

COLLABORATIVE GOVERNANCE IN ENVIRONMENTAL MANAGEMENT: WHAT IS THE APPROPRIATE MODEL FOR RIVER AREA IN BEKASI?

Achmad Shovie Adi Samabta Bhakti, Universitas Pasundan

Soleh Suryadi, Universitas Pasundan

R. Taqwaty Firdausijah, Universitas Pasundan

ABSTRACT

One of the things that drives the increase in urban population growth in Indonesia is urbanization and industrialization. This is triggered by the availability of infrastructure in urban areas which tend to be better than in rural areas. The development of such a complex city triggers the emergence of various urban problems, among others, irregular use of spatial planning, zoning of land allocation, the emergence of environmental pollution problems, to business-oriented development so that they do not care about the environment. This study uses a descriptive method with a qualitative approach and data triangulation analysis, the results of the study explain that The city of Bekasi, which is known as an urban area, also has an impact, such as an increase in the amount of waste, both from individuals, households, and other crowded places that have the potential to cause waste to become a source of environmental pollution. Collaboration between stakeholders in environmental management of the Bekasi River Outskirts begins with the mobilization of common principles, shared motivation and joint capacity building as an interaction component of the dynamics of collaboration and is continued by carrying out collaborative actions that form a collaborative governance model. Furthermore, the collaborative governance model approach to environmental management in the Bekasi River Outskirts that has been developed so far shows that it is part of the system context dimension in collaborative governance that begins and moves in multilayers, but has not run effectively; where the elements in question consist of (1) service conditions and resources, (2) legal and policy frameworks, (3) socio economic and cultural characteristics, (4) network characteristics, (5) political and power dynamics, and history conflict. This can be seen from the unfulfilled dimensions of the system context optimally mainly on the elements of service conditions and resources, namely the availability of inadequate and sufficient sources of funds for the management in question, second, on the elements of the legal and policy framework, namely the absence of a legal or regulatory framework that is administratively adequate and binding for all resources, so that the parties are limited to carrying out their roles according to their respective missions.

Keywords: Governance, Collaboration, Environmental Management

INTRODUCTIONS

One of the things that drives the increase in urban population growth in Indonesia is urbanization and industrialization. This is triggered by the availability of infrastructure in urban areas which tend to be better than in rural areas. Therefore, most of the population moves from rural to urban areas to find work which in turn causes a relatively faster urban population growth (Zaenuri, 2016). Not infrequently urban growth and development in Indonesia takes place naturally, in other words it develops without going through good direction and planning. As emphasized in Law Number 32 of 2009 concerning

Environmental Protection and Management, that regarding the Management of Urban Areas is a series of activities ranging from planning, implementation, and control in an effort to achieve the objectives of developing Urban Areas efficiently and effectively.

The development of such a complex city triggers the emergence of various urban problems, including irregularities in the use of spatial planning, zoning of land allocation, non-optimal use of land, the emergence of various traffic problems, the unfulfilled needs of the community for utilities and facilities, the emergence of environmental pollution problems, to development. business-oriented so they don't care about the environment. Based on Law Number 26 of 2007 concerning Spatial Planning which mentions the division of authority between the government, provincial regional governments, and district/city regional governments in the implementation of spatial planning to provide clarity of duties and responsibilities of each level of government in realizing national territorial space safe, comfortable, productive, and sustainable (Utomo, 2008; Sidiq et al., 2021). The city of Bekasi, which is known as an urban area, also has an impact, such as an increase in the amount of waste, both from individuals, households, and other crowded places that have the potential to cause waste to become a source of environmental pollution. Furthermore, the Bekasi City Environmental Service in 2018 noted that the waste transported to the Sumur Batu Final Disposal Site (TPA) Bantargebang District which came from various population activities as many as 2,415,092 people as data from the Bekasi City Population and Civil Registry Office in 2017 with the percentage of urban residents whose waste transportation services are served by 49.96 percent based on the guidelines for calculating waste generation according to the Regulation of the Minister of Home Affairs Number 86 of 2017.

Meanwhile, with the increasing density of the population, the vacant land available for landfill is increasingly limited. The data on the total area of the Sumur Batu TPA is 86,800 m² which is divided into 5 zones, namely Zones 1, 2, 3, 4, 5A to 5 D under overload conditions. Garbage is piled up continuously, so the height of the pile of garbage has exceeded the maximum safety limit. As stated in the Environmental Management Performance Information Document (DIKPLH) of Bekasi City in 2018, that in September 2016, the height of the waste pile in Zone 3 had reached 23 meters. Meanwhile, in November 2016, the two active zones 1 and 2 reached 22 meters. This condition has exceeded the maximum maximum height of the ideal pile of waste in the TPA, which is around 1-15 meters (Sanyoto, 2015). Furthermore, it is related to water pollution which is characterized by a decrease in water quality which causes water to not function according to its designation. When compared with the provisions of the Water Quality Criteria (KMA), there are water quality parameters whose levels exceed the provisions. The condition of surface water contamination is indicated by the Water Quality Status (SMA) which is stated as lightly, moderately and heavily polluted. The cause of surface water pollution, namely the disposal of domestic, industrial and agricultural waste. Based on the results of monitoring the quality of river water in Bekasi City in 2017, data was obtained, that from 50 monitoring points the quality did not meet the requirements of KMA Class II, namely the designation as recreational infrastructure/facilities, freshwater fish cultivation, animal husbandry and irrigating crops by referring to Government Regulations. Number 82 of 2001 concerning Water Quality Management and Water Pollution Control.

The relatively fast development of Bekasi City, as described previously, has triggered the emergence of slum areas in Bekasi City. Namely, residents with a sufficient income level or even less, even though they live at a low cost and with improvised building quality, it is certainly an option. Slum areas have also sprung up, especially in the Bekasi River Edge Area, which results in the loss of Green Open Space (RTH) as a result of the dense population living in the area. The structure of the building also uses semi-permanent materials and an irregular layout. This is a picture of the occurrence of residential areas that are not ideal for occupancy and a reflection of social degradation of some residents of Bekasi

City due to sporadic development and not infrequently ignoring the emergence of environmental impacts, such as land conversion, the emergence of illegal waste/waste, decreased water and soil quality, pollution, air and the disturbance of other ecosystems. This fact also occurs in one area of Bekasi City known as the Bekasi River Edge Area which is located right on the outskirts of the Bekasi River flow as one of the descriptions of urban problems. The decline in environmental quality that has occurred so far is an indicator of the poor condition of the Bekasi River Edge Area and the performance of environmental management along the Bekasi River Edge Area which has not been optimal. For this reason, better management efforts are needed. Steps that need to be taken to improve the environmental quality of the Bekasi River Edge Area are as regulated in Law Number 32 of 2009 concerning Environmental Protection and Management (PPLH). The government needs to pay more attention, especially to locations that are polluted and damaged. Environmental restoration policies are also ordered and regulated in Law Number 32 of 2009 concerning PPLH which regulates the roles and responsibilities of stakeholders in environmental restoration. Law Number 32 of 2009 in Article 54 states that polluters are required to carry out restoration, in which the processes and stages that must be carried out include stopping the source of pollution, cleaning, remediation, rehabilitation and restoration (Thoha & Miftah, 2015; (PrawiraW et al., 2021).

One of the important steps taken to ensure policy coherence with the problem in question is the involvement of stakeholders who are believed to be one of the keys to success in environmental management of the Bekasi River Edge Area. So far, various stakeholders are involved in environmental management of the Bekasi River Edge Area, including: starting from the government represented by ministries/agencies (K/L), provincial and city governments (regional apparatus), Non-Governmental Organizations (NGOs) or other community forums, business actors, universities, as well as the People's Representative Council (DPR) and the Regional People's Representative Council (DPRD). Each stakeholder has different interests and roles in environmental management of the Bekasi River Edge Area. So far, with the policies that have been carried out by the local government and the involvement of stakeholders, it is considered successful in improving the environmental quality of the Bekasi River Edge Area. The key to success in environmental management of the Bekasi River Edge Area is a complete and integrated management of various sectoral and group interests through collective efforts. However, collective action from various stakeholders needs to be anticipated. Broad stakeholder engagement can create new challenges. This can happen because of the complexity of the problem and the diversity of interests (perceptions, perspectives, authorities, and interests) between the stakeholders involved. For this reason, in order to streamline and streamline environmental management of the Bekasi River Edge Area, it is necessary to build an interaction mechanism that can minimize the negative impact of stakeholder collective action. One mechanism that can be done to overcome the problems of collective action is to implement a governance system that can unite interests through mutual consensus, so as to optimize the benefits of collective action.

METHOD

This study uses descriptive exploratory research with a qualitative approach, researchers also want to examine a phenomenon that discusses environmental management in the Bekasi River Edge Area. Qualitative research is a type of research whose findings are not obtained through statistical procedures or other forms of calculation, but this research uses the post-positivism method with natural object conditions, places the researcher as a small tool or instrument, and combined data collection techniques (Strauss & Corbin 2013). In connection with this, qualitative research is very suitable to be used considering that in this

study it describes the phenomenon of stakeholder collaboration, the role of the organization (community), social movements or reciprocal relationships. The data needed in this study include primary and secondary data. Primary data were obtained by researchers through field research from informants directly in the field by conducting interviews related to the collaborative governance model of environmental management in the Bekasi River side area. The data search was centered on information related to the focus of this research regarding their understanding of collaborative governance in environmental management in the Bekasi River side area. The secondary data in this study was obtained by conducting a documentation study in the Bekasi River edge area, precisely in the Bamboo Forest, Margahayu Village, Boat House in Margajaya Village and Pekayonjaya Village as Antara Charger Station, all located in the Bekasi River Edge Area and related agencies, research journal, magazines, newspapers and textbooks that are relevant to the collaborative governance model of environmental management in the Bekasi River Edge Area.

RESULTS AND DISCUSSION

Analysis of Interstakeholder Relations and the Impact of These Relationships on Environmental Management in the Bekasi River Edge Area

In the context of the collaborative governance model of environmental management in the Bekasi River Edge area, researchers will discuss based on theoretical studies, analysis, observations, and interviews as well as documentation studies of research results. The researcher conducted a discussion by referring to the theoretical framework of the collaborative governance model initiated by Emerson, et al (2011), covering the dimensions of the system context, drivers which are part of the collaborative governance regime (CGR) concept and the dynamics of collaboration. The system context in collaborative governance will run when there are components that answer why collaborative governance is needed in the implementation of a program or policy. These components will encourage the process and development of collaborative governance, such as the findings in the field that, so far, the Bekasi City Environmental Service has implemented the policy issued by the West Java Province Environmental Service regarding cooperation in the management of the Bekasi River Edge Area. In this matter, we collaborate with the Bogor Regency Environmental Service because basically the Bekasi River Edge is the flow of two rivers, namely the Cileungsi River and the Cikeas River in Bogor Regency. This is in line with the statement of the Secretary of the Bekasi City Regional Development Planning and Research Agency that the policy regarding the management of the Bekasi River side area is basically a plan from the West Java Province, we from the Bekasi City Government only carry out guidance, monitoring through the Bekasi City Environmental Service, The one who carries out the policy regarding the program in the Bekasi River Edge Area is the West Java Provincial Environmental Service, while the obstacles felt by the Bekasi City Environmental Service in carrying out environmental management in the Bekasi River Edge Area are related to the limited budget and the main tasks and functions. from every agency involved in environmental management of the Bekasi River Edge Area. This is in line with what was conveyed by the Head of Pollution Control and Environmental Damage at the Bekasi City Environmental Service which stated that for the environmental management of the Bekasi River Edge Area, although many agencies were involved, they only carried out their own programs, not until there is a conflict, but with no binding mayoral regulation, so in this case the collaboration that occurs between stakeholders is only limited to the interests of each agency with a budget that is not optimal (Tasdyanto, 2010; Sidiq & Achmad, 2020)).

The environmental management of the Bekasi River Edge area involves many parties, but we do not have a legal or regulatory framework that administratively binds us as

management resources to be able to work optimally, all agencies or parties involved carry out their own mission to manage the area. By the riverside according to its main function, in the end, people only know that the Department of Environment only knows, whereas for infrastructure improvement we involve the Department of Public Works, then to attract tourists we cooperate with the Department of Tourism, especially when dealing with private parties such as CSR or volunteers from the province, CSR themselves here only provide assistance in the form of buildings not in the form of funds in the form of money. It is necessary to manage the river area systematically, starting from planning, implementation, then monitoring and evaluation, so that the management of the River Edge Area continues to be sustainable. Although for the time being, this Bamboo Forest has only been used as a tourist spot, we hope that in the future other areas can be used as tourist attractions as well, so that there is community empowerment in the surrounding area.



FIGURE 1
ASSISTANCE FROM MEMBERS OF THE DPR-RI AND THE BEKASI CITY
TOURISM AND CULTURE OFFICE

Source: Documentation/Photos processed by Researchers, 2021

The results of the research on the collaborative governance model of environmental management in the Bekasi River Outskirt Area show that there is a synergy in the development of all Bekasi City Government programs and has been in line with the development of the Bekasi City area, the substance of which requires the involvement of various parties. Not only the presence of the government, the involvement of various quality, characteristic and capable resources to become good implementing agents in community services. It is necessary to have administrative arrangements from the Bekasi City Government that apply to stakeholders or stakeholders for the management of the Bekasi River Edge area by prioritizing various inter-organizational communications, so as to provide the best for the surrounding community. This is in line with the very dynamic movement of the economic, social and political environment, namely portraits of social, economic, health, cultural and diversity conditions that are formed in the surrounding environment. This instrument needs to be developed to bind each actor/stakeholder in all levels of the environmental management policy hierarchy for the Bekasi River Edge Area. This culture needs to be owned by all actors/stakeholders, be it the Government, local governments, communities, or the business world. A collaborative culture that has grown in one organization and/or actor will not work well if it is not supported by a collaborative culture in its partner organization and/or actor. With a holistic collaborative culture, all actors/stakeholders will work together to solve a problem. According to Cameron

and Quinn (2011) place the organization on a continuum that has 4 (four) values, namely flexibility, stability, differentiation, and integration.

There are four types of organizational culture based on these values, First is a hierarchical culture which is characterized by several characteristics, namely clear lines in decision making, standard rules and procedures, control and accountability mechanisms. The second is a market culture, where consumers are free to choose, so organizations are encouraged to compete. The third is the adhocracy culture, which is characterized by a dynamic, entrepreneurial, and creative environment. Fourth is clan culture, which is identified with collaborative culture. Clan culture achieves organizational goals through teamwork and shared HR development. This culture aims to empower employees, facilitate participation, commitment, and loyalty. This collaborative culture is important to unite all actors/stakeholders with an interest in environmental management in the Bekasi River Edge Area (Suswanto & Edy, 2018). The collaborative culture has not yet been established among stakeholders with an interest in environmental management in the Bekasi River Edge Area. Hierarchical culture is still the dominant culture at the organizational level. Hierarchical culture is indicated by the existence of standard rules and procedures. A number of informants stated that government agencies were still carrying out their respective duties without any desire to collaborate. Furthermore, a number of informants stated that they needed a legal basis to manage the environment of the Bekasi River Edge Area. This shows the existence of a hierarchical culture within the government. Government agencies only rely on applicable regulations and lack the desire to collaborate. If they are only guided by regulations, they tend to be weak to take initiatives and innovations. This hierarchical culture is an obstacle to collaborative work. Many organizations fail to develop collaborative cultures, because they are structured and managed based on excessively formal rules and unwritten norms. Often this hierarchical culture is so deeply entrenched that organizations do not realize that it can be a potential barrier to collaboration with other organizations.

Apart from within the government, a collaborative culture has not yet been well-formed among the government, the community, and the private sector. This was expressed by the Head of FMPKB who stated that each actor/stakeholder had their own concept in managing the Bekasi River Edge Area. In addition, the Secretary of the Bekasi City Environmental Service revealed the weak collaborative culture of various agencies in environmental management of the Bekasi River Edge Area. Each actor/stakeholder is concerned with their respective concepts and does not discuss the concept with other actors/stakeholders. In fact, according to Himmelman (1996), a collaborative culture is characterized by shared decision making and a sense of ownership of the collaborative process. According to O'Flynn and Wana in Erwan (2015) which states that in collaborative governance, the government cooperates through the private sector and elements of society to achieve public goals. Criteria in collaborative governance imply the role of non-public actors to have responsibility for policy outputs. Therefore, the interaction in it requires these actors to be directly involved in making decisions in the form of two-way flows and influence.

Effective Collaborative Governance Model in Environmental Management in Bekasi Riverside Area

The collaborative governance process that the researcher chose to approach the research, namely the collaboration process theory initiated by Emerson et.al (2011), because it sees comprehensive and appropriate components used in answering problems. Collaborative Governance Regime (CGR) theory explains in detail how the collaboration process is dynamic and cyclical, by producing temporary actions and impacts, before leading to major impacts, as well as adaptation to temporary impacts. Research uses various components in CGR to reveal the phenomenon of collaboration. The various components that become the collaboration

process include the following, (1) collaboration dynamics (2) collaborative actions, and (3) temporary impacts and temporary adaptation of the collaboration process (Emerson et.al 2011). Focusing on the three interaction components of the dynamics of collaboration, among others, the mobilization of shared principles (principal engagement), shared motivation (shared motivation) and the capacity for joint action (capacity for joint action). This collaboration governance model in environmental management of the Bekasi River Edge Area, namely the act of principled engagement, is something that happens continuously in collaboration. Several things, such as: face-to-face dialogue between interested actors, or through technological intermediaries are ways to move the common principle in environmental management in the Bekasi River side area, both between the Central Government in this case the West Java Provincial Environment Service, the West Java Provincial Environmental Service, and the West Java Provincial Environmental Service. Bekasi City Environment, various regional apparatuses involved in the Bekasi City Government as well as the private sector and the community. Managing the Bekasi River side area cannot be separated from the role of the Bekasi City Environmental Service, because it is related to the Bekasi River side area and Bogor Regency. This component includes a reaffirmation of common goals, the establishment and development of common principles, which are often expressed in the perspectives of the various actors involved. Therefore, the unification of principles is at the heart of this matter. The characteristics of each actor are key elements that influence how well the common principle works. The critical first step is how the government selects the actors to be involved in the collaboration. Furthermore, as the collaboration develops, the addition of actors is possible. Then the activities of mobilizing the common principle are realized, which can be explained in the following 3 (three) elements, Revealing the interests of each actor, the values of the actors, as well as efforts to construct common interests. Disclosure of both the collaboration actors, and the individuals in them, can be analyzed from the interests of these actors joining the collaboration. The analysis then looks at how big the impact and implications are, namely whether there are differences in interests that affect the collaboration process. Disclosure at this level emphasizes individuals and actors, mainly to build the formation of "shared-meaning" or mutual understanding on an ongoing basis. The formation of this will affect the process of joint discussion, in which there is deliberation as a "hall-mark of successful engagement" or the main sign of the success of joint mobilization. Then the emphasis is not only on the formation of deliberation (Imran, 2013).

However, it is more about the quality of deliberation, because in collaboration there are often differences in thoughts, perspectives, and interests that arise all the time. Building quality deliberation in environmental management in the Bekasi River suburbs requires advocacy skills, not necessarily for all individuals, but some are sufficient. This advocacy is internal, meaning that it directs collaboration, as well as actors to keep running on collaboration goals that result in strategic and effective conflict resolution. Several points of deliberation analysis that have been described, implicitly seek to get answers about the courage of the actors to act freely in collaboration. Whether or not there is pressure from the government, thus limiting collaborative action or there is coercion to do so. The existence of a deliberative democratic process, so that collaboration is able to become a forum for developing innovation and creation, both in generating ideas, and in dealing with the practice of collaborative activities in the field, namely if unexpected problems are found, then each actor is not afraid to act creatively, because there is no pressure to act as instructed. Furthermore, the determination of a series of determinations, namely the act of setting the desired goals and objectives, and is divided into primary and substantive. Primary determination, some procedural decisions (eg: setting collaboration agendas, scheduling discussions, forming groups or work schedules). Substantive determination, collaboration product results (eg: reaching mutual agreement, final recommendation of collaborative action). In the ongoing collaboration according to the researcher's observations, more substantive determinations are made continuously, because

their nature is more needed. Meanwhile, from a practical point of view, determination can be realized through consensus building as a fundamental method in forming mutual determination. In conclusion, the movement of common principles is formed and maintained by an interactive process of disclosure, deliberation, in environmental management of the Bekasi River side area.

In addition, there is an optimistic attitude that the goal of collaborative environmental management in the Bekasi River side area will be achieved, and the enthusiasm to carry out collaborative activities with other actors also forms a commitment. The existence of temporary good results from collaboration or small-wins and good incentives also often influences changes in the commitment of collaborative actors in environmental management for the Bekasi River Edge Area. The existence of quality interactions forms mutual trust and mutual understanding, thereby creating recognition of internal legitimacy, which affects mutual commitment. These four things are expected to develop and influence each other, thereby creating shared motivation to continue. Another thing is the implementation of collaborative governance for environmental management in the Bekasi River Outskirt area based on research results, especially on the share motivation or social capital component that there is an element of institutional organizational culture that is permissive to the involvement of various actors in accordance with their respective goals and interests shown in the collaboration process. Elements of institutional organizational culture in the share motivation component of this dynamic collaboration process complement the existing elements as suggested by Emersen et.al (2011). Often several collaborative actors, in this case the Bekasi City Government, the private sector, the community and the Bekasi River Care Community Forum (FMPKB) do not have the capacity to act together, due to differences and inequality of power. Therefore, the definition of capacity is the result of cross-functional elements to produce effective actions, because there is adequate capacity of actors. In this case, the capacity for collective action is conceptualized in a framework which is a combination of four important elements, including institutional procedures and agreements, leadership, knowledge and resources. These elements must be sufficient in achieving the agreed objectives. The capacity to take collective action is often seen as the result of the interaction of mobilizing shared principles and shared motivation. However, developing the capacity to take collective action can also strengthen shared motivation and mobilization of shared principles that ensure more effective collaborative action and impact (Hiplunudin & Agus, 2017).

Various procedures and protocols, as well as collaboration structures are needed in the management of interactions between actors in environmental management of the Bekasi River Edge Area. While the dimensions of the collective agreement are general rules (ground rules), protocols in activities (operating protocol), rules for making decisions (decision rules), and so on that may be formed. Often the agreements that exist in collaboration are initially informal, but over time, formalities are needed, such as the formation of legislation or formal legal frameworks that become the legal umbrella for collaboration. For larger, more complex, and long-lasting collaborations, the structure of the collaboration institution must be clear, and protocols for the administration and management of collaboration activities are required. While institutional arrangements, there are intra-organizational (how actors conduct governing and manage their own organizations in collaboration initiatives), as well as inter-organizations (how collaboration groups manage processes, and how collaboration integrates with decision makers from outside parties). A good collaboration structure is flexible and not hierarchical. The structure is networked, with different variations, usually the common choices used are "self-managing system" with leadership from government actors, or create a completely new structure. Although collaboration is flexible and not hierarchical, regulations are still important things that are needed. Therefore, to be effective, environmental management of the Bekasi River Edge Area requires collaboration between stakeholders/stakeholders which is manifested in the form of formalization of the governance structure as a characteristic of institutional design in the capacity component to take collective action. In the dynamics dimension of

collaboration, it includes the government (West Java Province as the representative of the central government through the Environment Service and related regional apparatus), local government (Bekasi City Government through the Environment Service and related regional apparatus), academics/educational institutions (researchers/colleges), the public/private (financial institutions, forums/NGOs), and local communities (volunteers) in the dynamic process of collaborative environmental management in the Bekasi River Edge Area, so that it can run optimally and sustainably.

Based on the results of the research and discussion referred to, that CGR in environmental management in the Bekasi River Edge Area is apparently not only driven by 4 (four) drivers, namely uncertainty, interdependence, consequential incentives, and leadership that is initiative (initiating leaderships) and exemplary. However, it is also supported by the integrity of key stakeholders' human resources, so that collaboration can run and develop. These five driving factors can arise alone or at the same time drive the CGR process. In this CGR, there is a dynamic of collaboration that interacts with each other, namely principled engagement, shared motivation, and capacity for joint action. These three factors interact in a dynamic that drives collaboration among actors. New findings on the shared motivation component, namely the emergence of permissive institutional organizational culture elements for actors, so that the dynamics of collaboration within the CGR framework can develop more. Furthermore, this collaboration cycle produces collaborative actions, collaborative actions produce outputs or outcomes. Collaborative actions can take the form of intermediate outcomes, decisions, rules, regulations and various joint policies made by consensus, agreements to do work for the common good. This joint policy will eventually produce outputs or outcomes in the form of physical, environmental, social, economic, political and cultural improvements.

CONCLUSION

Based on the results of the research that has been carried out, the researchers can draw conclusions including the following, collaboration between stakeholders in environmental management in the Bekasi River Outskirt Area starts from the mobilization of shared principles, shared motivation and joint capacity building as an interaction component of collaboration dynamics, and followed by carrying out collaborative actions that form a collaborative governance model. Furthermore, the collaborative governance model approach to environmental management in the Bekasi River Outskirts that has been developed shows that it is part of the system context dimension in collaborative governance that begins and moves in multilayers, but has not run effectively where the elements in question consist of (1) conditions of services and resources, (2) legal and policy frameworks, (3) socio-economic and cultural characteristics, (4) network characteristics, (5) political and power dynamics, and conflict history, this can be seen from the unfulfilled context dimension. system optimally, mainly on the elements of service conditions and resources, namely the availability of inadequate and sufficient sources of funds for the intended management, secondly, on the elements of the legal and policy framework, namely the absence of a legal or regulatory framework that is administratively adequate and binding for all resources, so that the parties are limited to carrying out roles according to their respective missions. Furthermore, the environmental management of the Bekasi River Edge Area has not been running effectively. However, there are interesting things that show that collaboration dynamics seems to be moving or at least supported by the share motivation component or social capital, especially in the internal legitimacy element, namely a sense of mutual understanding and respect for the roles and conditions of each individual, so that it is formed trust (interpersonal validation and cognitive legitimacy) to take collaborative action. Each individual feels that the participants can be trusted and credible as co-workers.

REFERENCES

- Afful-Koomson, T. (2013). *Collaborative governance and its relevance for extractive industries in Africa*. Dalam: Afful-Koomson, Timothy dan Asubonteng, Kwabena Owusu (Ed.). *Collaborative Governance in Extractive Industries in Africa* (pp. 1-26). Accra: The United Nations University Institute for Natural Resources in Africa (UNU-INRA).
- Agranoff, R., & Michael, M. (2003). *Collaborative public management: new strategies for local governments*. Washington, DC: Georgetown University Press.
- Agranoff, R. (2012). *Collaborating to manage: A primer for the public sector*. Washington, DC: Georgetown University Press.
- Anggara, S. (2015). *Metode Penelitian Administrasi*, Bandung, CV Pustaka Setia.
- Ansell, C.A.G. (2007). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory Advance Access*, 1-22.
- D.Ngar-yin, P.H. (2010). *Collaborative governance for sustainable development: Wind resource assesment in Xinjiang and Guandong Province, China*. John Wiley & Sons, Ltd.
- Donahue, J.D., & Richard, J.Z. (2011). *Collaborative governance: Private roles for public goals in turbulent time*. New Jersey, Princeton University Press.
- Dwiyanto, A. (2015). *Public service management: Caring, inclusive and collaborative*. Yogyakarta: Gadjah Mada University Press
- Emmerson, K., Nabatchi, T., & Balogh, S. (2011). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1-29.
- Emmerson, K., & Nabatchi, T. (2015). *Collaborative Governance Regimes*. Washington, DC: Georgetown University Press
- Haris, S. (2007). *Desentralisasi dan Otonomi Daerah*. LIPI Press: Jakarta
- Hiplunudin, A. (2017). *Policy, bureaucracy and public service; A critical review of public administration*. Yogyakarta: Penerbit Calpulis.
- Imran, S. (2013). Function of spatial planning in maintaining environmental sustainability of Gorontalo City. *Journal of Legal Dynamics*, 13(3), 457-467.
- Irawan, P. (2006). *Qualitative and quantitative research for social sciences*. Department of Administrative Sciences, Faculty of Social and Political Sciences, University of Indonesia, Jakarta.
- Junus, D. (2010). Partnership on urban poverty reduction program. *Legality Journal*, 3(2), 134-146.
- Kartini, K. (2013). *Social pathology*. Jakarta: Rajawali Pers.
- Kota Bekasi dalam Angka (2017). Bekasi, Bekasi City Government.
- Maximini, D. (2015). *The scrum culture: Introducing Agile methods in organizations*. Cham: Springer.
- Mukti, R.A., & Saykha, S.A. (n.d). Stakeholder collaborative governance model in environmental management in Gambiran Umbulharjo Yogyakarta Green Village.
- Nurmandi, A. (2014). *Manajemen Perkotaan*, Yogyakarta: Jusuf Kalla School of Government (JKSG UMY).
- O'Flynn, J., & John, W. (2008). *Collaborative governance: A new era of public policy in Australia*. Canberra, Australia: University Printing Services, ANU Press
- O'Leary, R., & Lisa, B.B. (2009). *The Collaborative Public Manager*. Washington , DC: Georgetown University Press.
- Purwanto, E.A.D., & Ratih, S. (2012). *Public policy implementation: Concepts and their application in Indonesia*. Yogyakarta: Penerbit Gava Media
- Prawira, W.R., Achmad, W., & Maulida, H. (2021). Narrating the implementation of social welfare community program. *Review of International Geographical Education Online*, 11(5), 228-235.
- Sembiring, M. (2012). *Organizational culture and performance (Government Organization Perspective)*. Bandung: Fokusmedia.
- Sirianni, C. (2009). *Investing in democracy: Engaging citizens in collabotaive governance*. Washinngton, DC: The Brookings Institution.
- Situmorang, W., (n.d). *Social movements: Theory & practice*. Jakarta: Pustaka Pelajar
- Sidiq, Rd., Siti Sofro, J.A., & Achmad, R. (2021). Virtual world solidarity: How social solidarity is built on the crowdfunding platform Kitabisa.com. *Webology; Tehran*, 18(1), 192-202.
- Sidiq, R.S.S., & Achmad, R.W.W. (2020). Gender aspects in remote indigenous community empowerment program in Indonesia. *Journal of Advanced Research in Dynamical and Control Systems*, 12(6), 2104-2109.
- Subarsono, A.G. (2016). *Public policy analysis: Concepts, theories and applications*. Yogyakarta: Cet VI, Pustaka Pelajar.
- Sugiyono (2011). *Management research methods*. Alfabeta CV: Bandung
- Sullivan, H., & Chris, S. (2002). *Working across boundaries: Collaborative in public services*. New York, NY: Palgrave Macmillan.

- Suswanto, E. (2018). *Collaborative management in the context of community-based and sustainable situ rawa gede management in Bekasi City*. *Journal of Green Growth and Environmental Management*, 7(1).
- Tasdyanto (2010). Urban community environmental culture in Yogyakarta. *Ecoscience Journal*, 2(3), 28-42.
- Thoha, M. (2015). *Organizational behavior: Basic concepts and applications*. Jakarta: Rajawali Pers.
- Usman, S. (2015). *Sociology essays of social change*. Yogyakarta: Pustaka Pelajar.
- Utomo, W. (2008). *New administration in indonesia, paradigm change from state administration to public administration*. Yogyakarta: Pustaka Pelajar
- Zaenuri, M. (2016). "Lecture", *Disaster Tourism Governance in the Perspective of Collaborative Governance Study of Tourism-Disaster Volcano Tour Merapi in Sleman Regency, Seminar on Research Results of Lecturers of the Department of Government Science*.