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Efforts to Realize Good Governance through Collaborative Governance in Sambirata Village, Cilongok District, Banyumas Regency in the Development of Cardamom Cultivation

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ABSTRACT

The implementation of cooperation is very influential in the progress of a village to create Good Governance. Sambirata Village, Cilongok District, Banyumas Regency, applies the principles of good governance for the development and improvement of village progress by utilizing the existing potential, namely cardamom. Cooperation has been carried out between the Sambirata Village Government and PT. Sidomuncul in 2019 – 2021. This collaboration has had a significant impact on Sambirata Village. Initially, Village-Owned Business Entities were not able to act as economic institutions in terms of capital and marketing. Apart from that, they were not able to collaborate with other agencies to help increase the buying and selling of cardamom. Now, they are starting to gradually enter and collaborate to expand marketing. However, in this case, it is still not fully developed. There is still much that has not been developed optimally, one of which is the empowerment of women farmers and also the residual value that is still left. This research aims to explain and illustrate the discourse on how to realize good governance through collaborative governance in Sambirata Village, Cilongok District, Banyumas Regency, and the development of cardamom cultivation. The method used is qualitative descriptive. The focus of this research is on efforts to realize good governance through collaborative governance in Sambirata Village, Cilongok District, Banyumas Regency, and the development of cardamom cultivation.

1. Introduction

Indonesia is a country that is rich in natural resources, one of which is spices, which are the main commodity that is highly sought after by many countries in various corners of the world. Spices are an ingredient used to add flavor to food and as a raw material for making medicines. When the COVID-19 pandemic hit Indonesia in 2019 – 2021, spices became the most sought-after icon for making herbal medicines, one of which was cardamom. Sambirata

Village, Cilongok District, Banyumas Regency, is one of the best cardamom-producing villages in Banyumas Regency, which is able to attract interest from PT. Sidomuncul Tbk in collaboration with the Sambirata Village Government. One of the factors contributing to the economic decline caused by the COVID-19 pandemic is the economic challenges faced by Indonesia, the main one being the mass economy. In general, the distribution and assessment of production results in the manufacturing, fisheries,



and livestock sectors are among the main effects of COVID-19. The COVID-19 pandemic has stopped several marketing chains that are usually carried out by farmers. However, this has had a positive impact on

Sambirata Village, paving the way for BUMDesa to develop the hidden spice potential in the remote area of the northernmost part of Cilongok District.

Table 1. Cardamom cultivation production results in Sambirata Village, Cilongok District, Banyumas Regency year 2019 – 2022.

| Year | Cardamom production results per year | | | |
|------|--------------------------------------|-------------|----------------|-------------|
| | Wet | | Dry | |
| | Unit | Price | Unit | Price |
| 2019 | 91 quintals | 245.700.000 | 0 | 0 |
| 2020 | 98 quintals | 313.600.000 | 14 quintals | 336.000.000 |
| 2021 | 112 quintals | 190.400.000 | 16 quintals | 200.000.000 |
| 2022 | 188.4 quintals | 235.200.000 | 26.89 quintals | 263.760.000 |
| 2023 | 268.4 quintals | 375.760.000 | 38 quintals | 399.000.000 |

Referring to the data above, marketing, which is now handled by BUMDesa Sambirata Village, Cilongok District, has started running and is starting to look for marketing other than PT. Sidomuncul will continue to establish the marketing chain so that it doesn't stop in the marketing process. Sambirata Village, Cilongok District. Regarding cardamom residue, it is still not managed properly and seriously. While the residue still has economic value and can still be marketed or used as local herbal medicine or essential oil in a superior village, this is a new challenge for the Bumdesa of Sambirata Village in developing cardamom cultivation.

The rules that are the basis for making government policies in carrying out their duties and functions are very bound and cannot be separated to establish good governance. One of the causes of bureaucratic performance being ineffective and inefficient is the high level of individual egoism in fulfilling their desires, resulting in corruption, collusion, and nepotism. This does not only happen in provincial areas, but it has even entered the rural areas, one of which is BUMDesa. So many BUMDesa are still unable to manage the potential that exists in their villages. BUMDes (Village-Owned Enterprise) Sambirata has

started to open the roadside development of the Spice Tourism Village, but the reality in the field is that Village-Owned Enterprises cannot yet become economic institutions in terms of developing spice tourism villages, one of which is that cardamom residue has not yet been utilized and batik production has not yet started. The purpose of writing this article is to describe efforts to make it happen good governance through collaborative governance between the government, in this case, the Sambirata Village Government, through BUMDesa (Village-Owned Enterprises) with the private sector, namely PT: Sidomuncul and the community in managing spice agricultural products, namely cardamom.

2. Literature Review

Governance

Before diving into good Governance and Collaborative Governance, it is necessary to first explain the term governance. Governance According to Roderick Arthur William Rhodes, Governance refers to changes in government governance that have a broader meaning, including a new regulatory process (the new process of governing), changes in the conditions of regulatory rules (a changed condition



ordered rule), or a new method by which society is organized (the new method by which society is governed). Governance In general, it can be understood as a transitional form in the "implementation of public policy," which is not only centered on the government but involves other actors participating, both from society, the private sector, and others, according to Hanberger (in Retno, 2020).

Good governance is a term coined in public discussions about development in the 1980s. Etymology Good governance comes from Latin, namely gubernare, which in English is govern, which means to drive (moving or controlling), commanding (directing), or commanding with authority (rule with authority). Good Governance is a synergistic and constructive relationship between the state, private sector, and society (Dwiyanto, 2005) in the United Nations Development Program (UNDP) policy document entitled "Governance for Sustainable Human Development." (1997). As for conditions implementation, Good Governance to United Nations Development Programme (UNDP) in Sedarmayanti (in Dahlia, 2023) believes that the classification or principles that must be adopted in developing good governance, including participation, rule of law, transparency, responsiveness, consensus oriented, justice, efficiency and effectiveness, accountability, strategic vision

Collaborative Governance is a tool used to solve a problem/issue that occurs through cooperation between stakeholders which is related. Ansell and Gashl (in Fatimah, 2020) define "Collaborative Governance as governance that involves several stakeholders in a collective, oriented decision-making process consensus and deliberative, and aims to create or implement public policies or manage public programs and assets." Collaborative governance is a way of government management that directly involves stakeholders outside the government or state, oriented towards consensus and deliberation in a collective decision-making process aimed at creating or

implementing public policies and programs (Ansell, 2008). The presence of collaborative governance is important because both government and non-government sectors have a high commitment to environmental protection efforts, but without support from other stakeholders as a whole, the benefits of this commitment cannot be felt (Novita, 2018).

Good governance theory

According to Tjokroamidjojo (1990), a new paradigm has emerged in development management because the meaning is not yet clear. Good governance is generally defined as a clean and good government, and according to the National Government Policy Commission, good government is a government that is authoritative and clean. Thus, Professor Bintoro Chokroamijojo introduced the idea of good governance as a new paradigm for development management and administration within the central government. Government can be a driving force for social change in developing countries. It is hoped that the existence of a "change agent" can help bring about the desired changes. Policies and programs implemented by the government, especially the role of sectors, projects, planning, and budgeting, can facilitate private sector investment with investment approval from the government.

Apart from that, as stated by Bob Sugeng Hadiwinata, the basic premise of good governance is the existence of synergy between the government sector (which provides policy regulations), the corporate sector (which drives the wheels of the economy), and civil society. But in summary, good governance is generally interpreted as good governance. The word "good" here means adhering to certain rules in accordance with the basic principles of good governance. Principles of good governance according to the United Nations Development Programme (UNDP) in Sedarmayanti (2009): Participation, rule of law, transparency, responsiveness, consensus orientation, justice,



effectiveness and efficiency, accountability, and strategic vision.

3. Methods

This study uses a qualitative descriptive research method by describing or illustrating the research object according to the real implications obtained in the field. Qualitative research produces data in the form of speech, writing, and behavior and focuses on subjective aspects that can be observed from the subjects themselves (Sugiyono, 2008). The location of this research is Sambirata Village, Cilongok District, Banyumas Regency, using research informants (a) Head of Sambirata Village, Cilongok District, Banyumas Regency, (b) Coordinator of BUMDES (Village-Owned Struggle Agency) Sambirata Village, Cilongok District, Banyumas Regency, (c) Sambirata Village Farmers Group, Cilongok District, Banyumas Regency, (d) Head of Sambirata Village KKPH, (e) Sambirata Village Youth Organization, Cilongok District, Banyumas Regency, and (f) Public Sambirata Village, Cilongok District, Banyumas Regency. The informant selection technique that the researcher used was purposive sampling and if the informant still has not answered the existing problem, then the technique is used snowball sampling. The data sources used in the research are primary data and secondary data.

The data collection method used by researchers consists of 3 methods, including observation (observation), deep interview (In-depth Interview), and documentation adapted using data sources used by researchers, namely: (a) informants, (b) areas and incidents, (c) documents related to the research focus. Technique Analysis The data used in this research means an interactive analysis model (Miles and Huberman in Saldana 2014). In order to create the validity of the data in this study, the researcher used data triangulation to check the validity of the data, including (a) comparing data from observations using data from interviews, (b) comparing what people say in

public with what they say in private, (c) Comparing what people say about research situations using what they say all the time, (d) Comparing a person's situation and perspective with various opinions and views of people such as ordinary citizens, people with secondary or higher education, wealthy people, government people (e) Comparing interview results using the contents of a related document.

4. Results and Discussion

Administratively, Sambirata Village is included in the Cilongok District area, Banyumas Regency. Sambirata Village is located on the southwest slopes of Mount Slamet. Based on BPS data for Cilongok District in 2022 figures, the distance from the center of Cilongok District is around ± 4 km, while from the center of Banyumas Regency, it is ± 16 km. The Sambirata Village area to the north borders Pandansari Village, Paguyangan District. To the south it borders Panembangan Village, Cilongok District. The eastern side is bordered by Gunung Lurah Village, Cilongok District, and the western side is bordered by Karang Tengah Village, Cilongok District. Its geographical position is -7.3719 in longitude coordinates and 109.13577 in latitude coordinates. Based on data from June 2022, the area of Sambirata Village is approximately 1,602.9 Ha, covering settlements, plantations, rice fields, and forestry. The Sambirata Village area has an altitude of 433.8 m above sea level with an average daily air temperature of 32°C . Sambirata Village has tropical climate conditions with two seasons, namely summer and rainy season. Rainfall in Sambirata Village was recorded at 2000 – 3000 mm/year with a humidity level of 26°C . Looking at the existing potential, abundant natural resources, especially the spice cardamom, and human resources. The Sambirata Village Government is making efforts to develop the economy in Sambirata Village by establishing collaboration/cooperation between farmer groups, the government, and the private sector.



Schottle, Haghsheno, and Gehbauer suggest that there are seven important items that can be used as measures or indicators of a successful network or deep collaboration governance, namely:

Willingness to compromise

According to (Schottle, 2014), Two or more parties, each of whom wants something different, will always cause conflict. Therefore, to determine the extent to which each party minimizes conflict, they must be willing or able to compromise. At the heart of collaboration is conflict management, which focuses on finding compromises that will make all parties feel as though they got what they wanted, even if it's not what they thought they wanted. There are (Rules) there are binding rules in the process of Collaborative Governance in Sambirata Village as a form of mutual compromise and mutual agreement. It is clear that the findings in the field regarding the rules of all parties have not yet created regulations for establishing cooperation (collaboration).

Communication

Effective collaboration cannot occur without the support of good communication, and successful collaboration is more than just dividing tasks but more about cultivating genuine determination to achieve a common goal. This is supported by the making of an agreement between the Sambirata Village Government, the Farmers' Group, and PT Sidomuncul Tbk. The Cooperation Agreement contains clear rules. In this case, it can be said that there is structuring and distribution of responsibilities between farmer groups and farmers' stakeholders. It is clear.

Commitment

Commitment to cooperation (collaboration) between members and stakeholders with the Sambirata Village farmer group has been going well, as evidenced by the ongoing collaboration from 2019 until now, both with the government and the private

sector.

Mutual trust

In this case, there is still a relationship between the Sambirata Village Government and PT. Sidomuncul until now, in this case, BUMDesa has even expanded its marketing network for cardamom fruit to several other agencies, including CV Aneka Mega Raya (AMR), CV Kapulogo Jaya and Pasar Gratis. This means that the Sambirata Village Government still maintains trust between the Farmer Group and PT Sidomuncul. PT. Sidomuncul also still monitors Sambirata Village and is still a cardamom partner.

Transparency/exchange of information

Transparency/exchange of information is a principle that guarantees access or freedom for everyone to obtain information. Transparency will have a positive impact on collaboration; it will increase the accountability of stakeholders so that control over authority holders will be effective. Viewed from the field, namely between stakeholders or within internal farmer groups, they keep communicating and sharing information both directly and indirectly. This shows that sharing information went well and smoothly.

Sharing knowledge

According to (Schottle, 2014) Sharing knowledge in a collaboration can help increase the value offered to stakeholders. Collaboration will be able to provide answers more quickly or shorten the time needed to fix the problems faced.

Willingness to take risks

According to (Schottle, 2014) In collaborating, facing risks is a challenge because taking risks is related to creativity and innovation and is an important part of turning ideas into reality. In this case, every decision taken will be a risk to be responsible for accepting the risks that will be faced. One of the 3 accesses is a risk faced by the BUMDes



of Sambirata Village. First, challenge access to resources (resource access), namely the provision of human resources, finance, facilities, and infrastructure as well as other resources to achieve network goals.

The collaboration that took place in Sambirata Village, has it shown representation? good governance in the collaboration that has been done. It is explained that good governance, according to Roderick Arthur William Rhodes, governance refers to changes in governance, which has a broader meaning that includes new governance processes, changes in regulatory conditions (ordered rules that change conditions), or new methods of social organization. Good governance assumes that good government is a government that is oriented towards society and not bureaucrats, which curbs corruption, changes itself to avoid collusion and cronyism, and engages in bureaucratic entrepreneurship (Muhammad, 2019).

Classification or principles that must be adopted in developing good governance (Good Governance) according to the United Nations Development Programme (UNDP) in Sedarmayanti (2009) include: a) Participation: The collaboration carried out reaped quite a lot of participation, which included all stakeholders in the development cultivation cardamom is proven by collaborative governance which was explained previously. b) Rule of law: The legal framework and laws must be fair, enforced, and fully respected, especially those relating to human rights. This is also implemented in carrying out collaborative cooperation, namely by signing a collaboration that contains mandatory rules for each stakeholder. c) Transparency: Level Transparency between the government and the private sector needs to be improved again and must be built within the framework of the free flow of information so that there is no miscommunication. d) Responsiveness: Every institution and its processes must be oriented towards serving various stakeholders. But in this case, the response was between several stakeholders. The

village government, the private sector, and farmer groups have provided a fairly good response, although findings in the field still often miss communication. e) Consensus-oriented: Collaboration carried out between the government, private sector, and farmer groups has implemented these goals through deliberation by producing consensus, namely as stated in the cooperation agreement, although there are still weaknesses in making SOPs, among others. f) Justice: Good governance will provide equal opportunities for men and women to improve and maintain their quality of life. Equalization In Sambirata Village, the development of Cardamom Cultivation itself is quite good but still needs to be improved the gender role of women is still prominent or can be said to be still vague in their participation in the development of Cardamom Cultivation itself. g) Effectiveness and efficiency in achieving this goal are still quite difficult because there is still a lot that needs to be developed and improved, one of which is increasing human resources, infrastructure, and financial resources to support activities in managing cardamom cultivation. planning institutional processes to produce products that support needs by making the best use of all available resources. h) Accountability: in decision-making in consensus (government), the private sector (PT. Sidomuncul) and farmer groups and communities are very important to play a responsible role in decisions taken together and be ready to accept future risks. The implementation that occurs in the field is quite good internal accountability. The cooperation carried out is proven until the agreement ends between stakeholders, still carried out according to the agreement even though it is not fully optimal. i) Strategic vision: Good governance is supported by government thinking and the public for the long-term future. So Sambirata Village itself already has a long-term plan to develop cardamom cultivation into a sustainable Spice Tourism Village.



5. Conclusion

Maintenance of good governance basically realizing a strong, accountable, effective, and state/regional administration efficient. Efforts to realize good governance through collaborative governance in Sambirata Village, Cilongok District, Banyumas Regency on the development of cardamom cultivation, although it is not yet optimal in terms of networks, it still needs to be improved again in order to build relationships and cooperation in order to realize more developed economic empowerment for residents, in terms of accountability BUMDesa has begun to better manage its assets in a gradual and sustainable manner, one of which has begun to structure its management structure and responsibilities. So far, process collaborative governance has done relatively well with that effort. The Village Government, as well as the private government (PT. Sidomuncul) have been good enough to assist in efforts to empower the citizens' economy, both in terms of increasing human resource capacity and the still limited facilities and infrastructure. BUMDesa has started running with programs that are starting to be realized one by one, including expanding the marketing of cardamom as an alternative to being a supplier for PT. Sidomuncul, then start research regarding the handling of cardamom residue, which will be used as an essential oil. There is still no need to empower women farmers themselves because he is still focused on their daily work

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