



# Collaboration Model of Masagi Bersih Program in Supporting the Village Sustainable Development (Study Case: Ciburial Village, Cimenyan District, Bandung Regency, West Java)

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**Abstract.** The Village Sustainable Development is not only carried out by the government, but it takes many parties to participate likewise Ciburial Village does. The Masagi Bersih Program was executed collaboratively by The Village Government together with local entrepreneurs in it. This environment-oriented program has a positive economic and social impact. Beyond that, a problem that occurs in the collaboration process is poor communication between parties causing a decrease in the participation rate of local entrepreneurs so that the program is threatened due to a deficit. Hereby, collaboration models need to be ideally developed and integrated to facilitate it. This qualitative research attempts to describe the current collaborative process of the Masagi Bersih Program and analyze it with Ansell and Gash's Collaborative Government Design. The data was obtained through observation, documentation, and interviews with the village government, local entrepreneurs, BPD, and the community. The results show that the development of the collaboration model is emphasized in face-to-face dialogue that must be held as a consensus that affects trust, commitment, understanding, and output.

**Keywords:** Village SDGs · Collaborative Governance · Masagi Bersih Ciburial Village

## 1 Introduction

The concept of sustainable development programs that are being intensively implemented in Indonesia refers to Presidential Regulation Number 59 of 2017 concerning the Implementation of Sustainable Development Goals [1]. Indonesia's commitment to implementing sustainable development, as emphasized by the President, is to realize and participate in global development regulations known as SDGs.

In practice, Indonesia's ranking dropped from 98 in 2016 to 101 in 2020 due to the lack of implementation of activities, the lack of realization of justice and security, as well as involvement between parties, especially in the administration of village governance.

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Village contributions accounted for 74% of the achievement of the SDGs in Indonesia and 118 million villagers constituted 43% of the total population of Indonesia. As such, villages have an important role as the foundation for achieving the SDGs and making significant progress toward the environment and wider human well-being.

The government is not the sole actor to run the SDGs, but it needs parties to collaborate. For example, Ciburial Village was named the “2nd Best Village in West Java” in 2021. Through a collaborative process between the village government and local entrepreneurs in the Masagi Bersih Program, they were able to create a clean and healthy village environment. The positive impacts of this program include improving the quality of environmental hygiene, increasing the potential of tourist villages, creating job opportunities for some communities, empowering communities, and increasing income turnover. Those prove that Masagi Bersih can support sustainable village development, especially in economic, social, and environmental aspects.

The problem arises from the low participation of local entrepreneurs in the Masagi Bersih Program. The dynamically fluctuating participation rate is 11 out of a total of 44 entrepreneurs. The main factor is the ineffective communication process between the two parties, such as unsustainable forums or face-to-face dialogue between the village and local entrepreneurs. The meeting activities were conditional and seemed sudden, thus some parties were not present at the meeting. Therefore, the information that will be conveyed and discussed does not reach a consensus by all the intended parties. As a result, the program’s operational budget cannot be fulfilled properly and threatens the sustainability of the program in the future.

Hence, it is very important to increase cooperation between the Ciburial Village government and local entrepreneurs. The collaborative approach taken by the Ciburial Village government and local entrepreneurs through a collaborative model is expected to advance village development that is oriented towards Sustainable Development Goals (SDGs) and is able to solve village problems.

## 2 Literature Review

### 2.1 Collaborative Governance

Emerson et al. explained that Collaborative Governance is a procedure, public policy management, and decision-making structure that involves the community, public institutions, various levels of government, or the public, and private sectors to achieve public goals that are difficult to achieve reach [2]. Collaboration refers to two or more stakeholders working together to manage a difficult resource on their own.

Collaborative Governance emerges and develops as a solution to conflicts and the complexity of nuances or political issues that require the adoption of democratic values but are not or have not been influenced by certain political philosophies. As a result, pragmatism attempts to decipher unsolved problems by applying conventional theories that are considered capable of supporting collaborative governance (Fig. 1) [3].

The Collaborative Process presented by Ansell and Gash can describe the development of the collaboration carried out [3]. The collaboration process is at the core of everything consisting of:

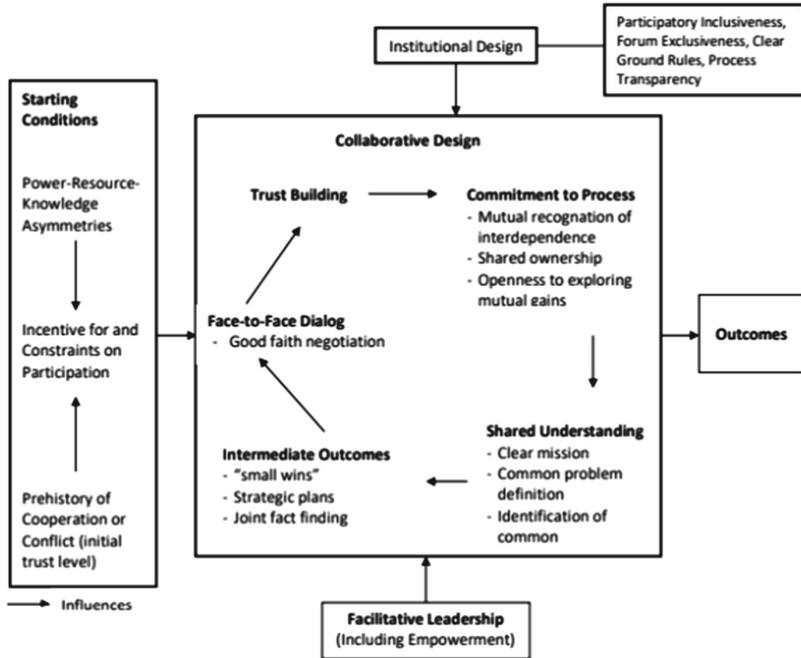


Fig. 1. Collaborative governance model.

1. Face-to-face dialog
2. Trust Building
3. Commitment to Process
4. Shared Understanding
5. Intermediate Outcomes

The classification of stakeholders by Clarkson includes, the main stakeholders being parties whose involvement has a significant impact on organizational performance; without them, the organization will not be able to survive in the long term [4]. Second, secondary stakeholders are defined as groups of stakeholders who are influenced by other parties and have influence but are not involved in organizational transactions and are not important for the survival of the organization.

## 2.2 Village Sustainable Development Goals

Development is defined as a series of actions taken by a country to achieve planned and deliberate growth to achieve positive change [5]. Haris believes that the concept of sustainability can be broken down into three areas of understanding, which are [6]:

1. Economically sustainability
2. Socially Sustainability
3. Environmentally Sustainability

The Village SDGs is an integrated strategy that was initiated in accelerating the achievement of sustainable development goals following the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 21 of 2020 concerning General Guidelines for Villages, Development, and Empowerment of Village Communities.

Village SDGs can be defined as a government-initiated SDGs localization strategy designed to gain participation and contribution from various stakeholders, thereby encouraging the achievement of the 2030 target. There are even indications that this localization is necessary for the SDGs to be implemented successfully [7].

The localization strategy begins with codification into government policy regulations, transfer of objective indicators into Indonesian, and making parameters in local form. For special categories, such as the private sector, localization can meet all the specific indicators that want to participate in the development, such as private sector partnerships in development with the parameters of participation in long-term infrastructure development, as well as the insertion of new targets with the addition of 18 SDGs.

### **3 Methodology**

This study uses a qualitative approach to describe and analyze events, activities, community involvement, individual and group attitudes, beliefs, perspectives, and thoughts [8].

#### **3.1 Data Collection Techniques and Sources**

Data collection is the most strategic step in research because it aims to collect data experimentally, through seminars, discussions, on the road, and so on. The data in this study were collected through documentation, interviews, and observations.

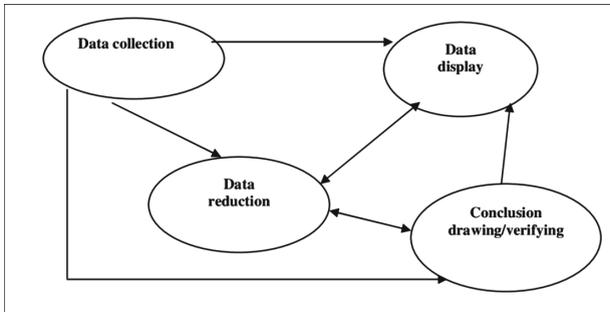
This study uses two types of data sources, primary and secondary. Primary data is obtained directly through interviews conducted with several predetermined informants and the results of observations related to the process and results of collaboration.

Secondary data is obtained indirectly or has been previously available through budget reports and documents related to programs implemented in collaboration. Another addition is previous research on the relevant topic.

#### **3.2 Data Analysis Method**

Citing Moleong [9], data analysis is the process of organizing and sorting data into patterns, categories, and basic units to identify themes and formulate working hypotheses based on the data.

The Miles and Huberman model was chosen as the analytical technique in this study. The first stage is collecting data obtained from interviews, observations, and documentation, documented in field notes, which are divided into two parts: description and reflection. Second, data reduction by summarizing, selecting the main points, and focusing on important points that are relevant to the research, looking for themes and



**Fig. 2.** Data analysis.

patterns, and presenting pictures for convenience. Third, displaying data by presenting it in various ways including tables, graphs, flowcharts, pictograms, and the like. Finally, concluding to answer the problem formulation that has been set at the beginning, but maybe not, because qualitative research problems and problem formulations are still temporary and will develop after research in the field [8].

## 4 Results

The Masagi Bersih Program is intended to improve the quality of village roads (in this case road cleanliness) in a participatory manner. The objectives of the Masagi Bersih Program are 1. Improving the safety and comfort of road users; 2. Creating a beautiful environment as one of the supports for the Tourism Village; 3. Increasing the number of visitors to tourist attractions in the village; 4. As a form of village independence in implementing participatory programs/activities; 5. The establishment of cooperation between the Ciburial Village Government and related agencies in the implementation of Environmental Hygiene Maintenance Activities through the Ciburial Village Masagi Bersih Program.

Based on observations and information obtained during nearly three months of research, this program is running well without any problems or complaints from each party involved, both from the village government, the community, and tourists who visit the village. Various parties have praised the village government and local businessmen for their dedication to the community. The electability of the village government also skyrocketed after the release of the Masagi Bersih Program. This statement is not just an assumption that researchers put forward, but has been collected from several communities and stakeholders other than village officials in the Ciburial Village environment.

The collaboration process refers to the Collaborative Governance theory proposed by Ansell and Gash where the collaboration process consists of face-to-face dialogue, trust building [3], commitment to the process, shared understanding, and intermediate results. Then, more detailed information is presented regarding the process carried out by the Ciburial Village Government with local entrepreneurs in the Masagi Bersih Program.

#### **4.1 Face-to-Face Dialog**

Based on the information obtained, Face-to-face dialogue has been carried out by both parties regarding the Masagi Bersih Program. Unfortunately, the forum was only attended by a few parties, 12 out of a total of 44 local entrepreneurs, considering the current COVID-19 pandemic and reinforced by policies related to social restrictions and other prohibitions against gathering large crowds. Second, based on interviews conducted, the obstacles experienced were the owners of local entrepreneurs who had different domiciles which made them reluctant to attend, and were finally represented by the manager or manager of the business.

As Managers positions, they cannot make decisions regarding the contributions offered by the village. With these conditions, it is difficult to reach the collaboration that you want to build, and finally now that after the forum, there are only a total of 18 local entrepreneurs who are willing to participate and collaborate with the Ciburial Village Government through the Masagi Bersih Program Trust Building.

At the forum, there was a negotiation process between local entrepreneurs and the village government regarding the amount of the contribution given. As a result, contributions are made voluntarily.

#### **4.2 Trust Building**

During the research, some information regarding the trust of both parties was discovered. The trust built by both parties has not been optimal. Factors that make local entrepreneurs less confident, such as the benefits of the program that are not felt by local entrepreneurs the lack of transparency from the village government, such as reports that are not submitted properly every semester. It is difficult to build trust in local entrepreneurs due to the history of individuals extorting monthly payments to local entrepreneurs on behalf of the village.

Efforts being made by the village government are to involve local entrepreneurs in discussing programs that are being run by the village. The village also pays attention to the stages of implementation clearly to minimize the possibility of irregularities. Regular reports are also provided by the village government every month, either directly in the form of leaflets to local entrepreneurs or reports published on the Ciburial Village Website.

Reporting is considered capable of increasing the sense of responsibility and accountability of transparency related to the cooperation carried out. The report format is made as simple as possible to be easily understood by all parties.

#### **4.3 Commitment to Process**

The existence of a commitment is aimed at engaging in certain agreed processes. In collaboration, each party will depend on the other to achieve something that has been formulated and understand that this process is a common property that has an impact on mutual benefit as well.

The Ciburial Village Government is less committed to the Masagi Bersih Program which is carried out due to several things such as difficult time management and the lack

of human resources. The number of urgent matters to be focused on and prioritized to be resolved, such as community data collection, implementation of village SDGs data collection, monitoring and evaluation from sub-districts, as well as many visits from other agencies have made village officials busy taking care of these things and put aside the problem of Masagi Bersih which need to be resolved. Apart from many more pressing matters, 11 workers or village officials are unable to carry out tasks related to the Masagi Bersih Program.

The lack of commitment to the process carried out by the Ciburial Village Government harms the commitment of local entrepreneurs which causes a decrease in participation and contribution. As a result, the operating budget deficit even reached 18 million rupiah.

Another thing that has been done by the Ciburial Village Government is to process any complaints about problems such as clogged drains, and tree branches that fall on the streets.

It can be seen from the point of view of local entrepreneurs, some of them can also be judged not fully committed. This is aimed at the low level of participation in each semester. Only a few of them survived.

The village government does not provide information on the progress of the program to local entrepreneurs, so they must contact the village first to find out how far the program is going. The village also did not provide direction regarding how and what needs to be done in implementing this program, both to village officials and local entrepreneurs involved.

#### **4.4 Shared Understanding**

As described by Ansell and Gash [3], in the collaboration process, each stakeholder needs to understand the goals and objectives that have been agreed upon and are to be achieved together. The Masagi Bersih Program is an innovative output on environmental problems that are being addressed by all Ciburial Village parties by considering other aspects such as economic and social to support the welfare of the community.

The Ciburial Village Government has provided various understandings to the parties involved in it, including the community as the object of development. According to the data, the socialization was carried out by the Heads of Dusun with RT/RW by taking advantage of social moments, such as Thanksgiving, celebrations, and other events that took a long time, almost 3 months. It turns out that there are still many parties who do not understand the Masagi Bersih Program. The lack of communication, especially from the Head of Ciburial Village to his apparatus, makes a difference in the perception between them.

Local entrepreneurs who are indifferent to environmental conditions are very unfortunate to many parties because they are the ones who produce the most waste which will later be transported by Clean Masagi officers. Realizing, the efforts made by the Ciburial Village Government are to keep embracing local entrepreneurs who have the same awareness and understanding of environmental issues.

#### 4.5 Intermediate Outcomes

Intermediate Outcomes are the results of collaboration in the early stages shown results could be used as capital to collaborate in the next phase. Intermediate outcomes resulting from the collaboration process must be useful and have strategic value for the parties involved, as well as for local entrepreneurs and the Ciburial Village Government involved in the Masagi Bersih Program. The Masagi Bersih Program has not been achieved optimally. The lack of an operational budget due to the unstable participation rate of local entrepreneurs is the main reason for not having progress after 2 years. However, several aspects are affected by this program, especially in terms of economic, social, and environmental aspects for both the community and local entrepreneurs in the village environment. Those facts resulted from the narrative of several sources. Environmental cleanliness is very influential on the scope of community welfare.

In order to make it easier to understand the research information, the following Table 1 is presented that contains the impact of the Clean Masagi Program on the environment, social and economy.

The village government was praised by the community and local entrepreneurs for the far-reaching impact of the Masagi Bersih Program. The life of the village community is peaceful because of mutual help among others as another impact of the collaboration process. Therefore, as a consequence of the temporary results of the Clean Masagi, local entrepreneurs trust the village government because it is able to deliver the results or impacts, they want.

**Table 1.** Intermediate outcomes of Masagi Bersih Program in supporting sustainable development.

No	Development Aspects	Impact
1.	Environment	The roads are clean of leaves, twigs, and scattered garbage
		Better air quality due to properly handled waste
		Reducing the risk of infectious diseases due to unfavorable environmental conditions
2.	Economy	Attracting tourists to visit because of easy road access, environmental cleanliness, and the many tourist options offered
		Increased business turnover for business actors as a result of the large number of tourists who come to visit
3.	Social	Increased trust between parties due to positive results from the collaboration process
		Job opportunities for some Ciburial Village communities in various sectors, especially tourism
		Increased tourism potential that is managed by the community due to the high intensity of tourists and supported by the geographical conditions of the village and a clean environment.
		Creating security and comfort for residents due to conducive and good environmental conditions free from environmental pollution.

The joint ownership that arises makes local entrepreneurs move to assist the village government in other programs such as the distribution of community social assistance, and others.

In the context of the collaboration carried out by the Village Government with local entrepreneurs in Ciburial Village, it has been explained related problems and information along with supporting data obtained during the above research. One of the main weaknesses of the Clean Masagi Program is the lack of participation of local entrepreneurs monthly. In addition, the Village Government in managing this program needs to be improved through the development of a model.

Ansell and Gash proposed a collaborative model by combining elements such as Starting Conditions, Facilitative Leadership, Institutional Design, Collaborative Design, and Impact. In the case of the Clean Masagi Program, the collaboration model that can be developed is as follows in Fig. 3 [3]:

**Collaborative Design**

*Face-to-face Dialog.* Ansell and Gash explained face-to-face dialogue is a fundamental thing that needs to be built on collaborative governance which will influence the next stage because it is a consensus, not just a negotiation between parties [3]. Therefore, face-to-face dialogue is placed at the center of all processes in collaborative design.

The importance of face-to-face dialogue is intended to align the Masagi Bersih Program with the participation of local entrepreneurs in it through a process of understanding and negotiation in order to gain full support.

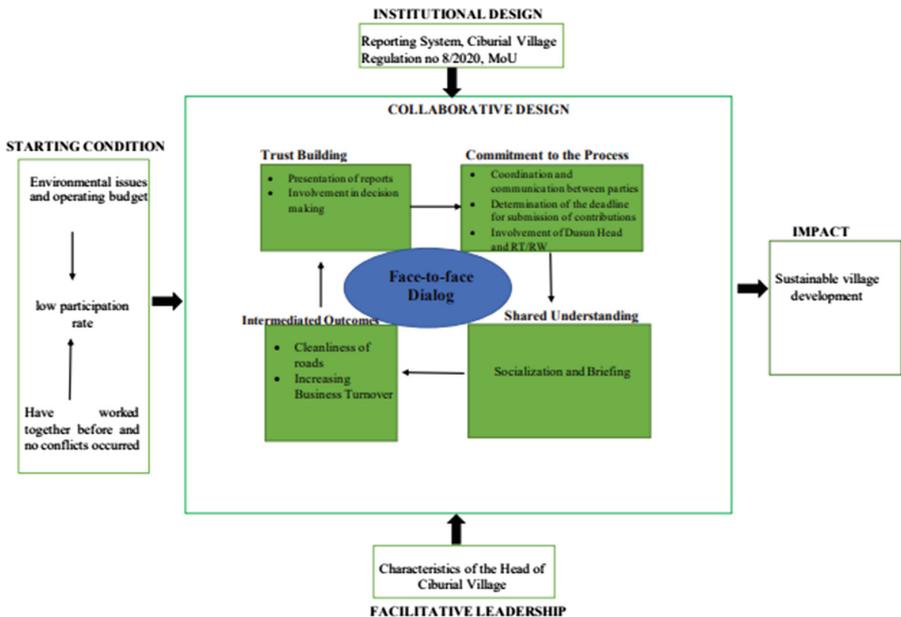


Fig. 3. Collaborative design of Masagi Bersih Program.

In previous studies it was explained that face-to-face dialogue needs to be institutionalized in order to create routines and a process of trust building and shared understanding occurs in it.

*Trust Building.* Trust Building begins with good communication between parties in the Masagi Bersih Program. The importance of building trust needs to be initiated by the village as a party that depends on local entrepreneurs regarding program operational budgeting. In this context, the village always presents reports related to Masagi Bersih participation funds both to participating local entrepreneurs and through the Desa Ciburial website which can be accessed by anyone, so that it can foster community or community trust, not only to the village. Government but to entrepreneurs. Local in the village environment. As a collaborative process, the village government also involves several local entrepreneurs in decision-making for the Masagi Bersih Program. Disclosure of information is key to building trust as well as the first step in committing to the process.

*Commitment to Process.* Commitment to the process can be seen from several elements including coordination and communication between parties such as the village, the community, local entrepreneurs, and even the BPD as the village government supervisor in the implementation of the Masagi Bersih Program. Furthermore, there is the determination of the contribution deadline that has been agreed upon by the village government and local entrepreneurs. The method of delivery is also divided into 3: by transfer, direct delivery to the village office, and by being picked up directly at the address of the local entrepreneur listed. To be efficient, take contributions and disseminate information, the Village Government involves the Head of Dusun and the Head of RT/RW to act as an extension of the village head to local entrepreneurs located in their areas of authority.

*Shared Understanding.* Shared Understanding is reflected in the socialization and direction of all parties. The agenda is carried out by utilizing community events such as celebrations, thanksgiving, and other events in Ciburial Village. The village government carries out socialization and direction through the heads of Dusun and the heads of RT/RW in their respective regions. Thus, they will know information and transparency regarding the programs run by the Village Government, especially the Masagi Bersih Program. The community has conveyed an understanding of the importance of protecting the environment, including road cleanliness to obtain benefits in terms of health, social and economic. Then, they were also informed about the capacity of local entrepreneurs who contributed to this program.

*Intermediate Outcomes.* Intermediate Outcomes of the collaboration carried out are determined by the clarity of the objectives. The results obtained will determine the sustainability of the collaboration. The temporary results obtained so far are the cleanliness of the roads in Ciburial Village, especially the east and west expert roads, which are in well-maintained condition. Garbage on the side of the road can also be handled. In addition, there has been an increase in turnover from local entrepreneurs during the program for the past 2 years.

### **Supporting Factors**

*Starting Condition.* The starting conditions were marked by environmental problems that the village was trying to solve and the lack of an operational budget. The government

initiated collaboration with local entrepreneurs by contributing providing a nominal amount to assist the village government in covering the inability of the budget.

In addition, the village government previously had several collaborations with local entrepreneurs such as giving donations to the community, repairing roads, and others.

Through this program, it is expected to be able to create road conditions that are well maintained, to attract visitors or tourists to come to Ciburial Village. The high tourist intensity will certainly benefit all parties, especially local entrepreneurs. All of this is attempted to boost the potential of Ciburial Village as a tourist village by taking advantage of the geographical conditions in the form of mountains, and a beautiful environment coupled with the involvement of many actors in it.

*Facilitative Leadership.* Leadership is an important factor in managing collaboration. The self-ability of a leader is very influential in every process carried out, especially in the trust that is built. As described in the study.

The current village head is considered very competent for the community. He has a high commitment to transparency and accountability. In addition, he always involves all elements of the community to participate in every village activity. His innovation programs are also able to run well such as providing university scholarships, providing incentives for Koran teachers, and others. The good performance of the village head makes him a role model for the community. Not infrequently he gets a lot of praise for the dedication and village programs that were initiated.

*Institutional Design.* Institutional design is the rule that underlies the collaborative process of procedural legitimacy that is carried out. In this context, the institutional design is proven through the Ciburial Village Regulation No. 8 of 2020 concerning Masagi Bersih. The regulation describes in detail the stages of the program from planning to reporting.

The village regulations can also be used as a basis for supervisory control during the program or collaboration between the village government and local entrepreneurs. Another is the reporting system used by the Ciburial Village Government as an effort for accountability and transparency to all audiences, including local entrepreneurs themselves and village communities who just want to know or have an interest in accessing it. The memorandum of understanding made between the two parties is also included in the aspect of institutional design that helps the collaboration process the agreement and other points can be understood and mutually agreed upon.

*Impact.* The collaboration process between the village government and local entrepreneurs was initially only oriented to environmental issues, having an impact on the goals of sustainable village development or the Village SDGs which are currently being discussed both academically and non-academically. After collecting information from many sources, observations, and related documents, it was found that the Clean Masagi Program can support sustainable village development, especially in social, environmental, and economic aspects.

## 5 Conclusion

Based on the discussion and analysis carried out by researchers, the Masagi Bersih Program has fulfilled all elements such as face-to-dialog, trust building, commitment to the process, share understanding, dan intermediate income. However, it has not run

optimally due to a lack of commitment and communication from both parties which has resulted in the lack of participation of local entrepreneurs every semester.

The Collaborative Model Development incorporates several elements such as Initial Conditions, Facilitative Leadership, Institutional Design, Collaborative Design, and Impact. In collaboration design, the emphasis is on face-to-face dialogue because it is related to the delivery of information and communication between the two parties that need to be improved. Through a well-organized face-to-face dialogue, trust, commitment, mutual understanding, and optimal results will be created.

Some suggestions that can be given are, re-do the forum with local entrepreneurs to discuss and open up opportunities for collaboration with other local entrepreneurs who have not collaborated, conduct evaluations with local entrepreneurs, the community, and the village government every semester to discuss problems, as well as progress, as well as forming a Masagi Work Team whose task is to assist the village government in monitoring, evaluating, and processing any information related to the Clean Masagi Program including the collaboration process in it.

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