

Collaborative Governance in an Effort to Strengthen the Corporate Social Responsibility Program in the Health Field in the City of Bandung

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ABSTRACT

This research aims to determine the implementation of the company's Corporate Social Responsibility (CSR) or Environmental Social Responsibility (TJSL) Program in the health sector in Bandung City, which to date has not gone according to expectations. The research method that the author uses in this research is descriptive analysis with a qualitative approach. Data collection was carried out by means of observation, in-depth interviews and documentation studies. Meanwhile, the data analysis technique used was Analytical Hierachy Process (AHP), with the aim of measuring the strength, priority and consistency of various criteria and alternatives in each dimension, namely focusing on collaborative research. Governance is determined by the Context, Driver and Collaboration Dynamics system. The results of the research state that the Corporate Social Responsibility Program in the health sector in Bandung City has been running well. To improve CSR programs more effectively, this can be done by prioritizing Collaborative Process factors which are supported by Drivers, which are also influenced by System Context. Collaborative Dynamics factor, an important aspect to prioritize is increasing Capacity for Joint Action which is supported by Shared Motivation based on Principled Engagement, then Collaboration Dynamics itself is supported by the existence of Drivers who influence it. System Contexts in this case it influences all factors (collaboration dynamics and drivers). Referring to the findings, aspects that need to be emphasized are attention to Resource Conditions and Socio-economic/Cultural Health & Diversity. This can all be realized well with Network Connectedness, Levels of Conflict/Trust, and Political Dynamics/Power Relations that are in harmony. The appropriate model related to Collaborative Governance as an effort to strengthen the Corporate Social Responsibility program in the health sector in Bandung City is to optimize and modify the model adopted from Emerson & Nabatchi (2015b) and Ansell & Gash (2008). The results of this adoption can in turn become an initial benchmark in implementing other CSR programs or other similar programs, both in the city of Bandung and in other regions.

Keywords: Collaborative Governance, Corporate Social Responsibility, Health Sector

INTRODUCTION

Bandung City is the capital of West Java Province, therefore all policies formulated must take into account aspects that will arise related to West Java Province, especially sustainable development issues, including policies related to environmental management. The role of local governments in formulating policies requires support from private parties such as companies in the form of active participation through social responsibility programs for environmental management.

Several private companies have participated in the Corporate Social Responsibility (CSR) Program in Bandung City with a holistic integrative philosophy. Implementation of Corporate Social Responsibility activities in Bandung City refers to the concept of sustainable development with a

focus on fostering partnerships for business and the environment. The realization of the Corporate Social Responsibility activity program in Bandung City has referred to a number of existing regulations, both Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies as well as special regulations in each private company, these activities can be seen in the table below:

Table 1. Recapitulation of Corporate Social Responsibility/Environmental Social Responsibility (TJSL) data in Bandung City 2018-2020

No	Field	2018		Year 2019		2020	
		Amount (Rp)	Number of private parties	Amount (Rp)	Number of private parties	Amount (Rp)	Number of private parties
1	Environment	1,620,427,501	49	3,566,762,104	45	3,711,200,000	15
2	Socioeconomic	2,139,525,000	127	17,773,324,758	155	4,568,531,000	309
3	Education	511,820,000	14	7,208,142,761	35	385,450,000	7
4	Health	829,150,000	27	3,946,310,237	33	14,005,718,112	117
5	Religion	813,725,000	41	10,721,645,919	38		5
6	Sport	126,100,000	4	397,627,629	8	4,150,000	1
7	Art and culture	276,000,000	3	1,015,019,429	10		16
	Total	6,316,747,501	265	44,628,832,837	324	22,829,899,112	470

Based on this table, we get an idea that the Corporate Social Responsibility Program in the City of Bandung is still very small compared to the number of private companies in the City of Bandung, in the last 3 (three) years the realization of the Corporate Social Responsibility Program has fluctuated, meaning it is inconsistent both in the number of company participation and the amount of funds distributed for the Corporate Social Responsibility Program in Bandung City.

The implementation of the CSR program in Bandung City has not been strengthened. This can be seen from several problems including: 1. There are not many programs that present the community as the main autonomous actors in a democratic system where CSR program proposals come from a rational community. 2. The success of the CSR program is more about absorption capacity, not changes in independence in society in a democratic order. The CSR program has not yet functioned as a knowledge system that encourages increased social structural relations and cooperation in society. In practice, CSR is only a form of corporate social assistance to the community, not yet creating a reality that is oriented towards independence and democracy in society. 3. The public lacks access to knowledge to understand how the CSR program is discussed as a knowledge system that provides information about social technology in a modern society without domination. 4. The community has not been able to determine the program and form of partnership with the company. The community is only a recipient of CSR programs or as an object for social practitioners. The community does not have autonomy to determine CSR programs.

The research focus is in accordance with problem identification based on *CCollaborative Governancedeveloped* by Emerson and Nabatchi(2015:26)refers to a formal strategy for combining stakeholders in a decision, where the aim of the collaboration is to achieve a consensus among these stakeholders in the Health Sector. This model uses three dimensions to measure the success of Collaborative Governance, namely first, Collaborative Governance has three dimensions, namely System Context, Drivers, and Collaboration Dynamics. The three dimensions of Collaborative Governance are analyzed and operationalized to obtain Collaborative Governance Outcomes which are based on consensus-oriented and formal decisions.

The formulation of the research problem is how the Collaborative Governance Program Corporate Social Responsibility (CSR) in the Health Sector is implemented by private companies in the city of Bandung. Specifically, the formulation of the research problem is: 1. How is Corporate Social Responsibility through: *Systemcontext, Drivers and Dynamics collaboration,(CSR)*Health Sector in Bandung City? 2. What factors hinder the Collaborative Governance Corporate Social Responsibility (CSR) Program in the Health Sector in the City of Bandung? 3. What models can strengthen the Corporate Social Responsibility (CSR) Program in the Health Sector in the City of Bandung?

The general aim of the research is to obtain an overview and understanding of the management of Collaborative Governance as an Effort to Strengthen the Corporate Social Responsibility Program in the Health Sector in the City of Bandung, to obtain empirical facts about the management of Corporate Social Responsibility in the Health Sector, so that the causes of the lack of effective Corporate Social Management can be identified. Responsibility in the Health Sector in Bandung City. Specifically, research was carried out to obtain an overview and understanding of: 1. To Study and Analyze Collaborative Governance in the management of Corporate Social Responsibility (CSR) in the Health Sector in the City of Bandung. 2. To study and analyze inhibiting factors Collaborative Governance Corporate Social Responsibility (CSR) Program in the Health Sector in Bandung City, by analyzing dimensions *Starting Conditions, Institutional Design, Facilitative Leadership and Collaborative Process*, so that alternative solutions are obtained to minimize inhibiting factors Collaborative Governance Corporate Social Responsibility (CSR) program in the health sector in Bandung City. 3. Finding a suitable model in management Collaborative Governance Corporate Social Responsibility Program in the Health Sector in Bandung City, through an approach *System context, Drivers and Dynamics Collaboration*.

As for The uses of the research are: 1. Theoretically, the research results can be used as a reference for developing the Collaborative Governance Program Corporate Social Responsibility (CSR) concept, especially in the public private partnership model and the administration/policy concept that covers it. This research assumes that Corporate Social Responsibility policies are supported by strategies including partnerships (public private partnerships) and clear programs that can improve community welfare and encourage improved environmental quality. 2. Practically, the results of this research can be in the form of recommendations for decision makers in Bandung City, to expand the scope of Corporate Social Responsibility (CSR) programs based on the interests of stakeholders in Bandung City and encourage cooperation for social praxis Corporate Social Responsibility Program between stakeholders who support the realization of the goals of the Corporate Social Responsibility (CSR) Program. The research results can be used as a reference for Bandung City Government policy makers to roll out transparent and accountable technical implementation regulations for the Collaborative Governance program.

METHODS

The location chosen is the Bandung City Government area as one of the regions implementing the Program Corporate Social Responsibility as a form of private participation in development in the city of Bandung where private companies donate a portion of their business profits to help and create public facilities for the benefit of the community as a form of social responsibility towards the community and the company's environment.

The research method used in this research is descriptive analysis with a qualitative approach. As Creswell (2007:4) believes, qualitative research is an approach to exploring and understanding the meaning that a number of individuals or groups of people ascribe to social or humanitarian problems. This qualitative research process involves important efforts, such as asking various questions and procedures, collecting specific data from participants, analyzing data inductively starting from specific themes to general themes and interpreting the meaning of the data. In addition, Garna (1999:32) explains "a qualitative approach is characterized by research objectives that seek to understand phenomena in such a way that does not always require quantification."

RESULTS

Implementation of Collaborative Governance

1. System Context

a. Resource Condition

Resource conditions This refers to resource conditions, including limitations and availability of owned resources, access to resources that are not yet owned, and efforts to increase existing resources. In essence, all potential, acquisition and use of all necessary

resources need to be managed in resource management. Identification of the condition of these resources is an important starting point in looking at the level of trust (basic level of trust), conflict (conflict) and social capital (social capital) that exist.(Ansell & Gash, 2008). In Collaborative Governance, all these resources need to be shared resources that are available so that they can be accessed, managed and utilized by all parties involved in the entire Collaborative Governance (CG) process.

All parties in the penta-helix collaboration team are equally committed to being involved in planning certain CSR programs. In its implementation, Business and Community are the main figures who realize the plan. After the program is implemented, all parties collaborate again to see the effectiveness of the CSR impact. Penta-helix collaboration in the process of implementing the CSR program in Bandung City can be illustrated in Figure 1. as follows.

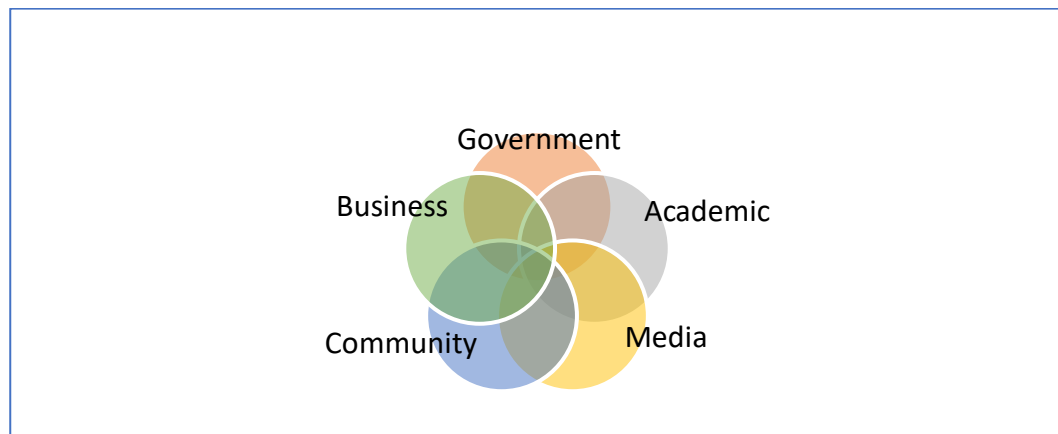


Figure 1. Penta-Helix Collaboration in CSR Programs in Bandung City

In 2020, the TJSL Forum has prepared a Work Plan within the framework of optimizing the achievement of the 2018-2023 RPJMD Mission. This is of course adjusted to the capabilities in terms of human resources and budget aspects which are currently still very less than optimal, this means that there are still limitations in Human Resources in implementing Monitoring and program synchronization approaches for the Company. This is in line with the opinion of the informant as follows: The application in the CSR Program made by the CSR Team where the sub-district head has been given an account to validate each company that registers in the CSR Program in their respective areas has not yet been implemented due to time constraints and busy daily routines. days that must be carried out, plus the lack of infrastructure in the sub-district and frequent internet disruptions at the sub-district office so that a lot of work is delayed." (Interview with Secretary of Bandung City Regol District Head).

Regional officials or sub-district heads, sub-district secretaries, sub-district heads and so on are civil servants who are the spearhead of services to the community who carry out very important tasks and functions on a daily basis related to the multi-level and multi-interest interests of the community, so that time and energy is greatly used up to serve community interests.

b. Policy and Legal Framework

Policy Legal Frameworks The Corporate Social Responsibility Program basically has a clear legal umbrella. The following legal basis is used as a reference in the work of the Social and Environmental Responsibility Forum (TJSL) is Regional Regulation No. 13 of 2012 concerning the Implementation of Corporate Social and Environmental Responsibility Program Obligations.

The results of interviews with informants regarding policies and legal frameworks are as follows: PT. KAI. get involved in pCSR program with reference to Law no. 25/2007 concerning Capital Investment and Law no. 40/2007 concerning Limited Liability Companies and PP No 47/2012 concerning TJSL Limited Liability Companies which explains that BUMN must set aside 3% of company profits and distribute it to the community in the form of a CSR Program. Referring to Law no. 40/2007 concerning Limited Liability Companies, companies usually implement two CSR programs, namely (1) partnership programs and (2) environmental development. Partnership programs are usually carried out to help Micro, Small and Medium Enterprises (MSMEs) as soft loans with 6% reduced interest but are not part of the business sector for PT KAI, and are carried out with a revolving fund system, the 6% profit is used again for MSME development and training costs other. Environmental development is provided to the area or environment around the company. For example, PT KAI carries out environmental development around company assets or along the REL route that the train passes. The environmental development mechanism can be through proposals from the community or local government which are then surveyed by the PT KAI CSR Team, but can also be provided directly by the PT KAI CSR TEAM. If a natural disaster occurs then direct assistance is provided according to their needs.

Associated with *Policy and Legal Framework* (Legal framework) basically companies, both BUMN/BUMD and private, have understood the applicable legal regulations relating to the CSR/TJSL Program in the City of Bandung, only a few have complied, especially BUMN/BUMD, for private companies they still need to be provided with proper socialization and advice. more organized and coordinated.

c. *Level of Conflict/Trust*

Several conflicts, especially conflicts of interest between certain parties, occurred during the initial formation of the facilitation team and during the implementation of the Corporate Social Responsibility Program directly to the beneficiary communities. Conflict issues usually revolve around issues of main tasks and functions and the limits of authority of each stakeholder. Other issues revolve around the size of the budget and allocations and for the CSR facilitator team. These parties also usually have different opinions regarding the priorities of the planned programs and the target communities who receive benefits from CSR. During this pandemic, all parties have begun to agree that CSR programs are prioritized in the health sector. As previously stated, current assistance in the health sector to beneficiaries is in the form of: PPE, hand sanitizer, mask, rubber gloves, oxygen cylinder and its contents, and multivitamins.

The results of interviews in the field showed that the website was still not usable. "This is in line with the informant's opinion as follows: The CSR Program Team also created an application to run the program, but it didn't work because not many companies used it, the sub-district also didn't follow up on it even though they already had their own accounts." (Interview with Deputy Chair of the Bandung City CSR Team).

Based on the results of observations in the field, researchers found that there were still conflicts of interest among members of the Corporate Social Responsibility Program Team in Bandung City, where there were team members who brought personal or particular group interests by taking advantage of the close relationship between the applicant and members of the CSR/TJSL team, resulting in many proposals from the community that were not accommodated were coupled with intervention from Community Organizations (ORMAS), resulting in gaps in the field, meaning that implementation was not yet on target.

d. *Socio-Economics, Health, Culture and Diversity*

Various differences in people's socio-economic backgrounds provide certain nuances in the context of the system as a whole. Various opinions and perceptions give rise to different interests, thus allowing the development of more complex and holistic decisions. In essence, the system context is actually not only the starting point of conditions, but will

continue to influence the dynamics and performance of the collaboration as the process progresses. These various system contexts open up new opportunities in anticipating various challenges to map towards the system context which will be related to driver components and collaboration dynamics in overall collaboration governance (Emersen and Nabatchi, 2015:26-27).

The results of interviews with informants revealed the following: I felt that in the early days of the Covid 19 pandemic, this Puskesmas service was actually closed because the government implemented Large-Scale Social Restrictions (PSBB) and the Implementation of Community Activity Restrictions (PPKM), so that this had implications for all subsequent activities. open with strict regulations and there are restrictions on service hours and the number of people, both the number of health center staff and the number of patients served and service times are only from 08.00 - 11.00 WIB using strict health protocols as well. But after there was assistance from various parties, including what I heard from the CSR Program in the form of health equipment, such as hand washing stations, body temperature measuring devices, masks, gloves, oxygen cylinders, PPE, Multi Vitamins, etc., the service system became better because supported by adequate equipment, the number of patients served is greater, service hours are almost normal as usual, you just have to comply with health protocols, especially maintaining distance, so that the service space is expanded to the Puskesmas yard, especially now that there is a Free Vaccination service for the community , so that every day this health center is full." (Interview with Patient Beneficiary of the CSR Program at the Bandung City Hall Community Health Center).

The results of observations in the field found many problems related to Socio-Economics, Health, Culture and Diversity in society where the influence of the Covid-19 pandemic outbreak has greatly changed the social situation in society, especially in the Bandung City area, people are suspicious of each other and afraid to get along well with their neighbors. Relatives near and far are all limited.

e. *Prior failure to address issues*

Based on the results of interviews with participants, observations and documentation studies, the aspect of prior failure to address issues in collaborative governance as an effort to strengthen CSR programs in Bandung City has been relatively resolved. The success of its implementation in previous periods cannot be separated from the roles and functions of the parties involved (optimization of the penta-helix collaboration) who implemented the CSR program according to their roles and functions.

With regard to the Government's policy in dealing with the spread of Covid 19 through massive large-scale social restrictions (PSBB) which forces people in Indonesia to stay at home, it also forces companies to reduce the activities of their employees by implementing a work from home system. During the pandemic, the number of companies participating in the CSR Program in Regol sub-district decreased very significantly due to the downturn in the business world, many companies laid off their employees, even laid off their employees because companies stopped operating as a result of government policies implementing the PPKM Program, until Currently those who directly provide CSR assistance are restaurants that are not too big, such as RM Ibu Imas, RM Rai Raka in the form of packaged rice which is distributed to public service employees in sub-districts and sub-districts, but not too many, PT LEN provides donations of disinfectant to be distributed to sub-districts and distributed again to each RW." (Interview with Secretary of Regol District, Bandung City).

Corporate Social Responsibility Program In the city of Bandung, it is still hampered by the COVID-19 pandemic outbreak where everyone's movement space is very limited by government policies called the Implementation of Micro Community Activity Restrictions (PPKM) to Large-Scale Social Restrictions (PSBB) which are being implemented in Regencies/Cities in Java and Bali. even in 15 regions outside Java-Bali. ***Political***

f. *Network connectedness (Related networks)*

Good collaboration requires a network that is well connected too. The Bandung City Government, which has a strong network in a company that provides CSR programs, can be directly "connected" to collaborate. Academics who are familiar with the character of city government can also immediately "click" so they can work together effectively and more smoothly. The media, who have known the city government for a long time, are usually immediately involved because they are already used to the city government's style. In this case, the stiffness between several parties in collaborative governance can be immediately overcome. Each stakeholder who is part of the CSR Team in Bandung City has carried out their duties in accordance with their respective main duties, starting from planning, implementation, monitoring to evaluation, which is going well, facilitated by the secretariat.

The meeting aims to ensure that activities which have not been facilitated by the APBD are collaborated through the company's TJSL program which of course has fulfilled the completeness as stated in the format submitted by the Economic Planning, Financial Resources and Natural Resources Sector to the relevant Regional and Regional Apparatus Organizations, with the aim of the activity program will be proposed to the company that meets the clear and clean principles and is ready to be executed by the donor. CSR is a form of Multi-Party Cooperation (KMP) which provides space for various parties, or the current term Penta-Helix (Government, Academics, Private and Philanthropy, Community Groups and Media). In the city of Bandung, the TJSL Forum has been formed with the Penta-Helix system, but until now only a structure has been formed, but its main tasks and functions have not been running optimally, only a few parties are functioning, namely the Government, Academics and the other private sectors are not yet running like the media due to the lack of information, and also the community only receives benefits, is not directly involved." (interview with deputy head of the CSR team).

The Bandung City Corporate Social Responsibility Team needs to build a strong network and coordination to accommodate and coordinate the interests of stakeholders in the team and entrepreneurs in the City of Bandung, so that synergistic, participatory and integrated cooperation or collaboration is built, so that all stakeholders feel comfortable.

2. Drivers

a. *Leadership*

The leadership component is an important driver or enabler which refers to the presence of a leader who is actually in a position to initiate and help "secure" resources and support for Collaboration Dynamics as the core of Collaboration Governance. Based on their status, this leader can be a member of one of the parties or a government official who is trusted to lead an organization with certain limits of authority. The main capital of leadership in collaborative governance is having a commitment to collaborative problem solving, a willingness not to impose certain solutions, and showing impartiality towards the preferences of certain parties. (Stout et al., 2018).

The results of an interview with the Deputy Chair of the Bandung City Corporate Social Responsibility (CSR) Team stated that: There needs to be political will from the Mayor of Bandung to create a CSR Team formulation that is more representative in the sense that it can accommodate all stakeholders for the continuity of the program, and is supported by professional team members who specifically handle CSR programs so they can work more focused and more productively by providing a budget for operational costs (socialization and coordination) outside of company participation.

Good collaboration in the CSR program in Bandung City is with the will of the leadership, in this case the Mayor of Bandung, by providing a budget outside of company participation to embrace, organize and coordinate all components of a professional CSR Team, so that they can work professionally too, in all aspects of their needs. can be known,

implemented and supervised by all parties, so that its implementation can run well and in safe and comfortable situations and conditions.

b. Consequential incentives

Consequential incentives or further encouragement/incentives can refer to incentives that are internal (problems, resource needs, interests, or opportunities) or external (situational or institutional crises, threats, or challenges) in carrying out collaborative actions. These encouragements are consequential because the problems that occur are very important for participants in a collaboration. Timing must be implemented and problem solving is ready to be executed.

Consequential incentives refer to internal issues (problems, resource needs, and opportunities) and external issues (circumstances requiring collaboration, threats, or opportunities) as drivers for collaborative action. In this case, companies that participate in the CSR program carry it out voluntarily without expecting anything in return, this is in accordance with what was stated by the informant as follows: The Bandung City Government does not provide any return at all to companies that enter the CSR program, they really voluntarily give it without expect anything in return, but every company that participates will automatically put up their company label and this for the company is part of promotion or outreach." (Interview with the Secretary of the Bandung City CSR Team).

The Bandung City Government must always improve services to the community, both individual communities or organizations/companies, they are given an understanding of the government programs contained in the Vision and Mission of the Mayor and Deputy Mayor of Bandung, the capabilities and budget deficiencies associated with the program can be known together. , so that all components of society can be invited to collaborate in the CSR Program to support development in the City of Bandung, which in turn, the community or entrepreneurs will voluntarily support the CSR program without expecting anything in return from the Bandung City Government.

c. Interdependence

Interdependence This interdependence is also an important driver in collaborative governance. This component arises because one party or one organization does not have the ability to complete something alone. Here one particular party depends on the existence or actions of another party, and vice versa. When the company attended the meeting and distributed the proposal from the CSR Team, it could not immediately respond or confirm it because it had to go through bureaucracy in each company where every activity had to be approved and confirmed by a decision letter from the Company's leadership, so the CSR Team had to wait for the results of the decision. from each participating Company." (Interview with Deputy Chair of the Bandung City CSR Team).

Every organization, both government institutions and private institutions, of course has its own regulations or rules, so all elements must understand and comply with these rules. In a CSR program which involves five elements, namely: Government, Academics, Entrepreneurs, Society and the media) must always adhere to their respective rules and respect each other where all programs implemented must go through mutual agreement and be strengthened by the decision of the leadership as the holder of power.

d. Uncertainty

Uncertainty or Uncertainty are Drivers which are the main challenges in managing social problems that are "irritating" or difficult to manage. Activities in 2020 focus on facilitating activities that support the handling of Covid 19, especially in identifying Company TJSL activities that can still be synchronized with the Covid 19 Development and Assistance Program, as well as preparing collaboration programs with Regional Apparatus that have not been budgeted for in the APBD. The CSR forum has not run optimally because the people involved in the forum are volunteers and most people are busy, for example academics/lecturers, where they cannot carry out their main duties in the CSR Team

optimally due to their busyness in the main duties and functions of their respective institutions. It is recommended that the Bandung City Government facilitate the formation of a division or whatever it is called that accommodates the CSR Team independently providing the APBD and recruiting professional people who specifically handle CSR with the aim of getting as many companies as possible to participate in development at a cost that is not too large. "For example, at the Bandung City level, we appoint 2-3 Professionals, at the Subdistrict level 1 Professional each by providing appropriate salaries, so that they work together to implement the CSR Program in Bandung City." (Interview with Deputy Chair of the Bandung City CSR Team).

The Bandung City Government, which was initiated by the Mayor, should form a professional CSR Forum or Institution filled with professional people, provided with an adequate place to work by helping to provide a budget that is not too large for the Team's operations starting from socialization, implementation and evaluation in end of year in order to increase the participation of more companies with greater value, so that Team members can work intensively and well coordinated.

3. Dynamics Collaboration

a. Principled Engagement

Principled engagement is an involvement based on a number of coherent rules, methods or principles. This involvement continues over time, involving various parties at different times and places in different formats, even with different goals. Each party involved in the Bandung City CSR facilitation team certainly has the same main goal, namely implementing CSR effectively, but each party also basically has its own "own goals" which are sometimes not visible to the surface in their involvement in this program. So, through this principled engagement, various parties with different content, relational, and identity goals can work across their respective institutional, sectoral, or jurisdictional boundaries to solve problems, resolve conflicts, or create value that leads to shared values and goals. (shared values and objectives).

Principled Engagement emerges over time through iteration of the four main process elements, namely (a) discovery, (b) definition, (c) deliberation, and (d) determination (Emerson et al., 2012). This process is basically built from the collaborative learning phase and can be considered an element of the dynamic social learning process. Through this iterative process, collaborating parties develop a common goal by referring to agreed actions to achieve that goal. In my opinion, the Bandung City Government has been good at handling the Covid 19 outbreak by trying to mobilize parties who according to the regulations are appropriate or obliged to make contributions through the CSR Program, especially in the field of public health where the very vicious Covid outbreak has claimed many lives which have an impact on the public health sector. "lives are going downhill, many people have lost their jobs and even human movement is being restricted, but they need more funds or money to deal with the disease or avoid Covid-19, everyone is panicking, especially as the news in the media is very frightening which makes people stressed." (Interview with Patient Beneficiary of the CSR Program) at the Bandung City Hall Community Health Center.

The Corporate Social Responsibility Team supported by the Bandung City Government must further improve coordination and evaluation, so that deficiencies and weaknesses will be known together, always introspect and coordinate with each other so that they can create the right decision that does not create confusion for any party, especially the people of Bandung City, which is The object of development is to improve community welfare, especially during the COVID-19 pandemic which can disturb the community, with clear and rational reporting that can make society more conducive.

b. *Shared Motivation*

Shared motivation or 'mutual motivation' here refers to the self-reinforcing cycle, which consists of four elements: (a) mutual trust, (b) understanding, (c) internal legitimacy, and (c) commitment.

Shared motivation emphasizes the interpersonal and relational elements of collaborative dynamics that are sometimes referred to as social capital. In this case, this is done by giving appreciation to companies that have implemented the TJSL Program in the City of Bandung by conducting an assessment. In addition to fostering motivation, the assessment is carried out to find out the ranking through the percentage assessment of Value, Program and Sustainability, the recipient of the CSR Award will be determined and can strengthening commitment while improving collaboration-based development programs in the city of Bandung that run in a transparent, integrated and sustainable manner. This is in line with what was stated by the Deputy Chair of the Bandung City CSR Team as follows: The Bandung City Government, through the CSR Program, has given CSR Awards to Companies that participate in the CSR Program as appreciation and motivation for other Companies that have not participated." (Interview with Deputy Chair of the Bandung City CSR Team).

Company participation in the Corporate Social Responsibility Program in Bandung City can be further enhanced with innovation from the CSR Team, including by awarding CSR Awards.

c. *Capacity for Join action*

The aim of collaboration is to achieve goals together that cannot be done individually. Collaboration is a cooperative activity with the aim of increasing the capacity of oneself and others in achieving a common goal. In this case, Collaborative Dynamics must generate a new capacity for joint action that did not previously exist and maintain or grow this capacity for as long as planned according to its objectives. This capacity is also the basis for empowerment, which is often the main principle in collaboration.

Resultsan interview with the Secretary of the Bandung City CSR/TJSL Team said the following: During the Covid-19 pandemic outbreak from the beginning of 2019 until now, CSR assistance was more directed towards health equipment which was really needed to overcome the Covid-19 outbreak, so the CSR Team gave an appeal to companies participating in the CSR program to provide donations in the form of health equipment and also basic food assistance to provide relief to communities affected by the epidemic and delivered to their respective addresses and Alhamdulillah, they were very responsive and followed up, including providing assistance with Personal Protective Equipment (PPE) for Health workers to several hospitals or health centers, medical equipment packages (Hand Sanitizer, Non-Medical Mask, Antiseptic Liquid Soap, Vitamins etc.)and provide reports every month.

The CSR/TJSL forum must move quickly to coordinate with all stakeholders in implementing programs directed at handling the Covid-19 outbreak, so that people affected by the outbreak truly feel helped and have enthusiasm for healing themselves and their families.

d. *Collaborative Process*

In summary, this collaborative process is generally carried out in three stages: (1) determining the problem; (2) determining direction; and (3) implementation. These stages are important in the collaboration model when there are changes in the environmental context that require changes in the implementation strategy. In this case, collaboration can be seen as a cycle or iteration between communication, trust, commitment, understanding, and results(Ansell & Gash, 2008).

In this regard, because communication is at the heart of the collaboration process, the emphasis of communication is on face-to-face dialogue. All collaborative governance is built

on face-to-face dialogue between stakeholders. As a consensus-oriented process, the “thick communication” allowed through direct dialogue is necessary for stakeholders to identify opportunities for mutual benefit. However, face-to-face dialogue is more than just a medium of negotiation. This is at the heart of the process of breaking down stereotypes and other barriers to communication that prevent the exploration of mutual benefits in the first place.

Factors Inhibiting the Success of Collaborative Governance Corporate Social Responsibility Programs

Based on research findings, the factors that can be used as dimensions to measure the success of collaborative governance here refer to the opinion of Ansell & Gash (2007), namely: (1) starting conditions, (2) institutional design, (3) facilitative leadership, and (4) collaborative process. In this case, collaborative process is a 'core' dimension that is influenced by the three previous dimensions. The findings of this research focus on various factors inhibiting the success of each dimension in the CSR program in Bandung City.

1. Starting Conditions

Starting Conditions or initial conditions are an important factor in determining the success of Collaborative Governance in policy implementation. Operationally, these initial conditions are determined by aspects of (a) balance of power/resources, (b) trust between collaborators, (c) various types of incentives to increase participation, and (d) past history regarding experiences of cooperation or conflict from parties involved in the collaboration.

At that time, distrust or distrust often emerged from the company towards the city government team and towards academics. This distrust arises because there are many programs planned to be carried out, while the resources available are relatively limited. Representatives from the government seem to have higher power to give "orders" to companies and academics. In the end, some of the parties involved did not work wholeheartedly because their motivation rose and fell along with there being no certainty regarding the type of incentives they had received or would receive. One particular party doubts the trust of the other party. All of these events lead to pseudo-collaboration or false collaboration as an implication of the problems that arise in the starting conditions.

This certainly needs to be anticipated by all parties so that this factor no longer becomes an obstacle. So in essence, the Corporate Social Responsibility Program facilitation team in Bandung City has tried its best to maintain a balance between power and resources.

2. Institutional Design

Institutional Design or institutional design here refers to the protocols and basic rules for implementing collaboration. This design was felt to be important for the procedural legitimacy of the collaborative process. Access to the collaborative process itself is perhaps the most fundamental design issue especially regarding which parties should be involved in this collaboration. In this case, collaborative governance emphasizes that the institutional design process must be open and inclusive. Therefore, since its formation, the CSR facilitation team in Bandung City has continued to strive to be more open to other parties involved in the collaboration.

Appropriate institutional design in this case can increase the effectiveness of collaboration which includes (1) effective participation from various parties with adequate resource support; (2) open and democratic forum for multi-party collaboration; (3) collaborative activities that have clear, manageable, systematic and sustainable goals; (4) the existence of effective mechanisms for discussion, communication and knowledge sharing; (5) effective mechanisms in realizing and increasing the potential of the distribution of benefits that have been and will be received; (6) appropriate conflict resolution mechanisms, and (7) implementation of governance methods that have been proven to be effective.

3. Facilitative Leadership

The issue of leadership in Collaborative Governance has been widely discussed in every variable or dimension that influences the Collaborative Governance process itself. Leadership can be widely seen as an important aspect in bringing all parties together so as to direct them through the vagaries of the collaborative process. In this case, it is emphasized that facilitative leadership is important to unite all parties so that they can engage with each other in a collaborative spirit.(Ansell & Gash, 2008).

The so-called leaders in Collaborative Governance are not alone, but consist of a number of leaders who at least represent each stakeholder involved in the collaboration. These leaders generally have the skills to (1) promote broad and active participation, (2) ensure broad-based influence and control, (3) facilitate productive group dynamics, and (4) broaden the scope of the process(Fernandez, 2018). Successful collaboration can also involve many leaders, formally and informally, and not just rely on one leader(Bryson et al., 2015). Effective collaborative leadership may be time, resource and skill intensive, particularly in knowledge transfer skills(Emerson, 2018).

4. *Collaborative Process*

In summary, this collaborative process is generally carried out in three stages: (1) determining the problem; (2) determining direction; and (3) implementation. These stages are important in the collaboration model when there are changes in the environmental context that require changes in the implementation strategy. In this case, collaboration can be seen as a cycle or iteration between communication, trust, commitment, understanding, and results(Ansell & Gash, 2008).

In this regard, because communication is at the heart of the collaboration process, the emphasis of communication is on face-to-face dialogue. All collaborative governance is built on face-to-face dialogue between stakeholders. As a consensus-oriented process, the “thick communication” allowed through direct dialogue is necessary for stakeholders to identify opportunities for mutual benefit. However, face-to-face dialogue is more than just a medium of negotiation. This is at the heart of the process of breaking down stereotypes and other barriers to communication that prevent the exploration of mutual benefits in the first place. In this case, communication is the core of the process of building trust, mutual respect, mutual understanding, and commitment to the process. Face-to-face dialogue is a necessary but not sufficient condition for collaboration. For example, face-to-face dialogue may reinforce stereotypes or status differences or increase antagonism and mutual disrespect. But it is difficult to imagine effective collaboration without face-to-face dialogue.

Analytical Hierarchy Process (AHP) Collaborative Governance and Effectiveness of Corporate Social Responsibility Programs

Designing a model for improving or strengthening the Corporate Social Responsibility program in the health sector in this research can be started with the Analytical Hierarchy Process (AHP) to measure the strength, priority and consistency of various criteria and alternatives in each dimension. The AHP procedure in this research focuses on collaborative governance and factors inhibiting program success. Collaborative governance itself is determined by System Context, Drivers, and Collaboration Dynamics. As for the factors inhibiting the success of Collaborative Governance, they are created separately.

By using AHP, researchers can describe the focus of the problem into a hierarchy, then make comparisons between the factors/elements/dimensions/indicators being measured so that they can determine their priorities in the hierarchy. The next step is to carry out an assessment synthesis to unite and obtain a number of weights from the achievements of each factor with other factors in one hierarchy. The final step is to evaluate and check the consistency of the assessment.

The AHP procedure in this research is to (1) develop a pairwise comparison matrix for each criterion; (2) convert to normal values (normalize) the resulting matrix; (3) average the values in each row to obtain an appropriate ranking, and (4) calculate and check the consistency ratio. From this

ranking, it can be seen which components are the most dominant or important in a construct and which are less dominant. In other words, here the analysis can lead to what factors are effective or more effective compared to other factors in the same construct, and which ones are not yet effective or are not very effective compared to other factors in that construct.

Analytical Hierarchy Process (AHP) System Context

The factors or dimensions analyzed in the System Context construct as stated in the previous section are: (1) Resource Conditions (SC1), (2) Policy Legal Frameworks (SC2), (3) Prior Failure to Address Issues (SC3), (4) Political Dynamics/Power Relations (SC4), (5) Network Connectedness (SC5), (6) Levels of Conflict/Trust (SC6), and (7) Socio-economic/Cultural Health & Diversity (SC7).

This figure for AHP is obtained from comparing the importance of one factor compared to other factors in the same construct. As an example of the findings, which are explained in the assessment matrix (judgment), it was found that the Resource Condition (SC1) dimension was 5 times more important or dominant than the Policy Legal Framework (SC2) dimension, then SC2 had the same weight as SC3, the weight of SC3 it is 3 times bigger than SC4 and so on until all pairs get their comparison value weights. The complete AHP matrix for the system context construct and the weights for each dimension can be presented in Table 2.

Table 2. AHP Matrix for System Context Construct

Assessment Matrix (Judgment)										
Factor	SC1	SC2	SC3	SC4	SC5	SC6	SC7			
SC1	1	5	5	3	1	1	1			
SC2	0.2	1	1	1	0.5	0.5	0.25			
SC3	0.2	1	1	3	0.5	0.25	0.25			
SC4	0.33	1	0.33	1	1	1	0.5			
SC5	1	2	2	1	1	1	1			
SC6	1	2	4	1	1	1	0.5			
SC7	1	4	4	1	1	2	1			
TOTAL	4.73	16	17.33	11	6	6.75	4.5			
Normalization Matrix										
Factor	SC1	SC2	SC3	SC4	SC5	SC6	SC7	Total	Average	UK
SC1	0.21	0.31	0.29	0.27	0.17	0.15	0.22	1.62	0.23	7.8
SC2	0.04	0.06	0.06	0.09	0.08	0.07	0.06	0.47	0.07	7.55
SC3	0.04	0.06	0.06	0.27	0.08	0.04	0.06	0.61	0.09	7.51
SC4	0.07	0.06	0.02	0.09	0.17	0.15	0.11	0.67	0.1	7.14
SC5	0.21	0.13	0.12	0.09	0.17	0.15	0.22	1.08	0.15	7.48
SC6	0.21	0.13	0.23	0.09	0.17	0.15	0.11	1.08	0.15	7.9
SC7	0.21	0.25	0.23	0.09	0.17	0.3	0.22	1.47	0.21	7.71
	1	1	1	1	1	1	1	7		

Information:

- SC1: *Resource Conditions*
- SC2: *Policy Legal Framework*
- SC3: *Prior Failure to Address Issues*
- SC4: *Political Dynamics/Power Relations*
- SC5: *Network Connectedness*
- SC6: *Levels of Conflict/Trust*
- SC7: *Socio-Economic/Cultural Health & Diversity*

In the normalization matrix, each column is totaled and the value is used as a basis for dividing the weight of each dimension. For example, the number 0.04 in the first column and second row

(SC1 and SC2) is the result of a weight of 0.20 divided by the total number of columns (4.73) in the assessment matrix, so that the value 0.04 is obtained ($0, 20/4.73$), and so on. The total column is the sum to the right of the normalized value for each dimension, while the mean is the average value.

The next step is to calculate the Consistency Measure (UK) or Consistency Measure to get the consistency index (CI) value which will then be compared with the random index (RI) value to get the consistency ratio (CR) value. In practice, if the CR value is ≤ 0.1 then the ratio is acceptable, while a CR value greater than 0.1 indicates that the assessment needs to be reviewed. Refers to the CI value obtained (which is 0.10) and the RI value (i.e. 1.32 for seven factors), then we get a CR value of 0.07. The CR value for this construct is below 0.1 so it can be stated that the measurements for all dimensions in this system context are appropriate and consistent with the reality in the field. This means that the data and information obtained from interviews, observations and documentation can be used as a benchmark in carrying out further analysis.

Based on the AHP matrix for the system context construct, it can be observed that the Resource Conditions (SC1) dimension is the most dominant factor in this construct, followed by the Socio-Economic/Cultural Health & Diversity (SC7) dimension. These findings show that the system context is greatly influenced by resource conditions in the preparation and implementation of collaborative governance to strengthen CSR programs in the city of Bandung, compared to other factors in this system context construct. In other words, the Resource Conditions (SC1) dimension and the Socio-Economic/Cultural Health & Diversity (SC7) dimension are necessary and important factors to be prioritized in the system context construct.

Referring to the system context in the concept and theory of collaborative governance, this resource condition needs to be used as a very important starting point in the system context so that it can become the basis for building trust, overcoming conflict, and developing existing social capital.(Ansell & Gash, 2008). If all these resources can be accessed and managed by all parties involved in the CG process, then these resource conditions can be utilized more effectively. So, by understanding the external and external environments of a system that you want to build, paying attention to the condition of existing and required resources can determine the success of the system.(Grady, 2010). The direction of change, system complexity, and uncertainty in the future will depend on the conditions of resource availability and also the limitations of the resources themselves(Ferguson et al., 2013). Adequate resources can support program implementation, while limited resources may hinder the implementation of a program. Therefore, external environmental analysis needs to be carried out beforehand so that it can be adjusted to internal environmental conditions.

Focusing on the socio-economic/cultural dimensions of health & diversity itself can be related to anticipatory efforts in dealing with uncertainty in implementing a program. Understanding the various socio-economic and cultural diversity of the community can be an important factor that needs to be considered in programs implemented for the benefit of the local community itself.(Flint, 2010). The high degrees of inequality that exist in society, especially related to socio-economic and cultural gaps, need to be studied before implementing a sustainable collaboration program(Hamann & April, 2013). In this way, the programs implemented by the government can run smoothly and continuously, not in isolation, in order to implement various policies and programs that have been previously planned, both by the government and collaboratively with other parties. Alignment of various local environmental contexts in socio-economic, cultural, educational and health issues, as well as various gaps, needs to be used as a guide for parties who plan and manage initiatives to facilitate various sustainable change programs(Manchester et al., 2014)

Referring to Table E.1, it can also be observed that the dimensions of Network Connectedness (SC5) and Levels of Conflict/Trust (SC6) also need to be considered in establishing consistency in the system context construct. So, after resource conditions and socio-economic/cultural health & diversity, attention to network connectedness and levels of conflict/trust needs to continue to be developed. A network that connects all parties is important in supporting the collaboration carried out, so that in turn it can achieve a sustainable collaborative network.(Ben Yahia et al., 2021). The

collaborative environment built by the collaborative network will increase the government's effectiveness in implementing policies and programs so that they are easily adapted by internal and external parties. Here, there is also a need for smart governance so that there is cohesion between government institutions and external stakeholders, including citizens and the existing socio-economic system.

Furthermore, the focus of attention on the system context can be directed to the dimensions of Policy Legal Frameworks (SC2), Prior Failure to Address Issues (SC3), and Political Dynamics/Power Relations (SC4). These dimensions are not unimportant, but it can be said here that these dimensions have basically been "established" which means they have become the main capital for all parties involved in collaborative governance to implement all their programs. In relation to policy legal frameworks, the government certainly has a legal basis that can be used as a guideline for implementing all policies and work programs, both internally and collaboratively with other parties, such as programs CSR is discussed in this research. In reality, the legal framework policy aspect seems to be neglected even though in collaborative governance, this aspect should include the legal framework as an important variable in collaboration as the legality of public values (Amsler, 2016).

Overall, it can be said that emphasizing resource conditions and socio-economic/cultural health & diversity in the system context can be a profitable choice for all parties in achieving collaborative governance goals. After that, attention can be focused on the dimensions of network connectedness and the level of conflict/trust. Finally, if all of these dimensions are running smoothly, then we can continue with strengthening policy legal frameworks, prior failure to address issues, and political dynamics/power relations.

Analytical Hierarchy Process (AHP) Drivers

The factors or dimensions analyzed in the drivers construct as stated in the previous section consist of four dimensions, namely: (1) Leadership (D1), (2) Consequential Incentives (D2), (3) Interdependence (D3), and (4)) Uncertainty (D4). As explained previously, the figures for AHP are obtained from comparing the importance of one factor compared to other factors in the same construct. As an example of the findings, which are explained in the assessment matrix (judgment), it was found that the Leadership dimension (D1) weighed 7 times more important or dominant than the Consequential Incentives dimension (D2), then D2 weighed 0.5 compared to D3, the weight D3 is 0.5 compared to D4 and so on until all pairs get their comparison value weights. The complete AHP matrix for the driver construct and the weights for each dimension can be presented in Table 3 below:

Table 3. AHP Matrix for Drivers Construct

Assessment Matrix (Judgment)							
Factor	D1	D2	D3	D4			
D1	1	7	3	5			
D2	0.1	1	0.5	0.5			
D3	0.3	2	1	0.5			
D4	0.2	2	2	1			
TOTAL	1.7	12	6.5	7			
Normalization Matrix							
Factor	D1	D2	D3	D4	Total	Average	UK
D1	0.6	0.6	0.5	0.7	2.36	0.59	4.26
D2	0.1	0.1	0.1	0.1	0.32	0.08	4.16
D3	0.2	0.2	0.2	0.1	0.59	0.15	4.03
D4	0.1	0.2	0.3	0.1	0.74	0.18	4.1
TOTAL	1	1	1	1	4	CI =	0.05
						R.I	0.9
						CR	0.05

Consistent

Information:

- D1: *Leadership*
- D2: *Consequential Incentives*
- D3: *Interdependence*
- D4: *Uncertainty*

In the normalization matrix, each column is totaled and the value is used as a basis for dividing the weight of each dimension. For example, the number 0.09 in the first column and second row (D1 and D2) is the result of a weight of 0.14 divided by the total number of columns (1.68) in the assessment matrix, so that the value 0.09 is obtained ($0.14/1.68$), and so on. The total column is the sum to the right of the normalized value for each dimension, while the mean is the average value.

The next step is to calculate the Consistency Measure (UK) or Consistency Measure to get the consistency index (CI) value which will then be compared with the random index (RI) value to get the consistency ratio (CR) value. In practice, if the CR value is ≤ 0.1 then the ratio is acceptable, while a CR value greater than 0.1 indicates that the assessment needs to be reviewed. Referring to the CI value obtained (which is 0.10) and the RI value (which is 0.9 for four factors), we get a CR value of 0.07. The CR value for this construct is below 0.1 so it can be stated that the measurements for all dimensions in these drivers are appropriate and consistent with the reality in the field. This means that data and information obtained from interviews, observations and documentation related to drivers can be used as a benchmark in carrying out further analysis.

Based on the AHP matrix on the drivers construct, it can be observed that the Leadership dimension (D1) is the most dominant factor in this construct, followed by the Uncertainty dimension (D4), then the Interdependence (D3) dimension (3), and finally the Consequential Incentives (D2) dimension. . The dominance of the leadership dimension in the drivers construct is related to the explanation that the leader is the main driver in an action starting from planning to continuous evaluation. The leadership aspect can be the core that mobilizes and facilitates all initiatives carried out. The importance of leadership in collaborative governance has been confirmed by various previous studies, including those related to integrative leadership (Page, 2010), network-based leadership or network leadership (Silvia, 2011), distinctive leadership (Ansell & Gash, 2008), and relational leadership (Kinder et al., 2021), and of course adaptive leadership and collaborative leadership (Emerson & Gerlak, 2014).

The next dimension that is also important to prioritize here after leadership is the dimension of uncertainty. Uncertainty here is a driver that becomes a challenge that needs to be managed by the leaders so that the various elements of this uncertainty can be immediately anticipated by all parties involved so that the various uncertainties can be directed into certain certainties that have an impact on the ability of the actors in decision making (Ulibarri, 2019). That way, these various uncertainties can be anticipated internally so that it can encourage work teams to collaborate to reduce, spread and share risks.

In essence, it can be stated in this research that collaborative leadership is basically the main driver or driver so that it can overcome various uncertainties into certainties. In this way, it is hoped that the interdependence of each work team involved in this collaborative effort will be stronger. Long-term incentive support that is carefully planned can facilitate all these drivers so that they can be achieved effectively. The findings of this research support previous findings regarding the importance of leadership as the main driver.

2.1. Analytical Hierarchy Process (AHP) Collaboration Dynamics

The factors or dimensions analyzed in the collaborative dynamics construct as stated in the previous section consist of three dimensions, namely: (1) principled engagement (CD1), (2) shared motivation (CD2), and (3) capacity for joint action (CD3). As previously explained, the figures for AHP are also obtained from comparing the importance of one factor compared to other factors in

the same construct. As an example of the findings, which are explained in the assessment matrix (judgment), it was found that the dimension of principled engagement (CD1) was as important as the dimension of shared motivation (CD2), then shared motivation (CD2) had a weight of 0.33 compared to capacity for joint action (CD3), and CD1 has a weight of 0.5 compared to CD3 so that all pairs get a weighted comparison value. The complete AHP matrix for the collaboration dynamics construct and the weights for each dimension can be presented in Table 4.3.

In the normalization matrix, each column is totaled and the value is used as a basis for dividing the weight of each dimension. For example, the number 0.25 in the first column and second row (CD1 and CD2) is the result of a weight of 1.00 divided by the total number of columns (4.00) in the assessment matrix, so that the value 0.25 is obtained ($1,00/4,00$), and so on. The total column is the sum to the right of the normalized value for each dimension, while the mean is the average value.

Table 4. AHP Matrix for Collaboration Dynamics Constructs

Assessment Matrix (Judgment)				
	CD			
Factor	1	CD2		CD3
CD1	1	1	0.5 0.33	
CD2	1	1	3	
CD3	2	3	3,00	1
TOTA			5,00	1,83
L	4	3	3	

	CD			Tota	Averag	
Factor	1	CD2	CD3	1	e	UK
CD1	0.25	0.20	0.27	0.72	0.24	3.01
CD2	0.25	0.20	0.18	0.63	0.21	3.01
CD3	0.50	0.60	0.55	1.65	0.55	3.03
TOTA						
L	1	1	1			

CI =	0.01
R.I	0.58
CR	0.016
	Consisten
t	

Information:

- CD1: Principle Engagement
- CD2: Shared Motivation
- CD3: Capacity for Joint Action

The next step is to calculate the Consistency Measure (UK) or Consistency Measure to get the consistency index (CI) value which will then be compared with the random index (RI) value to get the consistency ratio (CR) value. In practice, if the CR value is ≤ 0.1 then the ratio is acceptable, while a CR value greater than 0.1 indicates that the assessment needs to be reviewed. Referring to the CI value obtained (which is 0.01) and the RI value (which is 0.58 for three factors), we get a CR value of 0.016. The CR value for this construct is below 0.1 so it can be stated that the measurements for all dimensions in these drivers are appropriate and consistent with the reality in the field. This means that data and information obtained from interviews, observations and documentation related to "collaboration dynamics" can be used as a benchmark in carrying out further analysis.

So, the integrated CG framework applied here not only provides a critical perspective for assessing the implementation of CSR programs in a sustainable and collaborative manner, but also reveals the evolutionary process of collaborative dynamics in CSR programs in Bandung City.

Table 5. AHP Matrix for Collaborative Governance Construct

PASCIDEV Page 25

R.I	0.58
CR	0.016
	Consistent

Information:

- CG1: System Context
- CG2: Drivers
- CG3: Collaboration Dynamics

The Consistency Measure (UK) or Consistency Measure is used to obtain the consistency index (CI) value which will later be compared with the random index (RI) value to obtain the consistency ratio (CR) value. In practice, if the CR value is ≤ 0.1 then the ratio is acceptable, while a CR value greater than 0.1 indicates that the assessment needs to be reviewed. Referring to the CI value obtained (which is 0.01) and the RI value (which is 0.58 for three factors), we get a CR value of 0.016. The CR value for this construct is below 0.1 so it can be stated that the measurements for all dimensions in these drivers are appropriate and consistent with the reality in the field. This means that data and information obtained from interviews, observations and documentation related to "collaborative governance in the health sector in Bandung City" can be used as a benchmark in carrying out further analysis.

Further analysis related to collaborative governance starts from the importance of paying attention to collaboration dynamics factors as the core of the entire collaborative governance process to support the success of CSR programs in the health sector in the city of Bandung. This condition is in line with previous research (Ansell & Gash, 2008; Ansell & Torfing, 2015; Emerson et al., 2012; Emerson & Nabatchi, 2015a, 2015b; Kossmann et al., 2016; Ma et al., 2018), that collaboration dynamics is basically the heart of all collaborative governance processes.

Driver factors in collaborative governance also need to be directed correctly so that there is compatibility between the dimensions of these driver factors in determining the strength of collaboration dynamics. This is also in line with the results of previous research (Ansell & Gash, 2008; Emerson et al., 2012; Emerson & Nabatchi, 2015a, 2015b; Stout et al., 2018), which places these drivers as factors that need to be considered in supporting collaboration dynamics and in turn the entire collaborative governance process.

Finally, more adjustments are needed in the system context factors or more precisely the external environment which can influence the smoothness of the drivers and collaboration dynamic factors in all collaborative governance processes in increasing the success and effectiveness of CSR programs in the city of Bandung. This condition is in line with the results of previous research which states that various appropriate adjustments (adaptations) are needed so that all parties involved in the collaboration can move freely so that the implementation of collaborative governance from start to finish can run smoothly in a sustainable manner (Emerson et al., 2012; Emerson & Nabatchi, 2015b; Grady, 2010; Silvia, 2011). However, here it is necessary to determine standards in the system context that enable all parties involved in collaborative governance to have certain benchmarks in determining the minimum standards and requirements needed to achieve collaboration goals (Rasche, 2010). This means that here there really needs to be some improvements and adjustments in several dimensions of the system context which are not yet optimal, especially in overcoming several obstacles that often arise during the collaboration process.

Analytical Hierarchy Process (AHP) Factors Inhibiting Program Strengthening

The inhibiting factors for program strengthening here consist of four factors, namely: starting conditions (F1), institutional design (F2), facilitative leadership (F3), and collaborative process (F4). The AHP matrix for the construct of factors inhibiting CSR programs and the complete weights for each factor can be presented in Table 6 below:

Table 6. AHP Matrix for Constructing Factors Inhibiting CSR Programs

Factor	F1	F2	F3	F4			
F1	1	3	0.5	0.5			
F2	0.3	1	0.3	0.3			
F3	2	3	1	0.5			
F4	2	3	2	1			
TOTAL	5.3	10	3.8	2.3			

Factor	F1	F2	F3	F4	Total	Average	UK
F1	0.2	0.3	0.1	0.2	0.83	0.21	4.08
F2	0.1	0.1	0.1	0.1	0.39	0.1	4.07
F3	0.4	0.3	0.3	0.2	1.15	0.29	4.18
F4	0.4	0.3	0.5	0.4	1.63	0.41	4.16
TOTAL	1	1	1	1	4		

CI =	0.04
R.I	0.9
CR	0.045
Consistent	

Information:

- F1: *Starting Conditions*
- F2: *Institutional Design*
- F3: *Facilitative Leadership*
- F4: *Collaborative Process*

Overall, data and information obtained from interviews, observations and documentation related to "inhibiting factors for strengthening the Corporate Social Responsibility program in the health sector in the city of Bandung" can be used as a benchmark in carrying out further analysis.

The factor that emerges in determining the success and strengthening of a program (in this case the CSR program in the health sector in Bandung City) as a finding in this research is the collaborative process factor. Referring to existing theory, the success of this collaborative process will indeed determine the success of collaborative governance, because this collaborative process is the core of collaborative governance itself. This dimension describes collaboration as developing in stages. The collaborative process is a cycle that often appears to depend on achieving a virtuous cycle between its various dimensions. Feedback from collaboration influences further collaboration. It is even difficult to know where to start the collaboration process. However, because communication is the core of collaboration, Ansell & Gash (2007) started with face to face dialogue, Trust Building, Commitment to the process, Shared Understanding, and arrived at Intermediate outcomes.

After focusing on the collaborative process, the next step is to empower facilitative leadership which can encourage all resources to function appropriately. The optimization of the aspect of the influence of facilitative leadership on the collaboration process has been confirmed by various previous studies (Ansell & Gash, 2008; Fernandez, 2018; Hamann & April, 2013; MacPhee et al., 2014). With the right leadership, the collaboration process can be carried out according to planning and needs.

Referring to the AHP calculation, the next factor that also needs attention is the starting condition. The findings in this research show that starting conditions are closely related to the existence of system context and drivers in collaborative governance (Ansell & Gash, 2008; Emerson et al., 2012; Johnston et al., 2011; Ulibarri, 2019). The compatibility between system context and drivers in collaborative governance with starting conditions can increase the success and effectiveness of the CSR program in question (Mukhlis et al., 2019).

Lastly, the institutional design factor, in this research, is a factor that can be considered "easy-easy", which means it is easy to design but sometimes difficult to implement. In the case of Bandung City, this problem is not too prominent, but if it involves networks from other regions or areas, this can become an obstacle that can hinder the success of the program.

4. Modeling of Strengthening Corporate Social Responsibility Programs

Based on the results and findings as well as the Analytical Hierarchy Process (AHP) calculations described previously, the researcher tried to create a model for improving/strengthening the Corporate Social Responsibility Program. This model is based on the results of the Analytical Hierarchy Process (AHP) by looking at priorities that need to be maintained, adjusted and improved.

The model for strengthening the Corporate Social Responsibility Program can be described as follows:

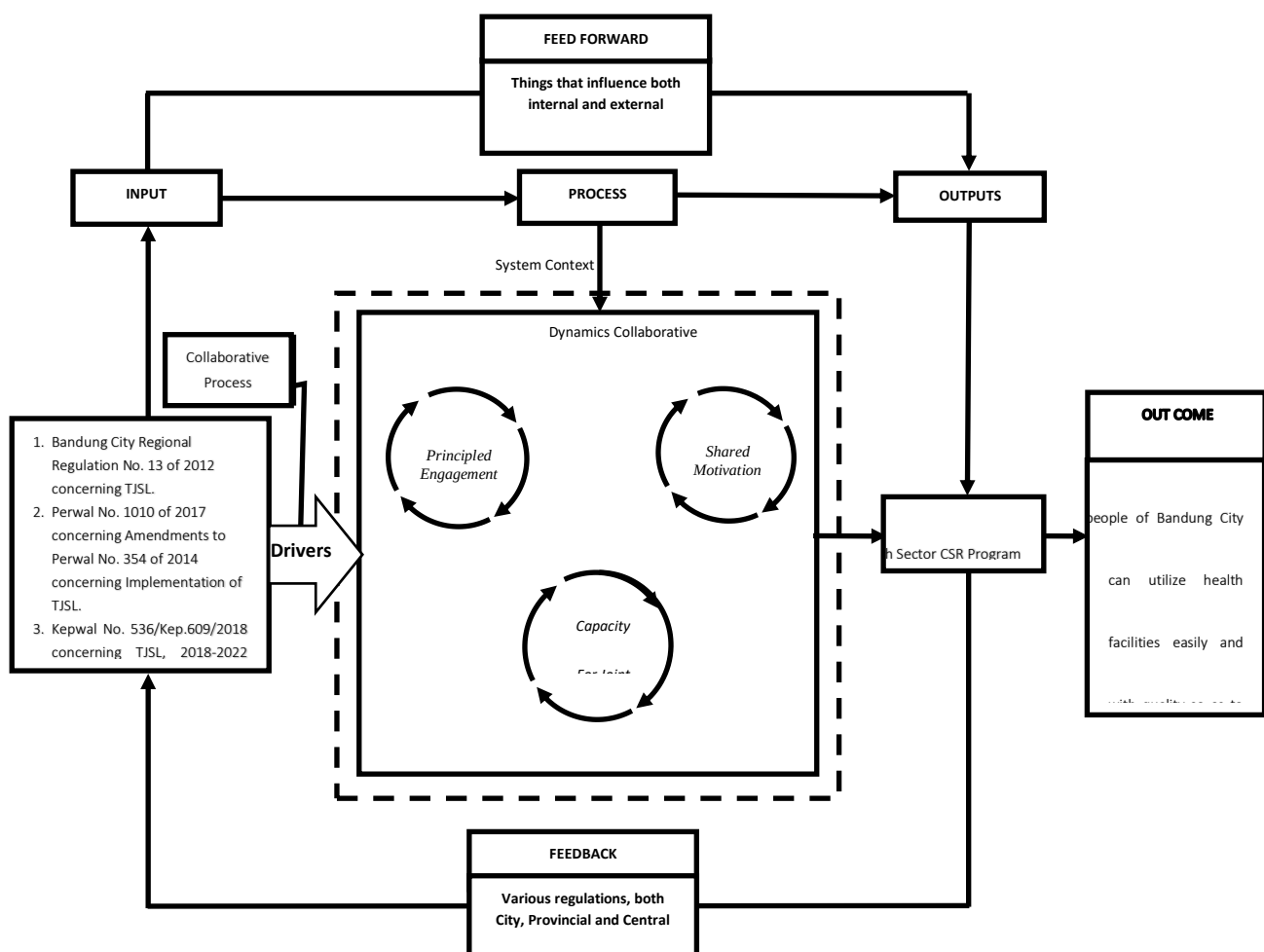


Figure 2. Modeling of Strengthening Corporate Social Responsibility Programs Health Sector in Bandung City

Figure 2 basically explains that CSR programs can run more effectively if collaborative governance prioritizes collaborative process factors supported by drivers, which are also influenced by the system context. In this case, program effectiveness needs to prioritize a Collaborative Process which is supported by optimizing Facilitative Leadership with Starting Conditions that meet standards and is supported by appropriate Institutional Design.

In the collaboration dynamics factor, an important aspect to prioritize is increasing Capacity for Joint Action which is supported by Shared Motivation based on Principled Engagement.

Furthermore, Collaboration Dynamics itself is supported by the existence of Drivers that influence it. The aspect of Drivers that needs to be prioritized is leadership, with the assumption that all parties can anticipate Uncertainty by implementing Interdependence, all of which is driven by an increase in Consequential Incentives.

System Context in this case it influences all factors (collaboration dynamics and drivers). Referring to the findings, the aspect that needs to be emphasized here is attention to Resource Conditions and Socio-economic/Cultural Health & Diversity. This can all be realized well with Network Connectedness, Levels of Conflict/Trust, and Political Dynamics/Power Relations that are in harmony. Several improvements need to be emphasized in responding to aspects of Prior Failure to Address Issues and Policy Legal Frameworks to ensure the initiation of collaborative governance as a whole. Thus, it can be stated here that the appropriate model related to Collaborative Governance as an effort to strengthen the Corporate Social Responsibility program in Bandung City is to optimize and modify the model adopted from Emerson & Nabatchi (2015b) and Ansell & Gash (2008). The results of this adoption can in turn become an initial benchmark in implementing other CSR programs or other similar programs, both in the city of Bandung and in other regions.

Based on the results and findings as well as the Analytical Hierarchy Process (AHP) calculations described previously, the researcher tried to create a model for increasing/strengthening the Corporate Social Responsibility Program as a novelty in this research. This model is based on the results of the Analytical Hierarchy Process (AHP) by looking at priorities that need to be maintained, adjusted and improved.

The model for improving or strengthening the Corporate Social Responsibility Program in the Health Sector in the City of Bandung can be depicted as in Figure 4.2. on page 83 of this dissertation, which basically explains that the Corporate Social Responsibility Program can run more effectively if collaborative governance prioritizes collaborative process factors supported by drivers, which are also influenced by the system context. In this case, program strengthening needs to prioritize Collaborative Processes which are supported by optimizing Facilitative Leadership with Starting Conditions that meet standards and are supported by appropriate Institutional Design.

In the collaboration dynamics factor, an important aspect to prioritize is increasing Capacity for Joint Action which is supported by Shared Motivation based on Principled Engagement. Furthermore, collaboration dynamics itself is supported by the existence of drivers that influence it. The aspect of drivers that needs to be prioritized is leadership, with the assumption that all parties can anticipate uncertainty by implementing interdependence, all of which is driven by an increase in consequential incentives.

System context in this case it influences all factors (collaboration dynamics and drivers). Referring to the findings, the aspect that needs to be emphasized here is attention to Resource Conditions and Socio-economic/Cultural Health & Diversity. This can all be realized well with Network Connectedness, Levels of Conflict/Trust, and Political Dynamics/Power Relations that are in harmony. Several improvements need to be emphasized in responding to aspects of Prior Failure to Address Issues and Policy Legal Frameworks to ensure the initiation of collaborative governance as a whole. Thus, it can be stated here that the appropriate model related to collaborative governance as an effort to strengthen corporate social responsibility programs in the city of Bandung is to optimize and modify the model adopted from Emerson & Nabatchi (2015b) and Ansell & Gash (2008). The results of this adoption can in turn become an initial benchmark in implementing other Corporate Social Responsibility programs or other similar programs, both in the city of Bandung and in other regions.

Criticism of Collaborati Theoryve Governance

Collaborative governance basically arises from the interdependent relationship that exists between parties or between stakeholders. Collaborative governance can be explained as a process that involves shared norms and mutually beneficial interactions between governance actors. Collaborative governance. The Collaborative governance theory presented by Nabatchi and Balogh

consists of three dimensions, namely System Context Driver and *Collaborative Dynamics*/Collaboration Dynamics, in the context of this research, based on the results *Analytical Hierarchy Process (AHP)*, Where *System context* in this case it influences all factors (collaboration dynamics and drivers). Referring to the findings, the aspect that needs to be emphasized here is attention to Resource Conditions and Socio-economic/Cultural Health & Diversity. This can all be realized well with Network Connectedness, Levels of Conflict/Trust, and Political Dynamics/Power Relations that are in harmony. Several improvements need to be emphasized in responding to aspects of Prior Failure to Address Issues and Policy Legal Frameworks to ensure the initiation of collaborative governance as a whole. Also, the purpose of holding Collaborative Governance in the management of Corporate Social Responsibility in the health sector in Bandung City, also needs to pay attention to the measures of success of collaboration, namely:

1. The Networked Structure type (type of network structure) explains the conceptual description of the relationship between one element and another element that is integrated together and reflects the physical elements of the network being handled. There are many forms of Networked Structure, such as hubs and spokes, stars, and clusters (connected and connected groups) that can be used. Milward and Provan (2007) in Sudarmo (2011:111) categorize the form of network structure into three forms: Self Governance, Lead Organization and Network Administrative Organization (NAO). Of the two types of categorization, the hub and spoke model can be equated with Lead Organization; the form of latitude can be equated with Self Governance; Meanwhile, the cluster model is closer to the Network Administrative Organization model because this model is actually a mixture of Self Overnance and Lead Organization.
2. The Self Governance model is characterized by a structure where there is no administrative entity, however each stakeholder participates in the network, and management is carried out by all members (involved stakeholders). The advantage of the self-governance model is that all stakeholders involved in the network participate actively, and they have commitment and it is easy for them to form the network. However, the weakness of this model is that it is inefficient considering that meetings are usually held too frequently while decision making is very decentralized making it difficult to reach consensus. It is also required that in order to be effective, the stakeholders involved should be small enough to facilitate mutual communication and monitor each other intensively (Milward and Provan, 2007 in Sudarmo, 2011: 111). This means that a relatively small or limited number of members greatly influences the effectiveness of a collaboration or network that takes the form of self-governance.
3. The Lead Organization model is characterized by the existence of administrative entities (and also managers who carry out the network) as network members/or service providers. This model is more centralized in nature compared to the self-govenance model. The advantage is that this model is efficient and the network direction is clear. However, the problem faced in this model is the dominance by the Lead Organization, and the lack of commitment from the members (stakeholders) who are members of the network. It is also recommended that for the network to be more optimal, there should be quite a lot of members in the network (Milward and Provan, 2007 in Sudarmo, 2011: 111). This can be understood why many members are seen as effective because this model also relies on support from stakeholders or other members in carrying out its activities, so the more support the more effective a collaboration that adopts the Lead Organization model is.

However, the network must not form a hierarchy because it will not be effective, and the network structure must be organic with a network organizational structure that is as flat as possible, that is, there is no hierarchy of power, domination and monopoly; all are equal in terms of rights, obligations, responsibilities, authority and opportunities for accessibility in achieving common goals (Jones, 2004 in Sudarmo, 2011: 112).

The Network Administrative Organization (NAO) model is characterized by the existence of an explicit administrative entity, which is formed to manage the network, not as a

"service provider" and its managers are on the payroll. This model is a mixture of the Self-Governance model and the Lead Organization model.

4. **Commitment to a Common Purpose (commitment to a goal)**, Arefers to the reason why a network must exist. The reason why a network must exist is because of attention and commitment to achieving positive goals. These goals are usually articulated in the general mission of a government organization.
5. **Trust Among the Participants(the existence of mutual trust between the actors/participants connected in the network)**. Trust Among the Participants is based on professional or social relationships; the belief that participants trust the information or efforts of other stakeholders in a network to achieve common goals. For government institutions, this element is very essential because they must be sure that they fulfill legislative or regulatory mandates and that they can "trust" other partners (colleagues in the network) within a government (departments, agencies). -services, offices, agencies within a regional government, for example) and partners outside the government to carry out activities that have been mutually agreed upon. If you are suspicious of each other and even slander each other, it is evidence that collaboration is on the verge of ending. According to Vangen and Huxham (2003:13) stated that "Trust and respect is important if collaboration is to be successful and enjoyable" and communication and trust are very important" are typical and indicate that the existence of trust between the parties involved is seen as an important success factor. ("Trust and respect are important if collaboration is to be successful and enjoyable" and communication and trust are very important" are types and indications that the existence of trust between the groups involved is seen as an important success factor).
6. **governance**, There is certainty of governance or clarity in governance including (a) boundaries and exclusivity, which confirm who is a member and who is not a member; this means that if a collaboration is carried out, there must be clarity about who is included in the network and who is outside the network (b) rules that emphasize a number of restrictions on the behavior of community members with the threat that they will be expelled if their behavior deviates (not in accordance with or contrary to mutually agreed agreements); in this way there are clear rules of the game about what should be done, what should not be done, there is clarity about what is considered deviant and what is considered to be within the limits of agreement; This confirms that in collaboration there are rules of the game that are mutually agreed upon by all stakeholders who are members of the network; what things should be done and what things should not be done according to the agreed rules of the game (c) self-determination, namely the freedom to determine how the network will be run and who will be allowed to run it; This means that the collaboration model that is formed will determine how this collaboration runs. In other words, the way a collaboration works is determined by the collaboration model adopted; and (d) network management, which is related to resolution of objections/challenges, resource allocation, quality control, and organizational maintenance. This is to emphasize that the characteristics of an effective collaboration are if the collaboration is fully supported by all network members without conflict and contradiction in achieving goals, the availability of competent human resources that meet the necessary requirements and the availability of financial resources/financial conditions in an adequate and sustainable manner. , there is a performance assessment of each collaborating member, and maintaining the existence of each member of the organization to remain adaptive and run continuously in accordance with their respective vision and mission without disrupting the collaboration itself.
7. **Access to Authority(access to power)**. Access to Authority, namely the availability of standards (measures) providing clear procedures that are widely accepted. For most networks, the networks must give the impression to one of the network members to provide authority to implement decisions or carry out their work.

8. **Distributive Accountability / Responsibility**(division of accountability / responsibility)namely sharing governance (organizing, administering, managing together with other stakeholders) and sharing a number of decision-making processes with all network members; and thereby share responsibility for achieving the desired results. If members are not involved in determining the goals of the network and are not willing to bring resources and authority to the network, then the network will likely fail to achieve its goals.
9. **Information Sharing**(sharing information)namely ease of access for members, protection of privacy (the confidentiality of one's personal identity), and limited access for non-members as long as it is acceptable to all parties. This ease of access can include systems, software and procedures that are easy and safe to access information.
10. **Access to Resources**(access to resources)namely the availability of financial, technical, human and other resources needed to achieve network goals.

CONCLUSION

Several conclusions that can be drawn from the research results and findings related to collaborative governance as an effort to strengthen corporate social responsibility programs in the city of Bandung are: 1. The implementation of CSR in the Health sector in Bandung City is relatively better compared to other cities/regencies in West Java, due to good coordination and collaboration from all parties. This success is supported by the implementation of the process and achievement of the goals of collaborative governance which are supported by the right collaboration dynamics accompanied by the right drivers. All of this in turn is very dependent on the environment that influences it (system context). 2. Most of the factors inhibiting the success of collaborative governance in strengthening CSR programs can be anticipated by all parties involved in the collaboration. The focus that can be taken by these parties is collaboration dynamics in making the collaborative process more effective as a whole. Corporate Social Responsibility (CSR) Environmental Social Responsibility (TJSL) in the health sector in Bandung City. 3. The Analytical Hierarchy Process (AHP) model is used as an appropriate model in the CSR Collaborative Governance Program. This model is an adoption and modification of previous models. The results of this adoption can in turn become an initial benchmark in implementing other CSR programs or other similar programs in the city of Bandung.

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