

Collaborative Governance Model in Quik Wins Program Implementation Traffic Sector in Bandung

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ABSTRACT

Collaborative governance between institutions or stakeholders on the Collaborative Governance model in the implementation of the Quick Wins program in the field of traffic in the city of Bandung. still less effective. with indicators that communication is not going well, coordination is not sustainable, cooperation is not carried out, and agency sectoral egos. This study uses the Mix Method Research method with a concurrent embedded strategy, namely mixed research methods with qualitative data collection and analysis, quantitative carried out sequentially. Results of implementation effectiveness research Quick Wins program in the field of traffic, researchers examined 6 (six) effectiveness criteria, namely: 1) Standards/targets: stakeholder participation is still less involved 2). Community group network support resources have not fully participated 3). Communication: active information relations are still lacking, both formal and informal, 4). Implementing organizations are still lacking in involving all community groups, 5) Characteristics of implementing agents The attitudes and behavior of implementing agents are still not able to increase empowerment 6) The environment is still lacking support because people say business Traffic order is a matter for the Police and the Department of Transportation. ineffectiveness was found in 2 (two) criteria, namely Human Resources (49.38 %) and Communication. (47.61%). It is concluded that the effectiveness of the implementation of the Quick Wins program in the field of traffic in the city of Bandung is currently running quite well but is still not effective. The influencing factors are: 1) Commitment and consistency of the apparatus. 2) The seriousness and firmness of the apparatus, 3) Clear regulatory standards, 4) Support from community groups, 5). Quality and Quantity of Human Resources 6) The intensity of communication activities. Collaborative Governance model in the implementation of the Quick Wins program in the field of traffic in the city of Bandung, researchers examined 6 (six) principles/elements or dimensions of Collaborative Governance according to Horizon (2004:230). geared towards collaboration. 2) Institutional capacity: Community network support is not balanced enough to collaborate. 3) Collaborative leadership: building trust in public information disclosure is less institutionalized, the initiative to carry out leadership roles still relies on leader figures (Mayor or Kasat then). 4) Role as facilitator: Community elements are less involved in forums that do not represent various elements of interest, 5) Role of education and training: Less done within the framework of empowerment. 6) Institutional design: does not improve the quality of collaboration because the forum is still in the form of coordination and consultation. The Collaborative Governance model (Ansell & Gash 2007) needs modification by adding 3 (three) aspects to the collaboration process, namely: 1). Community empowerment, 2). Local community culture (local wisdom) 3). leadership (leadership) as a figure / role model. So that the Collaborative Governance model is recommended for a traffic board forum in the form of collaboration between stakeholders within the scope of the City of Bandung with duties and roles according to their respective functions and supported by private elements, experts/academics, observers, elements of.

Keywords: Collaborative Governance, Quick Wins program, Traffic Board

INTRODUCTION

Orderly traffic is the dream of all of us because irregular traffic will be detrimental and cause traffic problems such as: Traffic jams that waste time, energy & energy, and traffic accidents that take many lives, both dead and injured. The city of Bandung, almost all main roads (87 roads) often experience traffic jams, as well as traffic accidents (in 2017) the number of traffic accidents was 623

with 193 people killed and 758 people injured (Data from Bandung Traffic Police Unit) , it is no less interesting that the number of traffic violations ticketed by Polantas in 2017 amounted to 144,692 violators.

The problem of orderly traffic in the city of Bandung is an interesting phenomenon to study because Bandung with an area of 176.37 Km², divided into 30 sub-districts and 151 urban villages with a population of 2,940,622 people (0.3% population growth per year) while the means of traffic are 1,236.48 roads. Km, and the number of motorized vehicles going back and forth on the streets of Bandung are motorcycles (wheel 2) totaling 1,250,880, and cars (wheel 4) totaling 465,618 (motor vehicle growth 3% per year).

POLRI in elaborating the policy of the President of the Republic of Indonesia regarding Nawacita, namely that "the State must be present in the midst of the community" therefore in the 2015/2019 POLRI Strategic Plan through the Strive of Excellent strategy "towards a POLRI which is a "Promoter" has issued an action plan of 8 quick wins programs and and 2 (two) of the Polri quick wins program are the quick wins program in the traffic sector, namely:

1. Realizing the Posture of the National Police in uniform (Polantas) as a driver of mental revolution and a pioneer of social order in the public sphere.
2. Realizing Corruption-free Public Services through Transparent Information Technology.

This quick wins program in the field of traffic aims to realize the Posture of Polantas as a Pioneer of Mental Revolution and Pioneer of Social Order in the Public Space, meaning that Polantas must be able and become a Pioneer of Traffic Order for himself and for the community where the Polantas is in charge,

Collaborative Governance in the implementation of the qucik wins program in the field of traffic is an innovative step in public services and can help Polantas at the Bandung Polretasbes Satlantas in carrying out their duties as a pioneer of social order in public spaces, despite the high number of violations, accidents and traffic jams in the city of Bandung.

The implementation of the quick wins program in the field of traffic to create an orderly traffic in the city of Bandung will be examined by the collaborative governance model carried out by the Bandung Traffic Police Unit and the Bandung City Government and other stakeholders.

Horison at.el (2004), Innes, Booher (2004) the involvement of all stakeholders will encourage and form a common consensus to achieve goals. Therefore, the main elements of collaborative governance are mentioned: 1) Inclusive stakeholder involvement, 2) Institutional capacity 3) Leadership collaborative 4) The role of the government as a facilitator. 5) The role of education and training. 6) Institutional design

The collaborative governance modeling carried out in the city of Bandung, such as collaboration in dealing with the current traffic order problem, is carried out through the Road Transport Traffic Forum, (FLAJ). Mayor of Bandung Decree No. 551/Kep.510-Dishub/2016), another modeling forum called the Pokja for road, highway, vehicle safety, rule enforcement, post-traffic accident handling, (initiated by the Bloomberg Initiative for global road safety) and forum collaboratively in handling traffic accident victims between the Traffic Police of PT Jasa Raharja and the Hospital.

Identifying collaborative governance modeling carried out in the city of Bandung as mentioned above, researchers will use the collaborative governance model from Ansell & Gash (2007: 129), among others: 1) Initial conditions. 2) Intkitutional design, 3) Collaborative process. 4) Facilitative leadership. 5) Results.

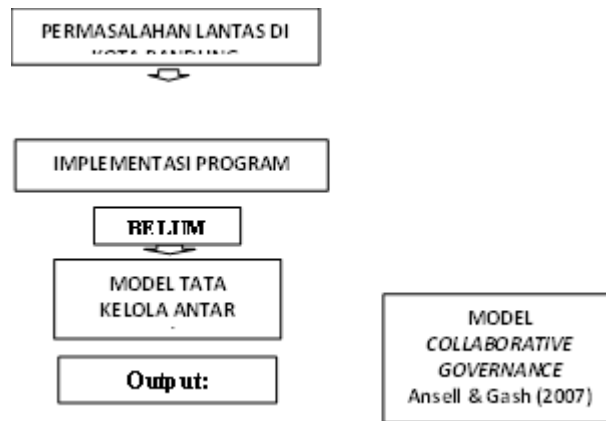


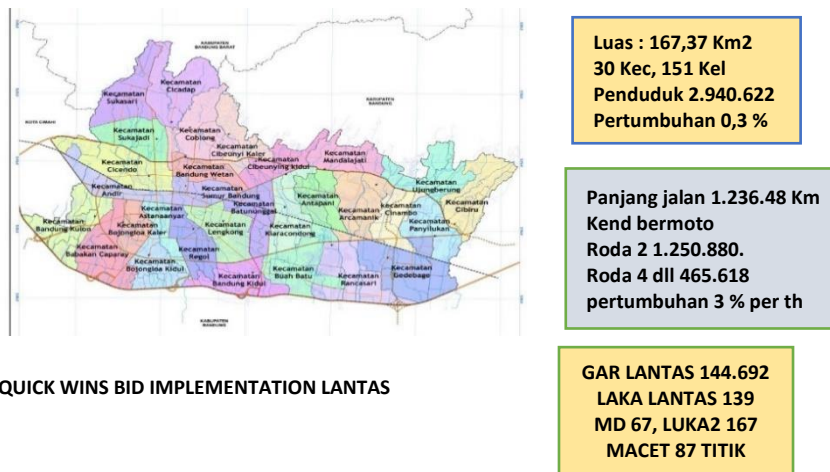
Figure 1. : Research Framework for Collaborative Governance Model Source: Research Methodology Study Results 2018

proposition.

1. There is an ineffective implementation of the quick wins program in the field of traffic carried out by the Bandung Satlantas Polrestabes in realizing traffic order.
2. Factors that are not effective in implementing quick wins in the field of traffic, such as: standards/targets, resources, implementing organization, attitude of implementing agents, social, economic and political environment that are carried out, will result in not realizing traffic order in the city of Bandung.
3. Modification of the collaborative governance model Ansell & Gash (2007) in the implementation of the quik wins program in the field of traffic carried out by Polantas Polrestabes Bandung can realize traffic order in the city of Bandung

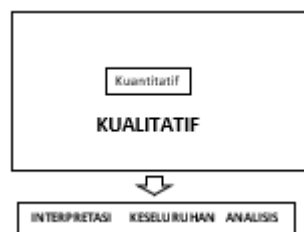
Object of research.

Implementation of the quick wins program in Traffic by Satlantas Polrestabes Bandung & other stakeholders in the Bandung City Government.



METHODS

The research method is Mix Methlod with Concurrent Embedded Strategy, which is a mixed method of inductive deductive reasoning carried out in one stage of collecting qualitative and quantitative data at the same time.



Data collection and analysis methods.

- 1). Qualitative data collection methods were carried out by library research and interviews, as well as involved observation. While the quantitative data collection through the distribution of questionnaires. to the respondent.
- 2) Qualitative data analysis method using the theory of policy program implementation and collaborative governance. Meanwhile, quantitative data analysis uses a Likert scale (weighting, rating and influence).

RESULTS

Research results The implementation of the quick wins program in the traffic sector carried out by the Bandung Traffic Police & stakeholders such as the Bandung City Government (Pemda Kota Bandung) has been going well but has not been effective with the following indicators:

- Standards/targets, Stakeholder participation has not been fully involved & Equality of power is still not evenly distributed.
- Resources, support network/community groups have not fully participated, budget & infrastructure is still limited.
- Communication, Active information relations have not been fully established either formally or informally.
- Implementers, have not been able to involve all community groups who love traffic order.
- Characteristics of implementing agents, attitudes & behavior of implementing agents still cannot increase community empowerment.
- The environment is still not supportive, what currently exists is only a forum for coordination, consultation, and information.

The overall results of quantitative research conducted through the distribution of questionnaires, the results can be seen in the following table:

No	Dimension	Percentage
1	Standards / goals	67.38 %
2	Resource	49.38 %
3	Communication	47.61 %
4	Policy implementer	58.57 %
5	Karak Executing agent	63.92 %
6	Ling ek, sauce, politics	59.52 %
	Average %	57.73 %

Source: The results of data processing on 6 (six) factors in the implementation of the quick wins program in the traffic sector

DISCUSSION

The factors that influence the collaborative governance model in the implementation of the quick wins program in the traffic sector in Bandung City are:

No	Factor	weight	Rating	weightx Rating
1	Apparatus' commitment and consistency	1.384	2.79	3.86
2	The sincerity and firmness of the apparatus	1.402	2.71	3.80
3	Clear regulatory standards and targets	1.153	3.04	3.50
4	Community support for regulation	1.217	2.57	3.13
5	Adequate quantity and quality of human resources	1.210	2.46	2.98
6	Intensity of communication activities	1.052	2.75	2.89
7	Consistency in implementing regulations	1.122	2.57	2.89
8	Easy-to-understand information content	1.016	2.82	2.87
9	Adequate facilities and infrastructure	0.908	2.89	2.63
10	Public understanding of regulations	1.166	2.21	2.58
11	SOP that serves as a guide	0.861	2.96	2.55
12	Effective communication method	0.874	2.82	2.47
13	Adequate communication media	0.769	2.71	2.09
14	Adequate bureaucratic structure	0.845	2.39	2.02
15	Adequate budget	0.812	2.39	1.94
16	Local Government Support	0.630	2.86	1.80
17	Collaboration with stakeholders	0.579	2.25	1.30

1. The most influential factors

1) Apparatus commitment & consistency 2) Apparatus strength & firmness 3) Clear regulatory standards 4) Community group support 5) Adequate quality & quantity of human resources 6) Active communication intensity.

2. Less influential factors:

1) Consistency of implementing regulations 2) Content of information that is easy to understand 3) Adequate facilities & infrastructure 4) Public understanding of regulations 5) SOPs that serve as guidelines 6) Effective communication methods.

Model Collaborative Governance in the implementation of the quick wins program in the field of traffic to realize traffic order in the city of Bandung.

1. Implementation of the current collaborative governance model.

- Inclusive stakeholder engagement:

1), Not all stakeholders have participated in collaborating because the forum design has not been directed to collaboration.

2), there is no equality of power because the private sector elements & community groups of service users do not have the authority to become initiators & coordination facilitators.

- Institutional capacity:

1) Community network support has not been matched to facilitate the learning process & routine dialogue in collaboration forums

2) The learning process is still partial & not sustainable.

- Stakeholder collaborative leadership:

1). Initiatives to build public trust, through information disclosure, have not been institutionalized by all stakeholder actors

2) The initiative to carry out leadership still relies on leadership figures (Mayor, Kasat then

- Role as facilitator:

1) Not all elements of the community have been involved in meeting forums or communication forums with funds or between stakeholders in handling traffic order

2) The forum has been initiated and does not yet represent various elements of the interests of the traffic orderly-loving community group.

- Role of Education and training:

1). Community education has not been carried out within the framework of Empowerment

2). The characteristics and form of the program are still in one direction, not yet in an effort to improve the competence of empowering the community to participate, the impact of which is that the knowledge possessed is not spread evenly.

- Collaborative institutional design

1). Collaborative institutional design has not been able to improve the quality of collaboration between stakeholders

2). The existing forum is only a forum for coordination and consultation between traffic organizers.

2 Modeling collaborative governance.

- Initial conditions: quite supportive, there is a history of collaboration along with issues & problems that need to be addressed.

- Institutional designs are in the form of forums and then road transportation,

- Facilitative leadership: Focused on the figure, must be a role model to be able to work together with a firm & courageous character,

- Collaborative process: Authentic dialogue has not been carried out, building trust is low, there is no commitment to be together, there is no shared vision,

- Results: according to agreement & certain issues / sectors

Modification of the collaborative governance model from Ansell & Gash

- Collaborative process: Need for additional community empowerment (empowerment), local community culture (local wisdom) and role models, have character as future leaders. Responsible can work together, dare to take risks.

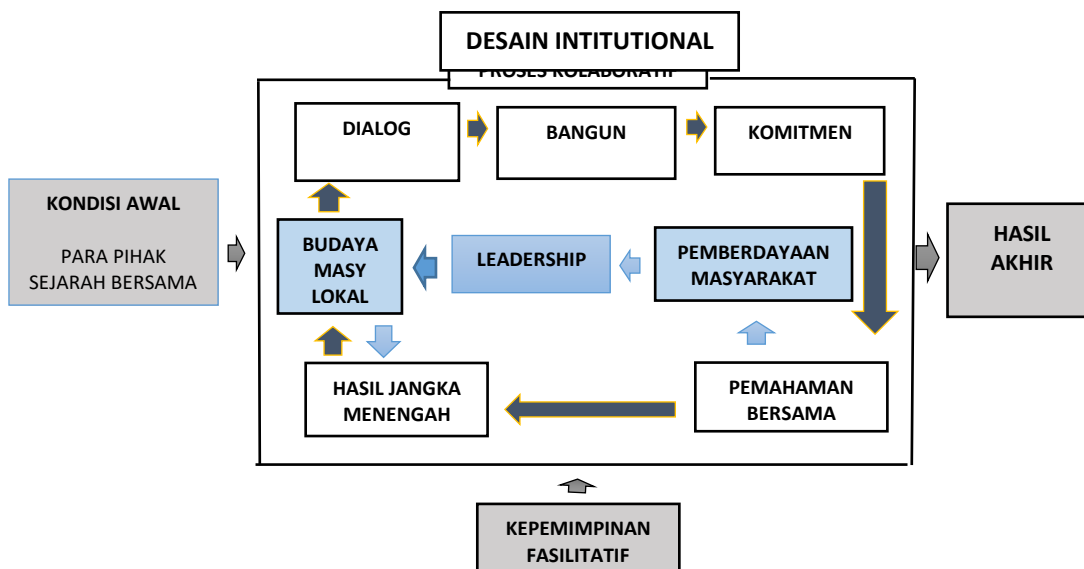


Figure 4: Modification of the collaborative governance model in the implementation of the quick wins program in the field of traffic

Institutional Model.

Regarding the institutional model, Talitha and Hudalah (2014: 199) have identified 4 (four) alternative collaboration forum models that can be applied and are in accordance with applicable

regulations and are in accordance with the characteristics of the Greater Bandung Metropolitan, namely: joint agreement, jointly-formed authorities, intercommunity, and a forum for coordination. The results of Talitha and Hudalah's (2014) research recommend the management of the transportation and traffic system in the Greater Bandung Metropolitan using the jointly-formed authorities model, because it is more likely to be implemented using human resources from each stakeholder element. This model is more likely to be implemented because it emphasizes the principles of participation and equality from each stakeholder so that planning can be more synergistic and coordination will be better. In addition, this model also has a legal framework to regulate the division of tasks and authorities.

This model requires a focus from the elements of the government agencies involved, considering that currently each agency also has several tasks outside of traffic and transportation matters. Then there is also the possibility of overlapping main tasks and functions with other institutions, if there is no good work plan.

Based on the research findings, it is still necessary to increase the participation of the private sector and elements of the community in a formal and institutionalized manner in every collaboration process, to improve the quality of the collaboration forums formed. This supports what was stated by Ansel and Gash (2007) which set 6 important criteria in the Collaborative Governance implementation model as follows:

- Forums are initiated by public bodies
- Forum participants include non-governmental organizations
- Participants are involved in policy making.
- The forum is formal and is a joint meeting.
- The forum aims to find consensus on policies.
- The focus of collaboration is public policy and public management.

Based on the results of the presentation of the aspects of the institutional model presented in table 4.20, the proposed organizational structure framework of the institution is as follows:

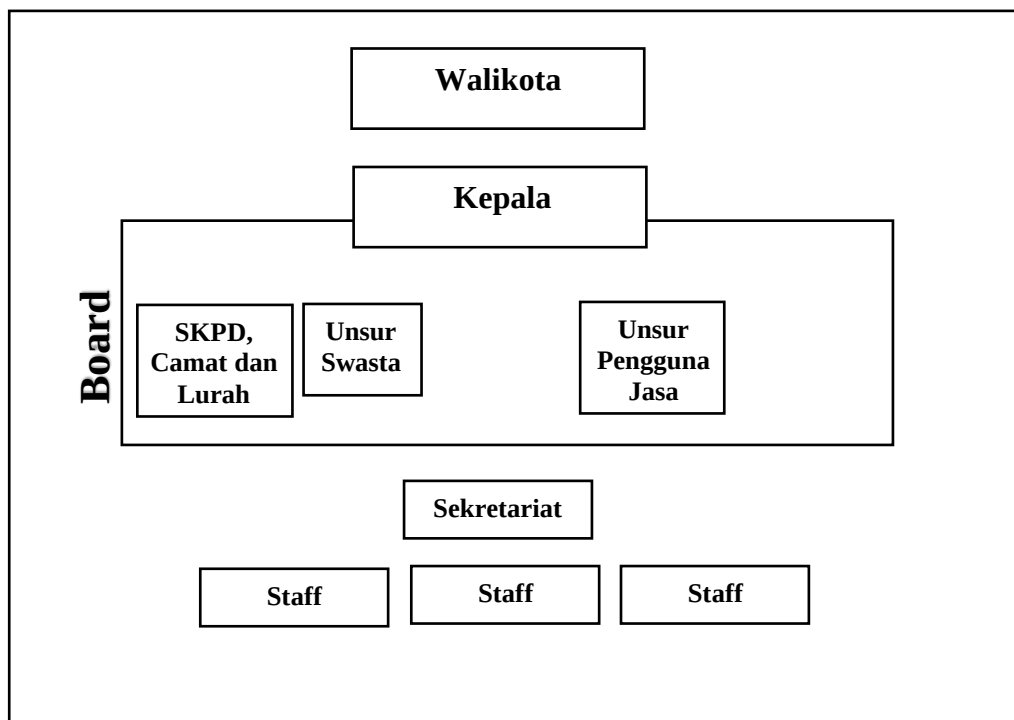


Figure 5 Framework for Governance Structure Between Stakeholders to Realize Orderly Traffic in the City of Bandung
(Source: Researcher Analysis Results, 2019)

This institutional model must be in accordance with the principles of Collaborative Governance and consider the following important things:

- The model of cooperation must be able to facilitate the disclosure of information, transparency and accountability of performance to the public.
- The cooperation model must be able to facilitate the various interests of all stakeholders who cooperate. In this case, related parties from various levels of local government (City, POLRI, private sector, service users and experts) should have an equal level of participation.
- The cooperation model must be within the formal legal umbrella, so that it has more legitimacy and binding power for each member and for the wider community, and can minimize conflicts of interest.
- Network model forum (Traffic Board) cooperation between stakeholders in



Picture : 6 Bandung City traffic board network

Source: Result of research analysis.

CONCLUSION

Effectiveness The implementation of the quick wins program in the traffic sector by Polantas Satlantas Polrestabes Bandung, has been going well but not yet effective, it can be seen from the results of research conducted that: Standards/targets with clear targets, but not all stakeholders are involved, Resources, namely network/group participation community still needs to be improved, limited budget & infrastructure, Communication Not yet able to improve formal & informal relationships in exchanging information, Program implementers as facilitators have not been able to involve all elements to participate, Program implementing agents, Not yet able to increase community empowerment. The environment lacks support, and the forum is only a place for coordination and consultation,

2). The influencing factors are:

- The most influential factors 1) Commitment & consistency of apparatus 2) Strength & firmness of apparatus 3) Clear regulatory standards 4) Support of community groups 5) Adequate quality & quantity of human resources 6) Intensity of active communication.

b Factors that are less influential: 1) Consistency of implementers 2) Content of information that is easy to understand 3) Adequate facilities & infrastructure 4) Public understanding of regulations 5) SOPs that serve as guidelines 6) Effective communication methods.

Collaborative governance model in the implementation of quick wins in the field of traffic in the city of Bandung.

a Implementation of the current collaborative governance model

Stakeholder involvement: not fully involved. Institutional capacity: the network of community groups is not fully supported. Collaborative Leadership: no initiative yet, still relying on leader figures. The role of the government as a facilitator has not been fully involved, especially the private sector. The role of education & training: partial one-way socialization. Institutional design: in the form of a coordination & consultation forum.

b. Collaborative governance modeling.

Initial conditions: quite supportive, there is a history of collaboration along with issues & problems that need to be addressed. There are institutional designs in the form of direct forums & road transportation. Facilitative leadership: Focused on figures, must be role models who can work together, communicate well, have firm character, can be trusted and are responsible, dare to take risks. Collaboration process: Authentic dialogue has not been carried out, building trust is low, there is no commitment to be together, there is no shared vision, Results: according to agreement & certain issues / sector

c Modification of the collaborative governance model from Ansell & Gash

Collaborative process: need for additional community empowerment (empowerment), local community culture (local wisdom) and exemplary leaders, have character as future leaders. Responsible to work together, dare to take risks

d Alternative models of collaborative governance.

The collaboration of all parties, both elements of the Bandung City Government and the participation of the private sector, experts, community groups, the collaboration mechanism refers to the Jointly-Formed Authorities format, the division of roles of government, POLRI, private sector, experts, academics & society.

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