

Collaborative Governance Model in Waste Reduction Efforts in Jombang Regency

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Abstrak

Jumlah permasalahan sampah di Indonesia masih tergolong tinggi dari tahun ke tahun, termasuk di Kabupaten Jombang. Adanya permasalahan sampah tersebut membutuhkan suatu respon dengan menggunakan proses kolaborasi antar berbagai pihak/*stakeholders* dari lintas sektor yakni pemerintah, swasta, dan masyarakat yang memiliki kewenangan atau disebut sebagai *collaborative governance* karena setiap pihak tidak dapat bekerja sendiri. Tujuan dari penelitian ini yakni untuk menganalisis dan mendeskripsikan upaya pengurangan sampah di Kabupaten Jombang. Penelitian ini menggunakan pendekatan penelitian kualitatif deskriptif. Penelitian ini berfokus pada *collaborative governance* dalam upaya pengurangan sampah di Kabupaten Jombang dengan menggunakan teori milik Ansell dan Gash dengan empat indikator yakni kondisi awal, kepemimpinan fasilitatif, desain institusional, dan proses kolaborasi. Teknik Pengumpulan data yang digunakan berupa wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan *collaborative governance* dalam pelaksanaan upaya pengurangan sampah di Kabupaten Jombang sudah berjalan baik. Namun, pada proses kolaborasi pelaksanaannya belum sepenuhnya maksimal dikarenakan dalam dialog tatap muka tidak terjadi pertemuan tatap muka secara rutin.

Kata Kunci: Collaborative Governance; Pengurangan Sampah; Stakeholder

Abstract

The number of waste problems in Indonesia is still relatively high from year to year, including in Jombang Regency. The existence of this waste problem requires a response using a collaborative process between various parties/stakeholders from across sectors namely the government, private sector, and communities that have the authority or are called collaborative governance because each party cannot work alone. The purpose of this research is to analyze and describe waste reduction efforts in Jombang Regency. This research uses a descriptive qualitative research approach. This research focuses on collaborative governance in waste reduction efforts in Jombang Regency by using Ansell and Gash's theory with four indicators. This research focuses on collaborative governance in waste reduction efforts in Jombang Regency using Ansell and Gash's theory with four indicators, namely starting conditions, facilitative leadership, institutional design, and collaboration process. The data collection techniques used were interviews, observation, and documentation. The results showed that collaborative governance in the implementation of waste reduction efforts in Jombang Regency is already running well. However, in the collaboration process, the implementation has not been fully maximized because face-to-face dialogue does not occur regularly.

Keywords: Collaborative Governance; Waste Reduction; Stakeholders

INTRODUCTION

The waste problem is one of the issues that is often found in every country, especially in developing countries including Indonesia (Sari, 2022). The high waste problem is directly proportional to the high population density which results in a decreasing amount of vacant land that is used as a landfill (Abdussamad, 2022). Based on data released by the National Waste Management Information System, the amount of waste generation in Indonesia is still relatively high from year to year. The government has made several efforts to solve this problem, one of which is by issuing the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number 14 of 2021 concerning Waste Management in Waste Banks (Agustian & Rochaeni, 2024). Waste management through waste banks is expected to be economically beneficial, safe for the environment, and healthy for the community. The program at the waste bank has a concept, namely a program made to encourage people to want to sort waste (Dewanti, 2020).

In implementing efforts to solve the waste problem, the potential of human resources is one of the most important roles in achieving a goal that has become a common will (Rahman, 2020). The human resources needed in an effort to achieve the goal of dealing with this waste problem include the central government, local governments, and the community (Lisa, 2024). In 2024, East Java Province became the second highest contributor to waste generation after West Java Province. This shows that the regions in East Java Province produce a lot of waste every day, one of which is the Jombang Regency. The total waste deposited at the Banjardowo Final Processing Site in Jombang in a day is estimated to be around 126 tonnes, which is only accumulated from 35% of the villages served by the Environmental Agency of Jombang Regency.

The Head of Waste Management and Green Open Space Division of the Environmental Agency of Jombang estimates that in the next five to six years the capacity of the landfill will no longer be able to accommodate the waste. The character of the community in addressing the waste problem is also quite important (Sari et al., 2023), until now there are still many piles of garbage on the roadside where there are occasional public facilities that are used as garbage bins by the surrounding community. Apart from the character of the community in addressing the waste problem, the accumulation of

waste on the roadside and public facilities is the result of the uneven services provided by the Jombang Regency Environmental Service.

The Jombang Regency Government has made several efforts regarding waste, in line with this, the Regent of Jombang issued a policy in the form of Jombang Regency Regional Regulation Number 3 of 2019 concerning Waste Management in this regulation explains waste processing which includes landfilling, compaction, composting, utilization for energy, recycling, and waste processing through environmentally friendly technology. Jombang Regency Regional Regulation Number 3 of 2019 concerning Waste Management also explains that the Jombang Regency Environmental Service is allowed to carry out a working relationship related to efforts to manage waste problems with other parties within the scope of Jombang Regency. Waste reduction efforts undertaken by the Jombang Regency Government are not only a matter for the government alone but also require the participation of all parties. Such participation is intended to increase community involvement in social environmental activities, especially independent waste reduction (Brotosusilo, 2020).

Waste reduction requires precision in its management so as not to cause other problems such as health risks and disruption of living ecosystems and to minimize waste management issues (Fatimah, 2020). Waste reduction is a major issue in the waste problem, which has become a national scale problem, namely as a major contributor to pollution elements by causing air, water, and soil pollution and causing various environmental and ecosystem damages where resources develop (Wahyudin, 2023). With the various problems that can arise due to the waste problem, it is necessary to see how the collaboration efforts made by the Environmental Agency of Jombang Regency and related parties in making efforts to reduce waste in Jombang Regency. In connection with this, collaborative governance is a form of response to a public issue by using a process of cooperation between various parties who have the authority, from this involvement, it is expected to be able to handle public problems effectively and efficiently (Astuti, 2020).

The involvement of external or non-governmental parties in the implementation of this collaboration activity is a form of collaborative governance practice (Noor et al., 2022). The Jombang Regency Environmental Service collaborates with the Jombang Main Waste Bank and PT Bumi Indus Padma Jaya from the private sector. Thus, this research aims to analyze and describe how waste reduction efforts in Jombang Regency

use Ansell and Gash's collaborative governance model (2008) focusing on how its key elements starting conditions, facilitative leadership, institutional design, and the collaborative process contribute to the collaboration.

METHODS

This research uses qualitative research with a descriptive approach. The data in this study uses primary and secondary data which is the result of interviews, observation, and documentation. The focus of this research is Collaborative Governance in waste reduction efforts in Jombang Regency, based on Ansell & Gash's 2008 theory of four analyses used to analyze the collaboration process including starting conditions, facilitative leadership, institutional design, and collaboration processes. This research uses Purposive Sampling, which is a technique for determining informants (data sources) based on certain considerations (Sugiyono, 2020). By determining three sources, namely the Jombang Regency Environmental Service, the Jombang Main Waste Bank, and PT Bumi Indus Padma Jaya. The data analysis technique in this study uses data analysis techniques belonging to Miles & Saldaña (2014) which consists of four stages, namely, data collection techniques, data condensation techniques, data presentation techniques, and conclusion drawing techniques. Meanwhile, data validity uses a credibility test with triangulation techniques.

RESULT AND DISCUSSION

Collaborative Governance Model in Waste Reduction Efforts in Jombang Regency

Waste reduction efforts in Jombang Regency use Ansell and Gash's (2008) collaboration model, namely Starting conditions, Facilitative Leadership, Institutional Design, and Collaborative Process. Researchers chose Ansell and Gash's (2008) collaborative governance model because in the waste reduction activities in Jombang Regency, there are activities that run like a collaborative process such as leadership, trust by the parties, joint commitment, and institutional design. These activities characterize the practice of collaborative governance. Furthermore, the implementation of waste reduction efforts in Jombang Regency also involves actors from the government and non-government where it is also included in the characteristics of collaborative governance

practices. Explanations related to the results and discussion of waste reduction efforts in Jombang Regency using the collaborative governance model are as follows:

Starting Condition

Ansell and Gash (2008) stated that the starting conditions of a collaboration process are influenced by three indicators, namely the imbalance of resources owned by stakeholders involved in collaboration, incentives obtained and the history of past cooperation. This statement is supported by Apriadi (2023) which states that the three indicators affect the starting conditions of a collaboration. The starting conditions in the collaboration process carried out by the Environmental Service, the Jombang Main Waste Bank, and PT Bumi Indus Padma Jaya in waste reduction efforts in the Jombang Regency are also influenced by these three indicators. The imbalance of resources and knowledge owned by stakeholders can be seen from the inability of the Environmental Service to carry out services related to waste reduction evenly in Jombang Regency, this is due to the lack of personnel and facilities that are unevenly distributed in the Jombang Regency area.

This is in line with the opinion (Arundinasari, 2022) that it is very natural to have an imbalance of resources so in this collaboration there is also an imbalance of resources owned by each party. This is not an obstacle to collaboration because, with these differences, the roles and duties of each party emerge while maintaining a shared synergy in waste reduction efforts in Jombang Regency. The parties in this collaboration realize that the waste problem in Jombang Regency cannot be solved by only one party. The incentive obtained in this collaboration is the achievement of the waste reduction target obtained by the Environmental Agency and the Jombang Main Waste Bank, which has the main task in the waste sector, then the incentive obtained by PT Bumi Indus Padma Jaya as a recycling company is the supply of Polyethylene Terephthalate (PET) waste provided by the Jombang Main Waste Bank for the company's production materials.

Facilitative Leadership

Leadership in collaborative governance is applied by the Jombang Regency Environmental Service. A leader has a very important influence on policy formation for the sustainability of collaboration. Peterson's theory in Idris (2022) reveals that the policy of the leader must be strongly understood in the region. Facilitative leadership is an important element in collaborative governance, Mahirun (2021) suggested that leadership

is seen as a process to direct and influence task activities in organizations or the process of someone influencing others to achieve common goals. The Environmental Agency as a leader in this collaboration has played a good role in facilitating the parties in this collaboration. The Environmental Agency is active in inviting each party in this collaboration to participate and carry out the duties and roles of each party. So that in its implementation, each party has understood their respective duties and functions.

The implementation of the MoU is also carried out jointly with the participation of all parties involved in this collaboration by discussing in detail and in-depth so that afterward there is no conflict regarding the inequality of roles and duties between each stakeholder. The Environmental Agency also continues to monitor through monthly reports as a form of transparency. The role of leaders is to provide education and socialization to the community regarding efforts to reduce waste independently. When leaders show a strong commitment to waste management programs, community participation tends to increase (Rozikin, 2024). So it can be said that facilitative leadership in waste reduction efforts in Jombang Regency has collaborated well as shown by the role of the Environmental Service which is able to provide understanding and facilitate communication between each party and also the community in waste reduction efforts in Jombang Regency.

Institutional Design

According to Ansell and Gash (2008), institutional design is something that refers to the basic rules and how the procedures are transparently implemented in the collaboration process. The rules used in this collaboration are in the form of Jombang Regency Regional Regulation Number 3 Year 2019 which mandates that the Jombang Regency Environmental Service has the task of ensuring the implementation of efforts in waste problems through coordination and cooperation between the government, the community and the private sector. Furthermore, there is an MoU that has been established between the parties in the collaboration, Until now, each party in this collaboration still adheres to and maintains the rules contained in the MoU as a basis for implementing waste reduction programs in Jombang Regency. The parties in this collaboration have a great commitment so that the roles and duties of each party run well. This is in line with research conducted by Afuan (2023) which suggests that commitment is believed to be a driver to achieve success.

The Collaborative Process

1. Face-to-Face Dialogue

Ansell and Gash (2008) suggest that the overall governance of collaboration starts with a face-to-face dialogue between stakeholders, which is central to building trust, mutual respect, shared understanding, and commitment in the process. Face-to-face dialogue is needed to identify opportunities for mutual benefit (Sudirman, 2022). The face-to-face dialogue that occurs in collaborative governance in waste reduction in Jombang Regency takes place during the making of the MoU between all parties involved in this collaboration. However, there is no schedule and routine activities used in carrying out face-to-face discussion forums. The parties involved in this collaboration tend to coordinate and communicate through online media and are conditional. The parties in this collaboration prefer to convey information and monitoring through smartphones. When referring to the expression given by Ansell and Gash (2008), face-to-face dialogue activities are the core of all governance in collaboration.

Although in its implementation the parties have carried out regular reporting and established online communication, a face-to-face dialogue should still be carried out, this is in line with Sudirman (2022) who revealed that face-to-face dialogue is a form of effort to build trust in uniting a jointly determined program. Face-to-face meetings that have not been carried out routinely and only conditionally through online media show that the focus of face-to-face dialogue in waste reduction efforts in Jombang Regency has not been running optimally.

2. Trust Building

Trust building is a long-term process that takes time and requires high commitment (Permana, 2023). Ansell and Gash (2008) emphasize that collaborative processes are not only about negotiation but also about building trust between stakeholders. Trust building in the collaboration process is very important. Trust in this collaboration is built by communication that is carried out formally and informally either through online media or through direct meeting forums. The established communication is a means to build strong trust between the parties in this collaboration. Trust building also involves the community, namely through the existence of regular socialization and education activities organized by the parties through various programs, with the

involvement of the community also increasing the trust and willingness of the community to make efforts to reduce waste.

The Environmental Agency, which has a role as a regulator and leader in this collaboration process, requires each party involved in the collaboration to make monthly reports related to the activities and programs that are running in waste reduction efforts in Jombang Regency. Based on the previous explanation, it can be said that the focus on building trust in collaborative governance in waste reduction efforts in Jombang Regency has been running well, this is evidenced by the openness of information and transparency carried out with regular monthly reports and communication carried out both formally and informally. Community involvement in various programs organized in the form of socialization and education also fosters the trust that the community has in this collaborative process.

3. Commitment to the Process

A strong commitment from the stakeholders involved in the collaboration is not just an expectation, but an essential foundation that underpins all waste reduction efforts. Without deep commitment, the potential synergies that should arise from diverse resources will be difficult to realize, and common goals will be difficult to realize (Zein, 2024). This opinion is also emphasized by Ansell and Gash (2008) who argue that an activity will not succeed if the perpetrators do not have a strong commitment to the implementation process. So, if the parties in the collaboration have low commitment, it can be a problem. The need to complement each other between each party also contributes to a strong commitment to the collaboration process in this waste reduction effort. The different roles owned by each party in this collaboration do not make divisions but become reinforcements in the form of collaboration that exists.

This strong commitment is evidenced by the allocation of real resources, active participation in every stage of collaboration, and accountability for their respective roles and responsibilities. Furthermore, the socialization, education, and campaign activities that are actively organized by the parties are a form of deep commitment to waste issues. These efforts demonstrate a willingness to invest time, energy, and resources in raising public awareness and encouraging behavioral change. Thus, a strong commitment becomes the glue that unites the vision and actions taken by all parties in achieving the goal of effective and sustainable waste reduction. Based on the previous explanation, it

can be said that the focus of commitment to the process in this collaboration has gone well. This is evidenced by active participation in every stage of the collaboration, a common vision, real resource allocation, and accountability for the roles and responsibilities of each party in the collaboration.

4. Shared Understanding

The parties involved in collaboration are required to have the same understanding of the collaboration process, the understanding includes vision, goals, and problems (Ansell & Gash, 2008). In line with this income, Rozikin (2019) argues that a shared understanding is a necessary condition during the collaboration process so that common goals can be realized. The mutual understanding that exists in collaboration in waste reduction efforts in Jombang Regency, which involves the Jombang Regency Environmental Service, the Jombang Main Waste Bank, and PT Bumi Indus Padma Jaya, has been running with a common vision and a deep understanding of their respective roles and duties. The parties in this collaboration have also understood what is the urgency related to the waste problem, especially in Jombang Regency, what solutions must be made, and the purpose of holding a collaboration, namely to reduce problems based on circular economy.

In line with research conducted by Auliani (2020) in the current era, waste is seen as a form of resource that has selling value so it has benefits with a comprehensive approach from upstream to downstream. The mutual understanding then continues to be pursued with both formal and informal communication. The parties in this collaboration also seek the understanding of the community, through education and socialization activities the community continues to be invited to have the same understanding regarding waste reduction efforts. Based on the previous explanation, it can be said that the Jombang Regency Environmental Agency, Jombang Main Waste Bank, and PT Bumi Indus Padma Jaya have a common understanding related to collaboration in waste reduction efforts in Jombang Regency. This is evidenced by a common vision and understanding of their respective roles and duties. The parties in this collaboration have also understood the urgency, solution, and purpose of the collaboration.

5. Intermediate Outcome

Intermediate Outcomes are the results obtained from the ongoing process and can benefit the collaborating parties (Rozikin, 2019). The intermediate outcome found in

collaboration in waste reduction efforts in Jombang Regency is an increase in the amount of waste reduction from year to year even though it has not been significant, according to the following table:

Table 1.1 Total Waste Reduction in Jombang Regency in 2019-2023

Year	Waste Reduction
2019	10,01%
2020	13,18%
2021	13,20%
2022	13,46%
2023	14,52%

Source: Jombang Regency Environmental Office

These intermediate outcomes are also shown from the increase in supply provided by the Main Jombang Waste Bank to PT. Bumi Indus Padma Jaya shows an increase in waste disposal efforts. This shows an increase in efforts to dispose of waste in its place which is then transported by the Jombang Main Waste Bank to be handed over to the recycling company, PT Bumi Indus Padma Jaya. The recycling company, PT Bumi Indus Padma Jaya.

Another intermediate outcome is the increase in the number of Reduce, Reuse, Recycle Waste Processing Site (TPS 3R) buildings that are spread across various areas in Jombang Regency. Intermediate outcomes that lead to positive progress are also evidenced by the achievement of various awards at the provincial and national levels with programs in waste reduction efforts. With the achievement of the waste reduction target waste reduction targets that have been listed in the strategic plan are also evidence of the intermediate outcome in this collaboration. The various intermediate outcome that have been achieved in this collaboration makes the parties continue to have optimism in making waste reduction efforts. In making efforts to reduce waste. Based on the previous explanation then it can be said that the focus of the intermediate outcome on the collaboration process in waste reduction efforts in Jombang Regency has been by the objectives of the collaboration.

CONCLUSION

Based on the explanation of waste reduction efforts in Jombang Regency using the collaborative governance model, it can be said that the collaboration process has gone well. The stakeholders involved have different resources and knowledge in waste

management so this becomes a factor in the formation of collaboration in the starting conditions of collaboration, besides that the starting conditions also begin with a history of cooperation that stems from the realization that waste cannot be resolved by only one party and the existence of a joint intensive which is used as motivation and commitment in this collaboration. This collaboration process has a legal rule in the form of an MoU which is the basic foundation for the implementation of collaborative governance. The Environmental Agency as the leader in this collaboration process plays a very good role in cooperating with the parties to provide their participation in the collaboration process.

However, in the collaboration process there is a slight shortcoming, namely that there is still no regular schedule for face-to-face dialog activities, discussion and communication activities are still carried out conditionally either through online or direct meetings. Although the regular meeting schedule has not been running routinely, the trust held by each member can be said to be good, this is because it is still required to have a monthly report submitted to the Environmental Service as the leader of the collaboration, besides that communication continues to run even though it is conditional by adjusting the situation related to the collaboration process. Each party in this collaboration has a good commitment and understanding of the purpose of this collaboration so that each party has carried out their duties according to their respective roles.

This is evidenced by the intermediate outcome that shows positive changes regarding the amount of waste reduction, which increases the optimism of the parties to realize the collaboration goals in waste reduction efforts in Jombang Regency. Based on the conclusions, in the implementation of collaborative governance, there needs to be an effort to maximize the face-to-face dialogue process by creating a routine schedule through a joint agreement to create an open forum for discussion and coordination in order to improve results and achieve goals effectively and efficiently. Then, further researchers are advised to conduct an in-depth analysis of factors that influence the face-to-face dialog process in efforts to reduce waste in Jombang Regency.

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