Participatory Planning in Collaborative Governance Perspective in Banyumas Regency, Central Java Province, Indonesia

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Abstract

Collaboration in governance has become a challenge for the Indonesian province of central Java. Lack of collaborative governance affects the planning of policies for good governance. This study will evaluate and analyze participatory planning from the standpoint of collaborative governance and assess the elements that influence it in Banyumas Regency from this perspective. Utilizing a qualitative approach, the descriptive method is used for the study. This study drew informants from various facets of local government, academia, business, and the community. Data analysis involves Data Reduction, Presentation, Verification, and conclusion. The research reveals that access to stakeholder participation is still limited for 2018-2023. In addition, the dynamics of collaboration on the dimension of moral involvement have not yet characterized the sustainable role of stakeholders. The government still dominates in identifying, defining, discussing, and establishing the RPJMD.

Introduction

The collaborative viewpoint on governance has the advantage of being able to identify problems more completely since it includes multiple stakeholder perspectives and is therefore believed to be able to capture the true nature of the problem. Alternatively, it will allow ample room for stakeholders to formulate, discuss, and agree upon alternative policies. The participation of stakeholders in the policy-making process is a physical manifestation of the recognition and respect for the individual rights of each citizen in a sovereign and independent nation. No party is dominant in collaborative governance, which places stakeholders in an equal and interdependent position based on the network's power. Consequently, government management must be capable of uniting disparate perspectives and interests. The government is aware that administration from a participatory viewpoint offers advantages when it comes to producing commitment, accountability, and collective action at the level of governance practice, particularly regarding regional development programs. However, the government is still controlled by the government's major role, while the participation of academia, the community, and the business world remain limited. Regional development policies will function effectively if development planning is high quality and follows a sound methodology.

The greater the capacity to accommodate the community's interests through a dialogue mechanism with sufficient room for the district to participate in principle and then generate motivation and collective action agreements, the higher the quality of the results, the more significant the improvement of the planning process, and the greater the proximity to the preferences and expectations of the people. In addition to being a technical document, development planning is a political document including agreements and common objectives. "As a political document, development planning becomes an arena of power politics or policy

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politics that establishes the objectives, how they are to be achieved, and who will benefit from the results" (Hamdi, 2022). RPJMD, as a public policy, is an agreement among all stakeholders regarding the ideals, hopes, and desires for a better life; subsequently, it is the responsibility of all elements of society - the local government, the community, and the business world - to implement it, as mandated by Law Number 23 of 2014 regarding the RPJMD as a five-year regional development plan prepared using a combination of technocratic, participatory, top-down, and bottom-up political approaches.

Table 1. The ratio of Banyumas Regency and Other Surrounding Regencies/Cities in Bakorwil III and Central Java

	2008	2009	2010	2011
Kota Pekalongan	73.49	74.01	74.47	74.90
a Tegal	73.20	73.63	73.89	74.20
Kabupaten Banyumas	71.80	72.27	72.60	72.96
Kabupaten balingga	70.90	71.51	72.07	72.50
paten Cilacap	70.91	71.39	71.73	72.34
Kabupaten Pekalongan	70.31	70.83	71.40	71.86
Kabupaten Tegal	69.54	70.08	70.59	71.09
Kabupaten Batang	69.23	69.84	70.41	71.06
upaten Banjarnegara	68.99	69.63	69.91	70.39
Kabupaten Pemalang	68.38	69.02	69.89	70.22
upaten Brebes	67.08	67.69	68.20	68.61
Jawa Tengah	71.60	72.10	72.49	72.94

Source : Badan Pusat Statistik Kabupaten Banyumas, Analysis of the Human Development Situation of Banyumas Regency (2012).

According to the 2008 Social Protection Data Collection Program (PPLS) results, there are 20,625 impoverished households, 62,500 poor households, and 58,040 nearly poor households among the population of Banyumas Regency. PPLS 2011 data for needy households revealed 27,194 families, 42,750 low-income families, and 67,714 almost low-income families. Indicators of the Human Development Index (IPM), such as Education and Health, demonstrate that the Banyumas Regency's development prioritizes its citizens' welfare. IPM is an indicator used to measure the quality of human product, which is calculated based on data describing four components: life expectancy, which represents the state of development in the health sector; literacy rate and the average length of schooling, which represents the state of growth in the field of education; and per capita expenditure, which measures access to resources in achieving a decent standard of living. The following table compares the IPM of Banyumas Regency with those of neighboring regencies/cities, as depicted in Figure: Banyumas Regency and Other Surrounding Regencies/Cities in Bakorwil III and Central Java, Ratio, Table 1. Analysis of the Human Development Situation of Banyumas Regency, 2012. Source:

Badan Pusat Statistik Kabupaten Banyumas. The IPM of Banyumas Regency in 2011 was in the top three ranks, under Tegal and Pekalongan Cities. It is more significant than neighboring districts/cities such as Purbalingga, Cilacap, and Banjarnegara.

Although the bureaucracy, academics, and political officials are involved in the formation of the RPJMD, it is not a collaborative policy-making process because they constitute the local government's internal sphere of influence. The presence of academics is not a reference for civil society but rather a party that works to aid the government as a team of specialists. Academics are not positioned as parties who work independently to examine what is happening to the general public but more as parties that translate the desire of political and bureaucratic leaders. At the same time, the community and the business people are only given room to submit comments and responses during the socialization of the initial draft RPJMD before it is determined to become a regional policy. The fundamental problem is in creating RPJMD performance targets that are not mutually agreed upon by the three government institutions. In general, it can be said that the process of making regional development policies (RPJMD) has not been carried out collaboratively because the team consists of the steering and technical teams for the preparation of the Banyumas Regency RPJMD is from the bureaucracy within the Banyumas Regency Government. In this scenario, academics' job is to provide advice and considerations alone, according to their competence or counsel expert. However, the pattern of community and business involvement in developing the RPJMD is still the same, limited, and not directly involved in defining the substance of the policy. The community and the business people are only allowed to participate in the stages of public consultation and the meeting of making RPJMD. From the explanation above, there are two problems: 1) How is participatory planning in the perspective of collaborative governance in Banyumas Regency? 2) What factors influence participatory planning in the perspective of collaborative governance in Banyumas Regency?

Literature Review

Globalization creates competition among countries to be more open so that each country seeks to increase its competitiveness." Porter in Olubodun, Zulkifli, Farjam, Hair-Bejo, and Kasim (2015) says that "a nation's competitiveness is something about continuously innovative, operate productively, and upgrading their ways to be more competing. Innovations will destroy the value of existing innovative products and replace them with new, more advanced values. It takes time to improve economic competitiveness. The government's role is as a catalyst only. The problem is that most government agencies carry out monopoly functions and are not pro-market competition, which implicates the slow process of public services, increased production costs, and loss of momentum for the business. Olubodun et al. (2015) explains that "dynamic governance for developing countries is the result of leadership efforts that can build an advanced nation." According to Neo Boon Siong and Geraldine Boon Siong

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(2007), the vital key to dynamic governance is a way of working that emphasizes two important keys, culture, and capability, as forces that move human resources towards adaptive policy change. Schematically, the following is the dynamic governance framework figure 1.

We practice a lot of collaboration in social life, whether consciously or not; as stated by John O'Flynn (2008), "Collaborative governance is the result of the development or operational form of the concept of good governance." He explains how the process of involvement of all stakeholders in implementing government. Collaboration means joint working or working in conjunction with others." In line with Johnn O'Flynn (2008) said that it is two partners in the same bed with the same dream. Emerson, Nabatchi, and Balog (2011) develop the concept of collaborative governance in the form of 3 (three) interrelated circles driven by several factors to have an impact that will be adapted to each circle. "The outermost side is the system where the collaboration process occurs, the second circle in the middle is the collaboration governance regime (GR), and the last innermost circle is collaboration dynamics." As the following Figure 2.
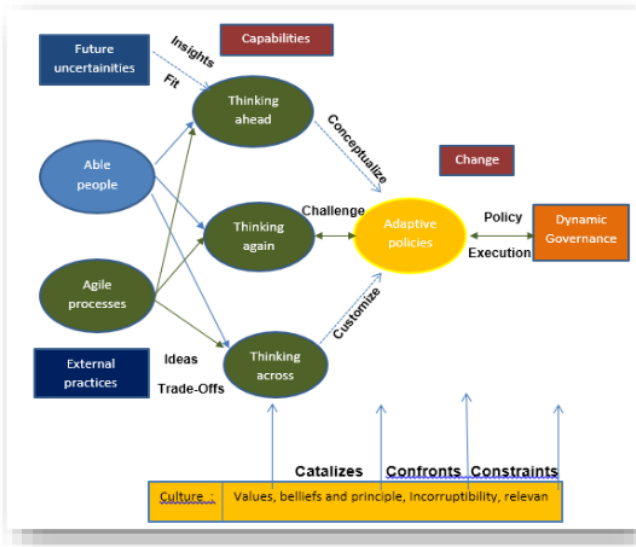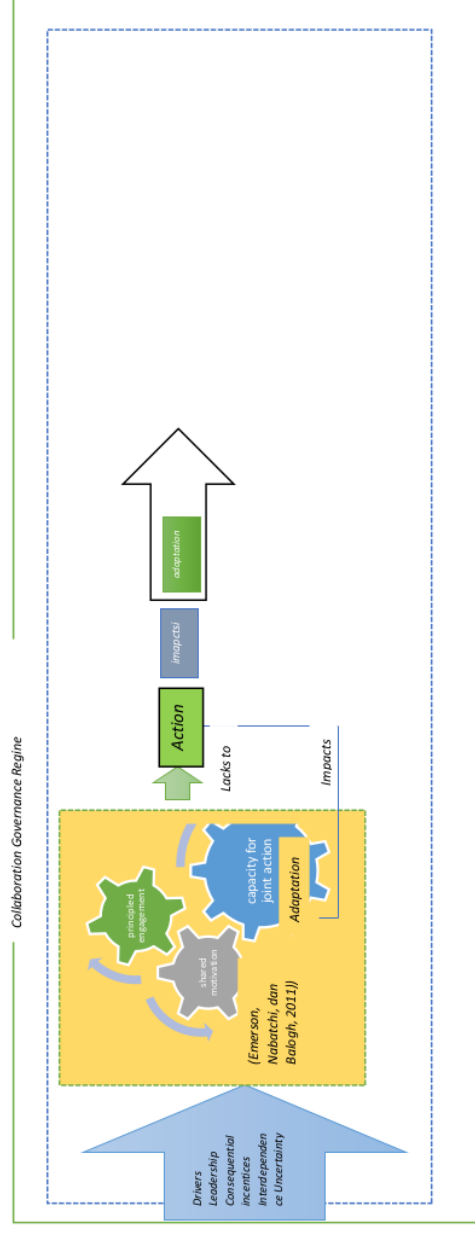
Figure 1. Dynamic Governance Framework
Source: Neo Boom Siong dan Geraldine Boon Siong (2007)

Figure 2. Integrative Framework of Governance Collaborative
Source: Emerson, Nabatchi, and Balog (2011)

Collaboration Governance Regime

Drivers
Leadership
Consequential incentives
Interdependence
Uncertainty

principled engagement

shared motivation

capacity for joint action

Adaptation

(Emerson, Nabatchi, dan Balogh, 2011))

Leads to

Impacts

Action

impacts

adaptation

Collaborative governance is driven by various external factors that put pressure on the Collaborative Governance Regime (GCR) as an institution that formally has the 25 hority to set policies to carry out collaborative dynamics by involving shared motivation, moral engagement, and capacity for joint action) the actors. In general, the functions of government are in the form of providing public services, regulating and protecting the community, and developing. Meanwhile, the obligations of government are to make regulations on public services, develop productive resources, protect public peace and order, preserve socio-cultural values, national unity and integrity, develop democratic life, achieve justice and equity, protect the environment, implement and enforce laws and regulations, to support national development and to develop social, national and state life 8 sed on Pancasila and to maintain an upright, sustainable and intact Unitary State of the Republic of Indonesia. Ndraha (2003) explains government functions: "There are two kinds of government functions, the primary process, and the secondary function. The primary function is a function that continues to run and is positively related to the condition of the governed. The primary function is never diminished with society's increasing economic, political, and social needs: the more the conditions under which governed, the more the primary functions of the government. The government functions primarily as a provider of non-privatized public services and civil services, including bureaucratic services. The two types of procedures are mentioned as serving functions. Ryaas Rasyid in Muhadam Labolo (2006) said that government functions are divided into the following four parts: 1) regulation, 2) public service, 3) empowerment, and 4) development.

Methodology

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This study employed a descriptive method with a qualitative approach to research. This study aims to explain and assess participatory government from the standpoint of collaborative governance in the Banyumas Regency. Hence the authors used a descriptive approach. 8 is study's data analysis technique consists of the subsequent steps: 1) Data Reduction, the data obtained from the field is quite significant, so it is necessary to record carefully and analyze throug 8 lata reduction by summarizing, selecting the main things, concentrating on the essential things, searching for themes and patterns, and simplifying the data so that it is easily understood. 2) Data Display is the presentation of data by entering data into tables and organizing numbers so that the number of occurrences in each category may be determined. 3) Conclusion Drawing and Verification, Verification is re-editing the accuracy of the facts and material written based on the study data. Drawing conclusions based on evidence that is p 2 erful, valid, and consistent produce conclusions that are trustworthy. Using a purposive sampling technique, the informants in this study selected resource persons familiar with the internal and external conditions of the Banyumas Regency. The respondents are outlined in Table 2.
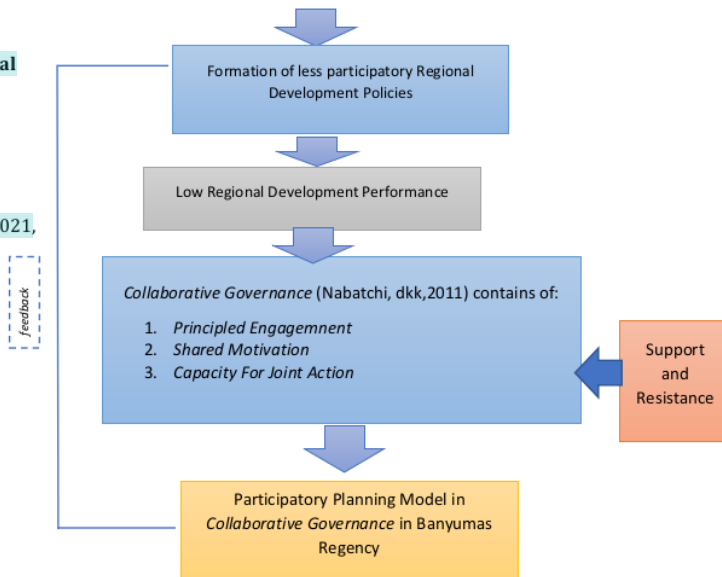
Figure 3. The Framework of The Study

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Findings and Discussion

The preparation of the Banyumas Regency RPJMD for the years 2018-2023 is mandated by the election of the Banyumas Regent and Deputy Regent following applicable laws and regulations. The RPJMD serves as a reference, guidance, and direction for regional development policies incorporating the regional vision and mission, the embryos of which are derived from the vision and mission of the elected regional leader. The RPJMD is essential to the administration of the regional government as a guide. It serves as a measurement tool for the performance of government administration during the regional head's tenure in office. The RPJMD for Banyumas Regency from 2018 to 2023 is translated into eight Hasta Krida missions. The Regent explained: "RPJMD is a local government plan to build guidelines to organize, design, and implement meticulously and following the legal framework." The compilation of the Banyumas Regency Regional Long-Term Development Plan (RPJPD) for 2005-2025, the Banyumas Regency Medium-Term Development Plan (RPJMD) for 2013-2018, and the Banyumas Regency Local Government Work Planning (RKPD) each year indicates the performance in development planning matters based on secondary data in the planning area. The Development Planning in the Banyumas Region performs admirably. The targets for the majority of indicators, the three indicators, have been met according to the RPJMD.

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Table 2. Data Informant

No.	Informant	Necessary Information	Total
1.	The Regent of Banyumas	To know what policy and what effort to enhance The Regional Development of Banyumas Regency	1 person
2.	The Head of The Representative Council of The Regency of Banyumas	To know what policy and what effort to enhance The Regional Development of Banyumas Regency	1 person
3.	The Head of Regional Development Planning Agency of The Regency of Banyumas	To know the compiling of policy and what effort to enhance The Regional Development of Banyumas Regency	1 person
4.	The Head of Division in Regional Development Planning Agency of The Regency of Banyumas	To know the compiling of policy and what effort to enhance The Regional Development of Banyumas Regency	2 people
5.	The Assistant of Development Division of Local Secretary of The Regency of Banyumas	To know the compiling of policy and what effort in drafting the gathering of Regional Development planning in Banyumas Regency	1 person
6.	The Head of Public Work Office of Banyumas Regency	To know the compiling policy representing the office in drafting development planning in Banyumas Regency	1 person
7.	The Head of Finance Office of Banyumas Regency	To know what effort was conducted in developing Desa Dermaji up to Tourism Area	1 person
8.	The Head of KPH of West Banyumas in Lumbar	To know how far the teamwork conducts their job in compiling the policy of regional development planning in Banyumas Regency.	1 person
9.	Academics from Universities in Porwokerto Area	To know how far does the academics as a think tank involved in compiling regional development planning in Banyumas Regency	2 people
10.	Businessmen Association of Banyumas Regency	To know the involvement of Businessmen in compiling regional development planning in Banyumas Regency	2 people
11.	Public Figure of the Community	To know the community response to the implementation of regional development in Banyumas Regency	3 people

However, one indicator, the development of the RPJMD Program into the RKPD, which is intended to reach 100 percent, has not been met. The Chair and other members of The Representative Council of the Banyumas Regency, as well as the heads of the PDIP, Golkar, Nasdem, PAN, and Gerindra parties, also explained the RPJMD. According to them, RPJMD entails preparing planning documents by each elected Regent and Deputy Regent within the restrictions of their Council-approved leadership term. However, according to the informants, it is interesting to note that the current RPJMD's plans and activities are nearly identical to those of the former Regent, even though the vision and objective are different. In general, the RPJMD is the community-approved vision and goal of the elected Regent, which is then formalized in the form of regional regulations and utilized as a guide and essential reference for establishing development programs, activities, and budgets. According to the academics, the RPJMD will serve as a significant guide for the next five years. It serves as a manual for local governments to implement the development. First, in the form of organizations such as the Chamber of Commerce and Industry (KADIN) and the Association of Construction Service Entrepreneurs (GAPENSI), it is stated that RPJMD contains the vision and mission of the Regent, which must be carried out by the Provincial RPJMD and the National RPJMN. In addition to frequently being invited to and participating in Musrenbang events, they openly acknowledge that they have acquired this knowledge via reading the rules and their own experiences. Second, in the form of group entrepreneurs who are rarely called due to the direct relationship between their economic activities and local government budget plans. This set of entrepreneurs is unaware of the significance and benefits of the RPJMD.

In developing the RPJMD, several replies are provided by the involved parties. The Regent of Banyumas declared, "The existing RPJMD should be our joint agreement, and its deficiencies and restrictions will be used to evaluate future developments." While the Deputy Regent of Banyumas stated that "the process of preparing the RPJMD is motivated by sharing the same goal for the future development of the Banyumas Regency," Members of the Representative Council observed, "The community has not yet perceived the RPJMD as a shared commitment because not all stakeholder opinions have been accommodated." This is because only the government and council members participate in the conversation. While bureaucrats recognize a common motivation from a particular aspect of development whose advantages are directly felt by the community, such as roads and bridges, they do not share this motivation. In this instance, some individuals respond positively, considering this to be a shared drive. However, academics, the business world, and the community argued that forming participatory planning policies in the context of collaborative governance and RPJMD preparation in Banyumas Regency is still taking place in a formal and ceremonial corridor, not a solid shared motivation.

Moreover, they believe that the material has been disclosed inadequately. Access to information on the preparation of the RPJMD is deemed a low

priority by the local government, which is judged to be negligent. Joint action will provide excellent power since it can direct all existing energies to encourage and bolster each other through synergy. The Deputy Regent of Banyumas revealed the significance of joint action in preparing the RPJMD by stating "that the hearings were very open to allowing stakeholders to express their ideas and interests, although it is impossible to rework the concept of the proposed RPJMD completely." According to scholars, "joint action is not confined to top-down and bottom-up public engagement, but is also a collaborative action in which all stakeholders must be interactively involved from the beginning to the finish." They noted that cooperative action has not yet materialized in the RPJMD preparatory process and that the government continues to play the dominant role. While the business world and the community do not view the RPJMD as joint acts, the RPJMD is a collaborative effort. Some people believe that people with low levels of education or from lower social classes will not be able to provide constructive suggestions and input on the RPJMD because, in terms of development, the majority of them only think in the short term, seeing what appears physically, resulting in suggestions and inputs that are primarily focused on physical infrastructure development. The content of the RPJMD is, however, understood by the middle class, who already possesses the necessary knowledge and experience. Early in 2019, the RPJMD of Banyumas Regency for 2018-2023 was established; based on the explanations of the three dimensions of collaborative governance provided above, it can be concluded that the formation of participatory policies and the collective governance perspective related to the process did not run optimally. The participation of stakeholders in establishing, discussing, and deciding regional development concepts for the next five years does not function as intended. Accessibility must be added to the dynamics of collaboration in formulating the RPJMD or other policies in the Banyumas Regency, based on the interpretation of the data performed on the previous dimension. It is regarded to be capable of serving as a bridge between the three preceding elements of collaborative governance. The accessibility dimension is based on three indicators: simplicity, appetency, and capability.

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This is closely related to the strength of the government's efforts to prepare public information disclosure facilities, as it relates to the ease with which information regarding the process of forming public policies is sufficiently accessible and can be obtained by stakeholders whenever and wherever they require it. Appetite measures how eager stakeholders are to offer and utilize access to public information. How do those who produce the information wish to openly and honestly communicate it to other stakeholders? Likewise, on the side of those who require information, the degree to which they intend to utilize it properly should be considered. Accessibility is insufficient if there is no appetite among the stakeholders. The capability indicator measures the extent to which stakeholders can analyze and rebuild existing knowledge into helpful input for enhancing the quality of public policy. The benefits of existing simplicity and appetency will be diminished if the capacity of stakeholders is so low that

they cannot contribute. All three must coexist with favorable conditions for collaborative dynamics to function well.

The access granted to stakeholders in Banyumas Regency to participate in the RPJMD process is still inadequate. Nonetheless, the provision of access services to the community has been expanded. The Integrated Investment and Licensing Service Office of Banyumas Regency has designed an integrated one-stop licensing service to facilitate investment realization. The implementation of these public services demonstrates that the RPJMD, which enables stakeholder participation, can be implemented if the government has the political will and takes political action. Due to the following three factors, the absence of competent stakeholder participation in creating the RPJMD in the Banyumas Regency is minimal. A local government may not know precisely who and where the capable individuals are, making it technically challenging to invite them. The Local Government prepares the RPJMD in the form of budget-constrained events so that it can only invite community representatives from a select number of organizations. In addition, the restricted meeting space and the hectic schedules of the stakeholders prevent their full participation in the RPJMD preparation process. Sometimes, suggestions and meaningful input can alter the workgroup's RPJMD. There was no public discussion before the process of initiating the RPJMD concept. No possibilities exist for universities in the Banyumas Regency to review the RPJMD. The administration stated that the first and final drafts of the RPJMD were not widely disseminated through the media since they were still in draft form and required discussion. If it were presented to the community, several disputes would ensue.

Additionally, those who reside in rural areas are still unable and unfamiliar with using online media. The Regent and the Deputy expected to apply the concept of good, clean, and open government in running the wheels of government in Banyumas Regency, including information disclosure as a public right so that the RPJMD preparation process could involve all stakeholders; however, the low level of public education, particularly among villagers, makes information distribution unequal. The component of accessibility serves as a link between the dimensions of moral participation, shared motivation, and assurance of cooperative action. The 2018-2023 RPJMD for Banyumas Regency was established in early 2019. It cannot be isolated from the existing regulatory mandate, the availability of resources, universities, and communication and information technology development. The problems encountered cannot be separated from the participatory policy creation process in preparing the Banyumas Regency RPJMD based on collaborative governance. The collaboration will occur if there is a broad public disclosure of information to provide all parties with the same amount of data. However, there are several challenges, such as the fact that access to information is still restricted and traditional publication methods cause disparities in access among stakeholders.

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The bureaucratic apparatus dominates the process of searching for ideas, including stakeholders, and the team's definition of vision and mission is primarily based on the existing vision and purpose. The conversation was suboptimal and presumably fulfilled the formality requirement. The access pattern is restricted. The RPJMD is viewed as a mere Local Government goal that all parties must recognize and implement. Public education is a driving force that can encourage the dynamics of collaboration in the policy formation process, with awareness and willingness to participate in the administration of the government as a manifestation of the implementation of rights and responsibilities as citizens; however, empirical evidence reveals the following obstacles: Some officials believe that the process of selecting regional heads is a reflection of the community's agreement with the Regent's vision and goal, even though the majority of stakeholders are mainly unaware of the process of drafting the RPJMD. If there is a dynamic of criticism and dissent inside the community, the traditional, fundamental attitude of the community is to respect local leaders. Even though there are still problems with government administration, these numbers can serve as an effective muzzle to quell widespread unrest. Stigma to make positive changes is highly dependent on the desire and capability of leaders and bureaucrats. From the standpoint of the quality of the Banyumas Regency's bureaucracy, several problems remain: The majority of bureaucrats continue to believe that the process of formulating regional policies falls under their responsibility and power, therefore excluding stakeholders. The Bureaucratic Apparatus has not matured into a person with a professional mindset and service culture. The established work culture has not been fully comprehended; it appears constrained by jargon, working routines, and formalities. The characteristic of bureaucracies that have been unable to overcome hegemony and a desire for power. There are improvements, but they are restricted to facilitating the fulfillment of duties and not the provision of community services.

To build the dynamics of collaboration, face-to-face meetings among various stakeholders can be merged into a single commitment and mutual agreement. If this occurs, the decisions will become a shared responsibility, necessitating efforts to combine diverse resources, information, and knowledge into joint action. The argument is that the team tasked with preparing the RPJMD has not efficiently utilized its resources, which has impeded the formulation of regional policies based on the dynamics of collaboration among stakeholders. In the meantime, the capacities of Civil Servants and Council Members remain constrained. Following the ability to review and assess the strengths and weaknesses of a good policy, a person must be able to read and comprehend existing facts and information, predict the scenario and conditions that will occur, and analyze what efforts must be prepared to achieve the goal. The RPJMD debate approach is not optimum because it lacks a comprehensive and shared understanding of the RPJMD. The translation of the notion of the RPJMD's vision and mission has not been accurately interpreted, and some feel perplexed about how to operationally translate it into activities based

on their roles and responsibilities. In addition, council members' low planning and preparation skills are not desirable. Members of the council are of relatively low quality due to their diverse educational backgrounds and experiences, as well as the general election recruitment procedure that has not stressed the value of competence. As a result, preparations for the RPJMD are typically conducted without any argumentative tension.

Conclusion

The formulation of participatory planning policies in the perspective of collaborative governance associated with producing the RPJMD of Banyumas Regency for 2018-2013 reveals that: Access to stakeholder input is limited in the RPJMD process for 2018-2023. The dynamics of collaboration on the principled engagement dimension have not yet articulated the sustainable role of stakeholders, while the government is still dominating in discovering, defining, discussing, and establishing the RPJMD. Shared motivation has not been realized such that the RPJMD is not seen as a type of commitment and shared accountability. The capacity for cooperative action representing the pooling of resources, knowledge, and information among stakeholders has not developed. Each party works autonomously according to their interests. The discussion of the RPJMD preparation process cannot be isolated from the supporting and inhibiting variables, as follows: Aspects supporting the dynamics of collaboration in the process of preparing the RPJMD are adequate laws and regulations, availability of resources in terms of time, energy, budget, place, and complete data, the existence of universities and the development of communication and information technology. Aspects that hinder the dynamics of collaboration in the process of preparation for the RPJMD are access to information that is not wide open; public political education is still low, the implementation of bureaucratic reform is not yet maximized, the use of resources and the capability of personnel resources are ineffective, regional leaders and the council members are still limited. Overcoming the variables that influence the governance of the formulation of RPJMD policy are as follows: Aspects that assist the cooperative dynamic in the process of preparing the RPJMD are adequate laws and regulations, availability of resources in terms of time, energy, budget, place, and comprehensive data, the existence of universities and the growth of communication and information technology.

Furthermore, Shared motivation has not been fulfilled either; therefore, the RPJMD is not recognized as a type of commitment and shared accountability. The capacity for cooperative action that reflects the pooling of resources, knowledge, and information among stakeholders has not developed. Each party works autonomously according to its interests. The discussion of the RPJMD drafting process in Banyumas Regency consists of several aspects that support the process: adequate laws and regulations, the availability of resources in terms of time, energy, budget, place, complete data, the existence of universities, and development of communication and information technology. Several aspects hinder the

dynamics of collaboration in the process: lack of access to information, low public political education, a minimal implementation of bureaucratic reform, ineffective use of resources and the capability of personnel resources, and low quality of regional leaders and representative council members.

Implementations

Theoretical Implications

Important consideration must be given to the study's theoretical ramifications since this research contributes to the body of information regarding the role of collaborative governance. Due to the lack of attention dedicated to this field of research, the concept of collaborative governance was disregarded in earlier studies on the government functionality of Indonesia. In this regard, this study has carefully considered the function of collaborative governance in enhancing the commercial performance of the government sector. In this regard, the study contributes to the knowledge body by clarifying the investigation objective. This study's data collection and analysis will help future research on collaborative governance better to comprehend the principles and significance of collaborative governance. In addition, a complete understanding of the relationship between collaborative governance and effective management would critically examine the vital role of other variables that substantially impact collaborative governance for the existing studies. This study's literary contribution would enrich the literature on collaborative governance, while its significance would serve as a roadmap for improving future research.

Practical Implications

The practical applications of this research are essential for boosting the performance of collaborative governance since they provide the possibility to strengthen governance's capacity. In this regard, by offering more opportunities for stakeholders to evaluate the RPJMD draft, conducting a more open debate, and making it easier for stakeholders to advocate, participate, and track policy. Encourage the execution of bureaucratic reform so that the mindset and culture of the bureaucratic apparatus are altered to the greatest extent possible. Incorporate local universities, the business community, and civil society to the greatest extent possible in formulating, implementing, and evaluating policies through appropriate public discussion forums. Increasing the competence of Regional Heads, Regional apparatuses, and Council Members through education and training, particularly in strategic planning. Cooperating with political parties, universities, and community organizations to disseminate legislation, development planning mechanisms, regional budgets and policies, empowerment, and assistance to enhance public political education to raise stakeholders' awareness of their rights and responsibilities as state citizens. In addition, the conclusions of this study

would improve the understanding of government management among stakeholders, enhancing the functionality of governance.

Future Directions

Undoubtedly, collaborative governance has become a challenge for the Indonesian province of central Java. Lack of collaborative governance affects the design of policies for good governance. In this regard, the purpose of this study is to evaluate and analyze participatory planning from the perspective of collaborative governance and assess the elements that influence it from this perspective in Banyumas Regency. In addition, future research must focus on the importance of good management for improved collaborative governance. Future research must also focus on the function of governance resources for improved collaborative governance. Thirdly, future research must concentrate on the role of organizational behavior in enhancing collaborative governance.

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