

THE SYNERGY OF DPRD AND GORONTALO PROVINCE GOVERNMENT IN THE MODEL COLLABORATIVE GOVERNANCE

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ABSTRACT

Aims: This study aims to explore the synergy between the DPRD and the provincial government in order to create effective governance using a collaborative governance approach. This study focuses on four key elements, namely initial conditions, institutional design, leadership, and collaboration processes. Qualitative methods are applied with data collection techniques in the form of in-depth interviews, field observations, documentation studies, and focus group discussions. The results of the study indicate that collaboration between the DPRD and the provincial government is often colored by differences in priorities. The DPRD tends to focus on constituent aspirations, while the provincial government emphasizes macro-scale development strategies. Institutional designs, such as public consultation forums and Musrenbang, although designed to support collaboration, still require optimization to be more effective. Inclusive and communicative leadership plays an important role in building harmonious working relationships, while less responsive leadership can be an obstacle. This study recommends aligning visions, strengthening institutional mechanisms, developing collaborative leadership styles, and using technology to increase transparency and efficiency. These findings are expected to contribute to improving regional governance in a more inclusive and sustainable manner.

Keywords: *Governance, DPRD, Provincial Government, Collaboration.*

INTRODUCTION

In the context of regional development, the effective governance is a key element to ensure the achievement of sustainable development goals. Good governance is not only characterized by administrative capabilities in implementing its programs, but also by the involvement of various actors, both governmental and non-governmental, in the decision-making process and policy implementation. In this case, the synergy between the DPRD and the provincial government has a strategic role in creating harmonious relationships between various stakeholders in formulating and implementing public policies (Lestari et al., 2022).

Changes in political, social, and economic dynamics at the regional level require an inclusive governance approach. The complexity of the problems faced by modern society can no longer be solved unilaterally by the government (Christensen, 2024). Therefore, a pattern of interaction is needed that involves cross-sector cooperation, including the private sector, civil society organizations, and local communities. This not only increases the efficiency and effectiveness of policies, but also provides space for community aspirations to contribute to development (Septiyanto et al., 2024).

The DPRD as a representative of the people has a great responsibility in carrying out legislative, budgetary, and supervisory functions (Hikmawan et al., 2020). On the other hand, the provincial government, as a policy implementer, is required to be able to translate community needs into concrete programs. The synergy between these two institutions is a determining factor in ensuring that the policies produced are not only relevant to community needs but can also be implemented well in the field. However, in practice, creating harmonious cooperation between the DPRD and the provincial government is not easy (Rozikin & Sofwani, 2023). Differences in perspective, priorities, and interests often become obstacles in the joint decision-making process. In addition, the lack of institutional capacity, both in terms of human resources and coordination mechanisms, is also a challenge that needs to be overcome (Agustina & Wulandari, 2023). Therefore, an adaptive and innovative leadership strategy is needed to facilitate effective collaboration between the two institutions (Bettis et al., 2020). On the other hand, regional development that is oriented towards sustainability also requires the government to be able to embrace various non-governmental actors. Collaboration with the private sector, academics, and civil society is an important element in creating innovative solutions to various regional problems. The DPRD and provincial government must be able to play a role as facilitators who bridge the interests of various parties in the policy formulation process. Thus, this approach involving various actors not only reflects the principles of democracy but also ensures that the resulting policies have strong legitimacy (Olvera-García & Sipe, 2019). The strategic role of the DPRD and provincial government is also seen in the preparation of regional priority programs. Both must

be able to identify crucial issues that require immediate attention, such as poverty alleviation, improving the quality of education, environmental management, and infrastructure development. In this case, the ability to build effective communication between various stakeholders is one indicator of successful governance. Another challenge that needs to be considered is how to ensure that every decision-making process is carried out transparently and accountably (Ansell & Gash, 2008). Public trust in government institutions is greatly influenced by the extent to which these two institutions can demonstrate their commitment to the principles of good governance. In this case, the DPRD and the provincial government must be able to show that they are not only working for the interests of certain groups, but also for the welfare of the entire community. In addition, information and communication technology can also be an effective tool in supporting governance. The use of digital platforms to accommodate community aspirations, monitor program implementation, and evaluate policy outcomes can increase public participation while strengthening accountability. The use of this technology also allows the coordination process between the DPRD and the provincial government to be more efficient, especially in terms of delivering relevant data and information (Maulana & Dečman, 2023). At the implementation level, the role of leadership is one of the key factors in creating successful collaboration. Leaders who are visionary, communicative, and able to build trust between various parties will find it easier to encourage synergy between the DPRD and the provincial government (Agger & Sørensen, 2018). This kind of leadership also it is important to create a work culture that is open to innovation and change, so that it is able to face new challenges that arise in the midst of development dynamics. In addition, a value-based approach also needs to be applied in every decision-making process. Values such as justice, inclusiveness, and sustainability must be the basis for formulating policies. By prioritizing these values, the DPRD and the provincial government can ensure that every policy produced is not only beneficial for the present, but also has a positive impact on future generations (Donahue et al., 2011).

The importance of synergy between the DPRD and the provincial government can also be seen from a decentralization perspective. With regional autonomy, these two institutions have greater space to design policies that are in accordance with local needs. However, this autonomy also demands greater responsibility in ensuring that these policies can be implemented effectively (Douglas et al., 2020). Therefore, good coordination between the DPRD and the provincial government is very important in this context.

Ultimately, the success of governance is largely determined by the extent to which the DPRD and the provincial government can work together harmoniously. The synergy between these two institutions not only reflects their commitment to the

principles of good governance, but also becomes the foundation for creating sustainable regional development (Bardach, 2012). By prioritizing the values of collaboration, transparency, and accountability, the DPRD and the provincial government can be the driving force in creating effective governance that is responsive to the needs of the community.

METHOD

This study uses a qualitative approach to explore in depth the synergy between the DPRD and the Provincial Government in governance. This method was chosen because it is able to capture the dynamics of relationships between actors, cooperation patterns, and obstacles in the collaboration process (Fadli, 2021). Data collection was carried out through direct observation, in-depth interviews, documentation studies, and Focus Group Discussions (FGD). Observations aim to understand real conditions in the field, while interviews with DPRD members, government officials, and other stakeholders explore their views on the effectiveness of cooperation. Documentation studies include analysis of DPRD documents, RKPD, and related regulations to understand the institutional framework. Data validation was carried out using triangulation techniques to ensure consistency and accuracy, as well as FGDs to discuss the results and develop recommendations. Data were analyzed thematically, referring to the main elements of governance, such as institutional structure, leadership, and collaboration processes. This study is expected to provide practical and theoretical contributions in strengthening cooperation between the DPRD and local governments for more effective development.

RESULTS AND DISCUSSION

Governance synergy is a process of harmonious cooperation between various parties in a government system to achieve common goals. In the context of local government, this synergy involves a close relationship between legislative institutions, such as the DPRD, and executive institutions, such as the provincial or district/city government. Both have different but complementary functions and responsibilities, so that strong synergy is the key to success in organizing regional government and development.

The main objective of this synergy is to create effective, transparent, and community-oriented governance. This can be achieved through good coordination, open communication, and a shared understanding of development priorities. Each party needs to understand their respective roles and functions, and demonstrate a commitment to working together for the success of jointly designed programs and policies.

Governance synergy is not only limited to the communication aspect, but also includes the alignment of vision, mission, and strategy between the parties involved. In this case, the DPRD acts as an institution that supervises, provides input, and ensures that community aspirations are accommodated in policies taken by the regional government. Meanwhile, the regional government has the responsibility to design, implement, and evaluate development policies. If both parties can work together well, the development planning and implementation process will be more focused, efficient, and in accordance with the needs of the community. However, realizing the government is not easy. Often, the relationship between the legislative and executive institutions is colored by differences of opinion or priority. For example, the DPRD may focus more on the specific needs of their constituents, while the regional government prioritizes long-term development programs that macro. To overcome this challenge, intensive communication and discussion forums are needed that can bring together the views of both parties. In this way, existing differences can be bridged and produce inclusive policies.

In addition, institutional mechanisms also play an important role in encouraging synergy in governance. Formal forums, such as development planning meetings (Musrenbang) and public consultation meetings, are designed to facilitate interaction between the DPRD, local governments, and the community. However, the effectiveness of these mechanisms is highly dependent on their implementation. If these forums are only symbolic or administrative, the goal of synergy will not be achieved. Therefore, strengthening institutional mechanisms is needed through a more inclusive and substantive approach.

Leadership is also a key factor in creating synergy. Visionary, inclusive, and communicative leaders can be effective liaisons between the various parties involved. They are able to build trust, bridge differences, and create a conducive working atmosphere. Conversely, an authoritarian or less responsive leadership style tends to trigger conflict and worsen relations between institutions.

This study aims to understand the synergy between the DPRD and the provincial government in order to create effective and collaborative governance. Based on data obtained through in-depth interviews, observations, documentation studies, and Focus Group Discussions (FGD), the results of this study can be grouped into several main themes that include the dynamics of cooperation, challenges in collaboration, and strategic recommendations to improve relations between the two institutions. In this analysis, the discussion focuses on four important elements that influence collaboration between the DPRD and the provincial government, namely initial conditions, institutional design, leadership, and collaboration processes. These elements help provide a structured analytical framework for understanding the effectiveness of governance.

1. Initial Conditions

Initial conditions are elements that greatly determine the success of collaboration between the DPRD and the provincial government. Based on the results of the study, initial conditions are characterized by a gap in perception between the two parties regarding regional development priorities. The DPRD, as a representation of the community, tends to focus on the specific needs of the constituents it represents, while the provincial government prioritizes development based on macro strategies. This difference is often a major challenge in the early stages of compiling the DPRD's Main Ideas (Pokir) and its integration into the Regional Government Work Plan (RKPD).

This initial condition is also influenced by the limited level of communication between the DPRD and the provincial government in the early planning phase. Lack of transparency in conveying strategic data and information often leads to misunderstandings that worsen relations between the two parties. In addition, this study notes that structural barriers, such as lack of time allocation for quality public consultations, also affect the effectiveness of cooperation in the early stages. However, several efforts have been made to overcome these barriers, such as increasing informal dialogue and expanding access to information for both parties. Another factor that affects the initial conditions is the level of trust between the two institutions. Research shows that good interpersonal relationships between DPRD members and provincial government officials can accelerate the process of aligning development visions and missions.

2. Institutional Design

Institutional design is a key element that influences the mechanism of cooperation between the DPRD and the provincial government. Based on the documentation study, formal mechanisms such as public consultation forums, development planning meetings (Musrenbang), and technical coordination meetings have been designed to support the collaboration process. However, the effectiveness of these mechanisms is highly dependent on their implementation in the field.

This study found that in several cases, the existing mechanisms have not been able to ensure optimal synchronization between the DPRD Pokir and the RKPD. Several DPRD members feel that the existing procedures are more administrative than substantive, thus reducing the opportunity to contribute optimally. This shows that the existing institutional framework needs improvement to be more adaptive to the needs of inter-institutional collaboration. In addition, bureaucratic obstacles often slow down the cooperation process. For example, overlapping authority between sectors in the provincial government causes delays in decision-making. To overcome this, a revision of the institutional framework is needed to be more

adaptive to the needs of both parties. The use of information technology has also been identified as a potential solution to improve the coordination process and increase transparency in decision-making.

For example, a digital platform for sharing strategic documents, such as draft RKPD or DPRD Pokir, can reduce the time required for data synchronization. In addition, web-based applications can be used to monitor the progress of the implementation of agreed programs, thereby strengthening accountability between institutions.

3. Leadership

Effective leadership on both sides plays an important role in driving successful collaboration. The results of the study show that an inclusive, communicative, and visionary leadership style has a positive impact on the working relationship between the DPRD and the provincial government. Leaders who are proactive in initiating open dialogue tend to be more successful in creating a conducive working atmosphere.

One example identified in this study is the role of regional heads who encourage DPRD involvement in the development planning process from the early stages. With this approach, the DPRD feels more appreciated and has a greater opportunity to voice the aspirations of the people it represents. Conversely, an authoritarian or less responsive leadership style tends to widen the gap between the two institutions.

This study also highlights the importance of collaborative leadership that is not only oriented towards achieving individual targets, but also towards shared success. Leaders who are able to bridge differences of opinion and build trust between the parties involved have a greater chance of encouraging synergy. In addition, leadership based on values, such as honesty, transparency, and integrity, is also considered an important factor in strengthening collaboration between the DPRD and the provincial government.

4. Collaboration Process

The collaboration process between the DPRD and the provincial government involves various stages, from planning, implementation, to policy evaluation. Based on the results of observations and interviews, this process often faces challenges in the form of a lack of effective communication and differences in priorities. These obstacles arise due to the lack of regular discussion forums that actively involve both parties.

This study recommends increasing the capacity for inter-institutional communication through a more structured dialogue mechanism. For example, technical coordination meetings can be scheduled regularly to discuss strategic issues that require synergy between the DPRD and the provincial government. In addition, the collaboration process can be strengthened by involving third parties,

such as academics or civil society organizations, as independent mediators to resolve potential conflicts. This study also highlights the importance of public participation in supporting the collaboration process. Although public consultation forums have become part of the planning mechanism, their implementation in the field is often still symbolic. To address this, there needs to be concrete steps to involve the community more substantially in the decision-making process. More active public participation not only strengthens the legitimacy of policies but also helps identify solutions that are more relevant to community needs.

In the thematic data analysis, this study identified several important elements that can improve the effectiveness of the collaboration process, namely transparency, accountability, and the use of technology. Transparency in sharing data and information between the DPRD and the provincial government can reduce the potential for conflict, while accountability encourages all parties to work according to their responsibilities. The use of information technology, such as digital platforms for sharing data, can speed up the process and increase the efficiency of cooperation.

5. Strategic Recommendations

Based on the research findings, there are several recommendations that can be implemented to improve synergy between the DPRD and the provincial government:

- **Increasing Human Resources Capacity:** Technical training for DPRD members and provincial government officials needs to be carried out to strengthen their understanding of integrated development planning.
- **Strengthening Institutional Design:** Revision of existing cooperation mechanisms needs to be carried out to ensure that the DPRD Pokir and RKPD can be integrated more effectively.
- **Collaborative Leadership Development:** Leaders in both institutions need to encourage a more inclusive and communicative work culture to build harmonious working relationships.
- **Utilization of Information Technology:** The development of a digital platform for sharing data and information in real time can accelerate the decision-making process.

6. Research Contribution

The results of this study provide an important contribution to enriching the literature on governance, especially in the context of the relationship between the DPRD and the provincial government. This study also offers practical solutions that can be applied to improve the effectiveness of cooperation in regional development planning. By integrating strategic elements such as initial conditions, institutional design, leadership, and collaboration processes, the synergy between the two institutions is expected to be further enhanced to support sustainable development.

CONCLUSION

Governance synergy is an important element in ensuring the effectiveness of regional government and development. Based on the discussion, it can be concluded that the success of this synergy is highly dependent on four main elements, namely initial conditions, institutional design, leadership, and collaboration processes. Initial conditions are an important foundation that determines the direction of cooperation between the two institutions. Differences in priorities between the DPRD and the provincial government are often a challenge, but can be overcome through open communication and increased mutual trust. Existing institutional designs, such as formal mechanisms through Musrenbang and public consultation forums, show great potential in supporting collaboration, although they still need strengthening to be more adaptive and responsive to the needs of both parties. Leadership is also a determining element of success. An inclusive and visionary leadership style can narrow the gap between the DPRD and the provincial government, creating a conducive working environment for collaboration. Conversely, a less communicative leadership style can worsen the dynamics of the relationship between the two institutions. Meanwhile, an effective collaboration process does not only depend on inter-institutional communication, but also on community involvement as part of decision-making. Public participation, if implemented substantially, can increase transparency, accountability, and legitimacy of the development planning process.

This study provides an important contribution to the development of the concept of governance, especially in the context of the relationship between the DPRD and the provincial government. By combining strategic elements, such as priority alignment, strengthening institutional design, collaborative leadership, and integration of information technology, the synergy between the two institutions can be enhanced. The results of this study are expected to be the basis for formulating better policies in supporting sustainable development at the regional level.

Overall, this study confirms that effective collaboration between the DPRD and the provincial government not only reflects synergy in governance, but also becomes a strategic step in realizing inclusive, participatory, and sustainable regional development

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