

COLLABORATIVE DYNAMICS: ENGAGEMENT PRINCIPLE PHASE IN THE IMPLEMENTATION OF EXPORT IMPROVEMENT AND DEVELOPMENT PROGRAMS IN SOUTH SULAWESI PROVINCE

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ABSTRACT

This study aims to determine Collaborative Dynamics in the Principled Engagement Stage in the Implementation of the Export Improvement and Development Program in the Province of South Sulawesi. This research method uses a qualitative approach, the main focus in this study is Principled Engagement in increasing and developing exports in the South Sulawesi Province including Discovery, Deliberation, and Determinations. Data collection was carried out by in-depth interviews, observations, participation, and study of documentation. The results of this study indicate that the Principled Engagement has been running but not yet maximized and must be improved and improved again. In the discovery process, the objective of all actors participating in this collaboration forum is seen in harmony with the main objective of collaboration, which is to increase and develop exports in terms of value, volume, to export destination countries. At the stage of deliberation in general this has been well-formed but the community exporters demand that the quality of this deliberation be further improved so that what is desired by exporters can be realized properly and appropriately. At the determinization stage which is a series of joint implementation actions of collaborative objectives in the implementation of export improvement and development policies, it can be concluded that it has not gone well enough, this can be seen from the primary determination that there is no standard technical collaboration yet, setting a scheduled meeting agenda also has not been maximized Even though there has been a division of tasks between each actor but it is not specific, the substantive determination which is the result of a collaboration product cannot be said to be good either because it has not been made continuously.

Keywords: Collaborative Dynamics, Principled Engagement, Program Implementation.

INTRODUCTION

The success of this program of increasing exports in South Sulawesi Province is not only coordination and commitment, but also what is needed is strengthening resources to increase exports both in terms of quantity and quality. Based on the preliminary observations of the researchers, it seems that there are still technical problems on the internal side both in the field of foreign trade and UPTD related to the scope of the Department of Commerce. Such as UPTD Balai testing and certification of goods related to the application of standardization and quality testing of export commodities.

Exporters in South Sulawesi are currently concentrated on primary commodities (raw material). This causes a lack of added value from exported commodities, so the regional central government is pushing for industrial hierarchy. But on the other hand exporters are not ready so that they show negative behavior in carrying out the policy. For example, seaweed commodity, seaweed exporters reject the policy of hierarchical seaweed commercialization. Implications for the community, on the other hand, some support and some who reject.

The practice of collaborative governance is considered to be able to contribute to improving the quality of public services and to be a solution in solving public problems (Andrews et al., 2012; De Vries, 2013). Collaborative governance in various countries, especially developing countries due to the failure of the government in providing public services due to various limitations both human resources and resource limitations (Kartika, 2017). Therefore, collaboration with various sectors related to various forms is needed, one of them is the concept of collaborative governance (Pollit & Bouckaert, 2011; Torfing et al., 2012). Interactive Governance: Advancing the paradigm. Oxford University Press on Demand.). There are three collaborative components called Collaborative Dynamics which are seen as a cycle that interacts with each other.

This study looks at dynamics that can have implications for not achieving program objectives. in collaborative dynamics there are three components called Collaborative Dynamics which are seen as an interacting cycle namely Principled Engagement, Shared Motivation, and Capacity for Joint Action (Emerson et al, 2011). But the main focus of this article is Principled Engagement.

Principled Engagement is a major phase in collaborative dynamics, where this phase of different stakeholders can jointly solve problems and conflicts and create value. "Principled" here is an effort to adhere to basic principles that are broadly articulated both in practice and research, including fair and polite discourse, open and inclusive communication, balanced by representations of all different, relevant, and significant interests and informed by the views and knowledge of all participants. This principled involvement occurs from time to time through the process of social learning namely the discovery of the definition of deliberation and determination. Through this iterative process, collaborative partners develop a sense of shared goals and theories of joint action to achieve these goals. This joint action theory includes group understanding of the size of the problem or challenge it is handling, as well as the scope and scale of activities or interventions chosen by the group (Koontz et al. 2010).

Based on this description, this study aims to determine Collaborative Dynamics in the Principled Engagement Stage in the Implementation of the Export Development and Development Program in the Province of South Sulawesi.

METHODS

In this study using a qualitative approach, the main focus in this study is the Principled Engagement in increasing and developing exports in the South Sulawesi Province including Discovery, Deliberation, and Determinations. The basic data collection techniques that are widely used in qualitative research are in-depth interviews, observation, participation, and documentation studies. Data were analyzed using several steps according to the theory of Miles et al (2014), namely analyzing data with three steps: data condensation, data display, and conclusion drawing and verification.

RESULTS AND DISCUSSION

Principled Engagement includes indicators Discovery, Deliberation, Determination. These indicators are described as follows:

Discovery

The actor who has the greatest interest in achieving the goal of collaborating on increasing and developing exports is from the government, namely the South Sulawesi Provincial Trade

Office, this is because it has the main tasks and functions that are mandated in the regional regulations of the South Sulawesi Province, recognizing matters relating to efforts the policy to increase exports which is also a national program planned by the President to provide the largest contribution to economic growth. To achieve this related to the export target, collaboration and synergy between related institutions within the government scope such as the fisheries quarantine center and customs are needed. Quarantine centers, both animals and plants, play an important role in efforts to verify and certify products that are exported regarding the safety of these products. South Sulawesi The biggest export contribution besides nickel is the commodity of fishery and marine products including plantation products. Meanwhile, Customs contributes to the service of export documents including imports, such as PEB (export notification of goods). These three institutions have very strategic roles as a representation of the government in increasing and developing exports in the province of South Sulawesi.

In addition to the government, another important actor who joined and interacted in the collaboration was the Private Sector, PT. Pelindo IV and Banking in this case PT. Pelindo has interests related to the trade distribution connectivity, besides that they are responsible for loading and unloading container activities, this involves the dewiling time which is the main target charged to PT. Pelindo IV from the central government. On the other hand, the private sector, in this case, the banking sector, also has a strong reason to join in this collaboration because banks also have targets related to the definition of export yields, they also provide LC (letter of credit) access to exporters where banks benefit from that matter.

In collaboration the government and the private sector have an important role in efforts to increase and develop exports in the province of South Sulawesi, but must also involve the community sector. The people here are exporters who are members of the GPEI (Association of Indonesian Exporters) where they really need this collaboration to support facilities related to regulations issued by the government, financial support, guarantee of default if there is a problem with foreign buyers from banks as well as access to connectivity and access to information and access to foreign markets in terms of increasing volume, value and export destination countries.

In the end, the collaboration that is built between the government, the private sector, community is collaboration with consideration of mutual benefits and equality in the division of roles. If collaboration is built on the basis of mutual benefit, then all cooperation can be overcome. Following are the results of data reduction from interviews conducted in the dimension of Discovery or Disclosure in the implementation of increasing and developing exports in South Sulawesi Province in the table below:

Table 1. Responses from Government, Private and Community Informants Regarding the Implementation of Export and Promotion Development Policies in South Sulawesi Province

Collaboration Actor	Indicator (<i>Discovery</i>)
Government	<ul style="list-style-type: none"> • From the regional government side, with this collaboration, the handling and settlement of various procedures related to exports are more efficient, effective and targeted, because the coordination carried out is well integrated, both with related government instances in terms of trade systems as well as the private sector and the community (agribusiness system)
Private	<ul style="list-style-type: none"> • The advantage we get in collaboration is the increase in export volume so that it contributes to our company's revenue in terms of service (port system) • Benefits in collaboration with banks can support government programs in increasing and developing exports, especially from the ease of financing to exporters who will later provide profit for companies in line with, and strengthen the country's foreign exchange reserves
Society	<ul style="list-style-type: none"> • This collaboration provides a positive contribution to the convenience provided by the government in terms of regulations and services such as export documents and the efficiency of logistical costs and time, and the ease of financing process for us the public as exporters.

Source: Data Reduction, 2019.

In table 1. generally the objectives of their collaboration are the same, namely to increase and develop exports in South Sulawesi. The government will see this collaboration as having an advantage in increasing and developing exports that contribute to economic growth both regionally and nationally according to the direction of *nawacita*. Likewise with the private sector in this case Pelindo 4 and banking can improve corporate performance. Meanwhile, why people should participate in this collaboration and the benefits for the community is because the community has the product which is the product that will be exported. The public (exporters) can enjoy the conveniences of government regulation, port services, and the ease of access to finance which in turn will increase the value of exports for the public (exporters). So it can be concluded that each actor has a common interest so that it collects in collaboration.

Deliberation

Deliberation is not "the aggregation of interest" so it requires careful examination of the problem, listening to the perspectives of others, and arriving at a public assessment of what represents the common good (Futrell, 2003). So that in the case above the government and the private sector in this case PT. Pelindo must immediately be able to answer the existing problems honestly and with reason in the process of improving the quality of the deliberation itself. Deliberation is not "the aggregation of interest" so it requires careful examination of the problem, listening to the perspectives of others, and arriving at a public assessment of what represents the common good. So that in the case above the government and the private sector in this case PT. Pelindo must immediately be able to answer the existing problems honestly and with reason in the process of improving the quality of the deliberation itself. Following are the results of data reduction from interviews conducted in the Deliberation dimension in the

implementation of increasing and developing exports in South Sulawesi Province in the table below:

Table 2. Responses from Government, Private and Community Informants Regarding the Implementation of Export and Promotion Development Policies in South Sulawesi Province

Collaboration Actor	Indicator (Deliberation)
Government	In collaboration, the government always opens a discussion room to receive input and ideas as part of the process of improvement and policymaking in order to make effective the desires and expectations of both the private sector and the community.
Private	The discussion forum that was carried out was quite effective but there were still differences in the perceptions of each stakeholder. We cannot force something like speeding up dwelling time.
Society	Discussions are already good, but sometimes they still have problems such as those participating in the discussion, not actors in making policies, so discussions tend to be of poor quality.

Source: Data Reduction, 2019.

From table 2. explaining the deliberation on the collaboration of increasing and developing exports has formed well with a joint discussion, all actors stated that it was quite effective meaning there was encouragement to exchange opinions. But with the discussion that sometimes is still not able to answer all the problems that exist so sometimes the deliberation that is done is not maximized because there is no strong control from the leader or fellow collaboration actors because there are no rules relating to sanctions. When many stakeholders involved do not have the expertise and ability to engage in discussions to solve technical problems, this will be a problem in the quality of deliberation (Gunton & Day 2003; Lasker & Weiss, 2003; Warner & Letsky, 2017). Deliberation is very important for Dynamic Collaboration, one of which is to avoid conflicts of interest between actors that are dominantly related, so there is a need for good quality of deliberation and good advocacy.

Determination

From the results of observations made showing the determination of primary determinations in the collaboration of increasing and developing exports through the Governor's Decree on the 2015 forum to increase exports from primary determination has been able to accommodate and accumulate technical collaboration, setting agendas, and working groups, but there is still no schedule of meetings between fellow collaborators who are routine and compulsory. This is as revealed by the government, namely the head of the trade service.

In addition, several problems in the primary determination are not detailed in the tasks and work targets, this causes there is no specification of the roles and functions of each actor, which leads to targets achievement failure.

Of course this is a problem so that indeed in procedural decisions must be able to set future agendas and explain clearly the tasks of each collaboration actor (Emerson et al., 2012). Determination of sub-determinant determination has also been carried out in a collaborative increase and development of exports in South Sulawesi from each meeting held. In the initial stage, they are still looking for effective models related to the collaboration carried out, the next meeting is an agreement on uniting the commitment and interests of the collaborating participants, and finally providing technical guidance to the collaborating participants in an

effort to achieve the collaboration goal of increasing and developing exports in South Sulawesi both in terms of value, volume and diversification of export destination countries. However, the results of observations in its implementation are sometimes biased and not done continuously. So to answer this requires a stronger determination from the participants of the collaboration which then creates and strengthens mutual motivation and builds the capacity needed for collaboration (Emerson, 2012). Following are the results of data reduction from interviews conducted in the Determination dimension in the implementation of increasing and developing exports in South Sulawesi Province in the following table:

Table 3. Responses from Government, Private and Community Informants Regarding the Implementation of Export and Promotion Development Policies in South Sulawesi Province

Collaboration actor	Indicator (Determination)
Government	In determining actions to be grounded by the Governor's Decree which is the basis for implementing collaboration in the South Sulawesi Province, the decree must also be immediately updated according to the dynamics and needs of the current conditions.
Private	The division of tasks given has not been detailed so that the expected results are often not maximal, and the meeting schedule is still temporary
Society	Not giving results as expected because there are no specific targets to be achieved by each actor in collaboration.

Source: Data Reduction, 2019.

From table 3 above explains the need for rare improvements related to the roles and functions of each clearly and measurably such as setting the agenda, scheduling discussions, forming a work team that is fixed and clear according to the main tasks and functions, so that what is the desire of each actor can be jointly co-ordinated to produce a collective action for the purpose of collaboration. The aim of this collaboration is to increase and develop exports both in terms of volume, value, type of commodity and destination country, which are the final recommendations of this collaborative action that should always be carried out continuously (subsidiary determination) where the Government, the private sector and the community agree on steps what they have to do when there is a problem whether it's a problem in the trade system, the port system, and the agribusiness system in an effort to increase and develop exports in the province of South Sulawesi.

The collaborative engagement process has been studied from various disciplinary lenses, and observers identified many positive results of successful engagement beyond the overall quality of determination, such as increasing clarity on key issues and concerns; effective management of difference and conflict; enhance the trust and mutual respect built up between the parties; social, operational and decision making capacity building; better integration of relevant knowledge into considerations and decisions; and greater legitimacy within and outside collaboration (Agranoff & McGuire 2003; Bryson et al., 2006; Emerson et al 2012; Fung & Wright 2006; Leach & Sabatier 2005; Milward & Provan 2006).

Before determining the elements in Principled Engagement, it is important to discuss who the relevant stakeholders are, in increasing and developing exports there are several stakeholders who become important signals in the process of dynamic collaboration, from the government, the Trade Office, the Animal and Plant Quarantine Office, and Customs, from the private sector, is PT Pelindo 4 and Perbankan which finances exports and the public is an exporter business. This joint action theory includes group understanding of the size of the problem or

challenge it is addressing, as well as the scope and scale of activities or interventions chosen by the group (Koontz et al. 2004; Leach and Pelkey 2001).

The characteristics of each actor, are key elements that influence how well the shared principle works. The critical first step is how the government selects actors who will be involved in the collaboration. Furthermore, after collaboration has developed, the addition of actors is also possible. Then only the activity of moving the principle together manifests in three basic elements in the Principled Engagement that is formed and maintained by the interactive process of disclosure and definition, deliberation, and determination. Through this interactive process (Principled Engagement), collaborative partners in increasing and developing exports in the province of South Sulawesi can develop a sense of shared goals and theories of joint action to achieve the goals set.

CONCLUSION

In this component, there are three indicators in the discovery process. The objectives of all actors participating in the collaboration forum are visible, in line with the main objective of collaboration, which is to increase and develop exports in South Sulawesi Province in terms of value, volume, to export destination countries. Even though it has been going well, it still needs to improve this discovery stage. the most important thing is in this disclosure that exports will not be able to run maximally without a good trade system, port system, financial system, and agribusiness system. At the stage of deliberation in general this has been well-formed but the exporters (the public) have requested that the quality of this deliberation be further improved so that what is desired by exporters can be realized properly and appropriately. At the determination stage which is a series of joint implementation actions of collaborative objectives in the implementation of export improvement and development policies in South Sulawesi Province, it can be concluded that it has not been going well enough, this can be seen from the primary determination that there is no standard technical collaboration, setting a scheduled meeting agenda also not yet maximized, although there is a division of tasks between each actor but it is not yet specific, the substantive determination which is the result of collaboration products cannot be said to be good either because it has not been made continuously. So that from the 3 indicators mentioned above in the Principled Engagement it can be concluded that it is already running but not yet maximized and must be improved and improved again.

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