

## COLLABORATIVE GOVERNANCE MODEL IN THE VILLAGE FUND MANAGEMENT AT BANGGAI REGENCY

*(MODEL GOVERNANS KERJASAMA DALAM PENGURUSAN DANA  
KAMPUNG DI KABUPATEN BANGGAI)*

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### **Abstract**

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The collaborative governance perspective has been emerged in the decision making, implementation, and asset management. Many practitioners and professionals used this perspective in their research and practice it in the modern organization. The purpose of this study is to analyze and describe the collaborative process in the village fund management at Luwuk District of Banggai Regency, some determinant factors in the management of village fund, and recommending the collaborative process in the village fund management. This research uses qualitative approach with case study strategy. The type of case study uses exploratory. The locus of research is at Tontouan Village, Luwuk District of Banggai Regency. Methods of data collection using interviews, observation, and documentation review. Furthermore, data of research result is analyzed using interactive model including three stages involved; data condensation, display, and drawing conclusion. The result of research shows that collaborative process in the management of village fund has been conducted effectively for the fourth dimensions such as; face to face, building trust, shared understanding, and intermediate outcomes, but in commitment to process was less effective. This study recommends that the collaborative process in the village fund management based on the collaborative governance theory may use as the key driver to improve the effectiveness of village fund management.

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**Keywords:** Collaborative governance, collaborative process, village fund management

### **Abstrak**

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Perspektif governans kerjasama telah muncul dalam pembuatan keputusan, pelaksanaan, dan pengurusan aset. Ramai pengamal dan profesional menggunakan perspektif ini dalam penyelidikan dan mengamalkannya dalam organisasi moden. Tujuan kajian ini adalah untuk menganalisis dan menggambarkan proses kerjasama dalam pengurusan dana kampung di Kecamatan Luwuk, Kabupaten Banggai, beberapa faktor penentu dalam pengelolaan dana desa, dan mencadangkan proses kerjasama dalam pengelolaan dana desa. Kajian ini menggunakan pendekatan kualitatif dengan strategi kajian kes. Jenis kajian kes menggunakan penerokaan. Lokus penyelidikan terletak di Desa Tontouan, Kecamatan Luwuk Kabupaten Banggai. Kaedah pengumpulan data menggunakan temu bual, pemerhatian, dan semakan dokumentasi. Selain itu, data hasil penyelidikan dianalisis menggunakan model interaktif termasuk tiga peringkat yang terlibat; pemeluwapan data, paparan, dan lukisan kesimpulan. Hasil penyelidikan menunjukkan bahawa proses kerjasamadalam pengurusan dana desa telah dijalankan dengan berkesan untuk dimensi

*keempat seperti; bersemuka, membina kepercayaan, persefahaman bersama, dan hasil pertengahan, tetapi komitmen untuk proses kurang berkesan. Kajian ini mengesyorkan bahawa proses kerjasama dalam pengurusan dana desa berdasarkan teori governans kerjasama boleh digunakan sebagai pemacu utama untuk meningkatkan keberkesanan pengurusan dana kampung.*

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**Kata kunci:** *Governans kerjasama, proses kerjasama, pengurusan dana desa*

## INTRODUCTIONS

As general in Indonesia, the village fund management has faced many problems which hinder the implementation of village fund policy has not functioned optimally to improve the ability of community especially in the village development and community empowerment. The village funds have not been able to encourage the acceleration of income distribution, job opportunity, and community effort because the program is still top down. Therefore, one of the strategies that need to be done to address the problems of village fund management is to improve the governance system (KPK, 2015). To address various problems in the implementation of the village fund policy, the collaborative governance perspective is seen as appropriate to address the ineffectiveness of the village fund management. Collaborative governance theory considers that one effective strategy in solving wicked problems, or solving problems that have not found the right solution. Many experts in the field of collaborative governance argued that the complexity and uncertainty characterized as a complex problem was most suitable if it resolved through the engaging of various parties who are directly responsible and influence in the problem solving (Emerson & Nabatchi 2015).

Collaboration refers to the teamwork, synergy, and cooperation used by individuals when they seek a common goal. In many cross-cultural settings, the ability to collaborate is crucial. When all partners must work together to achieve goals, collaboration is critically important to the process. There are six steps to practice the collaboration skill, such as; look for common points of interest, listen to others, check for understanding, accept diversity, seek additional information, and don't become defensive (Robbins & Coulter 2012).

In the last few decades, collaborative governance has become a popular as an alternative for government that still adopt traditional bureaucratic government patterns. It further explained that in collaborative governance emphasizes efforts to unify the diverse objectives of a number of stakeholder interests from public, private, and non-profit sector actors to a single objective, including policy making, policy implementation, or coordination in organizing tasks public service (Emerson, Nabatchi, & Balogh, 2012). In many cases, collaborative perspectives are used to solve problems where there are many stakeholders, undertake unwanted changes to the conditions, and limitations of government resources (Thompson, Perry, & Miller, 2009). Collaborative governance became one of the most popular approaches to resolving issues which closely related to the inadequate public policy infrastructure. Collaborative governance consist of four main dimensions, i.e; (a) initial condition, (2) institutional design, (3) facilitative leadership, and (4) collaborative process. (Ansell & Gash 2008 2017). Empirical research showed that the collaborative process is consist of four dimensions, such as; negotiation, commitment, implementation, and assessment (Ring & Van de Ven 1994).

Based on the theory above, this research focus on the collaborative process which is the one dimension of collaborative governance theory Ansell, & Gash (2008) in the village fund management. As the literature of collaborative governance review, there were a few only the research has been done based on that dimension, and there are still fewer the research has been conducted to analyze the five dimensions of collaborative process (Ring & Van de Ven 1994). The argumentation of this research is interested to be done because, the facts showed that the collaborative process of village fund policy at Luwuk District of Banggai Regency are still facing various problems especially in achieving the effectiveness of village fund management which is concerning to manage the village fund collaboratively. This research also needs to investigate

determinant factors in achieving the effectiveness of village fund management. So then, it can be elaborate and verify the model of collaborative process in village fund management.

Therefore, the collaborative process model in the implementation of the village fund policy is interesting to be done for research in order to achieve the effectiveness of village fund management at Luwuk District of Banggai Regency. This article has some objective such as; (1) to describe and elaborating the collaborative process in the village fund management; (2) Explaining the determinants factors in the collaborative process of village fund management; and (3) recommending the collaborative process model of village fund management at Luwuk District of Banggai Regency.

## LITERATURE REVIEW

### Governance Theory and Collaborative Governance

A range of existing approaches to governance can be uncovered within the existing PAM (public administration and management) literature. The most expansively for 'social-political governance' as an over-arching theory of institutional relationships within society (Kooiman, 1999). Governance as the machinery of '*self-organizing inter-organizational networks*' that function both with and without government to provide public services (Kickert Klijn, & Koppenjan 1997, Rhodes1997). Other scholars stated that governance is taken together with the theory of 'administrative conjunction' is in fact a way to reposition Public Administration which becomes as the continuing pre-eminent discipline for the realities of the modern world (Frederickson, 1999). Building upon the work of those such as Hanf and Scharpf (1978) that use the term of governance as a way to explore the workings of policy communities and networks (Marsh, & Rhodes 1992); (Kickert Klijn & Koppenjan 1997). Another scholar also confirmed that they use governance almost as a proxy term for the generic practice of Public Administration Management (Salamon 2002). Governance uses globally as a concept with which to explore the internal processes and workings of the New Public Management (Milward & Provan 2003, Kettl 2000).

Based on those theories above, it can be confirmed that actually the governance perspectives refers to all processes of governing, whether undertaken by a government, market, or network; whether over a family, tribe, corporation, or territory; and whether by laws, norms, power, or justice. Governance is a broader term than government because it focuses not only on the state and its institutions, but also on the creation of rule and order in social practices (Bevir, 2013).

Many theorists have been agreed that collaborative governance theory based on the perspective of governance. Collaborative governance is rooted in a governance perspective that focuses on the needs of governments to achieve goals by local governments, and seeks to change the conditions of civil society and engage them in the interests of public services (Ansell & Gash 2017). Actually, It is a governing arrangement where one or more public agencies engage non-state stakeholders in a collective decision making process that is formal, consensus oriented, and deliberative and that aims to make or implement public policies or manage public programs or assets. The collaborative governance is the administration of government in which there is one or more governing institutions that directly involved non-governmental stakeholders to work collectively in a formal condition, consensus-oriented, and deliberative manner aimed at making or implementing public policies or managing existing programs or facilities (Ansell & Gash 2008).

Collaborative governance has become widely studied in public administration and democracy (Pierre & Peter 2000). Public administration experts viewed that collaborative governance as a new paradigm in organizing the democratic system (Stoker 1998). Meanwhile, a few decades, the results of the analysis of experts in the public administration sciences also view that collaborative governance has a rooted theory derived from management practice, which describes "*imperative collaboration*" as a cross-boundary form of cooperation (Frederickson 1991). Based on the above explaining shows that collaborative governance theory may use as the main concept to be applied in managing the program and activities of government. In this case, the needs of using that theory

especially in the dimension of collaborative process should be seen as the approach to increase the village fund management. However, based on the literature search found that the research about collaborative governance, especially the dimension of collaborative process in managing the village fund has never been conducted by experts of public administration in investigating that theory in achieving the village fund management. The argumentation in this research is that collaborative process based on the collaborative governance theory is the best model in achieving the effectiveness of village fund management.

### Models of Collaborative Governance

Based on the literature review, at least three models of collaborative governance which have been discussed and become wider inquiry of practitioners and academic of public administration. *First*, the collaborative model of Ansell and Gash (2008). According to them is that collaborative governance which focused on the four dimension of collaborative which consist of; (i) the starting condition which involve many aspects such as, power, resources, knowledge asymmetries, prehistory of cooperation or conflict (initial trust level), those two aspects have influenced the incentive for and constraints on participation. (ii) Institutional design consist of some aspects, such as; participatory inclusiveness, forum exclusiveness, clear ground rules, and process transparency. (iii) the facilitative leadership which focus on the aspect of empowerment, and (iv) the collaborative process that involved five aspects, such as; (a) *face-to-face dialogue* i.e.; good faith negotiation; (b) *trust building*; (c) *commitment to process* included; mutual recognition of interdependence, share ownership of process, and openness to exploring mutual gains; (d) *shared understanding* which consist of; clear mission, common problem definition, identification of common values, and (e) *intermediate outcomes* involved; small wins, strategic plans, and joint fact finding (Ansell & Gash 2008). *Second*, the Model of Agranoff and McGuire (2003), where this model viewed collaboration from two variables such as; activity and strategy. The complete of the collaboration to manage, they develop this model into six collaboration types i.e.; jurisdiction based, abstinence, top down, donor recipient, reactive, and contented (Agranoff & McGuire 2003). *Third*, the model of integrative framework of collaborative governance regimes (CGR) pioneered by Emerson, Nabatchi, and Ballog (2012). This model refers to directing the special pattern, system, or the public decision making from the cross sector of collaboration which might be proved the activity and behavior of actors. There are four dimension of collaborative governance regimes included; collaborative dynamics, collaborative action, impacts, and adaptation. They suggested that the collaborative governance perspective as an effective strategy in the accomplishing the wicked problems, or trying to find the problems solution which has not been found the best solution previously. *Fourth*; the model of cross-sector collaboration (CSC) by Bryson, Crosby and Stone (2006). They argued that the collaboration is the one dimension that has emerged and interested, although their research found that making the study about collaboration is not an easy one. According to the, in the collaboration needed to involve some actors with various background and interest. So that, in this case the appropriate model in collaboration called cross-sector collaboration. According to them, there are two reasons why this *cross-sector collaboration* is necessary because of; (a) the effectiveness of participants who involve in the collaboration as a generally they failed to perform their role in cross-sector collaboration; otherwise the organization has not been able to find the objectives without any collaboration. (b) The responds to the collaboration seemed like a "*holy grail*", when it can find the problems solution and get to be succeeding. There are four dimensions of the *cross-sector collaboration* based on the empirical research they are; the encountered condition, environment factors, the sectors failure or other organizations, and the directly antecedent in making collaboration (Bryson, Crosby, & Stone, 2006).

Concerning to the type of collaborative theory above, the researcher tends to investigate the use the collaborative process based on theory of collaborative governance by Ansell and Gash (2008) it relevant with the main issue of village fund management at Luwuk District of Banggai Regency. And also it seemed to necessary to explore the complexity of the village fund management that handled by the Tontouan Village Government. Accordingly, in managing the village fund need the effort to make the dialogue face to face between village government apparatus and the actors that involve participating and supported the programs. It also needed to build trust

between actors, so it emerge the village government should be applied the principles of good governance such as; transparency, participation, and accountability when they manage the village fund. Another reason is that, collaborative governance is needed an aspect of commitment process in order to achieve the intermediate outcomes. So far, the theory is seemed like appropriate with the case of managing the village fund.

Based on those considerations, the researcher trying to explore more deeply to analyze and elaborate the perspective of collaborative process in the management of village fund at Tontouan Village at Luwuk District of Banggai Regency.

### Collaborative Process

Particularly framework for thinking about the process of collaboration is very useful in public administration. Collaborative process is the dimensions of collaborative governance theory, and it necessary to be applied as a strategy platform in the democratic government (Ansell & Gash, 2008). According to them, collaborative process dimension is included five aspects namely; face to face dialogue, building trust, commitment to process, shared understanding, and intermediate outcomes. Collaborative process, however, it conceives of the process as iterative and cyclical rather than linear. Using this logic, if organizations that are engaged in collaboration can negotiate minimal, congruent expectations regarding their collective action, then they will commit to an initial course of action. The collective action is executed in a reciprocal fashion, and then participating organizations will continue or expand their mutual commitments. If these commitments are not implemented in a reciprocal fashion, then participants will initiate corrective measures either through renegotiation or by reducing their commitments. The extent to which organizations exercise their voice or exit often depends on the extent to which they have an aggregative or an integrative perspective on collaboration (Ring & Van de Ven 1994). Some theorist suggested that the supporting factor of collaborative process including the competence of actors, partnership, interdependency, and power (Amour, et al, 2005). While, the obstacles factors in collaborative process based on their research showed that there were two main obstacles involved; *first*, the support strategic plan which consist of; incomplete planning, irrational risk allocation, different standards and criteria, inadequate training, and insufficient exercise; and *second*, the support resource obstacles included; scheduling program, lacking supplies, lacking professional staffs, and lacking support technologies (Zhang et al. 2017). The theory of collaborative process reveal that collaborative framework implies that in creating the collaboration to be effective, the integrative elements manifest in personal relationships, psychological contracts, and informal understandings and commitments need to supplant the aggregative elements in formal organizational roles and legal contracts. The main theories which can be used to explore the process of collaboration in the village fund management i.e.; collaborative process based on the collaborative governance theory. The research frame of thinking will be described as follows:

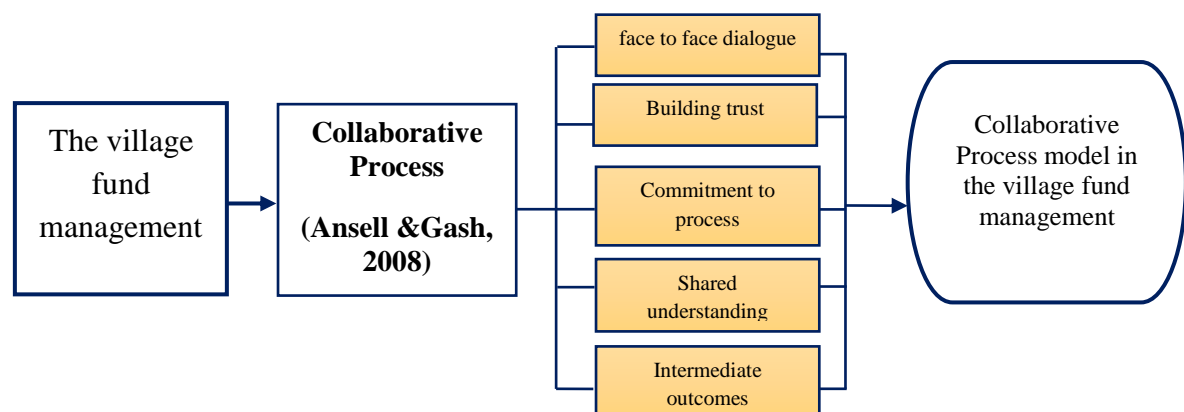


Figure 1. Conceptual Research Framework

## RESEARCH METHODS

This research uses qualitative approach with case study strategy. Case studies serve as a strategy that the definition of case studies is most widely used based on the type of topic studied (Yin 2011). Case study is empirical research that seeks to investigate the phenomenon that currently occurs in the context of human life, especially when there are limitations between phenomena and the context cannot be explained with certainty. Based on the description, this research is in accordance with the characteristics of case studies that examine the collaborative process of village fund management that include five aspects namely; face to face dialogue, building trust, commitment to process, shared understanding, and intermediate outcomes.

The methods of data collection using interviews, observation, and documentation review. Interviews were conducted with informants who have been selected using the technique of purposive sampling. The consideration in selecting the informants of this research is that he/she knows exactly the case of the village fund management. The informants of research consist of; the official staffs of community empowerment and village agency. The head of Luwuk District, Tontouan Village Government Head, Village Consultative Bodies (BPD), and the Guidance and Controlling Teams of the Village Fund. The informants are ensured to be willing to interview and familiarly with the village fund management. The observations were conducted directly at the research location at Tontouan Village at Luwuk District of Banggai Regency. It becomes the locus of research because it has some unique characteristics such as; the village location is near the city town which only need 15 minutes to arrive the location, the village is still pure dominant of ethnic, beside that, this village has a strong principles is that “gotong-royong” in accomplishing some activities, such as; building house, making participation to rehabilitate the roads, bridge, home repairing or surgery, and others. The techniques of data analysis use interactive analysis model which has three steps; data condensation, data display, and conclusions (Miles Huberman & Saldana 2014).

## RESEARCH RESULTS AND DISCUSSION

In the Law No. 6 year 2014 about villages has granted villagers the right to administer autonomous government with the support of village funds to finance governmental and rural development activities. By utilizing village funds, villages can play a more active role in mobilizing rural development. However, They have villagers been aware and aware that with the implementation of this village fund policy they should understand their rights and obligations.

There are highly need that the worthiness of village fund can enhance the rural development and the village community empowerment. In order to be useful for village fund to be genuinely side by side with village communities, at least 70% of village funds are used for physical, economic and socio-cultural development, the remaining 30% for routine/operational expenditure and community empowerment. Based on the real needs and provisions on the portion of the division (70%: 30%), then this fund can be used as much as possible for empowerment for the welfare of village communities.

Based on the research showed that the face to face dialogue in managing the village fund which conducted by the Tontouan Village has been done effectively. Based on the interview conducted with informant stated that:

“Dialogue and faithful compromise of village fund programs have been done by conducted from *dusun area* (sub village) in which the head of each *dusun* in Tontouan Village that consist of three *dusun*, they made the meeting and identified the problems that they faced and then decided the programs and/or the activities which were funded by village fund”. (Informant 1)

The observation also showed that each head of *dusun* make the invitation to the people who live in to attend the meeting and then all of them have had the programs development or

empowerment that prioritized. According to the documentation review showed that there were some documentations consisted of the programs and also the village problems mapping for each *dusun*. And then, all of the problems and programs will be discussed in the village forum which conducted by the Tontouan Village Government. In this forum, the participants who relates to the village fund policy attending to discuss the program and decide the priority programs which funded by village fund. This research has confirmed by the previous research which showed that face to face is the stage of compromise and negotiation between all of actor whom involve in the interaction between formal bargaining and informal sense making (Ansell & Gash 2010, Ring & Van de Ven 1994). As an addition to that information which gathered from the observation in this research is that actually there are three sources of funding to be managed by the village government is that, (1) the village fund allocation (*Alokasi Dana Desa*) which is used only to maintain the government activities, (2) the village fund (*Dana Desa*) focused to funding the two programs or activities such as; village development and community empowerment. (3) The tax contribution of local government which used to maintain or supporting the funding for government activities, village development, and empowerment. The next investigation about the aspects of collaborative process is that building trust. In this research may state clearly that it is the crucial level which can ensure that the village fund successful. The result of interview with the informant stated as follows:

“In achieving the village fund management, the building trust is very necessary to be built because it ensures the successful of the village fund programs achievement”. (Informant 2).

Other informants also confirmed that follows:

“Building trust is very important thing for us as the village government in Tontouan by implemented the principle of good governance such as transparency, participation, reinforcement of law, effectiveness and efficient, and accountability of village fund”. (Informant 3).

According to the observation conducted by researcher showed that the Tontouan Village Government has been done the transparency by informed all of the programs and activities that were funded by village fund. They informant all of the cost of each programs for the people in this village by using banner and information boards in the village government office. All people ask to give the critical thinking or evaluate the using of village fund. The review document showed that the progress report of budget documented well and all the actors are easy to access. In the case of transparency, accountability and participation, however, the Tontouan Village Government has been done successfully because there were no other people give complaints about the development village programs and empowerment. Based on this research, it can be stated that the effort to build trust has been done successfully.

In the aspect of commitment to process of activities seemed has not been done optimally. It can be proved by some information gathered from the locus of research in which the informants confirmed that commitment to the process of actors to collaborate is very difficult to be achieved especially when implemented the programs or activity. Unfortunately, sometimes the lack of commitments of actor might to rise the conflict between actors and village government. The interview with informants stated that:

“Commitment to the process of programs and activities actually is much needed to enhance the successful of the programs. However, the commitments of actors are very complicated to be achieving when we implemented the plan that has been appointed by all actors”. (Informant 4).

Another informant also stated as follows:

“We argued that commitment to the process actually is the very necessary to be possessed by all actors in maintaining the collaboration. But, based on our experience at least three years

handling this village fund programs, the fact shows that commitment to process of actor is still to be developed". (Informant 5).

Based on the observation which is conducted to the village government such as Tontouan Village showed that actually the forum of community actors has been made based on the consensus of all village government and the community, but sometime it did not running well because there has been neglected by the actors, when they implement the program. It reveals that the program which has been agreed together, but for the implementation process, sometimes neglected by the actors. Based on the research findings showed that the commitment of actors especially the village apparatus in village fund management has not been effectively. Actually, many scholars of collaborative governance agreed that the actors commitment is involving to build commitment between actors whom involve and responsible for future action through the interaction of formal legal contracts, psychological contracts, and the ability to solve the free-rider problem (Ring & Van de Ven 1994).

Ansell and Gash (2008) drew the following conclusion that if there are significant power/resource imbalances between stakeholders, such that important stakeholders cannot participate in a meaningful way, then effective collaborative governance requires a *commitment* to a positive strategy of empowerment and representation of weaker or disadvantaged stakeholders.

Another aspect in collaborative process of village fund management is that shared understanding. Based on the research shows that shared understanding in managing the village fund at Tontouan Village has been done effectively. It can be seen from the statement of informant who stated as follows:

"Performing shared understanding has been conducted when we formulate, design budget and programs which is done through the village forum". (Informant 6).

In order to confirm the information above, researcher trying to ask another informant to get more information. The informant stated that:

"Shared understanding about the village fund programs has been done together with all actors when we decide the vision and missions, the objective of programs, and the program priority. All of actor involved to give their experience and knowledge to develop the successful of village fund management because in doing the village fund management need other actors helping to overcome the complexity of problems". (Informant 7).

The result of observation that conducted to the three area of *dusun* in the Tontouan Village showed that the forum meetings discussed about the problems mapping which are seemed prioritize by the people of each *dusun*. All of the people share each other about the way how to resolve the programs, the strategy to be used, and also decided how to overcome the problems. Each people involve are motivated to be participated and shared their knowledge. The fact shows that the aspect of shared understanding in collaborative process has been running effectively. This result relate to the concept of collaborative governance refers to the collaboration of a group of interdependent stakeholders, generally from different sectors that work together in developing and implementing policies to address complex problems or situations called multifaceted problems (Choi & Robertson 2012). In the concept of collaborative process it that those problems can be addressed if the management of the village funds using the collaborative process in order to reduce the various problems that arise in the management of collaborative. In this perspective it considers that all parties or stakeholders can be involved in supporting and evaluating activities undertaken through negotiation, responsibility, the knowledge and understanding the village fund procedures and mechanism, and participation.

Finally, the aspect of collaborative process is that the intermediate outcomes. According to the interview shows that the programs of village fund has been conducted effectively, because the



achievement of village fund activities whether in development village and empowerment has been achieved effectively. It can be known from the information from the informant stated that:

“The intermediate outcomes of village fund for at least three years have normally been achieved. There are five programs has been done such as building the clean water channels, footpath (*jalan setapak*), home repairing (surgery), and also the empowerment program such as; village owned enterprise (BUMDes), empowerment of women in health care, stunting programs, and in education especially to fund the early childhood education programs”. (Informant 8).

The field observation showed that the activity such as building infrastructure such as the clean water channels and making plumbing has been done successfully because the people of the Tontouan Village has been get the plumbing to their house. The other programs in community programs have been done more effectively. Surprisingly, based on the implementation of collaborative process in the management of village fund in the Tontouan Village making this village as the pilot project sampling of successful managing of village fund. This research has confirmed that the collaborative process based on the collaborative governance theory (Ansell & Gash, 2008) has been proved to be the approach in maintaining the successful of village fund management. To give the data reduction of the research finding can be show in following table:

Table 1. The collaborative process in village fund management

Dimensions	Tontouan Village government	Luwuk District Governance	Official of Community empowerment and Village	Village Consultative Bodies (BPD)	The Guidance and Controlling Village Fund Teams of Banggai Regency
Face to face dialogue	It has been done effectively	Effective	It has to be done more effectively	Effective	Effective and efficient
Building trust	It need implementation of good governance principles such as transparency, responsiveness and accountability	Transparency and accountability	Participation and law enforcement	Effective, efficient and transparency	Accountability, transparency and participation
Commitment to process	It need responsibility and consistency	Need to be developed	It is still less optimally	It is more developed	Responsibility and consistency.
Shared understanding	Designing vision and mission in the village forum	It has effective	Effective and responsible	It has been done optimally	It needed to maintain and get more learning about the mechanism and procedures of village fund
Intermediate outcomes	Effective and efficient	Effective	Effective and responsible	It has been successful	Effective and efficient

Source: (Data Reduction 2018)

The research findings shows in the table above shows that the collaborative process in the management of village fund has been achieved effectively. However, there is an aspect that shows that it has not been achieve optimally. So then, the Tontouan Village government should be pay more attention about this aspect, because commitment is very necessary that is a psychological contract of responsibility and consistency of actors' behavior.

As stated previously that in the managing of village fund, it has an umbrella of law in managing village fund policy in Indonesia. In the Law No. 6 year 2014 about Village, and also the Government Act No.43 year 2014 about the implementation rule of Law No. 6 year 2014. This Government Act clearly stated that “that in order to achieve effectiveness in the implementation of the Village Fund, so that Village Government it is necessary to make arrangements aimed at encouraging village communities' initiative, movement and participation for the development of village potentials and assets for the common good; improve public services for villagers to accelerate the realization of common prosperity, promote the economy of the village community and overcome the national development gap, and strengthen the village community as the subject of development. Furthermore the authority of the village includes the authority in the field of administration of the Village Government, the implementation of village development, village community development, and the empowerment of the village community based on community initiatives, village rights and village customs”.

The focus of this research is in collaborative process is that all parties are responsible for the achievement of common goals in the village management according to the Law No.6 year 2014 and the Government Act No. 43 year 2014. Collaborative forums in the perspective of collaborative governance involve public sector or government institution and non government included Tontouan village government, BPD, , and the Guidance and Controlling Village Fund teams, whom negotiate together in designing the strategic plan of village fund. Besides that, all of actors needed to have commitment which can be seen from their attitude and behavior in participating to achieve the common goals of village fund. Implementation is a key driver to ensure that the village fund may develop the capacity of village or Village to get the village fund more useful. Collaborative process in the management of village fund has many benefits, but sometimes it has some obstacles to produce the effectiveness of this program.

According to the interview and review document showed that there was less enough of village government to build the village development programs and also the empowerment of village community. In order to achieve a smooth program of activities and policy implementation as much as possible in accordance with the principles of transparency, accountability and participation in the implementation of village fund policies, all stages of activities can be monitored and facilitate monitoring and guidance in achieving optimization of village fund policies. The collaborative process model of the village fund management at Luwuk District of Banggai Regency is described as follows:

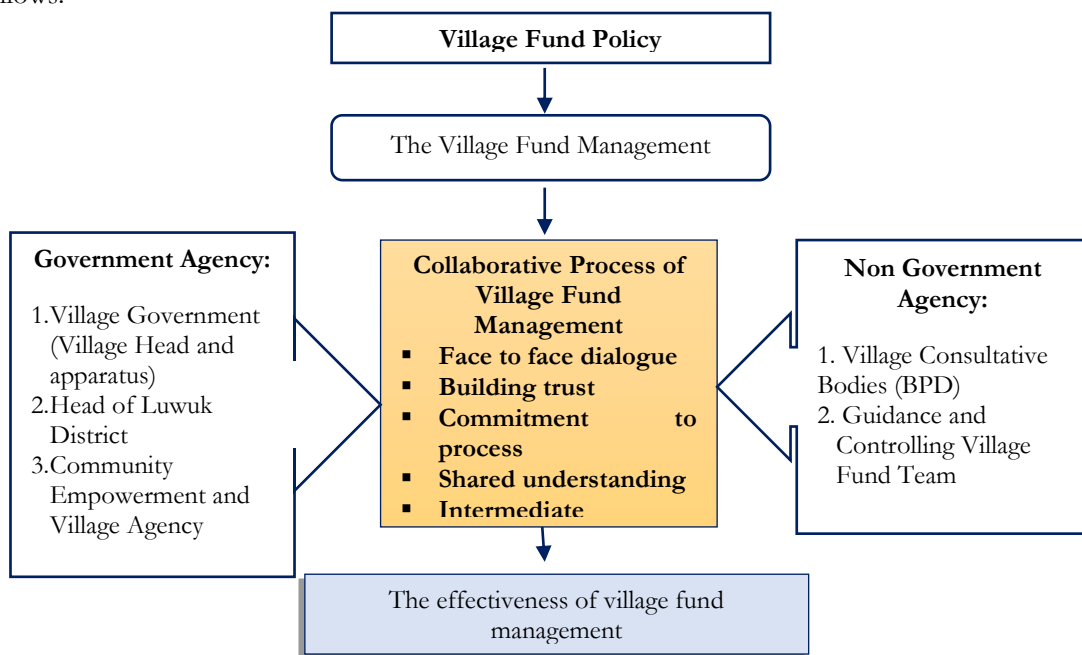


Figure 2. Empirical fact of Collaborative Process in the Village Fund Management

## CONCLUSION

This research confirmed that collaborative process in the collaborative governance theory used by Ansell & Gash (2008) has been proved as the model to be implemented in order to achieve the management of village fund more effective. Actually, this theory should become a key driver to reduce complexity problems in the village fund management. Based on the results of analysis and discussion can be concluded that collaborative process in village fund management in the Tontouan Village at Luwuk District of Banggai Regency has been achieved effectively.

It can be proved by the five dimension of collaborative process such as; face to face dialogue, building trust, commitment to process, share understanding, and intermediate outcomes. However, the face to face dialogue, building trust, shared understanding, and intermediate outcomes has been applied effectively, meanwhile, the commitment to process should be develop by all actors and the Tontouan Village because it ensures to facilitate the psychological contract of individual, such as responsibility and consistency.

For future research is more interesting to make the study about the public trust of village government in the management of village fund. It dimension is neglected in this study more deeply, because it has close related to the accountability and transparency of village government about the program funded by the village fund and also the report progress of fund allocation made by the village government.

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