

# Developing Collaborative Governance Capabilities for Sustainable Development at Santer Application in Samarinda City

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## Abstract

*Governments, development organizations, and others must increase their ability to tackle the complex difficulties of sustainable development. Significant investments in governance networks are being made by non-governmental groups. Nevertheless, excitement for there isn't always empirical support for the establishment of governance networks. This disparity presents difficulties. These groups to determine the value of their time and effort spent investing in governance networks; an assessment that is very important when resources are few. We assess the using a qualitative case study conducted in Samarinda City. proportionate share that the Santer Program, a governance network, made to four Individual, relational, organizational, and institutional are dimensions of collaborative governance capacity. We discover that the network contributed only moderately to the capacity of the individual, the relationship, and the organization, but the institutional capacity held steady in spite of the network's existence. This research is a qualitative study that will be conducted by reviewing the literature and examining the existing facts and data. Based on these findings, we argue that governance networks are not a panacea. Continued efforts are needed to identify when, how, and under what conditions collaborative networks are effective in building collaborative capacity for sustainable development. It would be fruitful for future studies to investigate how collaborative capacity changed over time, and in particular if increases in collaborative governance ability persisted after the network had stopped.*

**Keywords:** *Collaborative capacity, collaborative governance, Samarinda City, Samarinda Santer.*

## INTRODUCTION

Digitalization policies are not new in the world of government, especially the Samarinda City Government. One of the information digitization policies in the Samarinda City Government is based on the Mayor Regulation (PERWALI) of Samarinda City Number 40 of 2018 concerning Guidelines for the Implementation of Public Consultation Forums for Public Service Delivery Units in the Region, which then in this case the Samarinda SANTER Program by the Samarinda City Government is present to support the public service process, especially with regard to public information. As stated in [1] that so far, public services in Samarinda City still have many

shortcomings such as the length of service due to the lack of facilities that can support services, too many people who take care of the administration at the same time, and the number of people who collect extortion at public service agencies.

The presence of the Samarinda SANTER Program as one of the website-based digital innovations with a list of information in [2], such as: traffic CCTV information, legal information documentation, electronic procurement services and community services such as processing e-KTP, Family Cards, and Birth Certificates, Cover Letters, Tax Payments, and other important information and services.

Various information is integrated by the Samarinda City Government in one website-based application in order to realize the principles of good governance such as transparency, effectiveness, and efficiency as one of the goals of the Samarinda City Government to get closer to the concept of a smart city or smart city that is able to provide and overcome various problems in urban areas with innovative efforts, one of which is by utilizing digital progress. In previous research from a review related to the analysis, implementation, and evaluation of the Samarinda SANTER program, obstacles and barriers were found. Then this study will discuss and aim to analyze solutions and recommendations that can be given to overcome the obstacles and obstacles found by researchers in previous studies.

According to Emerson *et al.* and Weber and Khademian, collaborative governance capability is defined as actors' ability to cooperate and address collective challenges [3]. What shapes the potential for collaborative governance is the traits of specific actors, in addition to those of the larger Historical and institutional factors influencing the possibility of cooperate [4]. A governance arrangement that allows for cooperation can Discover, try, and adjust to obstacles as well as opportunities [5]. A strong ability for cooperative governance in the context of Interactions is what defines environmental management between participants in a network that resolves challenges or finishes difficult jobs [6].

Governmental and non-governmental entities that cooperate to achieve common goals are referred to as collaborative governance networks [7]. Various models of collaborative governance arose. Principally in reaction to the shortcomings of top-down or sectoral approaches to difficult problems like climate change and long-term growth [8]. Those who support the cooperative cross-sectoral nature of governance, claim that the majority of today's sustainability challenges are of this sort; nothing can be developed or maintained by a single actor. Administration is appropriate for problems like climate change, lack of insufficient food supply, or biodiversity. Authority The idea behind networks' assistance is that performers can frequently Cooperate yielding better results [9], demonstrating how they may improve social education.

Furthermore, because creating and maintaining governance networks frequently requires significant financial and other resources, human resources, being aware of how much networks contribute to the ability of collaborative governance appeal to scholars,

decision-makers, and professionals 2018's Newig *et al.* A better comprehension of the function of Using governance networks to create cooperative governance ability to show how much money is being invested in a network is worthwhile investing time and energy in, especially in the within a resource-constrained setting [10].

We investigate the extent to which the Santer Program governance network in Samarinda City enhanced the ability for collaborative governance through the case study [11]. The Foster-Fishman *et al.* (2001) collaborative capacity framework serves as the basis for our analysis. It categorizes collaborative governance ability into four distinct dimensions: individual, relational, organizational, and institutional [6]. The rest of the paper is organized as follows. First, we present the architecture for collaborative governance capacity, which directs our examination. Next, we place the case study within its historical framework. of Samarinda City governance and describe the procedures We filed an application for this instance. The results section contains a description of how network participants understand the effects of the network based on the four facets of capability for governance.

## METHOD

The research method used in this research is descriptive qualitative research. This research method is used with the aim of further examining Collaborative Governance in the Samarinda City Information Digital Integration Program (Samarinda SANTER Application), which in this case will look at the forms and patterns of government cooperation that have been carried out in integrating data in the web-based Samarinda SANTER Application by referring to literature studies that are appropriate and related to this research as well as news sources and facts that support the research data needed, which will then be elaborated in this study.

**Table 1 Previous Research**

Title	Result of Research
Santer Application-Based E-Government Implementation in Improving Public Service in Samarinda City	The research method used is descriptive with a qualitative approach. The results of the study found that challenges in community acceptance and adaptation to technology are still an obstacle, especially for those who are less technologically literate. Therefore, extensive promotion and support of the use of the app is key to ensuring optimal use. In addition to application implementation, continuous evaluation and continuous improvement are also required to respond to community

	needs and feedback. Thus, collaboration from various sectors is needed to resolve the challenges.
Samarrinda City's Sub-district Digitalization Policy for Enhanced Public Services	This research adopts a qualitative approach, which is conducted in natural conditions and seeks to produce authentic findings from the field. This research suggests that the government has a great responsibility to develop and optimize digital systems to strengthen public services, so as to meet the increasingly diverse and complex needs of society.
Website Analysis on Samarinda SANTER with Usability Testing Method	The data collection method used is usability testing which includes aspects of efficiency and effectiveness to measure access speed, by creating scenarios for usability testing and distributing questionnaires to test usability aspects of satisfaction to measure satisfaction levels. In the overall efficiency and effectiveness indicators, the Samarinda Santer website has mostly met the criteria.
Government Collaboration in the Integrated Development of Coastal Areas in Tangerang Regency through the Coastal Community Development Movement (Gerbang Mapan)	The research method used is descriptive with a qualitative approach. The results showed that government collaboration in the development of coastal areas is still very minimal even at the internal level of local government. So, in this case it is important for government collaboration to optimize a program.
SANTER Application for Fulfilling Access to Public Services in Samarinda City	The method used in this research is qualitative. Based on the results of data processing, it shows an overview of the application, the features available, and the advantages and disadvantages of the SANTER application. There are several services available but only some can be used and have an active status. The public service feature in the SANTER application still uses a redirect system or

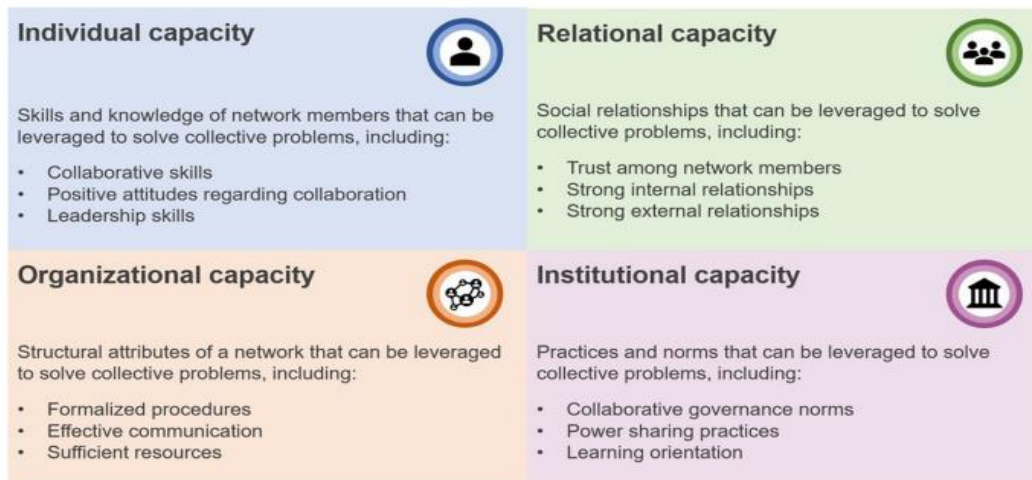
	directs users to the official website, it should be with the SANTER function as an integrated application service existing services are made to be able to directly serve.
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(Source: data processed by researchers)

## RESULTS AND DISCUSSION

The criterion for the success of collaborative policymaking has to be whether or not it builds the capacity of society and the governance system (Innes and Booher, 2003, p. 10). In fact, a lot of the concept behind the creation of governance networks is that Networks will increase their capacity [12]. The Santer, the subject matter of this is a multi-sectoral network of partners with a case study with a common goal of enhancing the province's capacity for cooperative governance for sustainable development [7]. The network's unpublished Terms of Reference identify important goals, such as allocating money for common goals and filling in the province's deficiencies for sustainable development through increased cooperation. Facilitating formal training to build the capacity of network members, promoting and strengthening cooperation and communication between sectors in the province, and, ultimately, building the capacity of stakeholders within the province (for more detail on the formation and goals of the network [7]).

Many frameworks (e.g., Innes and Booher, 2003; Ansell and Gash, 2008; Emerson *et al.*, 2012) are available for assessing the composition and results of collaborative governance [6]. The environmental performance and collaborative governance framework (Newig *et al.*, 2018) is the comprehension of environmental consequences [13]. The foundational framework of Ansell and Gash (2008) concentrates on elements that will contribute to effective collaboration, such as previous working relationships, incentives, disparities in authority, and institutional style. Nevertheless, none of the current models emphasize particularly the impact of governance networks on the capability for cooperative governance.



**Picture 1. Dimensions of collaborative governance capacity**

According to Foster-Fishman *et al.* (2001), collaborative capability has four characteristics that allow members to accomplish their common goals: (1) individual (1) organizational capability; (2) relational capacity; and (3) and (4) the ability of the institution. Each person's capacity (Pic. 1) is described as a network member's abilities, know-how, and expertise that can be used to address shared issues [14]. Cooperative individual capability characterizes the competencies and opinions of those within the network [15]. The definition of organizational capacity is the structural characteristics that can be used to handle group issues within the network itself (Foster-Fishman *et al.*, 2001) [15]. In this context, the structural attributes refer to the organizational elements of a network, such as formalized procedures (e.g., terms of reference, executive committee, etc.) and communication channels. The social ties or relationships that network members have with one another that can be used to address problems as a group is known as relational capacity (Fishman-Foster and others, 2001). The concept of relational capacity is the connections between pertinent parties and institutions independent of the network [16]. Definition of capacity is the customs or standards of the network that is useful for resolving group issues. Ability to work together at the institutional level outlines a common set of expected behaviors and standards throughout the network about how and reasons for which cooperation is necessary as stated by Shaw.

It is important to point out that these dimensions are not discrete, rather they interact and overlap. For example, if an actor develops grant writing aptitudes through participation in a network, this skill could contribute to both individual capacity (e.g., skills to work collaboratively) and organizational capacity (e.g., ability to secure sufficient resources for the network). We separate the four dimensions only for analytical clarity.

### Individual Capacity

Participating in the network's activities, according to many Santer Program

members, exposed them to fresh approaches to work that improved their cooperative competencies. For instance, the two workshops on the Theory of Change utilized cooperative methods, like participative members in the network reported using mind mapping that they had picked up collaborative skills. However, a number of participants pointed out that Santer did not possess the financial means to dedicate time and money to formal training or mentorship (equivalent to conflict mediation instruction, etc.).

As the Santer was being established, the group developed a shared vision and mission statement. This participatory process set the tone for the network and many Santer members spoke positively about collaboration following these activities. For example, one respondent reflected, “I think we’ve learned that there’s value in talking to people, in terms of better relationships ...I think we’ve learned to trust a network and trust that there’s value in talking to partners” (NGO representative, interview 1). However, not all actors perceived collaboration positively or believed that participating in the network was worth their investment. For example, attendance by network members at quarterly meetings was often unreliable and many members were regularly absent. Inconsistent meeting attendance may be symptomatic of the variable commitment of Santer partners to the network and its goals. Several respondents pointed out that they had limited time to complete their primary professional and organizational duties and, therefore, the Santer network activities may not have been a primary concern for their superiors: “To [get people to attend meetings], their organizations have to recognize [the network] and give it value.....It may or may not be a priority for their organization” (NGO representative, interview 1). Most respondents reported that the Santer was building the leadership capacity of its members. In some cases, partners acquired leadership skills through observations of the Santer meetings. For example, one respondent explained that through exposure to PowerPoint presentations at Santer meetings, he had developed the ability to create formal presentations and felt more confident presenting on behalf of his provincial organization at the national level.

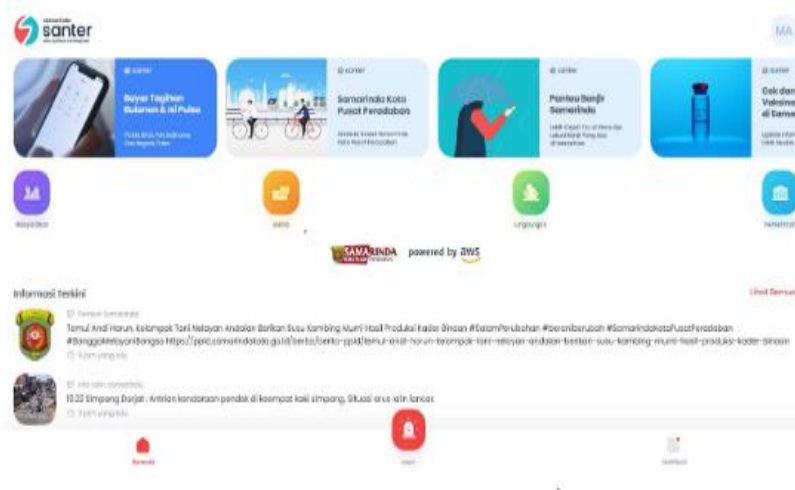
Strengthening the ability to work collaboratively is a key aspect of building personal capacity. Collaboration skills include the ability to resolve conflicts, communicate effectively, design collaborative plans, develop networks, and understand the collective policy and political content. In this study, Santer program members found that participating in the network allowed them to observe how collaboration works but noted that the network did not have the resources to invest in developing collaboration skills through formal training. Without formal investments in human resources, collaboration skills are likely to remain low.

### **Relational Capacity**

Public service facilities in the city of Samarinda, as is known, are still similar to those in other public service locations, such as basic services like the processing of e-ID cards, family cards, birth certificates, and everything related to population administration.

So far, public services in the city of Samarinda still have many shortcomings, such as long service times due to a lack of supporting facilities, too many people handling administrative matters simultaneously, and the presence of individuals engaging in illegal levies within public service institutions. Therefore, the Samarinda City Government provides a solution to the community through the Samarinda City Communication and Information Office to create digital-based services to facilitate the public in managing all matters related to population administration.

The manifestation of service to the community carried out through the Communication and Information Office of Samarinda City is by providing an e-Government application called SANTER (Samarinda Terintegrasi). Currently, the application can be accessed in two ways: through the website by typing (pwa.santer.app) and by installing it from the Google Play Store. With the existence of this application, it will fulfill all the needs of the community, especially in public services.



**Picture 2. Santer Application**

There are several features in the Integrated Samarinda application (Santer), namely:

- 1). Community feature is the feature that can be used by the community includes various aspects such as the management of population documents from the neighborhood level to the sub-district level in an online manner, the latest information available in the city of Samarinda, and reporting all types of emergencies with a single number, which is 112.
- 2). Business feature is a feature that can be used by the public to pay for all types of bills such as water, electricity, and others. In addition, the community can enjoy samcraft services, which are products from MSMEs in the city of Samarinda, and there is a menu called Sipelataran (*Sistem Digitalisasi Strategi Pelayanan Langsung Tanpa Antrean*).
- 3). Environmental feature is the feature used to gather data and information about the locations of city parks in Samarinda and Samarinda Hijau, which are used to understand the distribution of plant seedlings in the city of Samarinda.



- 4). Government feature is a feature used to access information data regarding the government website of Samarinda City. The hope is that the community will not need to memorize all the government websites of Samarinda City; by accessing the SANTER application, all government websites will be displayed. In addition, there is a network for legal documentation and information, as well as electronic procurement services.

We found that the Santer Program built trust among its members, but a history of competition and mistrust among stakeholders in the city still remains within the network. These findings challenge the claim that governance networks can increase trust among actors. Building trust is particularly important when network members are in conflict or competing for limited resources. It should be noted that the Santer Program is a relatively young network. Recent research suggests that social capital is built over time as the network matures, suggesting that trust in Santer may increase if the network survives.

### **Organizational Capacity**

A Terms of Reference that described the following was created by Santer partners during early meetings: (i) the network's roles; (ii) the executive committee's structure and duties; (iii) member responsibilities; and (iv) the kind and frequency of quarterly meetings. Apart from this paper, the network was assisted in creating comprehensive yearly action plans to direct the network's operations by one of the NGO partners who led multiple Theory of Change workshops. By establishing a consistent and predictable work environment, these documents—the annual action plans and the Terms of Reference—along with the executive committee, which arranges and leads the network's quarterly meetings, help to strengthen organizational capability.

Enhanced dialogue amongst network participants. For example, partners now knew who was employed in which province-wide sectors and locations. According to the respondents, gathering this data was exceedingly challenging before the network was established. Partner discussions, idea sharing, connection building, and collaboration planning were place in a regular setting during the quarterly meetings. The majority of Santer's partners work with extremely little funding. For instance, the provincial Ministry of Fisheries office had no boat and only one official working for them at the time of the interviews. By pooling scarce resources, the Santer was enhancing organizational capability in this situation. At the provincial level, actions like splitting the cost of gasoline or pooling transportation to a village can have a big impact on organizational capacity. Members of the network cited a lack of funding as one of the key causes of the cessation of the network. In addition to limited financial resources, participation in the Santer was voluntary. This meant that it was not accounted for in members' full-time job descriptions and was often seen as an extra burden for members who are already overcommitted.

Finally, effective governance requires the human and financial resources to perform collaborative governance work. Adequate funding, technical and logistical support, and skills and expertise for information gathering and analysis are examples of resources required for effective collaboration. Governance networks can often leverage and mobilize resources beyond what any single partner has available on their own. We found that by facilitating the sharing of resources, the network had increased access to resources. Yet despite these contributions to organizational capacity, the network was ultimately undermined by unstable financial resources. Governance networks are often established as projects, with relatively short-term funding. This holds true for the Santer Program. At the time of writing the network has ceased to exist, and members of the network cited the ending of funding from international NGOs as one of the contributing factors. Therefore, by establishing structural attributes (such as quarterly meetings and an executive committee) that facilitate the exchange of information and improve communication, the network is making moderate contributions to organizational capacity

### **Institutional Capacity**

Institutional capacity in the context of governance networks refers to the practices and norms that can be leveraged to solve collective action challenges. When networks contribute to collaborative governance norms, power-sharing practices, and a general orientation toward learning they can build broader institutional capacity. We found that the formation of the santer program represented a shift toward collaborative norms among stakeholders in Samarinda City. However, the network had ended by the time of writing and network members cited the failure to secure formal recognition from the provincial government as a key cause. This funding aligns with research findings from Australia which suggest that collaborative practices need to be underpinned by formal legislation to ensure long-term adoption and sustainability of collaborative governance approaches.

Finally, we learned that at the time of writing, Santer program has come to an end. Network members identified the failure to gain formal recognition from the provincial government as one of the key challenges facing the network. These findings are consistent with literature in various areas of public policy, which suggests that low commitment from government agencies can hinder the success of collaborative networks. In addition, an initial surge of interest, many collaborative networks falter or fail for a variety of reasons, including lack of action, personality conflicts, and lack of capacity. Furthermore, the literature that strategic investments in capacity development are necessary to sustain enduring collaborative capabilities.

We would want to address some of our study's shortcomings here, but overall, it contributes to our understanding of the importance and constraints of governance networks for fostering collaborative governance and capacity building. First, rather than concentrating on the network's results, our investigation examined the connection

between a governance network and collaborative governance capabilities. However, studies have indicated that while networks serve to address an unresolved issue, their creation can be seen as a symbolic policy accomplishment. Future studies could examine if better governance outcomes are a result of enhanced collaborative governance capacity.

The data used in our work was gathered at a particular moment in time. It would be fruitful for future studies to investigate how collaborative capacity changed over time, and in particular if increases in collaborative governance ability persisted after the network had stopped. In fact, researchers have highlighted an important field boundary as the effectiveness of collaborative governance over time.

## CONCLUSION

In the face of challenging sustainable development issues, frequently with few resources, cooperative methods are viewed as a suitable tactic to enhance capabilities. Although there is broad support for collaborative governance initiatives, it is unclear from the literature under what circumstances these networks develop governance capacity. The choice of whether to allocate limited resources to collaborative networks is complicated by this disparity. The case study provided here serves as a crucial illustration of the benefits and constraints of networks in fostering collaborative governance capacity. In this work, we discovered that although institutional capacity remained low, the Santer Program made moderate contributions to individual, relational, and organizational ability.

We contend, based on our study, that establishing collaborative governance capacity for sustainable development cannot be accomplished alone through governance networks. A specific result cannot be assured by merely creating a governance network. We recommend that any time and resource demands for partners involved in the development of governance networks be accompanied by important inquiries such as: Who is starting the network and why? What could be accomplished or made easier that would not be possible otherwise? It would be beneficial for future studies to address these significant theoretical and practical issues.

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