

## **COLLABORATIVE GOVERNANCE STRATEGY IN THE DETERMINATION OF POLICY FOR THE CENTER OF SUKABUMI GOVERNMENT CENTER**

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### **KEYWORDS**

Collaborative Governance, Policy, Relocation of the Center Government

### **ABSTRACT**

The policy of moving the government center of Sukabumi City is one of the foundations for a good regional spatial planning. Collaborative Governance is present as an idea for decision making and policy on the transfer of the government center of the City of Sukabumi. This research observes that the policy has not been fully realized until now in practice in the field. This study aims to measure the extent to which the Collaborative Governance process takes place and what are the inhibiting factors in its implementation. The research method used is descriptive qualitative in the research process. The results show that this policy has indeed been running for quite a long time by involving non-governmental parties in the policy process and implementation in the field. However, the construction process was halted because in 2020 to 2022 the Sukabumi City APBD was allocated for handling COVID-19 and has not found investors in this development and the budget is very large. In conclusion, the Sukabumi City government must be more assertive in practice in the field and the policy of moving the government center of the City of Sukabumi should have been realized and see the collaborative process that is in the policy

### **INTRODUCTION**

Efforts to shape the effective, efficient and harmonious use of urban spatial planning for the future without taking into account the carrying capacity and capacity of the environment owned, it is necessary to have an act of governance of regional spatial planning which includes policy direction, in order to produce good governance good management for the sake of prosperity, comfort in the city. This regional spatial planning is like any other planning which must comply with planning concepts that are participatory, technocratic, bottom up and top down and supported by democratic and responsible political processes and policies.

Sukabumi City is one of the autonomous regions in West Java Province which consists of seven subdistricts, specially: Cikole, Citamiang, Gunung Puyuh, Warudoyong, Cibereum, Baros and Lembursitu. The population density, economic sector and government sector are in one area in Cikole district. This creates an inconsistency in the rapid development in every sector of development and a decrease in the quality of the environment which tends to cause various problems due to the pressure caused by the increase in the intensity of a lot of space and causes an imbalance in the structure and function of regional space as well as irregularity.

**Table 1 Total Population, Area and Population Density Sukabumi City in 2022**

| NO     | Sub-District | Total Population | Areas | Populations Density/KM |
|--------|--------------|------------------|-------|------------------------|
| 1      | Gunung Puyuh | 49.353           | 5,50  | 8.973,27               |
| 2      | Cikole       | 64.377           | 7,07  | 9.105,66               |
| 3      | Citamiang    | 54.425           | 4,07  | 13.372,24              |
| 4      | Warudoyong   | 59.740           | 7,60  | 7.860,53               |
| 5      | Baros        | 38.346           | 6,11  | 6.275,94               |
| 6      | Lembursitu   | 41.252           | 8,89  | 4.640,27               |
| 7      | Cibeureum    | 43.966           | 8,78  | 5.007,52               |
| JUMLAH |              | 351.459          | 48,02 | 7.319,01               |

**Source : (Department of Population and Civil Registry of Sukabumi City Aggregate II 2022)**

As seen in table 1. it explains that the population density of Sukabumi City in each sub-district in 2020 with aggregate II shows that the Cikole sub-district has a total of 49,353 people with an area of 5.50 km<sup>2</sup> with a population density of 8,973.27. Literally Cikole district has an area of 5.50 km<sup>2</sup> with a population of more than 50 thousand people, which is not comparable to the condition of the area which includes an effective and efficient government. In addition, Cikole district is the central point of government and the economic sector of Sukabumi City.

In addition to population density, the central point of government and the economy, other conditions for displacement are geographical, social and cultural conditions, security and public services. This must be considered by the government in a research and policy planning which is certainly a basic value in the transfer process. On the contrary, the spatial layout of Sukabumi City is the basis for spatial planning in the policy process by looking at future regional development.

The transfer of the administrative center of Sukabumi City from the Cikole district to the Cibereum district is a strategic step. This means that the Cibereum district became a place of transfer because the cibereum area is the southern region of Sukabumi City which has minimal development or offices, the population is not dense, it is connected to the border of the Sukabumi Regency area, and the development of the southern region of Sukabumi City is especially for the Baros, Lembursitu and Cibereum districts (BACILE).

An effective and patterned regional spatial layout plan must be able to take into account the ecological conditions of the area. According to (Sadhyohutomo, 2009) office locations in integrated areas will affect the level of convenience for the community to obtain public services as a measure of good governance. The level of ease of reaching the service center is called the level of accessibility which includes physical, economic, socio-cultural and practical terms.

The Sukabumi City Government under the leadership of Major Achmad Fahmi explained that in 2022 they would begin to re-realize the policy plan, although it had to be done in stages. In addition, the government is also preparing a DED (Detailed Engineering Design) development master plan. The stages of development are seen from the

side of the Regional Revenue and Expenditure Budget (APBD) of the City of Sukabumi by adjusting the budget capabilities they have. The Sukabumi City Government is trying to build institutions with the central government through the Ministry of Public Works & Public Housing (PUPR) and the West Java Provincial Government so that funding can be fulfilled. In the Cibereum area to be precise around the south route, construction has been completed covering an area of up to 10 hectares and it is planned that construction work will be carried out in accordance with the available budget capabilities. The development includes the regional secretariat (SEKDA), and the Sukabumi City regional house of representatif building. After the construction is complete, then it will be continued and will be continued with other developments (Sukabumi Portal, 2022).

The transfer of the government center of Sukabumi City (as an intermediate goal) regional development in Sukabumi City (as the ultimate goal) within the framework of public policy which includes financing and implementation must be able to cooperate with the private sector in order to realize governance that runs in a structured manner. The view according to (Ansell & Gash, 2018) reveals that collaborative governance is a government requirement to formalize the arrangement of parties outside the government in formal forums to achieve common goals in mutual agreement (consensus) and deliberations in order to respond to failures in implementing policies downstream, high costs and the politicization of policies.

The policy choice of moving the government center of Sukabumi City is also very rational when looking at aspects of various urban problems in the future which are increasing along with the times. The focus of this research is different from existing literature studies and has its own problem focus. That is because moving the government center of Sukabumi City is an alternative step in optimizing the city's spatial planning so that there is no density of community activities in only one area (district). Then this transfer will be ideal for equal distribution of population and community activities as well as a strategy for the emergence of new cities in the regions for the government. In this research the focus is on the collaborative governance strategy that occurred at the stage of the policy process for moving the government center of the City of Sukabumi and what were the obstacles that occurred in the process? the purpose of this study is to find out and analyze the challenges to the weaknesses and strengths in determining the policy of moving the government center of Sukabumi City.

## LITERATURE REVIEW

### Public Administration Science

The science of public administration is one of the social science clusters that examines the state administration system of a country and everything related to the public which includes public organizations, public policy, public management, and public services.

In addition, (Indiahono, 2009) states that "Administration in its simplest definition is an activity carried out by two or more people who work together to achieve certain goals". The public according to (Indiahono, 2009) says about the public that "What is meant by public is the opposite of private or private". (Pasolong, 2010) explains "public administration is cooperation carried out by a group of people or institutions in carrying out government tasks in meeting community needs efficiently and effectively". Then in addition, (Indiahono, 2009) there are seven scopes of public administration science, namely: (1) Public Policy, (2) Public Service, (3) Public Management, (4) Public Sector Economics, (5) Public Organizations, (6) Administrative Law, and (7) Decentralized Politics. In this case, within the seven spheres of public administration, one of them is

public management which results in discussions about governance through collaborative governance.

### **Strategy Management**

Strategi Strategy is the basis or scheme to achieve the intended goal. So basically strategy is a tool to achieve goals. In addition, (Marrus, 2014) strategy is defined as the process of determining a plan for top management that focuses on the long-term goals of the organization, accompanied by the preparation of methods or efforts on how to achieve these goals. (Spicer et al., 2019) defining strategy is a form or plan that integrates the main goals, policies and series of actions within an organization into a unified whole. A well-formulated strategy will help organize and manage the resources owned within an organization into a unique and sustainable form. A good strategy is prepared based on internal capabilities and organizational weaknesses, anticipation of environmental changes, and the unity of action carried out by enemy spies. (Miller & Dess, 1993) dividing strategy into two forms namely, (1) intended strategic and (2) registered strategic. Then consists of 3 (three) elements, namely goals (goals), policies (policies) and plans (plans).

### **Governance**

Governance exists and develops into a new trend in the management of public interest by offering a more inclusive format and opening up intensive interactions between various actors abroad, both business and civil society. In addition, (Roderick, 2016) explains that governance refers to changes from governance which has a broader meaning including new processes of governing, changes to conditional order rules, or new methods of governing society (the new method by which society is organized) (Rhodes, 2016). Governance in general can be understood as a form of transition in the implementation of public policies that are not only centered on the government, but involve other actors to participate from both the community, the private sector and others (Retno, Hasdyna, Mutasar, & Dinata, 2020). Then (Hanberger, 2004) the classification of governance and the model of "governance characters" of administration or public policy can be divided into: (1) State-coordinated, (2) Local government coordinated, and (3) Coordinated by many actors (multi-actor-coordinated).

### **Collaborative Governance**

The term Collaborative Governance is a way of managing government that directly involves stakeholders outside the government or the state, oriented towards consensus and deliberation in a joint decision-making process that aims to make or implement public policies and public programs. Collaborative governance is a set of arrangements in which one or more public agencies directly engage "non-state" stakeholders in formal, consensus-oriented and deliberative policy-making processes aimed at making or implementing public policies or managing public programs or assets (Ansell & Gash, 2018). (Robertson & Choi, 2012) describe collaborative governance as a collective and egalitarian process in which each participant has the authority to make decisions and each stakeholder has an equal opportunity to reflect on their aspirations in the process. (O'Flynn & Wanna, 2008) view that collaborative governance is a process and structure in public policy that involves actors who constructively come from various levels, both at the level of government and or public institutions, private institutions, and civil society in the context of to achieve public goals both internally and externally.



**Figure 1 Collaborative Governance Model**  
Source : (Ansell & Gash, 2008)

In the figure 1 above is a form of "model" of the concept of collaborative governance put forward by Ansell & Gash. Then (Ansell & Gash, 2007:544) states in general that collaborative governance can be explained as a process that involves various related stakeholders to carry the interests of each agency in achieving common goals. Initial conditions, institutional design, leadership and collaborative processes is a broad variable where each of these variables can still be explained in detail as shown in the table. The collaborative process variable is the core of this collaborative governance model, with other variables namely initial conditions, institutional design, and leadership represented as critical contributing variables to the collaborative process.

The results of scientific studies show that collaborative governance usually faces three types of very complex challenges, namely (1) Challenges in solving substantive problems, (2) Challenges in the process of collaborating, and (3) Challenges of multi-relational accountability (Waardenburg, Groenleer, de Jong, & Keijser, 2020). These challenges come in the form of dynamic processes and problems in collaborative governance that originate from administrative ecology, both internally and externally.

### Public Policy

Public policy is a very strategic role to regulate matters that are directly or indirectly related to the joints of life in society. Public policies carried out by the government have benefits and objectives which are basically to regulate the life of the nation and state within the wheels of government in a country.

According to (William, 2013) "public policy is a series of interconnected choices made by government agencies or officials in areas related to government tasks, such as security defense, health energy, education, public welfare, criminalization, urban and etc." Then (Agustino, 2016) "public policy is the result of intensive interaction between manufacturing actors based on a phenomenon that must find a solution. Public policy occurs in an undemocratic political context so that decisions are highly top-down. This means that in many countries with a democratic system, closed policies do not occur. Which then classifies policies into two, namely substantive and procedural. Substantive policies are what the government should do, while procedural policies are who and how these policies are implemented. Then according to (Dye, 2013) put forward "public policy is whatever governments choose to do or not to do". Dye's definition of public policy, explained by (Mau, Subarsono, & Purbokusumo, 2020) implies that (1) public policy is



made by government agencies, not private organizations, (2) public policy concerns choices that government agencies should or should not make.

In the process of making public policies that will eventually be ratified, there are several processes that go through in making public policies. (Howlett & Ramesh, 1995:11) states that the public policy process consists of five stages as follows:

1. Setting the agenda (agenda setting), namely a process so that a problem can get the attention of the government.
2. Policy formulation, namely the process of formulating policy options by the government.
3. Policy making (decision making), namely the process when the government chooses to take an action or not to take an action.
4. Implementation of policies (policy implementation), namely the process of implementing policies in order to achieve results
5. Policy evaluation (policy evaluation), namely the process of monitoring and assessing the results or performance of policies.

In the policy-making process, according to (Dunn, 2003:24-25), there are several stages in the process of making public policies:

1. Agenda setting is an effort made by government officials by selecting issues that are important and currently occurring in the public domain with the aim of resolving these issues.
2. Policy formulation is a follow-up effort from agenda setting by discussing problems that occur in the public domain by formulating policies carried out by the government to overcome problems that occur.
3. Adoption of policies is the next effort from the public policy stage regarding agreements taken from existing policies and then updating so that from the policy formulation activities taken by the government produce new policies.
4. Policy implementation is the implementation of policies that have been taken from the adoption of policies that mobilize resources, costs and people.

Policy assessment is assessing the extent to which the achievement of the objectives of public policy is in accordance with previous policy making.

## RESEARCH METHOD

In conducting research on strategic collaborative governance in the policy of moving the government center of Sukabumi City, researchers used a qualitative descriptive method. (Creswell & Creswell, 2017) say that qualitative method "methods for uncovering and understanding the meaning that a number of individuals or groups of people consider to originate from social or humanitarian problems. Then this qualitative research process includes important efforts, such as asking questions, procedures, collecting specific data from participants, analyzing data inductively from specific themes to general themes and analyzing meaning data. Data collection techniques were carried out through observation and in-depth interviews with informants. Qualitative descriptive methods and approaches because this approach is considered appropriate and in accordance with the needs of researchers to process data which is carried out by analyzing matters relating to the object of research (Creswell & Creswell, 2017). In addition, researchers are also here to analyze further about how collaborative governance strategies are in the policy of moving the government center of the City of Sukabumi.

Data collection in this study uses two data sources, namely primary data and secondary data. Primary data is data obtained by researchers through in-depth interviews involving several informants involved in the transfer of the government center of the City of Sukabumi. Several parties interviewed in this study included the executive and legislative branches of the regional apparatus and the people of Sukabumi City. Meanwhile, researchers obtained secondary data from available literature, such as government websites, online news media, government reports, previous publications of scientific articles, and so on. Furthermore, the data analysis technique in this study consisted of three streams of activities simultaneously, namely data reduction, data presentation, and drawing/verifying conclusions.

## RESULT AND DISCUSSION

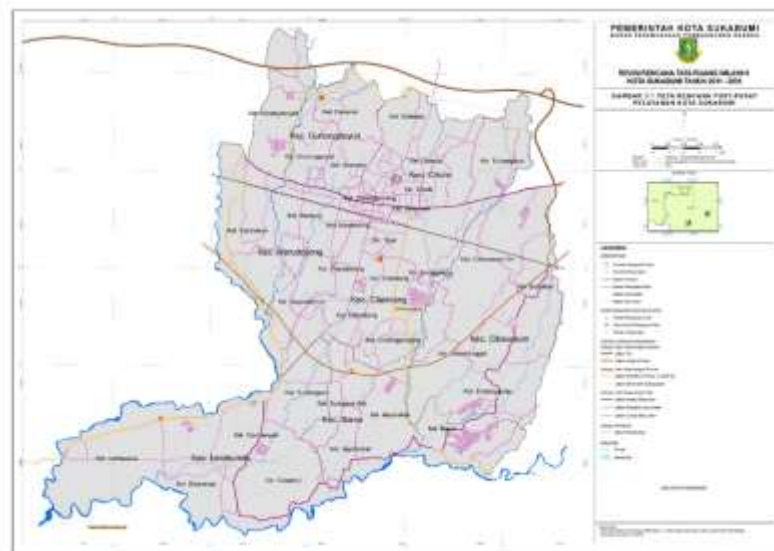
### Starting Conditions

Initial conditions are conditions before the collaboration process is carried out. Depending on the conditions that occurred before the collaboration, in the future this can be a driver or even a hindrance in the entire process of collaboration between stakeholders. In this variable there are three elements that need to be considered, namely the balance of influence/resources/knowledge among stakeholders, past history, and encouragement and constraints to participate in collaborative processes. In fact the area in Sukabumi City is still not in accordance with the objectives of Law Number 26 of 2007 concerning Spatial Planning. This means that in Cikole Subdistrict, which is still the administrative center of Sukabumi City, there has been an accumulation of sectors in the subdistrict, such as: the economic sector, the government sector, and population density. In this case there must be several regional spatial planning constructions that have an impact on regional balance by taking into account the welfare of the community.

The moving of the government center for the City of Sukabumi is one of the work programs of the Mayor and Deputy Mayor of Sukabumi for the 2019-2023 period. It was explained that the City of Sukabumi must be prepared to face demographic bonuses and rapid development as well as being a challenge for the community. The relocation of the administrative center of Sukabumi City is based on the fact that in Cikole district there are several accumulations, specially: the government sector, the economic sector and total population density. In addition, there was a change in the Sukabumi City Spatial Plan (RTRW) by 30% from the old one due to the ratification of the Omnibuslaw. Then the relocation of the Sukabumi City government center anticipates the BOCIMI (Bogor-Ciawi-Sukabumi) toll road which has started to enter phase II, PT. KAI double track (Bogor-Sukabumi), plans to revitalize the railway line (Sukabumi-Cianjur-Bandung) and build an airport in Sukabumi Regency.

The main idea of moving the government center of Sukabumi City has been planned since 2007 with the reason of seeing the conditions of the times that have occurred. This is marked by the construction of the fence for the Sukabumi City Parliament Building which is located in Cibereum district or the future government area. However one of the Sukabumi City government parties, especially members of parliament the Sukabumi City, was involved in a corruption case. This incident left a response from the Sukabumi City parliament regarding this problem. Then in 2010, the idea of moving the government center of Sukabumi City reappeared and became a continuation of the policy of the Mayor of Sukabumi at that time, namely Mohammad Muraz for the 2013-2018 period. With this in mind, from 2010 to 2014 through the transfer policy, work began to be carried out again, marked by land acquisition around Cibereum district, especially on

Sarasa road, the southern ring route which reached 17 hectares and the land acquisition process used part of the Sukabumi City (APBD) budget. In 2015, the government of Sukabumi City began to phase in the development process of moving the government center of Sukabumi City. This was marked by the construction of the Sukabumi City Local Development Planning Agency (BAPPEDA) building as the beginning to begin realizing the policy of moving the Sukabumi City government center and other efforts in Sukabumi City to start preparing a relocation plan in the Cibereum district area.



**Figure 2. Map of Sukabumi City Service Center Plan**

**Source : (Sukabumi City Development Planning Agency at Sub-National Level, 2022)**

In Figure 2. above, it is explained that the development of sub-city centers functions as a buffer for two city service centers, and equalizes services on the scale of urban areas. The distribution of city service sub-centers is also intended to support the harmony of the development of development activities between parts of the city area. In this case, the division of sub-regions in Sukabumi City is designed to minimize developments and changes in geographical conditions so that the layout of the area is well designed.

The transfer of the administrative center of the City of Sukabumi is more developed to the Baros, Cibereum and Lembursitu district (BACILE) regions. These three areas are areas with minimal building construction, a less dense population, less economic centers, and strategic land for regional development in the City of Sukabumi. By looking at the criteria mentioned above, spatial planning policies and strategies for the City of Sukabumi include: (1) Spatial structure development policies and strategies, (2) Spatial pattern development policies and strategies, (3) Strategic area development policies and strategies.

Then the policies regarding the transfer of the government center of Sukabumi City were studied in depth regarding strategic issues in terms of regional spatial planning. The policy for determining the regional structure of the City of Sukabumi includes:

1. Realization of an activity center that optimally strengthens education, health, trade and services, tourism and other urban activities



2. Improvement of accessibility and transportation that can lead to an increase in function and linkages between activity centers and an optimal city circulation system
3. Improving the quality and range of service facilities and infrastructure that can encourage the development of activities and improve the urban settlement environment.

The city area spatial structure plan is a framework for a hierarchical city center system and is connected to each other by a city area infrastructure network system. The plan for the service center system is intended to clarify the city hierarchy in accordance with the established city structure in order to obtain an optimal spatial utilization system for each part of the city. In reality, the development of a service center system will make it easier for city people to get urban facilities and infrastructure services.

With the plan for a system of activity centers, the City of Sukabumi plans to develop city activity centers that are directed at the existing city center, namely the old city center and urban development areas located in the southern part of the Sukabumi City area. To support the planned spatial structure, the Sukabumi City area is divided into two City Sub-regions (SWK), namely: North SWK (Cikole, Warudoyong, Gunung Quail, Citamiang) and South SWK (Baros, Cibereum, Lembursitu) which consists of a central hierarchical plan Sukabumi City area services are divided into three levels, namely:

- a) The city service center (PPK) serves the entire city or regional area
- b) Sub-city service centers (SPK) serving urban sub-regions (SWK)
- c) Environmental Center (PL).

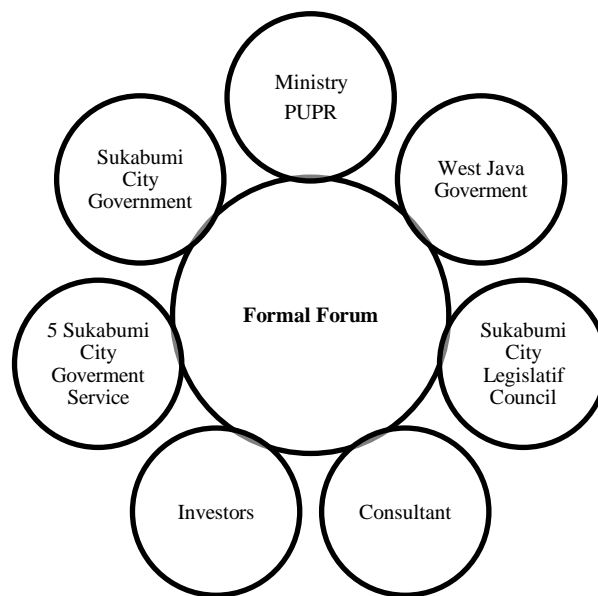
The Sukabumi city service center (PPK) was established in two locations, namely the city center in Cikole district and Cibereum district. The city service center functions as a center for trade and service activities on a regional scale and as a center of government. City service centers planned for up to 2039 are the Cikole and Cibereum City center service centers. The City Center Service Center serves the North City Sub-region (SWK), while the Babakan service center serves the South City Sub-region (SWK). Minimum city service centers have city-scale facilities which include educational, health, worship, social, sports/recreational, government, shopping, and transportation facilities. Ideally, these facilities are in one location but if this is not possible at least these facilities are in the area they serve. Determination of the strategic area of Sukabumi City is determined based on the Ministerial Regulation (PERMEN) of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 1 of 2018 concerning Guidelines for the Preparation of Spatial Plans for Provinces, Regencies and Cities.

### **Institutional Design**

Institutional design in collaborative governance is basically a form of collaborative process which contains a formal forum contained in the rules of the game, procedures, and regulations to direct, facilitate, guide and limit the behavior of individuals and organizations (Ansell & Gash, 2007:550). However, the weaknesses in the professional bureaucracy are the same as with the machine bureaucracy. First, it tends to develop unitary conflicts. Second, their nature is more compulsive in their determination to follow the rules (Robbins. 2015: 318).

The Sukabumi City Government has formed an internal coordinating team for the transfer with the composition, namely: the Sukabumi City Government consisting of (the Mayor and Deputy Mayor of Sukabumi, the Sukabumi City House of Representatives, and five government service of the Sukabumi City Government. Then at the central

government level, namely the Ministry of Public Works & Public Housing (PUPR) and at the provincial level the West Java Provincial Government. Furthermore, the internal coordination team is under the leadership of the Mayor of Sukabumi, who is the leader in the policy process for moving the government center of Sukabumi City. Regarding the process of moving the government center of the City of Sukabumi, the government is working with the private sector (non-government) in an effort to support and succeed in the development process of moving the center of government of the City of Sukabumi.



**Figure 3 Institutional Transfer of Sukabumi City Government Center**  
 Source : (Composed by Researchers, 2022)

From figure 3. above regarding the institutional design of moving the center of the Sukabumi City Government, which is called a formal forum, is one of the institutional forms in the policy of moving the center of government of the City of Sukabumi. The central government through the Ministry of Public Works and Public Housing has duties in accordance with Presidential Regulation (PERPRES) Number 27 of 2020 concerning the Ministry of Public Works and Public Housing. Furthermore, the Provincial Government of West Java served as administrative, coordination and budget functions within the regional scope. Then the Sukabumi City government as the implementation of the policy of moving the center of government of Sukabumi City, the legislatif council of Sukabumi City as a supervisor of field practices that are in accordance with rights and authorities, and five government service of the Sukabumi City as assistants in the policy process of moving the center of government of Sukabumi City, consultants as assistants in planning and technical in the field as well as investors as owners of capital in the budget function who work closely with the government in the policy process for moving the government center of Sukabumi City.

**Facilitative Leadership**

Conceptually, leadership facilities are closely related to the ability of a leader to facilitate the building of agreements (consensus), the ability to mediate, and involvement in a community of collaborators (Ansell & Gash. 2007: 554). In other contexts, it is stated that in order for collaboration to take place well, leaders must participate in facilitating activities, especially in a policy context. Leadership is very important as leadership in

leading an organization that will be run by paying attention to clarity and firmness, building trust, facilitating dialogue, embracing and empowering and involving resources within the organization (stakeholders) then mobilizing them in a collaborative process.



**Figure 4. Sukabumi City Public Consultant Forum**  
Source : (Composed by Researchers. 2022)

In the leadership of moving the government center of Sukabumi City involved all stakeholders who were in the government of Sukabumi City, including a sub-district head in Cibereum and Cikole districts in the context of regional development planning. This clarity means that in every sub-district area in Sukabumi City, facilities are given to express technical matters in development, especially in terms of moving the process of moving the government center of Sukabumi City. In fact, the preparation of Cibereum district continues to be leveled from various aspects for involvement in this development. Programs related to development are a top priority in this regard, so that the area which is the target of the development center for the relocation of the City of Sukabumi is ready for development implementation.

In addition, the dominant aspect of this leadership facility is mediation and negotiation skills. Mediation at the lowest scale is the role of ineffective collaborator intervention in achieving policy objectives, due to various conflicts. Regarding negotiations, of course a leader has the right to negotiate efforts in realizing this policy. The context of mediation and negotiation in the policy of moving the government center of Sukabumi City, through Achmad Fahmi as the Mayor of Sukabumi, continues to work on the central government through the Ministry of PUPR to be able to assist as a whole in budget matters. Not only that, mediation and negotiations continue to attract investors to cooperate in the development process.

#### **Collaborative Process**

##### 1) Face to Face Dialogue

The on going internal collaborative governance must be built in direct face-to-face dialogue between collaborations. This is based on that there must be a shared understanding that is woven in the form of a policy of moving the government center of the City of Sukabumi. Confirming the findings that occurred in the policy process for moving the government center of the City of Sukabumi, there is always an internal forum with direct face-to-face dialogue involving stakeholders who are within the government of the City of Sukabumi. The content of the dialogue always discusses all the technical stages in the design of the development that will occur. Furthermore, in this dialogue, non-government is always involved in the context as a reference for the studies that have occurred.

2) Trust Building

The truth is that this collaboration process must be agreed upon from the start for the success of a policy process. Building this trust is not a phase that is inseparable from dialogue or negotiations about policy substance so that the level of success of collaboration will be greatly influenced by the building of trust (Susanti, 2016: 233). In the collaboration process that occurred in the policy of moving the government center of Sukabumi City, all those in the development coordination team must be able to exercise trust in one another without prioritizing personal, group, political party or temporary luxuries. Learn from the case that occurred in the Sukabumi City of Parliament regarding the construction of the fence for the Sukabumi City DPRD building which is still stalled. Therefore, it is important that all those who are in the internal formal forum build trust.

3) Commitment to the Process

Commitment in the third element in this collaboration process is influenced by the building of trust and then influences the existence of a shared understanding between collaborators (Ansell & Gash. 2007: 550). The results of the narrative with the informants and researchers interpreted that the agreement had to be made in order to produce a policy that could be realised. However, the problem is that there is no commitment from investors in the framework of this development cooperation. The proof is that up to this stage, the government of Sukabumi City through the Mayor of Sukabumi is still trying to lobby and negotiate to be able to bring investor interest in the development process. Furthermore, in terms of this commitment, there has been no ratification of the decree from the team of formal forum institutions involving non-government. However, in the development coordination team, the head of the Sukabumi Mayor is in the form of internal communication within the ranks of the Sukabumi City Government.

4) Shared Understanding

Mutual understanding can be referred to in various terms, namely a common mission, common goals, clear goals, or clear directions. Shared understanding can also show agreement on the definition of the problem or agreement on knowledge that is relevant and needed to solve a problem (Susanti, 2016: 243). Regarding shared understanding, the transfer of the government center for the City of Sukabumi is one of the strategic steps taken by the Mayor of Sukabumi as an effort to construct a good regional spatial layout in the City of Sukabumi. This understanding is conveyed and made into policies so that they can be realized in the City of Sukabumi. This matter must be understood together by the parties, with the aim that unwanted things do not occur. Individual awareness in the formal forum of the development coordination team must be based on the duties and responsibilities carried out.

5) Shared Impact/Intermediate Outcomes

The resulting temporary impact is an effort to implement a policy. This must be in accordance with the theoretical and legal basis so that the collaboration process in the policy of moving the government center of Sukabumi City can produce a good impact. In this process, a temporary impact is generated through a study based on the technical material of the (RTRW) of Sukabumi City which is clarified through a strong legal basis. In line with the Vision and Mission of the Mayor and Deputy Mayor of Sukabumi for the 2018-2023 period, they must have values that have a major impact on regional

infrastructure development. So this should try to do together with some of the ranks involved. The impact given in the policy strategy for moving the government center of the City of Sukabumi must have a major impact on the values in the constitutional mandate of the 1945 Constitution that the government must guarantee the welfare of the people, especially the city of Sukabumi. Of course, the impact on moving the administrative center of Sukabumi City will ideally provide strategic regional space on the basis of the arrangements that have been made.

## CONCLUSION

The conclusion that can be drawn from the results of this study is that the implementation of the Collaborative Governance strategy in the policy of moving the government center of the City of Sukabumi has been running optimally based on the criteria put forward by Ansell & Gash. However, several practices in the field must be improved, starting from firmness in negotiations and legal umbrellas regarding these policies. Therefore, it is hoped that this collaboration process will not just end, but will continue to develop with new, better strategies.

This collaboration can certainly be realized through a sense of togetherness as well as an attitude of professionalism and all stakeholders of the Sukabumi City government agencies. It takes a lot of responsibility and hard work to achieve the current results. The Sukabumi City Government has made a strategic step by issuing a policy of moving the Sukabumi City government center as a step to organize a better city. In this case, the collaboration that is built must certainly be the basis for optimism in the achievement that will be carried out. The results of this collaboration must be maintained so that this policy can be realized in the policy of moving the government center of the City of Sukabumi.

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