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Collaborative Governance in Empowering Communities Affected by the Covid-19 Pandemic

Mawar¹, Soesilo Zauhar², Suryadi³, Endah Setyowati⁴

^{1,2,3} Brawijaya University, Malang, Indonesia

Email: Mawarhidayat22@gmail.com

Abstract

The implementation of the PSBB Policy for the first time in Indonesia was carried out in DKI Jakarta as an effort to accelerate the handling of Covid-19, the implementation of the PSBB poses many risks to society such as a slowdown in economic activity, the business world, and trade. This policy is less effective because the community has not been fully protected for their rights and fulfillment of their basic needs. This also happens to people who live in simple flats for rent in Rawabebek Jakarta. This study aims to analyze Collaborative Governance in empowering communities affected by the Covid-19 pandemic. This research uses a qualitative approach with descriptive methods. The results of the research show that the collaborative governance process in community empowerment in the Rawabebek flats involves the government as a facilitator, academics as facilitators and the community as implementing actors. In implementing Collaborative governance, the researcher carried out several stages, namely initial conditions, facilitative leadership, institutional design and collaboration processes. Supporting factors in community empowerment through collaborative governance are the residents' strong desire to increase income, the role of academics as facilitators and the commitment from the management of the Rawabebek flat, while the constraining factor is that there are still flat occupants in several blocks who are not actively involved in groups. waste banks that have been formed and private involvement as collectors that has not been maximized.

Keywords: Collaborative Governance, Community Empowerment, Covid-19.

A. INTRODUCTION

Since March 2020, when the first COVID-19 case was identified in Indonesia, the number of people exposed to the virus has steadily increased. Once centered on DKI Jakarta and its environs, the transmission of Covid-19 infection cases has shifted, with new hotspots emerging (ADB, 2020). Covid-19's effects on society and the country's economy, such as unemployment and poverty, are just as important as the total number of persons infected (Buheji et al, 2020; Martin et al, 2020; Wei & Zhang, 2021). According to Indonesia's Center of Reform on Economics (Core), the country's open unemployment rate would rise in three waves beginning in the second quarter of 2020: At the national level alone, an additional 4.25 million people might join the ranks of the unemployed. As a second number, an extra 6.68 million individuals, and as a third, up to 9.35 million. When the number of unemployed people rises, so does the number of those living in poverty. as reported by detik.com (2020).

With the above conditions, of course the economic impact on people's lives is inevitable. Micro-enterprises that have mushroomed, grown and developed in various regions have also been affected. Micro, small and medium enterprises (MSMEs), which have been driving the revival of the economy, have eventually gone out of business (Shafi et al, 2020; Lai et al, 2020; Singh et al, 2023). The current community's economic activities are becoming so narrow as the implementation of the policy of imposing restrictions on community activities (PPK) in a number of areas to suppress the spread of Covid-19. Many people's home businesses are powerless. Quickly one by one fell. They lost the market as people's purchasing power weakened. The impact of reduced economic activity during PPKM in a number of areas

occurred, due to limited access to product marketing (Pedauga et al, 2021; Chirume & Kaseke, 2020; Shinozaki & Rao, 2021).

The government has issued a number of policies in an effort to stop the spread of the Covid-19 outbreak, including Presidential Decree Number 11 of 2020 concerning Declaration of Public Health Emergencies for Corona Virus Diseases 2019 (covid -19), Government Regulation (PP) number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating Handling of Corona Virus Diseases 2019 (covid -19), and Government Regulation in the Matter of Large-Scale Social Restrictions in This prior policy, however, wound up contributing to tension inside the group. The economy was hit hard by the government's influence (IMF, 2020). Community economic activities have been thrown into doubt because to the covid-19 epidemic (Baker et al., 2020 ; Chirume & Kaseke, 2020; Zhang et al., 2021).

The longer PPKM laws stay in place in Indonesia, the less money is made by micro, small, and medium-sized businesses (MSMEs), according to research by Mawar et al. (2021). Aduhen and Osei-(2020) Assibey's research shows that Ghana may actually turn the calamity created by the Covid-19 outbreak into prospects and opportunities by spending heavily in the health sector and generating support for MSMEs, ultimately creating jobs on a big scale. This discovery provides encouragement that the economy can be restarted even in the midst of the Covid -19 pandemic. A rise in the pandemic has an impact on social contact and economic activity because of the social distancing regulations that are enforced, with varying degrees of strictness from region to region. It is true that social policies can have an impact on residents' well-being and the economy (Ozili, 2020; Dolan & White, 2007; Hacker, 2004).

Suburban residents of Indonesia's capital city, Jakarta, who have relied heavily on micro-enterprises, have borne the most pain from the Covid-19 pandemic's effects on the economy. This is what transpired in DKI Jakarta's Rawabebek flats, home to a colony of relocators. Tenants may not feel at home despite the fact that the apartments have better amenities than their own residences. There have been a variety of issues that have occurred as a result of the current Covid-19 pandemic, including being separated from loved ones and the workplace, losing one's means of support, falling behind on rent payments, and the practice of buying and selling apartments. Most people who had businesses in the old building had to give them up. They acknowledge it is tough to find work that pays enough to get by. Some tenants have expressed dissatisfaction with the location of the apartments in relation to their places of employment. Since the outbreak, the Provincial Government of DKI Jakarta has stopped providing them with transportation, so they have to get up and get to work earlier than usual (Napitupulu, 2021).

There is now a 1,000 square meter plot of land being used as a chili plantation in the Rusunawa Rawabebek neighborhood. Chili plants grown from seeds provided by the Directorate General of Horticulture at the Indonesian Ministry of Agriculture. This was uncovered through the efforts of the Agricultural Technology Study Center and the DKI Jakarta Food, Marine, and Agriculture Security Agency (KPKP) (BPTP). In the past, the BPTP DKI Jakarta and the apartment complexes' Farmer Groups (POKTAN) have worked together to provide technical guidance (Bimtek) for the growing of double-production chilies (Proliga). The Rawabebek flat's land use could improve DKI Jakarta's food security. This is an example of a joint effort between the Agricultural Ministry and the Province Government of DKI Jakarta to put underutilized land to good use in the form of urban farming.

Urban farming is just one of several self-sufficiency initiatives. Others include training in batik, clothing production, and garbage disposal. Despite the fact that the relocation of the Rawabebek flats is the result of a collaborative effort between many different parties, the community empowerment programs implemented in preparation for the move have not yielded the desired outcomes. The people's economic situation is deteriorating. The high level of rent

defaults and the high unemployment rate are indicative of this. Rawabebek's UPRS Chief Asih Sumaretni estimates that as much as 90%, or 640 families, have not paid their apartment arrears. Delayed payments often last between 10 and 20 months. Many locals are without regular employment and are forced to rely on low-paying side gigs to cover basic expenses like rent and utilities. (metro.tempo.com.2021).

The purpose of this study is to examine the role of collaboration in empowering the relocation of the Rawabebek flats affected by the Covid-19 pandemic, as current implementation of collaboration in empowering flat residents still demonstrates the dominance of the role played by the government while making do with very small budgets and funds. As the government is so involved in both the development and execution of community empowerment initiatives, the latter has not been particularly successful. The findings of Ae Chun et al. (2012), which claim that the government plays a vital role in establishing a collaborative process, lend credence to this observed phenomena. On the other hand, Ntale et al.(2020) 's findings suggest that a government's hierarchical organizational structure can be counterproductive to collaboration since it fosters less democratic and more relational, interactive, and exclusive spaces among stakeholders.

Irawan (2017) found that a lack of organizational hierarchical authority, a lack of government commitment, a lack of public trust, a lack of human resources (HR), a lack of information, and a lack of involvement from other stakeholders (such as capacity local government) all contribute to the failure of collaborative governance. Enciso-Santocildes et al. (2019) did additional study that mirrored these findings: a successful collaborative process predicated on trust, active stakeholder participation, solidarity, and commitment. Findings from Frankowski's research (2019) demonstrate otherwise, however, in that the actual collaborative strategy used can contradict with the objectives of Collaborative Governance itself and necessitates preliminary agreements. Based on their findings, Bedwell et al. (2012) conclude that human resources (HR) play a crucial role in the cooperation process, highlighting the importance of investing in their education and development so that they may contribute novel approaches to teamwork.

In addition, Mutonyi et al. (2020) found that followers' creativity increased when their leaders gave them more freedom to make decisions. While Sonderskov's (2019) research reveals that communities do not hold a privileged place in the collaborative process of public policy development, the phenomena of communities moving into the Rawabebek flat demonstrates that they do. From the data provided by the apartment complexes, it is clear that the UPRS empowerment program, developed in partnership with MSMEs and community NGOs, did not involve all of the building's tenants in its creation. In order to determine what the cooperation process should entail, it is necessary for implementers and the intended audience to share information and perspectives.

Based on the above empirical problems and the findings of several previous studies as well as theories that support the collaboration process in the empowerment programs that have been carried out, it is necessary to study in depth about *collaborative governance* in empowering the relocated people of the Rusunawa Rawabebek DKI Jakarta Province, so that a collaborative model can be formulated that is precisely based on the characteristics and dimensions that are owned by the residents of the flat.

B. METHODS

This research makes use of a qualitative methodology and phenomenological research of a certain kind. The qualitative method is a research procedure that produces data descriptive in the form of written or spoken words from people and observed behavior. Qualitative search is a research method that is based on the philosophy of post-positivism and is used to research on natural object conditions where the researcher is the key instrument. Data analysis can be

inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization (Moleong, 2017).

The consideration of using this type of qualitative research is related to the purpose of this study which will describe (description) the process of collaboration that occurs between stakeholders involved in the community empowerment process for the relocation of residents of the Rawabebek Rusunawa DKI Jakarta flat which was affected by the Covid-19 pandemic. This method will be used to dissect in depth the process of collaboration through explaining phenomena and collecting data that is as complete and accurate as possible. This is in accordance with the characteristics of qualitative methods which place more emphasis on a specific problem locus and focus on the depth in terms of quality and phenomenon rather than the breadth of the locus of problems that will produce quantitative figures. The research location in this study was in the Rawabebek flats of DKI Jakarta, the location was chosen based on data that the largest number of relocating people were in the Rawabebek flats.

C. RESULTS AND DISCUSSION

1. Description of the Community Rusunawa Rawabebek Jakarta

Currently, thousands of eviction victims call the Rawabebek flats in East Jakarta home. Kampung Akuarium (Penjaringan, North Jakarta), the banks of the Krukut River (Central Jakarta), and Bukit Duri are just a few of the places they call home (Tebet, South Jakarta). Fourteen distinct buildings make up the Rawa Bebek Rusunawa Complex. Dwi Marsanto, administrator of the Rawa Bebek Flats Service Unit (UPRS), stated in 2020 that "the total occupancy here is now just 1,150 units," with the remaining 400 units still under construction and expected to be finished by the end of 2020. About 98% of evacuees lived in the Rawabebek apartments, while just 3.14 percent of the general public did. Residents may not feel entirely at ease despite the flats' generally superior comfort than their own residences during the present Covid 19 outbreak.

After moving there, they encountered a lot of issues, such as being separated from friends and family and their place of employment, having their incomes cut off, falling behind on their rent payments, and even the practice of buying and selling individual apartment units. Most people who had businesses in the old building had to give them up. They acknowledge it is challenging to earn enough money in the tower to cover basic expenses. Some tenants have expressed dissatisfaction with the location of the apartments in relation to their places of employment. Since the outbreak, transportation options have been restricted due to the PPKM policy, therefore they must get up and go to work earlier than usual.

It, too, had tumbled down the flight of stairs. Locals of Jakarta's Rawabebek Rusunawa DKI area use this phrase metaphorically. The apartment they live in has all the outward trappings of opulence and cleanliness, but within, their financial situation is a nightmare. Most of the displaced people belonged to the lower middle class, and their livelihoods were tied closely to where they used to call home. For example, fisherman who make their living near the coast, building tradespeople, and market vendors all have to be close to their workplaces. As expected, moving causes changes in their daily lives that diverge from what they experienced back in their old neighborhood. As Prihatin (2018) puts it.

The Rawabebek flat's land use could improve DKI Jakarta's food security. All of the foregoing is an example of a joint effort between the Agriculture Ministry and the province government of DKI Jakarta to put underutilized land to good use in the form of urban farming. Because of their prime location on the floodbanks of the east canal, these apartments have enormous untapped potential as a hub for water tourism and as a location for new restaurants. Not only does the government work with the commercial sector, academic institutions, and NGOs to empower the people living in the Rawabebek flats, but the residents of the complex as a whole as well.

In order to solve the issue of poverty, collaborative governance must be implemented (Zhang, 2020). The study found that the empowerment partnership process carried out so far for the relocated population in Rawabebek flats had only touched on instrumental issues, and had not yet touched on significant aspects. The questionable instrumental feature is that the community's interests/talents, abilities, and potential for exploiting the area in which the community is located are not taken into account during the collaborative process. Some of UPRS's private-sector, NGO, and academic partnership projects, such batik and sewing instruction, have run into problems with the marketing process, leading to a backlog of community production and financial losses. Similarly, there are issues with the management of waste banks when it comes to the sorting and collection of waste, and with urban farming when, after forming groups in the community, intensive assistance is not carried out, leading to less-than-ideal results that do little to improve the economic life of the community. Because their previous communities relied primarily on unstructured (informal) economic activity, apartment complex dwellers from coastal areas who also have a low level of education will require substantial support in implementing new programs. This is evidenced by the results of many stakeholder collaborative empowerment programs:

Table 1 The Role of Stakeholders in Community Empowerment Collaboration for Relocating Rusunawa Rawabebek

No.	Program Type	Stakeholders involved	Stakeholder Role	Participation Public
1.	Urban Farming	Government	Facilitator Monitoring evaluation	Tall
2.	Garbage Bank	NGOs, Academics	Training, Mentoring	Tall
3.	Sew	Private, NGO	Training	Low
4.	Batik	Private, NGO	Training	Low

Participation in the sewing and batik program is minimal as shown in the chart above because the program does not reflect the interests of the community. Then, it wasn't until the manufacturing and advertising phases that anything intensive was done to help. The community's interests, capabilities, and the context in which the project will be implemented should all be taken into account throughout the early stages of the collaboration process. On the other hand, since they all hail from the same community (region of origin), and share the same values because they all have the same fate, the relocating community has a lot of untapped potential to be empowered and actively involved in the collaborative process based on kinship values (both victims). The process of evicting a tenant. For many different groups to work together toward the goal of defeating the swine flu pandemic, the ideals of togetherness within an open-ended network of community organizations must be strengthened (Igwe et al, 2020).

Collective cohesion will increase as a result of this network. According to Fukuyama (2017), a group's members are more likely to work together effectively if they adhere to a set of unspoken standards or ideals. Cooperation in strengthening host communities after a move should be built on social capital. Communities, especially those impacted by Covid 19, can benefit greatly from social capital's capacity for emancipation (Supriyati et al, 2021). An individual's social standing can be improved by investing in their social capital. Reciprocity is fostered by the existence of social capital, which encourages members of the community to work together. In addition to its obvious economic and social benefits, social capital also offers a unique mode of operation that is extremely valuable to society. The concepts of the paradigm of sustainable inclusive development complement social capital (Agnitsch et al, 2006). Because

it treats **society not just as an object of development, but also as the subject of development**, bottom-up development or policies that affiliate community social capital are easier to implement.

2. Stakeholder Relations Pattern Cycle in Collaboration

The implementation of *Collaborative governance* in the implementation of empowering residents of the Rawabebek flats in DKI Jakarta is measured from the perspective of *collaborative governance* according to Ansel & Gash's theory (2007). In implementing a collaboration, of course it will not be much related to the role of the actors in the collaboration process. The actors who play a role in collaborative activities, whether carried out between several stakeholders or many stakeholders, we often hear of as *Stakeholders*. *Stakeholders* themselves exist because of the desire or interest between several collaborative actors who have the same goals and desires on the basis of the benefits obtained in the process of collaborative activities carried out. In the *collaborative governance* process that is carried out between several actors of interest in empowering residents of the Rawabebek Rusunawa DKI Jakarta, it involves the government as a facilitator, academics as facilitators and the community as implementing actors.

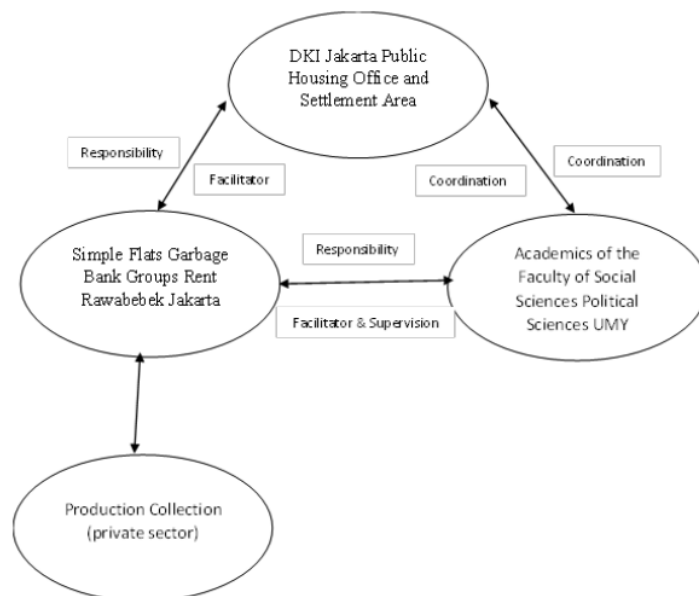


Figure 1 Stakeholder Relationship Pattern Cycle in the collaboration process

The Rusunawa Rawabebek Management Unit (UPRS) in the **part** is positioned as an extension of the DKI Jakarta Provincial government, in this case **the Public Housing and Settlement Area Office of DKI Jakarta Province**, so that in carrying out collaborations Academics (Fisip UMJ) as in the chart above always coordinate with The Rusunawa management unit (UPRS) also coordinates with the waste bank groups in the ongoing collaboration process. In addition, **ademics** also act as supporting facilitators in an effort to meet all forms of needs desired by **the waste bank group**.

The waste bank group which consists of 8 groups as the community that carries out the waste management process of course has a very dominant and also central role in the collaboration process that occurs, the waste bank groups as described in the chart above besides

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having rights and responsibilities to UPRS Rawabebek DKI Jakarta in the process of implementing direct collaborative governance. In addition to the process of collaborative governance that occurs, the waste bank group also coordinates directly with (private) collectors without having to have intermediaries or interference between the Public Housing and Regional Settlement Services and UPRS because in the process of selling the results of waste management, it is returned to the group, while UPRS Rawabebek is required to receive an accountability report.

The collectors of the results of waste management and sorting (*private sector*) in the collaboration process have a role in the final stage of the collaboration process, namely during sales where the role of collectors who act as recipients as well as buyers of fish processing results directly relates to the waste bank groups only, without must coordinate with other *stakeholders*, so that in *collaborative implementation governance* private actors do not have a central role but still have a role that is very important in the collaboration process, especially in the selling stage of waste management and segregation results.

55 3. The Role of Stakeholders in the Collaborative Governance Process

In the process of collaborative governance, the role of the housing and settlement agency, in this case UPRS Rawabebek DKI Jakarta, is in a collaborative process with the aim of empowering the community, in this case acting as a facilitator in the collaborative process by providing all the facilities and needs of the collaboration process. This includes providing a venue, organizing meetings, and providing access to information needed by the parties involved. Thus, the Department of Housing and Settlements plays an active role in facilitating the process of collaboration to achieve community empowerment goals.

The management unit plays a role in managing and providing facilities for the occupants of the flats. In addition, the Management Unit is also involved in various collaborative activities to improve the quality of life of residents, such as collaborative programs, including:

- a) Together with the National Craft Council and UPRS, they're providing batik classes for stay-at-home moms.
- b) Sewing instruction for women who are in Rusunawa, UPRS conjunction with Small and Medium Businesses (UMKM Little Baby) and the Indonesian Concern Movement (GKI) Non-Governmental Organization.
- c) Training and help in waste bank management, UPRS partnership with colleges and the Indonesian Concern Movement NGO.

With the role of the Department of Housing and Settlements as a facilitator in the collaboration process, it is hoped that effective and sustainable collaboration will be created between various parties with the aim of empowering the community. In this regard, the Management Unit for the Rawabebek Flats in DKI Jakarta is a clear example of how the Housing and Settlements Agency can play an active role in facilitating the process of collaboration and encouraging community empowerment.

As teachers and professors impart knowledge. Technical training pertaining to waste banks was the next focus of educational initiatives, with a focus on spreading awareness of the need for, and the ways in which, waste banks might be utilized to maximize their positive effects on society. This is done so that locals are aware of every step that their trash takes as it travels from their homes to the waste bank, including the sorting, collecting, depositing, weighing, documenting, and finally, the depositing of their trash to the collectors. Anything from keeping records of registration and consumer savings to any other required administrative tasks. Residents also meet in smaller groups per block to decide on a waste bank's name, its administrative head, the frequency with which trash cans can be brought there, the site of the waste bank's secretariat, and any follow-up plans for the bank's management.

1. Relationships That Occur Between Stakeholders In Collaboration

In collaborative governance activities carried out by UPRS Rawabebek DKI Jakarta and DKI Jakarta academics by involving groups of waste banks, this has been implemented, but on the other hand there are still groups of residents in several blocks who have a low level of awareness of the importance of the benefits of waste banks.

a) Starting Conditions

Starting conditions or initial conditions regarding how the process of collaboration or cooperation between UPRS Rawabebek, FISIP UMJ academics and waste bank groups initially departed from the initiative of FISIP UMJ academics who had conducted research in the Rawabebek flats in DKI Jakarta for two years on service to flat residents. then look at the economic conditions of the flat occupants who have many limitations and have an impact on the service process, namely the high arrears in renting flats because their income levels have decreased since they lived in the Rawabebek flats compared to their area of origin. From these conditions, FISIP UMJ academics empowered them by assisting and counseling about the use of waste in the surrounding environment so that it has economic value, so that they can help their families meet their daily needs.

The first thing that needs to be done is to have a meeting with UPRS about trash bank empowerment efforts. According to the findings of earlier studies, many inhabitants of the Rawabebek Flat are in arrears of flat rent, and this problem is getting worse as time goes on. To help alleviate this situation, a waste bank has been set up in the Rawabebek Rusunawa. Also, the 3 R concept (reduce, reuse, recycle) serves as a foundation for this movement toward socializing a sustainable environment (Agus et al, 2019). To introduce the concept of a trash bank and the plans to invite community representatives for outreach activities, a FGD was held with the heads of RT, RW, and community leaders after approval was granted by the UPRS Manager. Waste bank proposals were met with enthusiasm by RT and RW administrators, who called for a meeting with block members from Rawabebek Rusunawa. The 8 blocks in this building are each represented by at least 5 persons, including the Head of RT and the most senior citizens of each block. They learned about the significance of environmental protection, the precariousness of contemporary environmental conditions, the lack of attention to waste management, etc., from researchers in the field. There was a pre-test provided to attendees to gauge their environmental literacy. The next step is to educate people about waste banks, which may help them learn how to sort their trash at home, how to properly dispose of it, how different types of trash are classified, and so on. The purpose of this introduction to the waste bank is to encourage locals to join the trash bank by explaining what it is, how it works, how members can benefit, and how they can share in the bank's profits. With the goal of promoting uniformity of the waste bank system, the operating mechanism of the waste bank, and the benefits of the waste bank, educational activities proceeded with technical training linked to waste banks. The purpose of this is to help locals grasp how a waste bank operates, from sorting trash at home to collecting, depositing, weighing, and recording the waste before handing it off to collectors. Anything from keeping records of registration and consumer savings to any other required administrative tasks. Residents also meet in smaller groups per block to discuss issues like naming the waste bank, choosing who will serve as the bank's director, determining where the bank's secretariat will be located, and developing a plan for following up on any issues that arise in the course of managing the bank's deposits and disposals.

Residents have a variety of options for getting to know one another, including RT meetings, message boards, whatsapp groups, and word-of-mouth. The researchers also helped the locals out by providing things like trash cans and scales that they could use to build up own waste banks. In addition, at a time mutually convenient for residents and researchers, researchers dispersed 723 big plastic sacks and 8 digital scales (each Garbage Bank received 1

scale), with the expectation that this would serve as seed money and spark interest among apartment dwellers in the garbage bank. The researcher also informed the community about the plan to periodically evaluate the efficacy of the waste banks installed in each building, as well as the involvement of students in this process. A initial evaluation and monitoring of the Rawabebek Rusunawa was carried out by researchers and a number of students two weeks following the delivery of bags and scales. After re-observing the inhabitants' socioeconomic status and conducting interviews on the flat's waste bank, the researcher drew his or her final conclusions.

b) Facilitative Leadership

In the Collaborative Governance process that occurs between the Waste Bank Group and UPRS and FISIP UMJ academics, the Facilitative Leadership stage has a very important role. At this stage, leadership in waste bank management activities remains under the auspices of the Head of UPRS Rawabebek. This is done in order to create good coordination between the various parties involved in the waste bank management program.

However, even though the leadership remains in the hands of the Head of UPRS Rawabebek, in the context of the collaboration between the waste bank groups and UPRS and FISIP UMJ academics, each coordinator still has an important role in the collaboration process. The coordinator is a representative from each block in the Rawabebek Rusunawa. They have the task of leading and coordinating waste management activities in their respective blocks. In carrying out waste management activities, the coordinator is responsible for making preparations, monitoring the implementation of activities, and evaluating the results obtained. In addition, the coordinator also acts as a facilitator in the collaboration process between the waste bank groups and UPRS and FISIP UMJ academics.

With these coordinators, it is hoped that the collaboration process in the waste bank management program can run well and effectively. Each coordinator can ensure that waste management activities are carried out properly and on time in every block in the Rawabebek Rusunawa. In addition, the coordinator can also ensure that all parties involved in the waste bank management program can coordinate well and help each other. This is expected to improve the quality of life and the environment around the Rawabebek Rusunawa and its surroundings.

c) Institutional Design

Institutional Design is an important element in waste bank management activities (Habibah, 2021). This element can be found in the waste bank management guide module designed and formulated by FISIP UMJ academics, with the approval of the UPRS Rawabebek DKI Jakarta. This guidance module explains the duties, rights and obligations of stakeholders involved in the collaboration process in the waste bank management program.

This guidance module also discusses work procedures and coordination between stakeholders in the waste management process. In order to facilitate coordination between collaborative actors, formal or non-formal forums already exist to discuss the waste bank management process in more depth between each actor. These forums aim to discuss various issues related to waste management, such as technical, financial, and administrative issues. In these forums, each stakeholder has the opportunity to express their opinions and ideas to increase the effectiveness of waste management in the Rawabebek Rusunawa.

With the Institutional Design and collaboration forums, it is hoped that the waste management process can run well and effectively. Institutional Design can assist in ensuring that each stakeholder has a clear and responsible role in the waste bank management program. Meanwhile, collaboration forums can assist in strengthening coordination and collaboration between stakeholders in the waste bank management program. This is expected to improve the quality of the environment and the welfare of the people around the Rawabebek Rusunawa and its surroundings.

d) Collaborative Process (Collaborative Process)

The collaboration process is an attempt to achieve a larger goal by involving various parties with different interests (Reilly, 2001). To run the collaboration process optimally, there are several phases or stages that must be passed. This also applies to the collaborative governance process that occurs in the waste bank management program.

Some of the collaboration processes that occur in the waste bank management program include the preparation stage, the implementation stage, and the evaluation stage. In the preparation stage, planning and organizing collaborative activities are carried out. This includes identifying objectives, selecting the parties involved, preparing schedules and work plans, and setting up the required resources. After the preparation stage, the implementation stage is the stage where collaborative activities are carried out. At this stage, the various parties involved collaborate to achieve the goals set. In a waste bank management program, the implementation phase may include collecting, sorting, and processing waste into products that have economic value (Shentika, 2016).

After the collaborative activities are carried out, an evaluation stage is carried out to evaluate the results of the collaborative activities. Evaluation can be carried out to find out the successes and obstacles encountered during the implementation of activities (Collazos et al, 2007). By conducting an evaluation, the waste bank management program can be improved and more effective in the future. In the collaborative governance process, these stages need to be carried out continuously in order to create effective and sustainable collaboration between various parties (Harlyandra & Kafaa, 2021). In the waste bank management program, the preparation stage, the implementation stage, and the evaluation stage are important stages in carrying out a successful collaboration process.

In the collaboration process, the implementation consists of several phases or stages so that the collaboration process can be carried out optimally. In the collaborative governance process that occurs in the waste bank management program, it can be seen through several collaborative processes as follows:

1) Face to face dialogue

Face-to-face dialogue in the collaborative governance process that occurs between waste bank groups and UPRS Rawabebek DKI Jakarta and FISIP UMJ academics in empowering their communities through waste management activities is carried out in 2 ways, namely formal and non-formal ways. Formal dialogue is carried out by inviting all stakeholders involved in the collaboration process with official coordination meetings. Meanwhile, non-formal dialogue is more of a face-to-face dialogue which is carried out unofficially in more relaxed places such as the yards of flat blocks and in the weighing process by collectors. Evaluations are also held every week by FISIP UMJ academics by visiting flats to each block by monitoring teams that have been formed consisting of lecturers and students to communicate progress and problems/obstacles faced in managing the waste bank. With face-to-face dialogue carried out with a certain intensity both formally and informally, consciously or unconsciously it will build a sense of trust (trust building), commitment to process (commitment to process) and mutual understanding between stakeholders (share understanding).

2) Build Trust

How to build trust between each stakeholder in the collaboration process in this research can grow with the coordination of fellow collaboration actors with good communication. Good communication in the process of collaborative governance, communication that is established in the waste management program between each stakeholder in this collaboration process can be said to have been well done. this is strengthened by the presence of trust.

3) Commitment to process

Commitment to process (commitment to process) ² in collaborative governance in the waste bank management program with UPRS Rawabebek and FISIP UMJ academics arose because of the strong trust between each collaboration actor himself.

4) mutual understanding

Share understanding that occurs in the management of waste banks involving UPRS Rawabebek DKI Jakarta with waste bank groups and academics apart from regular meetings, both formal and non-formal. ⁴ In addition, communication media are also often used, such as via telephone or chat in the communication process that is carried out. The use of this communication tool via telephone or chat can be used by collaborating actors when there are sudden or incidental problems that require collaborating actors to use this remote communication tool. However, even so the use of this long-distance communication tool is only temporary, because if later there are problems that need to be resolved further, the stakeholders will also hasten a meeting to be discussed further and find a solution.

The process of *collaborative governance* that occurred between UPRS Rawabebek and the waste bank groups and academics in carrying out waste bank management activities has been going well and getting results. However, even so, there are still some deficiencies in the implementation that cause the process of implementing *collaborative governance* to be felt to be imperfect. This deficiency can be seen from the role of the private sector or *private sector* which only involves collectors at the sales stage, besides that the involvement ¹ of collectors in collaborative activities can also be said to be still not actively involved and **the involvement of the private sector in the** collaboration process is only at the marketing stage of processed waste products. while the involvement of private actors as a whole tends to be less dominant.

Supporting factors in the community empowerment program through the waste bank program for residents in the Rawabebek flats in DKI Jakarta are the desire of residents to make changes, especially increasing income so that they can meet their daily needs, active participation from waste bank facilitators in this case FISIP UMJ academics who always do socialization, assistance and coaching to the waste bank groups that have been formed and commitment from the management of the Rawabebek flats (UPRS) who actively facilitate and communicate in mobilizing flat residents to be involved in waste bank activities.

The obstacle faced is that there are still residents of flats in several blocks who are not actively involved in the waste bank groups that have been formed ¹ due to their low awareness of the importance of using waste as an economic resource. Then **the involvement of the private sector in** this case is **the** collectors that are not maximized, so that sometimes garbage piles up but has not been sold or has not been collected by the collectors.

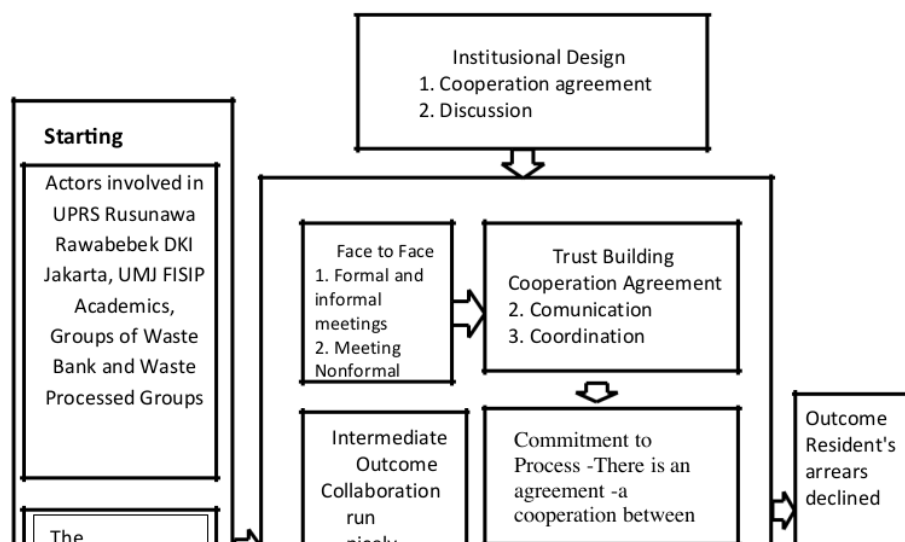


Figure 2 Collaborative Governance Model of Garbage Bank Groups in Rusunawa Rawabebek DKI Jakarta

D. **CONCLUSION**

The implementation of the PSBB policy has not been effective in efforts to deal with Covid-19, because there are still many obstacles and obstacles in its implementation. Besides being a relatively new policy, this policy is also controversial for several existing parties or sectors, so that it becomes less than optimal. In the Collaborative Governance process in the waste bank management program at Rusunawa Rawabebek DKI Jakarta, the waste bank group, UPRS Rawabebek, and FISIP UMJ academics work together to build an effective and sustainable waste management system. The role of each stakeholder has been regulated in the Institutional Design, which explains the duties, rights and obligations of each stakeholder. In addition, there are formal and informal collaboration forums that allow each stakeholder to discuss and provide input regarding the waste management process. These forums can strengthen coordination and collaboration between stakeholders in the waste bank management program. In this process, UPRS Rawabebek acts as a facilitator in the collaboration process by providing facilities and necessities to facilitate the implementation of activities. The waste bank group has a coordinator in each block who is responsible for coordinating each activity and stage of waste management. FISIP UMJ academics helped design the Institutional Design and guide modules for the waste management process. From the entire collaboration process carried out, it is hoped that the waste bank management program can run well and effectively, and have a positive impact on the environment and the welfare of the people around the Rawabebek Rusunawa.

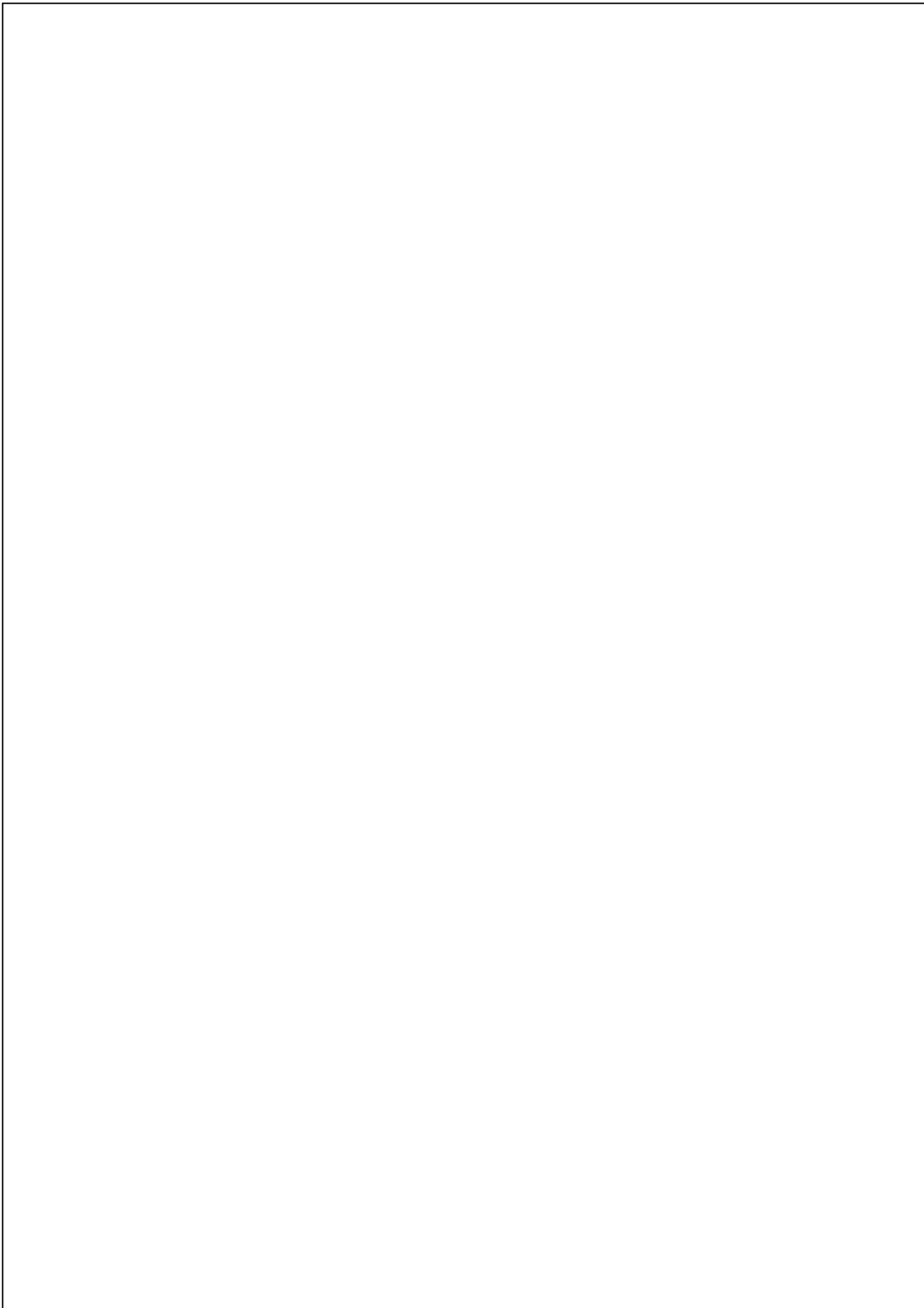
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