theory utilized in this research is Ansell and Gash's (2008), which puts emphasis on the involvement of different actors in the decision-making process and the implementation of policies. There are several steps involved in this study. Firstly, identifying and establishing a collaborative network between local government, community organizations, private sector, and society as a whole. This network will work together in designing, implementing, and evaluating social protection policies in Karimun Regency.

Secondly, various stages of participation involving all stakeholders will be included in this research. These stages may entail open meetings, group discussions, or interviews with relevant parties. Active participation from all parties is expected to generate better solutions and encompass different perspectives. The research will then analyze the data and information gathered during the participation process. This analysis will involve a comprehension of the needs and issues faced by the community in Karimun Regency concerning social protection; thus, resulting policies can provide an ideal impact.

RESULTS AND DISCUSSION

Collaborative Governance, as outlined in the concept of Ansell & Gash, is an approach to public management that focuses on collaboration between stakeholders in addressing complex public problems. The findings and discussions encountered by researchers on Collaborative Governance in the Social Protection Policy of Karimun Regency can be described as follows:

1. Collaborative Governance Process

The Collaborative Governance process is one in which the government collaborates with various parties, including organizations, community groups, and the private sector in making decisions and implementing policies related to social, economic, and environmental issues. The Collaborative Governance process in the Social Protection Policy of Karimun Regency includes the following:

a. Face Dialogue

In the context of social protection policy in Karimun Regency, Face to Face Dialogue is one of the methods used in the Collaborative Governance process. This dialogue involves various parties, such as local government, representatives of the community, civil society organizations, and the private sector involved in social protection policy. The results of this dialogue process include:

- Increased understanding and agreement among related parties about social protection issues in Karimun Regency.
- Improved relationships between local government and the community, civil society organizations, and the private sector involved in implementing social protection policy.
- Identification of problems encountered in the implementation of social protection policy and efforts to overcome them.
- Emergence of new solutions and ideas to improve the quality and effectiveness of social protection policy in Karimun Regency.

With the collaborative results of the Face to Face Dialogue, it is expected that the implementation of social protection policy in Karimun Regency can be more effective and well-integrated between the government and various stakeholders.

2. Trust Building

The Collaborative Governance process and trust building help ensure that social protection policy in Karimun Regency is effective and has a significant impact on improving community welfare. Strong partnerships between the government, community, and the private sector also provide a strong foundation for harmonious and supportive cooperation in addressing complex social problems. By building trust and through the Collaborative Governance process, the Karimun Regency government is creating an environment that supports and enables an effective process in social protection policy-making.

Through a collaborative process, planning and decision-making processes become more accurate and transparent, and parties have equal opportunities to contribute to program or policy design. Trust building and the Collaborative Governance process are crucial in developing effective social protection policies in Karimun Regency. Through this process, the government, community, and the private sector can work together and

make decisions that accommodate their different interests, resulting in policies and programs that are effective and significant in improving community welfare.

Good social protection policy will help communities achieve a better future and have a positive impact on regional development. The Collaborative Governance process and trust building are the key foundations in developing effective social protection policies that can continually improve community welfare in Karimun Regency.

3. Commitment to Process

The Collaborative Governance process in Karimun Regency is an effort to develop and strengthen social protection policy systems for communities. Collaborative Governance is an approach to decision-making done cooperatively and participatively, involving various parties with interests and influence in the process. This means that social protection policy in Karimun Regency will involve various parties in decision-making and implementation. In the Collaborative Governance process in Karimun Regency, there is one important concept that must be emphasized, namely, Commitment to Process. Commitment to Process is an effort to ensure the achievement of goals in the Collaborative Governance process. This commitment includes a joint agreement on principles, values, and procedures to be used in running the process. In this regard, there are several important elements to consider in social protection policy in Karimun Regency.

- First, there is a need to create a conducive environment for Collaborative Governance. This can be achieved by developing decision-makers' abilities to manage differing interests, improving communication between parties, and strengthening trust relationships between related parties. In this regard, the role of local government and stakeholders is crucial in creating a conducive environment.
- Second, the importance of building capacity to implement Collaborative Governance. Making Collaborative Governance an effective process requires the ability to manage data and information, policy analysis, and the ability to develop effective strategies to engage stakeholders in policy-making processes. Therefore, training and joint learning are needed for stakeholders about Collaborative Governance.
- Third, the need for a framework and performance measurement system for Collaborative Governance. The importance of a performance measurement system in Collaborative Governance lies in the evaluation stage, where evaluation is used to ensure whether the Collaborative Governance process has shown the expected results or not. With the framework and performance measurement system, it will be easier to evaluate the success of Collaborative Governance in improving the quality of social protection policies.
- Fourth, effective communication in the Collaborative Governance process. In Collaborative Governance, communication is an important factor in building good cooperation among stakeholders and in overcoming differences in views and interests. Therefore, there needs to be open and honest communication between all parties involved in the Collaborative Governance process.
- Fifth, effective conflict management in Collaborative Governance. Generally, conflict is unavoidable in policy-making processes. Therefore, there needs to be effective management of conflict in how to address the conflict that arises in the Collaborative Governance process.

In the end, there are several efforts that can be made to ensure the achievement of Commitment to Process in the Collaborative Governance process, namely:

- Developing consensus on values and principles to be used in Collaborative Governance processes.
- Increasing transparency in policy-making processes so that the community can understand the decisions taken.
- Encouraging public participation in policy-making processes as an important pillar in Collaborative Governance processes.
- Developing communication forums that promote constructive dialogue and cooperation.
- Ensuring an inclusive perspective in policy-making to accommodate all parties' interests.

Overall, Commitment to Process is important in the Collaborative Governance process in social protection policy in Karimun Regency. This can help ensure the achievement of the Collaborative Governance process's goals, providing benefits for all parties involved in the process. Therefore, serious and systematic attention is needed to develop Commitment to Process in the Collaborative Governance process in Karimun Regency while improving the quality of social protection policy.

4. Share Understanding

Findings from Sharing Understanding in the Collaborative Governance process in social protection policies in Karimun Regency include several aspects, such as:

- Common perception among parties involved in the Collaborative Governance process. Each party must have the same understanding of the issues and the collaboration goals to achieve maximum results.
- Open and communicative information exchange among parties. Parties must be able to exchange information and ideas openly to avoid misunderstanding during policy implementation.
- Development of stakeholder capacities. By increasing the capacity of stakeholders in collaboration, better and more effective performance can be achieved.
- Structured planning in the implementation of Collaborative Governance policy. A structured planning process will help manage activities effectively, thus producing maximum results.
- Increased active participation from the community in Collaborative Governance process. Active community participation will provide support without pressure so policies can be effectively implemented.

5. Intermediate Outcomes

Findings from intermediate outcomes in the Collaborative Governance process in social protection policies in Karimun Regency include several aspects, such as:

- Increased community participation in decision-making processes. Through Collaborative Governance, stakeholders collaborate to design, implement, and evaluate social protection policies. This enables the community to be actively involved in the decision-making process, providing them with the opportunity to influence decisions that affect their lives.

- Improved quality of social protection policies. Collaboration between the government, community, and civil society organizations can improve the quality of social protection policies. In Collaborative Governance, stakeholders work together to ensure that policies are designed and implemented by considering the interests and needs of all parties involved.
- Increased access to social protection services. Collaboration in policy-making and policy implementation can increase access to social protection services for those who need them. This is because stakeholders share knowledge and resources to ensure that existing social protection services are utilized optimally by the community.
- Increased transparency and accountability. In Collaborative Governance, stakeholders share responsibility to ensure that social protection policies and their implementation are transparent and accountable. This can increase community trust in the government and strengthen good governance in policy implementation.

6. Factors Affecting Collaborative Governance

a. Starting Conditions

Starting conditions that affect Collaborative Governance in social protection policies in Karimun Regency can be described as follows:

- Availability of qualified human resources: An important starting condition in Collaborative Governance is the availability of qualified human resources, including professionalism and agreement to collaborate among related parties.
- Adequate facilities and infrastructure: Adequate facilities and infrastructure, such as transportation, communication, and digital technology, are important factors in supporting collaboration in policy-making. This will facilitate more effective and efficient collaboration.
- Openness of information and public participation: The availability of information openness in policy-making processes and active public participation in giving input and suggestions are important factors in Collaborative Governance.
- Equality and trust between partners: Another starting condition is equality and trust that must be established among all parties involved. Partners who respect and trust each other will find it easier to work with collaboration in building policies that can benefit the community.
- Stable funding: The ability to finance and ensure funding stability is an important factor in Collaborative Governance. Adequate resources will facilitate decision-making and policy implementation collaboration.

b. Institutional Design

Institutional design plays a key role in influencing Collaborative Governance in social protection policies in Karimun Regency. Some factors that influence institutional design in this context are:

- Organizational structure: An effective and efficient organizational structure can help facilitate better collaboration and coordination among stakeholders involved in social protection policies. In this regard, the Karimun Regency organizational structure needs to prioritize collaboration needs among stakeholders involved in social protection policies.

- Policies and regulations: Clear and evidence-based policies and regulations can help facilitate effective collaboration. Therefore, Karimun Regency needs to ensure that its social protection policies are based on sufficient evidence and follow principles of collaboration.
- Scope of duties and responsibilities: The scope of duties and responsibilities of all stakeholders involved in social protection policy must be clear and well-defined. In this regard, Karimun Regency must ensure that all parties involved understand their respective roles and responsibilities so they can effectively work together.
- Human resources: Qualified and trained human resources can help facilitate effective and efficient collaboration. Therefore, Karimun Regency needs to continuously improve the competence and skills of its employees involved in social protection policies.
- Technology and infrastructure: Adequate technology and infrastructure can help facilitate effective collaboration and coordination. In social protection policy-making, Karimun Regency needs to consider the necessary technology and infrastructure to facilitate better collaboration.

c. Facilitative Leadership

The application of Facilitative Leadership can influence factors that affect Collaborative Governance in social protection policies in Karimun Regency. Some factors that can be influenced include:

- Effective communication between stakeholders. In Facilitative Leadership approach, leaders act as mediators or facilitators in facilitating effective communication among stakeholders. This can help overcome differences in views or interests that may arise among stakeholders in social protection policy.
- Increased stakeholder participation. Leaders in Facilitative Leadership approach encourage active stakeholder participation in decision-making processes, so stakeholders become involved and feel ownership of social protection policies.
- Cooperation among stakeholders. Facilitative Leadership promotes cooperation among stakeholders inside and outside organizations to achieve common goals. In social protection policy, this can help in building effective collaboration and ensuring that all stakeholders are involved in the policy implementation process.
- Collaborative and participatory decision-making. In Facilitative Leadership approach, the decision-making process is carried out collaboratively and participatively. Leaders act as mediators to help stakeholders reach mutually beneficial agreements. This can help in creating more inclusive social protection policies that can be accommodated by all stakeholders.

By applying Facilitative Leadership, factors affecting Collaborative Governance in social protection policies in Karimun Regency can be overcome, contributing to the creation of effective and inclusive social protection policies.

CONCLUSION

Based on the research on Collaborative Governance in Social Protection Policy in Karimun Regency, it can be inferred that the collaborative governance approach has significantly contributed to enhancing the effectiveness of social protection policies in

Karimun Regency. The cooperation among the government, society, and non-governmental organizations has proven capable of creating positive synergy in addressing various social problems faced by the people of Karimun Regency. In this regard, the application of collaborative governance as a strategy in social protection policy becomes an appropriate solution to improve the access and quality of social protection services for the local community. Moreover, collaborative governance also has the potential to develop community participation in the decision-making process and implementation of social protection policies, thereby reinforcing social responsibility and empowering the local community. Therefore, strong support and commitment from all parties are necessary to continually strengthen the collaborative governance approach in social protection policies, creating responsive, effective, and sustainable institutions in realizing social and economic welfare in Karimun Regency.

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