

Do Collaborative Governance Affect Village Community Empowerment And Village Development?

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Abstract

In 2017, most villages in Berau Regency, East Kalimantan, Indonesia, were still classified as disadvantaged villages, despite the village fund policy. It needs cooperation with other sectors to assist local governments in developing villages with limited resources and budgets. SIGAP is a collaborative program of the Berau Regional Government, Gadjah Mada University, Dharma Bhakti Berau Coal Foundation, and the Natural Resources Conservation Foundation in assisting villages in Berau Regency. The purpose of this study is to see collaborative governance in improving village development through the SIGAP Program. This study used a quantitative survey method with a sample of 83 respondents of SIGAP fighters from 100 villages in Berau Regency. The data analysis used in this study is the SmartPLS program version 3.3. The results showed that Collaborative Governance affected village community Village empowerment affected Village Development and Collaborative governance and community village empowerment affected Village development.

Keywords: Collaborative Governance; Village Empowerment; Village Development

INTRODUCTION

Berau Regency is located in East Kalimantan, Indonesia, and is home to diverse communities. The region is rich in natural resources, including forests, minerals, and oil and gas reserves. Berau Regency is located in East Kalimantan, Indonesia, and is home to diverse

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communities. The region is rich in natural resources, including forests, minerals, and oil and gas reserves. However, despite its natural wealth, Berau remains one of Indonesia's poorest regions, with high rates of poverty and unemployment (Bapeda Kabupaten Berau, 2016; BPS Kabupaten Berau 2020, 2020; DPMD Provinsi Kaltim, 2020).

As an effort to increase the economic capacity and business opportunities of the community, Berau Regency established the SIGAP Fighter. Program which is regulated through Regent Regulation Number 56 of 2018 concerning Citizen Inspirational Action Fighters for Change Towards a Prosperous Society (in Indonesian abbreviated to SIGAP). The SIGAP Fighter Program is implemented through collaboration between stakeholders in an effort to collaborate together to build villages.

The SIGAP program is a collaboration of four major institutions, They are Berau Regency, Berau Coal Foundation, Natural Resources Conservation Foundation and Gadjah Mada University. This program is carried out to assist the local government of Berau Regency by forming local assistants in order to facilitate village development.

Collaborative governance is a key component of the SIGAP program. The program brings together a wide range of stakeholders, including government agencies, civil society organizations, and the private sector, to work together towards a common goal. This approach is important to ensure that development is inclusive, equitable, and sustainable.

Collaborative governance is an approach that involves multiple stakeholders in the decision-making process to achieve a common goal (Ansell & Gash, 2008; Ben Yahia et al., 2021; Bettis et al., 2020; Damayanti & Syarifuddin, 2020; Nadia, 2022; Surya, I., Sanny N., Herdin A. S., 2021)

In the context of sustainable development, collaborative governance is essential to ensure that development is inclusive, equitable, and sustainable (Damayanti & Syarifuddin, 2020)

Collaborative Governance helps to increase community participation and create social justice. By creating a mechanism that values and amplifies community voices, collaborative governance can help to create equal participation and equitable access to resources. This means that all levels of society, including the poorest and most marginalized, will benefit from sustainable development.

The SIGAP program, which emphasizes the need to balance governance, economic and environmental considerations. The program aims to promote sustainable livelihoods, protect the environment, and improve village governance.



One of the key components of this program is the establishment of SIGAP fighters, namely, the provision of assistance personnel for 100 villages and 12 sub-districts in Berau Regency. SIGAP fighters are responsible for implementing the Village mentoring activity program. Village assistance carried out by SIGAP Fighters is carried out by mutual assistance and perfecting village assistance formed by the Central Government. SIGAP fighters carry out the task of facilitating the strengthening of village governance based on the principles of participation, transparency and accountability. strengthening natural resource governance, village governance as well as economic improvement (SIGAP, 2019).

Collaborative governance is essential to ensure that development is inclusive, equitable, and sustainable. SIGAP program in Berau District, East Kalimantan, is an example of how collaborative governance can be used to support sustainable development at the village level. By empowering local communities and encouraging collaboration between government, civil society, and the private sector, the program has helped improve village governance, protect the environment, and boost the economy.

Previous research has sought to examine collaborative governance in supporting village development. Among them is research conducted with a collaborative government approach in the field of tourism (Keyim, 2018). The study shows that rural communities receive limited tourism benefits due to various constraints rooted in the socioeconomic and institutional arrangements of the village and its surroundings. This study also provides future research recommendations to make improvements regarding the application of collaborative governance that are tentative and theoretical progress needs to be complemented by additional research findings from empirical case studies conducted in various rural, socioeconomic and institutional contexts in other different countries. Thus, further empirical and theoretical research aimed at investigating the relationship between collaborative governance and village development will be carried out in Berau district.

Research on Collaborative governance that is influential in village development has also been conducted (Prabowo et al., 2021) (Wong et al., 2021) (Zhou, 2014) (Sun et al., 2021) (Shu & Wang, 2021) (Haritz et al., 2020). On the other hand, Collaborative governance in rural development is used inadequately and underdeveloped in China's rural-rural governance network (Liu & Yang, 2019). Liu & Yang describes how that accompanies the strong interplay between tool effectiveness and leadership. Excellent leadership is required for a successful network of village governance and its improvement. This study also has limitations that the

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results will differ if applied elsewhere. Other things not addressed in this study such as geography, economics, and culture can also affect the effectiveness of governance tools and should be investigated in future studies. Likewise, how village governance networks coordinate with new changes is also a research topic that can be done.

Research on Collaborative Governance and Village community empowerment has been conducted (Haritz et al., 2020)(Manaf et al., 2018)(Effendi, 2020)(Antlöv et al., 2016) The relationship between collaborative governance and village community empowerment is evident in the context of village development. Collaborative governance involves the participation of various stakeholders, including government agencies, community organizations, and citizens, in the decision-making process (Zeho et al., 2020)(Zeho et al., 2020)(Zeho et al., 2020). In the context of village empowerment, collaborative governance can facilitate capacity building and the ability of rural communities to manage resources and development in their own areas.

Collaborative governance plays an important role in village empowerment by providing a platform for local communities to engage with various stakeholders and influence decision-making processes(Sasongko et al., 2021) Through collaborative governance, local communities can voice their needs, concerns, and aspirations, and contribute their knowledge and expertise to development initiatives (Sasongko et al., 2021) This active participation and engagement empowers villages to have a say in decisions that affect their lives and shape the development trajectory of their communities.

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Looking at the scope of these studies needs to consider other factors that affect collaborative governance, village empowerment, and village development in other regions or with different approaches. It can be seen that joint supervision has become an important paradigm in village development, especially in the implementation of the SIGAP program. Collaborative governance, in this context, refers to the process by which governments work with diverse actors, including communities, the private sector, and non-governmental organizations,



to achieve the Sustainable Development Goals (Ansell & Gash, 2008).

Empowerment of villages communities also affects sustainable village development (Del Arco et al., 2021). The article mentions that community empowerment plays an important role in sustainable village development, but has not discussed specifically the effect of community empowerment on achieving village development goals. This research has involved collecting empirical data to measure the relationship between collaborative governance, village community empowerment and village development. The importance of knowing the effect of implementing collaborative governance is often overlooked. The study of this paper is to determine the influence of governance, empowerment of rural communities on village development in the SIGAP program.

RESEARCH METHOD

The research method used in this study is a quantitative method using Smart PLS. This study aims to examine the effect of collaborative government and village community empowerment on village development. The sample used in this study was 83 people from a total population of 112 SIGAP Fighters who manage Village Assistance in 100 villages and 12 sub-districts in Berau Regency. The preparation of research instruments and procedures is carried out carefully to ensure the validity and reliability of the data obtained. The research instrument used in this study must be able to measure the variables studied accurately and reliably. The data collection process is carried out using questionnaires that have been prepared based on the constructs of the variables studied. Furthermore, the collected data is analyzed using statistical methods that are in accordance with the purpose of the study. The results of the data analysis will be used to test the research hypothesis and draw conclusions in accordance with the research findings

COLLABORATIVE GOVERNANCE

Collaborative governance has become an increasingly popular topic in recent decades across a variety of disciplines, including political science, public management, and public policy studies. This concept refers to the decision-making process and policy implementation that involves active participation from various parties, both government, civil society, and the private sector, in achieving common goals.

Collaborative governance has been considered a more effective and efficient alternative

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in addressing an increasingly complex and interrelated range of social, economic, and environmental issues. In this context, collaborative governance enables the creation of more fair, inclusive and sustainable agreements between the various parties involved.

However, despite its great potential, collaborative governance also faces a range of challenges and obstacles, including differences in interests and views between the parties involved, regulatory and policy complexities, and a lack of resources and capabilities to manage collaborative processes effectively. Collaborative Governance is an approach in decision-making and implementation of public policies that involves active participation and collaboration between the government, society, and the private sector. This approach is different from the traditional approach which tends to be top-down, centralistic, and bureaucratic-oriented. Collaborative Governance emphasizes horizontal collaboration between various parties who have an interest in an issue or policy, thus enabling dialogue and negotiation in achieving common goals that are more effective and efficient. Collaborative Governance also involves a process of learning and continuous improvement in decision making and policy implementation, so as to produce more innovative and adaptive solutions to changing social, economic, and political conditions. Collaborative Governance has been implemented in various sectors and scales, both on a local, regional, national, and global scale, with quite positive results in increasing public participation, improving the quality of public policies, and minimizing conflicts between various parties involved.

MEASURING THE SUCCESS OF COLLABORATIVE GOVERNANCE

Measuring the success of collaborative governance in village development is not easy. That requires a deep understanding of a variety of factors, including socio-political dynamics, organizational structure, and existing resources (Emerson et al., 2012) Measuring success is important for several reasons.

1. Success evaluation can help ensure that village development goals are achieved effectively and efficiently. In the context of collaborative governance, this means that governments, communities, and other partners collaborate well and achieve expected results (Ansell & Gash, 2008). Without this evaluation, it is difficult to know whether this collaboration process is going well or not.
2. Success evaluation can help ensure that village development goals are achieved effectively and efficiently. In the context of collaborative governance, this means that

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governments, communities, and other partners collaborate well and achieve expected results (Ansell & Gash, 2008)(Ansell & Gash, 2008). Without this evaluation, it is difficult to know whether this collaboration process is going well or not.

The SIGAP program is a good example of how collaborative governance can be applied in village development. This program is designed to improve the quality of life of rural communities through various development projects, including infrastructure, education, and health. However, the extent of the success of collaborative governance in this program still needs to be measured. Therefore, it is important to conduct performance evaluations to determine the extent to which collaborative governance can achieve the development goals achieved. Evaluation of the success of collaborative governance in the SIGAP Program is a key element to ensure the effectiveness and efficiency of village development. By evaluating the performance of collaborative governance, the government and other partners can take responsibility for the success or failure of village development. However, to do this, it requires a deep understanding of various factors, including socio-political dynamics, organizational structures, and existing resources.

To measure the success of Collaborative Governance there are several dimensions that can be measured (DeSeve, 2007):

1. Networked Structure

Network structure is a concept that describes the relationship between elements in a system. It involves combining the physical and network elements being processed to create a conceptual description of how those elements are interconnected. In this context, there are two indicators used to measure the quality of collaboration and synergy in network structures. Quality of collaboration refers to the extent to which elements in a network work together and share information effectively. While the quality of synergy describes the extent to which these elements can strengthen each other and improve overall network performance. By understanding and optimizing the network structure, organizations can improve the efficiency and effectiveness of their work.

2. Commitment To Common Purpose

Commitment to common purpose is an important factor in the formation of networks, as it involves attention and commitment to achieving positive goals. This goal is usually expressed in the vision and mission of the organization. In this context, there are two indicators used to measure commitment to goals and the quality of common goals and

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the quality of understanding. Commitment to goals refers to the extent to which network members are dedicated to achieving predefined goals. The quality of a common goal describes the extent to which network members share the same vision and mission, and work together to achieve those goals. Quality of understanding refers to the extent to which network members have a common understanding of goals and how to achieve them. With a strong commitment to a common goal, the network can work effectively and efficiently to achieve the desired results.

3. Trust Among The Participants

Trust among stakeholders is essential in reaching agreement on common goals and working together to achieve them. Collaboration is built on a foundation of professional or social relationships. Trust should be clear in how the work is done, how the words are spoken, and how results are taken into account. Participants believe that they can rely on the information and efforts of others in the network to achieve a common goal. In this dimension, the indicators used are the level of trust and quality of communication. Trust is critical to fostering effective collaboration and ensuring the success of collective efforts.

4. Governance

Effective collaboration requires clear governance, including boundaries and exclusivity, rules, self-determination, and network management. Boundaries and exclusivity relate to who is a member in the network and who is not. Rules speak of the rules governing the behavior of members according to mutual agreement. In collaboration, there are clear rules about what to do and what not to do. Self-determination relates to the freedom to run the network and who is in charge. How collaboration works is determined by the collaboration model adopted. Finally, network management is related to the effective running of the organization with the support of the commitment of all members, the availability of resources, performance appraisals, and maintaining the existence of the organization in accordance with their respective vision and mission without disrupting the collaboration itself. In this dimension, the indicators used are the quality of rules, the quality of work procedures, and the quality of network management.

5. Access to Authority

Access to power is the ability of an individual or group to acquire and exercise authority or



authority in achieving collaborative goals or implementing decisions. To ensure effective access to power, clear and widely accepted standards of provision are required. These standard provisions include a set of procedures governing how power is granted, used, and supervised. This process must be transparent and fair, so that all parties involved can understand and accept the decisions taken. One indicator of the level of authority is the extent to which individuals or groups have the necessary authority to carry out their duties. This authority can be exerted through a clear organizational structure, where each individual has assigned responsibilities and authorities.

In addition, process design is also an important factor in access to power. A well-designed process will ensure that decisions are taken through extensive consultation and participation, thus allowing a wide range of perspectives and interests to be accommodated.

In this context, access to power must also take into account the principles of democracy and justice. All parties involved should have equal opportunities to participate in decision-making and benefit from the outcome. In order to achieve effective access to power, it is important to ensure that existing standards of provisions and procedures are recognized and respected by all parties involved. This will ensure that power is used responsibly and for the common good. In conclusion, access to power involves the availability of clear standards of provisions and procedures, as well as the existence of authority given to individuals or groups to achieve collaborative goals or implement decisions. Indicators of authority levels and good process design are also important in ensuring effective access to power.

6. Distributive accountability/ responsibility

Sharing accountability and responsibility, namely sharing governance (structuring, managing, managing together with other stakeholders) and sharing a number of decision making to all members. This aspect requires collective action and responsibility to achieve the desired result. If members are not involved and do not want to bring resources and authority into the collaboration, it is likely that the collaboration will fail to achieve its goals. In this dimension, indicators of the level of distributive accountability and level of responsibility are used.

7. Information sharing

Sharing information in collaboration is understood as an effort to provide ease of access for



members, protect privacy, and restrict access for non-members, provided that it is acceptable to all parties involved. This ease of access includes the use of easy and secure systems, software, and procedures to access the necessary information.

Transparency or information exchange that occurs in collaboration has a positive impact on stakeholder accountability. With transparency, stakeholders can understand and monitor the activities and decisions taken by authority holders. This allows for effective control over authority holders, thereby encouraging accountability and continued collaboration. In this dimension, there are two indicators used to measure the quality of information access and the quality of information management. Quality of access to information refers to the extent to which members can easily and efficiently access the information they need. It involves the use of systems and software that allow quick and secure access. Meanwhile, the quality of information management describes the extent to which information is well managed in collaboration, including in terms of information storage, processing, and security.

8. Access to resources

Access to resources is an important factor in collaboration, including the availability of financial, technical, human, and other resources needed to achieve collaboration goals. In this dimension, there are three indicators used to measure the quality of existing resources.

First, the quality of human resources refers to the expertise, knowledge, and skills of collaboration members. The existence of qualified members who have appropriate competencies will affect the ability of collaboration to achieve the desired results.

Second, the quality of financial resources includes the availability of funds and financial resources needed to support collaborative activities. Adequate financial resources will enable smooth execution of collaborative tasks and activities.

Third, the quality of facilities and infrastructure resources involves the availability of facilities, infrastructure, and equipment needed to support the implementation of collaboration. Adequate facilities and good infrastructure will facilitate communication, coordination, and cooperation between collaboration members.



With good access to quality human resources, adequate financial resources, and adequate facilities and infrastructure resources, collaboration can run more effectively and efficiently. Sufficient and quality resources will support the smooth implementation of tasks, increase productivity, and strengthen collaboration in achieving common goals.

Deseve's writing on the success of collaborative governance in managing public sector projects provides valuable insights for communities, governments, and other stakeholders in implementing effective and efficient collaborations. Through involving various stakeholders in decision-making and policy implementation, collaborative governance has the potential to achieve better decisions, more effective implementation, and higher community participation.

However, in achieving success in collaborative governance, there are challenges that need to be overcome. One of them is the need for sufficient resources. Collaboration involving various stakeholders requires adequate resource allocation, both in terms of finance, labor, and infrastructure. Without sufficient resources, collaboration may experience obstacles in execution and achieving desired goals.

In addition, the strategic framework provided by Deseve can be a useful guideline in managing public sector projects. The framework provides clear and structured guidance on collaboration, including decision-making, resource allocation, and project monitoring. By adopting this framework, governments and other stakeholders can have a solid foundation to manage public sector projects more effectively and efficiently.

Overall, Deseve's writing provides a deep understanding of the success of collaborative governance in managing public sector projects. By taking into account the challenges at hand and adopting the right strategic framework, collaboration can be a powerful tool in achieving common goals and delivering significant benefits to society and other stakeholders.

Village Community Empowerment

In the implementation of village development, the empowerment of rural communities is the main focus that is often discussed. Village community empowerment aims to increase active community participation in the village development process. The main objective is to ensure that development programs and activities are implemented in accordance with the needs and aspirations of rural communities. Through empowerment, rural communities are expected

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to have a more active role in managing existing resources in their villages.

The empowerment of rural communities also has a positive impact in increasing the independence of rural communities. With empowerment, villagers can develop their abilities and knowledge in managing resources in the village. This can be achieved through increased access to education and health, infrastructure development that supports the lives of rural communities, and sustainable local economic development.

In this context, collaborative governance can play an important role in supporting the process of empowering rural communities. Through collaborative governance, rural communities can actively participate in the planning and implementation of development policies. Collaboration between government, community institutions, and other stakeholders can ensure that decisions made involve input from village communities and are appropriate to their needs. Thus, collaborative governance can be an effective tool in encouraging the empowerment of rural communities and achieving sustainable prosperity.

Overall, the empowerment of rural communities in village development has an important role in increasing community participation and their independence. Collaborative governance can be an effective approach in supporting this empowerment process by actively involving rural communities in decision-making and implementation of development policies.

Rural community empowerment and village development are interrelated and have an impact on each other (Kariono et al., 2021) (Badaruddin et al., 2021). Village empowerment can help increase community participation and contribution in village development, while successful village development can strengthen community empowerment and improve their welfare.

Empowerment has several principles to be more effective,

1. Principle of Equality

The principle of equality emphasizes the equality of position between society and empowerment institutions, as well as between men and women. Women's empowerment for equality has provided support and training to improve their abilities and skills in contributing to village development (Kariono et al., 2021). This principle of equality rejects the domination of positions between these parties, and encourages a balanced relationship through the exchange of knowledge, experience, and expertise. Each party is expected to acknowledge their strengths and weaknesses, allowing for knowledge transfer and learning.

2. Participatory Principle

Participatory principles, namely active community involvement, are an important element in



community empowerment. In this process, communities must be actively involved in participating in the planning, implementation, and monitoring of sustainable initiatives, ensuring that they are tailored to their specific needs and context (Adamson & Bromiley, 2013). The community should be encouraged to be active from the beginning to the end of the process. The government or institutions that hold empowerment programs should not intervene too much, because the community itself is the main actor of empowerment who best understands the problems and issues in their environment. In this process, the community will learn to understand and solve issues through empowerment programs.

3. The principle of independence

The principle of self-reliance emphasizes the importance of respecting and highlighting the community's ability in the empowerment process. Empowered communities must have a sense of ownership and responsibility for their development (Adamson & Bromiley, 2013). The community is not only an object, but also as an empowerment actor who has certain abilities. The main capital in empowerment is the ability of the community itself, while external assistance such as materials or other facilities is only as a support, to ensure that it does not reduce the strength and independence of the community. By increasing the independence and welfare of rural communities through the development of businesses owned and managed by the village itself, it is expected to improve the quality of life of rural communities and reduce poverty in rural areas (Badaruddin et al., 2021)

3. Sustainable principle

This sustainable principle is important to ensure that empowerment programs can provide long-term benefits to communities. Empowerment plays an important role in sustainable village development. When communities are empowered, they can actively participate in decision-making processes, control their own development, and work towards achieving sustainable goals (Del Arco et al., 2021). Empowerment enables communities to identify their needs, prioritize strategies, and implement actions aligned with sustainable development principles.

5. The principle of unity.

The principle of cohesiveness refers to the importance of synergy and cohesiveness between policies and strategies at various levels, ranging from local, regional, to national. Many empowerment programs often run into bottlenecks due to a lack of synergy between regulations, policies, and implementation strategies. This has an impact on the effectiveness



of empowerment programs that cannot be achieved optimally. Therefore, consistency and cohesion between all these elements are essential to achieve the desired results.

Overall, empowerment is a catalyst for sustainable village development as it allows communities to determine their own future, address local challenges, and create resilient and thriving communities (Del Arco et al., 2021).

Village Development

Research on Village Development has been widely conducted, especially on sustainable villages (Xu et al., 2022)(Xu et al., 2022)(Qin et al., 2020)(Liu & Yang, 2019) Xu Discussed the importance of strengthening the construction of village management personnel to improve overall village governance. In this context, sustainable village development must consider sustainability aspects such as environmental protection, prudent natural resource management and empowerment of local communities (Xu et al., 2022) So sustainable village development and village sustainability are interrelated and mutually supportive. Sustainable village development considers sustainability aspects in resource and environmental management, while village sustainability can be achieved through economic, social, and environmental sustainable village development.

Sustainable village development is an important goal in achieving long-term economic growth and prosperity for rural communities. Sustainable village development includes the development of environmentally friendly infrastructure, intensive land use, sustainable development of non-agricultural industries, and strong partnerships between the government and rural communities (Qin et al., 2020a). Qin et al recommended priority matters in village development, such as transportation infrastructure development, land transfer regulation, industrial integration, promotion of entrepreneurship in rural areas, and land consolidation to achieve sustainable village economic development.

Sustainable village development aims to achieve a balance between economic growth, environmental protection, and social welfare in the long run. This involves wise management of natural resources, development of environmentally friendly infrastructure, empowerment of local communities, and meeting the basic needs of villagers (Liu & Yang, 2019) The purpose of this village development is to achieve sustainable economic growth, environmental protection, and improved social welfare for villagers.

Village development is one of the efforts to improve the welfare of Villages communities

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. Ideally, village development should be carried out in a planned manner and integrated with various other development sectors. Planned and integrated village development will have a positive impact on rural communities, such as improving the quality of life, increasing income, and increasing access to public services.

Village development research has been conducted by Diansari analyzing the factors that affect accountability in village fund management. This study highlights the importance of factors such as the use of information technology, community participation, internal control mechanisms, and prosocial behavior in improving accountability of village fund management (Diansari et al., 2022) Hadiwibowo has analyzed the relationship between villages and regional economic activity. This research shows that village development contributes to local economic activity and can boost regional economic growth. This study emphasizes the importance of allocating adequate resources for village development to increase regional economic growth (Hadiwibowo et al., 2023).

Meanwhile, Adil's writing, 2022 discusses research development trends and future directions related to accountability and transparency. This study highlights the importance of accountability and transparency in the public sector, including in the management of village funds. This research shows that themes related to accountability and transparency, including financial management of village funds, will continue to evolve with the times (Muhammad Adil et al., 2022).

By referring to these studies, it can be confirmed that planned and integrated village development has significant positive impacts on rural communities, including improved quality of life, income, and access to public services. In addition, factors such as accountability, transparency, and community participation are also important in managing village funds to achieve sustainable village development goals.

In conclusion, village development carried out in a planned, integrated, and sustainable manner will have a positive impact on rural communities. Participatory development planning and regional budgeting, empowerment of rural communities, and attention to environmental and sustainability aspects are important aspects of village development. Therefore, cooperation and synergy between the government, rural communities, and various related parties are needed in the implementation of sustainable village development and have a positive impact on rural communities.

Village development refers to the process of improving economic, social, and



environmental conditions in rural areas. It involves a range of strategies and interventions aimed at empowering local communities, improving their livelihoods, and promoting sustainable development.

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The main activities of the SIGAP Warrior program consist of 3 activities, namely Village Governance Assistance, Village Natural Resources Management Assistance and Village Economic Assistance. The following are part of village development in the SIGAP

1. Governance

Village governance assistance in the SIGAP Program aims to accompany Village Governance to Realize Professional Village Government. Government in Indonesia is run based on levels, ranging from central to village government. The village administration, as the spearhead, interacts directly with the community and handles various affairs, including formal and informal issues. The village administration has implemented a system of decentralization and autonomy, with characteristics of local democracy such as direct elections and consensus deliberation. Village is defined as a legal community with certain territorial boundaries that is authorized to regulate and administer government affairs and the interests of local communities, based on community initiatives and traditional rights, which are recognized and respected in the Indonesian system of government. Village governance activities that have been carried out include: Utilization of Village / Village Website Facilitation activities, Utilization of Village Profile Facilitation activities, Utilization of Quality activities Facilitation of IDM Data Update, Utilization of

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APBK Preparation Facilitation activities, Utilization of Participatory RPJMK Preparation Facilitation activities.

2. Natural Resource Governance

Natural resources, including forests, land, and minerals, are abundant in Berau Regency and become a leading economic sector. At the end of 2021, the district had 81,610 hectares of social forestry area, aimed at improving community welfare and environmental balance. Four policies support the achievement of sustainable forests, including increasing productivity, legality of forest areas, prioritizing forest use for the people's economy, and the establishment of efficient forestry institutions. Berau District is committed to strengthening social forestry and sustainable development of natural resources, supported by programs such as the "SIGAP Program" and the "Berau Forest Carbon Program". Activities in the Natural Resources Management Program that have been carried out include: Utilization of BUMK Development activities, Utilization of Excellence Community Development activities

3. Village economic development

Village/Village Development is expected to be able to improve welfare and equitable development including improving public services, increasing community income, equitable development between villages and strengthening the community as an object of development. Indonesia has great rural economic potential, covering human resources, nature, and other supports such as agriculture, plantations, fisheries, tourism, and mining. Law No. 6 of 2014 gives rights and authority to villages to regulate and take care of their own interests, including developing their resource potential. This is expected to encourage village independence and increase the income of the community. That way, the village not only functions as an administration of the general public, but can also utilize and manage its economic potential for the welfare of its people. Village Economic Programs that have been run by the SIGAP Program include the Utilization of Coaching Program Facilitation activities in the Field of Natural Resources, Utilization of Online Coaching activities Natural Resources Governance Program, Utilization of Social Forestry Facilitation activities, Utilization of Facilitation activities for Making 3D Maps and Land Use Maps.

RESULT

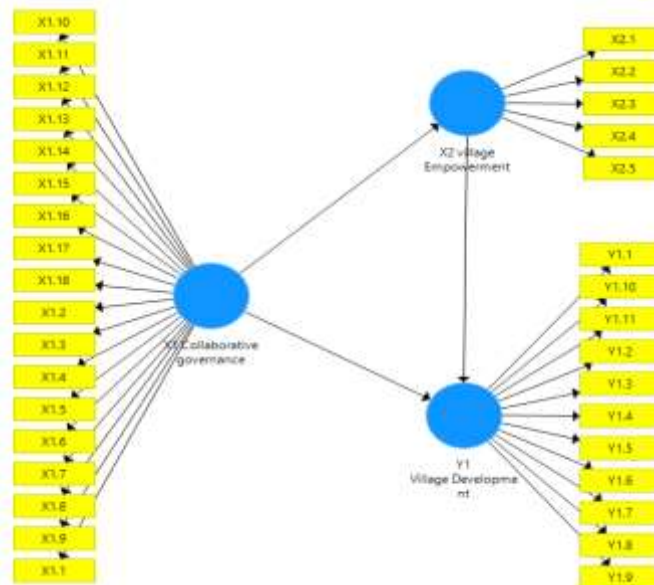


Figure 1. Research path analysis model

H1 : Collaborative Governance X1 affects Village Community Empowerment X2

H2 : Collaborative Governance X1 a affects Village Development Y1

H3 : Village Empowerment X1 affects Village Development

H4 : Colaborative Governance X1 affects Village Community Empowerment X2, then affects Village Development Y1

The research model was then analyzed inner, outer model and hypothesis test using SmartPLS 3.3.3 Software.



Figure 2. Results of the calculation of the outer model of the research path analysis

Source : research data processed using SmartPLS 3.3.3 Software in 2023

The validity indicator (**Outer loadings**) and **Convergent Validity (AVE)**

The validity indicator can be measured using the outer loading score, if the outer loading value is more than 0.70 (>0.70) then the indicator can be used. The Average Variance Extracted (AVE) value that meets the minimum criteria is greater than 0.50 (>0.50). If in the test there is an outer loading value below 0.70, the indicator can still be used provided that the minimum loading value is greater than 0.40 (Loading >0.40) and the AVE value is more than 0.50 (AVE >0.5) so that the variable can be said to be valid. If it is less than 0.40 then it should be omitted (Joseph F Hair et al., 2017)

Table 1. Outer loadings and Convergent Validity (AVE) indicators

Variable laten	Indikator	Loading (>0.60)	AVE($>0,5$)
X1 Collaborative governance	X1.1	0.736	0.603
	X1.10	0.742	
	X1.11	0.774	

	X1.12	0.837	
	X1.13	0.737	
	X1.14	0.779	
	X1.15	0.842	
	X1.16	0.810	
	X1.17	0.811	
	X1.18	0.768	
	X1.2	0.728	
	X1.3	0.690	
	X1.4	0.737	
	X1.5	0.808	
	X1.6	0.804	
	X1.7	0.732	
	X1.8	0.808	
	X1.9	0.809	
Y1 Village Development	Y1.1	0.757	0.622
	Y1.10	0.788	
	Y1.11	0.784	
	Y1.2	0.822	
	Y1.3	0.800	
	Y1.4	0.745	
	Y1.5	0.796	
	Y1.6	0.793	
	Y1.7	0.804	
	Y1.8	0.845	
	Y1.9	0.735	

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the table above, the following information can be known:

1. There is a loading value below 0.70 but still included in the tolerance limit (0.50)
2. The Average Variance Extracted (AVE) value of all variables is greater than 0.50.



3. Based on the calculation of the loading factor value and Average Variance Extracted (AVE), all variables and indicators have met the validity criteria and can proceed to further testing.

Construk Reliability (Cronbach's Alpha dan Composite Reliability)

Test construct reliability as measured by composite reliability and Cronbach's alpha. A variable construct is considered reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.70 (Joseph F Hair et al., 2017).

Table. 2 Construk Reliability (Cronbach's Alpha dan Composite Reliability)

Variable I laten	Cronbach's Alpha	Composite Reliability
X1 Collaborative governance	0.961	0.965
X2 village Empowerment	0.87	0.906
Y1 Village Development	0.939	0.948

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the table above, the following information can be known:

1. The value of Cronbach's Alpha of the whole variable is greater than 0.70.
2. Composite Reliability value of all variables greater than 0.70
3. Based on the calculation results of Construct Reliability (Cronbach's Alpha and Composite Reliability) In the calculation of Cronbach's Alpha all variables meet the criteria, the calculation results of Outer loading, AVE and Composite Reliability all meet the criteria. Based on these considerations, the research model can be used for further testing.

Discriminant Validity

Discriminant validity occurs when two different instruments that measure two constructs that are predicted to be uncorrelated produce a score that is indeed uncorrelated. The discriminant validity of the reflective model is evaluated through cross loading and then compared the AVE value with the square of the correlation value between constructs / comparing the square root of AVE with the correlation between constructs. The measure of cross loading is to compare the correlation of the indicator with other block constructs. If the correlation between an indicator and its construct is higher than the correlation with other blocks, it shows that the construct predicts the size of their block better than other blocks. Another measure of discriminant validity is that the root value of AVE must be higher than the correlation between constructs with other constructs or the value of AVE higher than the square of the correlation between constructs (Joseph F Hair et al., 2017)

Cross loading

Cross-loading is another method of determining discriminant validity, namely by looking at the value of cross loading. If the loading value of each item against its construct is greater than the cross loading value.

Tabel 3. Cross loading Variabel Construct

Variable Construct	Variable Laten		Y
	X1	X2	
X1.1	0.736	0.305	0.274
X1.10	0.742	0.308	0.276
X1.11	0.774	0.348	0.311
X1.12	0.837	0.444	0.369
X1.13	0.737	0.375	0.393
X1.14	0.779	0.387	0.329
X1.15	0.842	0.526	0.536
X1.16	0.81	0.433	0.333
X1.17	0.811	0.456	0.395
X1.18	0.768	0.481	0.406

X1.2	0.728	0.362	0.291
X1.3	0.69	0.25	0.23
X1.4	0.737	0.395	0.354
X1.5	0.808	0.415	0.39
X1.6	0.804	0.42	0.281
X1.7	0.732	0.291	0.23
X1.8	0.808	0.401	0.358
X1.9	0.809	0.364	0.288
X2.1	0.401	0.844	0.386
X2.2	0.4	0.834	0.413
X2.3	0.419	0.834	0.483
X2.4	0.485	0.851	0.389
X2.5	0.366	0.689	0.246
Y1.1	0.335	0.397	0.757
Y1.10	0.355	0.371	0.788
Y1.11	0.266	0.373	0.784
Y1.2	0.401	0.478	0.822
Y1.3	0.415	0.367	0.8
Y1.4	0.295	0.279	0.745
Y1.5	0.389	0.408	0.796
Y1.6	0.229	0.35	0.793
Y1.7	0.348	0.375	0.804
Y1.8	0.403	0.415	0.845
Y1.9	0.383	0.302	0.735

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the Cross loading table of the construct variables above, the following information can be known:

1. The loading value of each construct variable against the late variable as a whole is higher when compared to the loading value of the other latent variables marked with numbers with bold characters.



2. Based on these results, it can be decided that all research construct variables have met the criteria for discriminant validity and there are no symptoms of multicollinearity

Forner-lacker criteria (AVE root value and correlation between constructs)

Discriminant validity testing is performed to prove whether the indicator on one construct will have the largest loading factor in the construct formed than the loading factor with other constructs. This can be known through the Forner-lacker criteria value or can also use the value in the cross loadings table (Joseph F Hair et al., 2017) In this study, the value used is the value of the Forner-lacker criteria table.

Table 4. Discriminating Validity of Forner-lacker criteria values

Variable laten	X1	X2	Y
X1 Collaborative governance	0.776		
X2 Village community empowerment	0.511	0.813	
Y1 Village Development	0.447	0.48	0.789

Source : Research data processed using SmartPLS 3.3.3 Year 2023

Based on the results of convergent validity testing in the table above, information can be obtained as follows:

The value of the correlation relationship between variables in each latent construct in this study has a higher value when compared to the correlation between other variables contained in this study. So it can be seen that there is no problem of multicollinearity between latent variables.

Collinearity Assessment

The collinearity assessment in the structure model has the same concept as the formative measurement model, namely by considering the VIF value. The VIF value must be less than 5.0. this indicates that the model is free from multicollinearity symptoms in all predictors of all mirrors, so that testing can be carried out to the next stage (Joseph F Hair et al., 2017).

Table 5. Collinearity Assessment VIF

Variable laten	X2 Village community empowerment	Y1 Village Development
X1 Collaborative governance	1.000	1.354
X2 Village community empowerment		1.354

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the table above, the following information can be known:

1. The VIF value on each construct variable is smaller than 5.0 (<5.0).
2. based on the results of the calculation of the VIF value, all variables do not have symptoms of multicollinearity and can be used in further analysis.

Coefficient of Determination (R^2)

The coefficient of determination is used to measure the accuracy of predictions (estimations). In general, an R^2 value of 0.75 is considered to have a large estimation accuracy, an R^2 of 0.50 has a medium accuracy estimation, and an R^2 value of 0.25 has a low estimation value accuracy (Joseph F Hair et al., 2017). The result of the value of the coefficient of determination can be found in the following table.

Table 6. Coefficient Of Determination (R^2)

Variable Laten	R Square	R Square Adjusted
X2 village Community Empowerment	0.261	0.253
Y1 Village Development	0.285	0.269

Source : Research data processed using SmartPLS 3.3.3 software in 2022

Based on the table above, the following information can be known:

1. Estimation accuracy of model R^2 X2 village community Empowerment 0.261. Based on these values have a moderate accuracy estimation. In other words, X1 Collaborative governance affects 26.1% while the remaining 73.9% is influenced by other factors outside the research model.



2. Estimation accuracy of model R2 Y1 Village Development 0.285. Based on these values have a moderate accuracy estimation. In other words, X1 Collaborative governance and X2 village empowerment influenced 28.5% while the remaining 71.5% was influenced by other factors outside the research model.

Predictive relevance (Q^2)

In addition to evaluating the magnitude of the R2 value as a criterion for prediction accuracy, researchers can use the Stone-Geisser Q2 value. Q2 values are obtained using the blindfolding procedure. As a relative measurement of predictive relevance, a value of 0.02 is considered to have little predictive relevance, 0.15 has moderate predictive relevance, and 0.35 has great predictive relevance (Joseph F Hair et al., 2017).

Table7. Predictive relevance (Q^2)

Variable laten	SSO	SSE	$Q^2 (=1-SSE/SSO)$
X1 Collaborative governance	1656	1656	
X2 village Community Empowerment	460	384.258	0.165
Y1 Village Development	1012	844.417	0.166

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the test results in the table above, information can be obtained as follows:

1. The Q2 value of predictive relevance for the constructive model of the variable X2 village empowerment is influenced by X1 Collaborative governance by 0.165 and is classified as having moderate predictive relevance.
2. The Q2 value of predictive relevance for the constructive model of the Y1 Village Development variable is influenced by X1 Collaborative governance and X2 village Empowerment by 0.263 and is classified as having moderate predictive relevance.

Effect Size (f^2)

As to evaluate the R2 value of all endogenous variables using f^2 . The difference between f^2 and R2 is that f^2 is more specific to each exogenous variable. In general, the value of 0.02 is considered to have a small effect size, 0.15 has a medium effect size and 0.35 has a large effect



size (Joseph F Hair et al., 2017) Here is a table of f2 values.

Table. 8 Affect Size Nilai F²

Variable laten	X2 village Community Empowerment	Y1 Village Development
X1 Collaborative governance	0.354	0.077
X2 village Community Empowerment		0.12

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the test results in the table above, the following information can be obtained:

1. The value of F2 affect size for the constructive model The variable X1 Collaborative governance affects the variable X2 village empowerment by 0.354 and is classified as having a large estimating value.
2. The value of F2 affect size for the constructive model The variable X1 Collaborative governance affects the variable Y1 Village Development by 0.077 and is classified as having a small estimation value.
3. The value of F2 affect size for the constructive model The variable X2 village empowerment affects the variable Y1 Village Development by 0.12 and is classified as having a small estimating value.



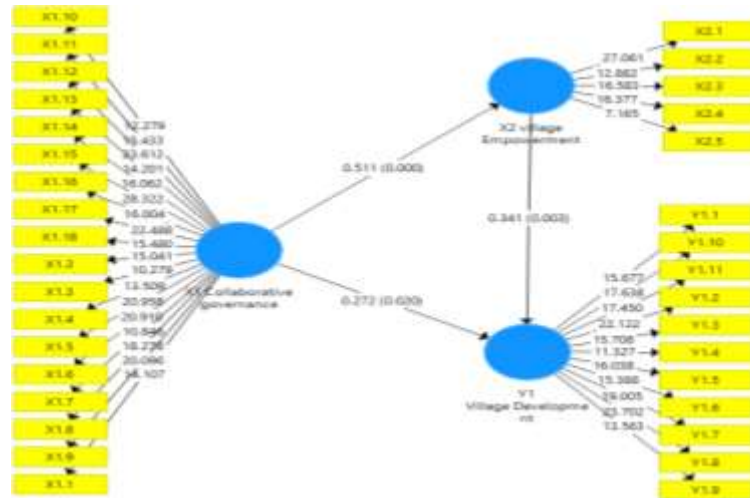


Figure 3. Calculation results of the structural bootstrapping test of the research line

Source : research data processed using SmartPLS 3.3.3 Software in 2023

Coefficient analysis of structural models is used to test hypothesis by knowing which relationships have a significant effect. If the p-value < α (0.05) then the relationship is significant, otherwise if the p-value > α (0.05) then the relationship is not significant (Joseph F Hair et al., 2017)

Table 9. Test the hypothesis of direct influence of the Research model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
H1	X1 Collaborative governance -> X2 Village Community Empowerment	0.511	6.802	0.000	Accepted
H2	X1 Collaborative governance -> Y1 Village Development	0.272	2.342	0.020	Accepted
H3	X2 village Community Empowerment -> Y1 Village Development	0.341	2.936	0.003	Accepted

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the table above, the following information can be known:

1. X1 Collaborative governance -> X2 village Community Empowerment has an Original Sample (O) value of 0.511 and a P Values of 0.000 smaller than 0.05. Based on this value, it can be known that there is a significant positive influence. Then **H1 is accepted** and H0 is rejected.
2. X1 Collaborative governance -> Y1 Village Development has an Original Sample (O) value of 0.272 and P Values of 0.020 smaller than 0.05. Based on this value, it can be known that there is significant positive influence. Then **H2 is accepted** and H0 is rejected.
3. X2 Village Community Empowerment -> Y1 Village Development has an Original Sample (O) value of 0.341 and P Values of 0.003 greater than 0.05. Based on this value, it can be seen that there is significant positive influence. Then **H3 is accepted** and H0 is rejected.

Table 10. Test Hypothesis of indirect influence of Research model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
H4	X1 Collaborative governance -> X2 village Community Empowerment -> Y1 Village Development	0.174	2.726	0.007	Accepted

Source : Research data processed using SmartPLS 3.3.3 software in 2023

Based on the table above, the following information can be known:

1. X1 Collaborative governance -> X2 village Empowerment -> Y1 Village Development has an Original Sample (O) value of 0.174 and a P Value of 0.007 smaller than 0.05. Based on this value, it can be seen that there is significant positive influence. Then **H4 is accepted** and H0 is rejected.

DISCUSSION



The Effect of Collaborative Governance on Village Community Empowerment

Based on the results of the data analysis provided, there is a relationship between Collaborative governance (X1) and village Empowerment (X2). In this analysis, the Original Sample (O) value for the relationship between X1 and X2 is 0.511. In addition, the P Values obtained are 0.000, which is smaller than the generally used significance level of 0.05. P Values are a measure used to determine whether a relationship or difference between two variables is statistically significant. If P Values are less than the established significance level (in this case 0.05), then it can be concluded that the relationship between X1 and X2 is statistically significant. In this context, since the P Values obtained are 0.000 (smaller than 0.05), it can be concluded that the relationship between Collaborative governance (X1) and village Community Empowerment (X2) has a significant positive influence. This means that improvements in collaborative governance will have a significant positive impact at the village empowerment level.

Based on these results, it can be concluded that the alternative hypothesis (H1) is accepted, which states that there is a significant positive influence between Collaborative governance (X1) and village Empowerment (X2). Meanwhile, the null hypothesis (H0) is rejected, which states the absence of influence between the two variables.

Collaborative governance is an approach in management that involves various stakeholders, including village governments, communities, and the private sector, to achieve common goals (Kirana & Artisa, 2020). In the context of village fund management, collaboration between village governments and village communities is very important to increase community participation in village development (Ode et al., 2020). This collaboration involves processes such as face-to-face dialogue, building trust, commitment to the process, mutual understanding, and intermediary outcomes (Ode et al., 2020)

Empowerment of rural communities is an effort to improve the standard of living and welfare of rural communities through the establishment of policies, programs, and activities that are in accordance with the needs and priorities of rural communities (Widadi, Teguh, 2023). Empowerment of rural communities emphasizes the provision and transfer of power, power, or ability to the community so that they are more empowered (Widadi, Teguh, 2023). Empowerment of rural communities also aims to advance entrepreneurship and improve the village economy (Huda, Nurul; Pratiwi, Aliah; Munandar Aris; Rahmatia, Nurul Afisah; Amalo, 2023).



These results show that in the sample data used, there is a significant relationship between Collaborative governance and (village Community Empowerment). Collaboration in decision-making and implementation of public policies has a significant positive influence in increasing the level of empowerment of rural communities. The SIGAP program in Berau Regency in Kalimantan is a collaborative program that implements Collaborative Governance.

The collaboration of the SIGAP Program involves various related parties, such as local governments, non-governmental organizations, and local communities. The network structure that is formed allows collaboration and cooperation between various parties in planning and implementing programs aimed at improving community welfare.

The success of collaboration in the prosperous SIGAP Program depends on the trust between the stakeholders involved. This trust includes trust in the commitment and integrity of each party, as well as trust that each party will carry out its roles and responsibilities well. In this context, trust between local governments, non-governmental organizations, and local communities is an important factor in carrying out effective collaboration.

The SIGAP program needs to implement good governance in the implementation of collaboration. This includes regulating the roles and responsibilities of each party, participatory decision-making mechanisms, and supervision and accountability in program implementation. By implementing good governance, this program can run effectively and efficiently.

In the SIGAP Program, local governments have access to authority in decision-making and policy implementation. This authority allows local governments to direct and coordinate the various parties involved in the program, as well as ensure that decisions are made based on common interests and program objectives.

The SIGAP program involves distributed responsibilities between local governments, non-governmental organizations, and local communities in implementing the program. Each party has its own role and responsibility in achieving program objectives and ensuring that program benefits are distributed fairly to the community.

Collaboration in the SIGAP Program requires effective exchange of information between the various parties involved. The information shared includes data and information related to community conditions, available resources, and program developments and results. A good exchange of information allows stakeholders to understand each other and make decisions based on a common understanding.

Collaboration in the SIGAP Program can affect the quality of equality between local

governments, non-governmental organizations, and local communities. With effective collaboration, every party has the same opportunity to participate in decision making and program implementation. Collaboration in the SIGAP Program can encourage active participation from rural communities. By involving the community in decision-making and program implementation, the quality of participation can improve and the community can feel ownership of the program.

Collaboration in the prosperous SIGAP Program can strengthen the self-reliance of rural communities. By involving communities in program planning and implementation, communities can develop the skills and knowledge necessary to address challenges and meet their own needs.

Collaboration in the prosperous SIGAP Program can affect the sustainability of the program and the empowerment of rural communities. By involving various related parties, programs can be designed and implemented by considering long-term sustainability aspects.

Collaboration in the SIGAP Program can encourage integration between various programs and activities carried out by local governments, non-governmental organizations, and local communities. With this integration, programs can support each other and achieve better results.

By paying attention to the dimensions of Collaborative Governance and village community empowerment, the Berau Regency SIGAP Prosperous Program can be designed and implemented more effectively and sustainably. Good collaboration between various parties involved can improve the quality of programs and empower rural communities to achieve better welfare. Taking these references into account, Berau District's SIGAP Program has adopted a collaborative approach that involves multiple parties, builds trust, implements good governance, ensures access to authority, shares responsibilities fairly, and facilitates effective information exchange. Thus, this program can achieve the goals of poverty alleviation and improving community welfare more effectively and sustainably.

With good collaboration, it is hoped that the empowerment of rural communities can be realized and village development can run better. The process of community empowerment through the SIGAP Program in Berau Regency is basically a community engagement strategy which is then divided into several stages of empowerment, the SIGAP empowerment strategy itself is an approach that relies on an appreciative inquiry approach to explore, identify, and appreciate the strengths of residents and use them as a driving force to make positive and inspiring changes.



The Effect of Collaborative Governance on Village Development

Based on the results of the data analysis provided, there is a relationship between Collaborative governance (X1) and Village Development (Y1). In this analysis, the Original Sample (O) value for the relationship between X1 and Y1 is 0.272. In addition, the P Values obtained are 0.020, which is smaller than the generally used significance level of 0.05. P Values are a measure used to determine whether a relationship or difference between two variables is statistically significant. If P Values are less than the established level of significance (in this case 0.05), then it can be concluded that the relationship between X1 and Y1 is statistically significant. In this context, since the P Values obtained are 0.020 (smaller than 0.05), it can be concluded that the relationship between Collaborative governance (X1) and Village Development (Y1) has a significant positive influence. That is, improvements in Collaborative governance will have a positive impact on the Village Development level. Based on these results, it can be concluded that the alternative hypothesis (H2) is accepted, which states that there is a significant positive influence between Collaborative governance (X1) and Village Development (Y1).

Collaborative governance is an approach that involves the participation of various stakeholders, including government agencies, community organizations, and citizens, in the decision-making process (Muhlisin et al., 2020). It aims to foster cooperation, trust, and shared responsibility among various actors, leading to more inclusive and equitable outcomes (Keyim, 2017). Collaborative governance has been implemented in various sectors, including rural development and tourism, to promote sustainable and participatory decision-making (Keyim, 2017).

Village development refers to the process of improving the social, economic, and environmental conditions of rural communities (Muhlisin et al., 2020). It involves empowering local communities to control their own development and make decisions that affect their lives (Bachtiar et al., 2022). Village development initiatives often focus on improving infrastructure, livelihood opportunities, education, health care, and social services in rural areas (Fitriana et al., 2023). Collaborative governance can play an important role in village development by involving local communities in decision-making processes and ensuring their active participation (Sofi & Mutiarin, 2018).

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The role of collaborative governance in village development can be seen in various contexts. For example, in the case of Villa Ternak Cikerei Cilegon, collaborative governance has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies (Muhlisin et al., 2020). However, the collaborative governance process in this regard faces challenges, such as the dominance of the private sector in decision-making and the lack of shared understanding in joint planning (Muhlisin et al., 2020).

In the management of SOEs in Ponggok District, Klaten, collaborative governance has played a role in encouraging accountability and transparency factors (Sofi & Mutiarin, 2018). The collaborative governance process involves village governments, communities, and the private sector, and has resulted in significant income increases and improved welfare for villagers (Sofi & Mutiarin, 2018).

Collaborative governance can also contribute to the development of tourism villages, as seen in the case of Sriharjo Tourism Village. The collaborative governance process in this context includes face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes (Fitriana et al., 2023). This collaborative approach has facilitated the involvement of actors from the government, private sector, and community in developing tourism potential and improving the village economy (Fitriana et al., 2023).

Village Development emphasizes the importance of building good village governance mechanisms, where village governments lead, governments are held accountable, villagers participate, social forces work together, and the legal system provides guarantees (Xu et al., 2022). In this context, sustainability of village development can be achieved through effective and sustainable management of natural resources, sustainable economic development, and empowerment of local communities to participate in decision-making related to village development.

Community organizations, and citizens, are essential to the success of village development. Stakeholder collaboration supports accountability in village fund management



and village development (Zeho et al., 2020). This enables the pooling of resources, expertise, and knowledge, leading to more effective and efficient development initiatives (Baylan, 2017). In addition, collaboration can help resolve conflicts and ensure that the diverse needs and interests of different stakeholders are considered (Baylan, 2017).

The influence of Collaborative governance on Village Development in the SIGAP Program on the dimensions of Network structure, Commitment to process, Governance, access to authority, Distributive accountability/responsibility, Information sharing Access to resources

Village development in the aspect of governance and governance. With a good network structure between local governments, non-governmental organizations, and local communities, collaboration in decision-making and policy implementation can run more effectively. This will have a positive impact on more participatory and transparent governance, as well as strengthen community involvement in the village development process.

This dimension affects village development in aspects of governance, governance, and village economic assistance. The success of village collaboration and development depends heavily on trust between local governments, non-governmental organizations, and local communities. This trust includes trust in the commitment and integrity of each party, as well as trust that each party will carry out its roles and responsibilities well. With this trust, collaboration in decision making, policy implementation, and village economic assistance can run better.

The dimensions of Collaborative Governance, namely network structure, commitment to common goals, trust, governance, access to authority, accountability/distributive responsibility, information sharing, and access to resources, can affect village development in the SIGAP program in Berau District.

Network structure is a dimension that refers to the connectedness and relationships between stakeholders involved in the decision-making and problem-solving processes. In the context of the SIGAP program, a good network structure can facilitate coordination and collaboration between stakeholders, namely the Berau district government, Dharma Bakti Berau Coal Foundation YKAN, and Gadjah Mada University, to work together to achieve common goals, as stated in the MOU and agreement on SIGAP Program Cooperation.

Commitment to common goals is an important dimension of collaborative governance. This dimension involves a shared vision and goals between stakeholders, which can encourage collective action and cooperation. In the context of the SIGAP program, a strong commitment to



improving village development and welfare can motivate stakeholders to work together and contribute their resources and expertise.

Trust between stakeholders is an important dimension in collaborative governance. Trust is built through open communication, transparency, and reliability between stakeholders. In the context of the SIGAP program, trust among stakeholders of the Berau district government, Dharma Bakti Berau Coal Foundation YKAN, and Universitas Gadjah Mada is essential for effective collaboration and decision making.

Governance refers to the structures, processes, and mechanisms that direct and govern collaborative efforts (In the context of the SIGAP program, effective governance mechanisms, such as clear roles and responsibilities, accountability mechanisms, and participatory decision-making processes, can ensure that collaborative efforts are well coordinated and in line with program objectives.

Access to authority is another dimension of collaborative governance that can influence village development. This dimension refers to the distribution of power and decision-making authority among stakeholders). In the context of the SIGAP program, ensuring SIGAP fighters have a voice and power in the activity process can empower them and produce more sustainable and inclusive results.

Accountability/distributive responsibility is a dimension of collaborative governance that emphasizes the equitable distribution of benefits, resources, and responsibilities among stakeholders. In the context of the SIGAP program, ensuring that benefits and resources are distributed fairly among villages and responsibilities shared can contribute to more balanced and inclusive development.

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Information sharing is an important dimension of collaborative governance. This dimension involves the exchange of knowledge, data, and information between stakeholders to



support evidence-based decision making and problem solving. In the context of the SIGAP programme, sharing relevant information and data between stakeholders can enhance their understanding of the local context and enable evidence-based decision making.

Access to resources is another important dimension of collaborative governance. This dimension refers to the availability and equitable distribution of financial, human, and technical resources among stakeholders. In the context of the SIGAP program, ensuring that villages have access to the necessary resources, such as funding, human resource expertise, and infrastructure, can support their development efforts.

Overall, the dimensions of collaborative governance, including network structure, commitment to common goals, trust among participants, governance, access to authority, accountability/distributive responsibility, information sharing, and access to resources, can have a significant impact on village development in the SIGAP program in Berau District. These dimensions provide a framework for effective collaboration and decision-making between stakeholders, leading to more sustainable and inclusive development outcomes.

In the Village Governance Program, the SIGAP Program has achieved success in the increase in IDM Berau from Disadvantaged to Advanced (11 independent villages, 38 developed, 50 developed, 1 underdeveloped, 0 very underdeveloped); 50 villages have 3D maps and land-use maps; 97 villages have websites with 27 of them active (SIGAP, 2022)

In the Natural Resources Utilization Program through the Social Forestry Program has achieved success: 8 villages received village forest management rights from the Ministry of KLH with a total area of 68,000 ha; 1 KTH obtained a Forestry Partnership permit and 5 KTH in the process of waiting for approval 1 cooperative obtained an HTR permit (SIGAP, 2022)

In the economic sector of Chinatown, the SIGAP prosperous program includes: 96 villages have formed BUMK, 69 are active. 3 have been certified as legal entities from the Ministry of Villages, 87 are in the process of registration at the Ministry of Villages; Development of superior village products (Demplot corn 0.5 ha in Tunggal Bumi, Talisayan Introduce melada (2750 seedlings) in Central Sports Catfish pond demplot in Mount Tabur Chocolate development in Rantau Panjang Cocoa seed assistance 120,000 seedlings (SIGAP, 2022)

Community Empowerment affected Village Development

Based on the results of the data analysis provided, there is a relationship between village Community Empowerment (X2) and Village Development (Y1). In this analysis, the Original

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Sample (O) value for the relationship between X2 and Y1 is 0.341. In addition, the P Values obtained are 0.003, which is smaller than the generally used significance level of 0.05. Values are a measure used to determine whether a relationship or difference between two variables is statistically significant. If P Values are less than the established level of significance (in this case 0.05), then it can be concluded that the relationship between X2 and Y1 is statistically significant. In this context, since the P Values obtained are 0.003 (smaller than 0.05), it can be concluded that the relationship between village Community Empowerment (X2) and Village Development (Y1) has a significant positive influence. This means that an increase in village empowerment will have a significant positive impact on the Village Development level.

Based on these results, it can be concluded that the alternative hypothesis (H3) is accepted, which states that there is a significant positive influence between village Empowerment (X2) and Village Development (Y1). Meanwhile, the null hypothesis (H0) is rejected, which states the absence of influence between the two variables. These results show that in the sample data used, there is a significant relationship between village empowerment efforts and village development. The empowerment of rural communities has a significant positive influence in improving Village Development.

Village empowerment and village development are closely related and interconnected concepts. Village empowerment refers to the process of strengthening the capacity of local communities to control their own development and make decisions that affect their lives. It involves providing resources, knowledge, and support to enable villages to identify their needs, set priorities, and implement solutions (Sofianto, 2017). On the other hand, village development refers to the process of improving the social, economic, and environmental conditions of rural communities. It covers various aspects such as infrastructure development, livelihood opportunities, education, health, and social services (Sofianto, 2017).

Village empowerment plays an important role in village development. When local communities are empowered, they become active participants in the development process, contributing their knowledge, skills, and resources to address their unique challenges and needs. Empowered villages are better equipped to identify and prioritize development initiatives that are relevant and beneficial to their communities (Sofianto, 2017). By involving local communities in decision-making processes, village empowerment ensures that development initiatives are more inclusive, participatory, and responsive to community needs (Tsl et al., 2013).

The principles of village community empowerment, namely equality, participation,



independence, sustainability, and integration, can influence village development in the SIGAP program in Berau Regency, East Kalimantan.

The principle of equality is a principle that emphasizes fair and equal treatment of all members of the village community. In the context of the SIGAP program, this principle can ensure that all villagers have equal opportunities to participate in development and get equal benefits. The principle of equality in the SIGAP program in Berau Regency emphasizes the importance of fair and equal treatment of all members of the village community. This principle ensures that all villagers have equal opportunities to participate in development and get equal benefits. In the context of the SIGAP program, the principle of equality is realized through efforts to eliminate all forms of discrimination and inequality in access to development services and resources. The program is committed to ensuring that all villagers, regardless of social, economic, or gender background, have equal access to the development programs offered, and receive fair and equal benefits. The principle of equality is an important foundation in creating an inclusive, just, and sustainable village community in Berau Regency.

Participatory principles are principles that involve active and real participation of rural communities in the decision-making process and implementation of development programs. In the context of the SIGAP program, this principle can ensure that rural communities have a voice and power in determining the direction of village development and take an active role in the implementation of the program. The participatory principle in the SIGAP program in Berau District emphasizes the importance of actively involving rural communities in the decision-making process and implementation of development programs. This program encourages real and sustainable participation of rural communities in planning, implementing, and monitoring development programs that have an impact on their lives. Through participatory forums, such as village meetings, discussion groups, and consultation mechanisms, villagers have the opportunity to express their aspirations, provide input, and contribute to determining the direction of village development. This participatory principle ensures that the decisions taken reflect the needs and aspirations of rural communities, thus creating a sense of belonging, sustainability, and success of the SIGAP program in Berau District.

The principle of self-reliance is the principle that encourages rural communities to develop their own capacities and resources to achieve sustainable development. In the context of the SIGAP program, this principle can encourage rural communities to take initiatives, develop local potential, and manage resources effectively to improve their welfare. The principle of self-

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reliance in the SIGAP program in Berau Regency emphasizes the importance of empowering rural communities to develop their own capacity and resources in achieving sustainable development. The program encourages villagers to take initiatives, develop local potential, and manage resources effectively. Through a participatory approach, the SIGAP program provides support and training to rural communities to develop skills, improve access to education and training, and facilitate access to resources needed to drive village development. This principle of self-reliance provides a foundation for rural communities in Berau Regency to take an active role in the development of their own villages, thus creating sustainability and sustainable welfare.

Sustainable principles are principles that emphasize the importance of development that considers environmental, social, and economic aspects in the long term. In the context of the SIGAP program, this principle can ensure that village development is carried out by taking into account environmental sustainability, social justice, and sustainable economic growth. The principle of sustainability in the SIGAP program in Berau Regency emphasizes the importance of development that considers environmental, social, and economic aspects in the long term. The program is committed to carrying out development activities that not only provide current benefits, but are also sustainable for future generations. In this context, the SIGAP program promotes environmentally friendly practices, such as sustainable natural resource management and reduction of negative impacts on the environment. In addition, this program also seeks to build the capacity of rural communities in facing social and economic changes, so that they can continue to develop and be independent in the long term. The principle of sustainability is an important foundation in creating sustainable, balanced, and long-term village development for rural communities in Berau Regency.

The principle of cohesiveness is a principle that emphasizes the importance of coordination and synergy between various sectors and stakeholders in village development. In the context of the SIGAP program, this principle can ensure that various village development programs and activities are interrelated and mutually supportive, thus creating a greater and more sustainable impact.

By applying the principles of village community empowerment, the SIGAP program in Berau Regency can achieve better results in village development. Equality will ensure that all villagers have equal opportunities to participate and benefit. The active participation of village communities will strengthen the legitimacy and sustainability of the program. Self-reliance will enable rural communities to manage resources and develop their own local potential. The



principle of sustainability will ensure that village development is carried out by considering environmental, social, and economic aspects in the long term. Integration will ensure that various village development programs and activities are interconnected and support each other, thus creating a greater and more sustainable impact.

Thus, the application of the principles of village community empowerment in the SIGAP program in Berau Regency can provide a strong foundation for inclusive, sustainable, and empowering village development of local communities.

In short, village empowerment and village development are closely interrelated. Village empowerment strengthens the capacity of local communities to control their own development, while village development aims to improve the social, economic, and environmental conditions of rural communities. Collaborative governance plays an important role in facilitating village empowerment and ensuring that development initiatives are inclusive, participatory, and responsive to community needs. By combining village empowerment, village development, and collaborative governance, local communities can drive their own development and create sustainable and thriving villages.

The Effect of Collaborative Governance and Village Empowerment on Village Development

Based on the results of the data analysis provided, P Values is a measure used to determine whether a relationship or difference between variables is statistically significant. If P Values are less than the set significance level (in this case 0.05), then it can be concluded that there is a significant relationship between these variables. In this context, because the P Values obtained are 0.007 (smaller than 0.05), it can be concluded that there is a significant positive influence between Collaborative governance (X1), village Community Empowerment (X2), and Village Development (Y1). That is, improvements in Collaborative governance and village Empowerment will have a significant positive impact on the Village Development level.

Based on these results, it can be concluded that the alternative hypothesis (H4) is accepted, which states that there is a significant positive influence between Collaborative governance (X1), village Empowerment (X2), and Village Development (Y1). Meanwhile, the null hypothesis (H0) is rejected, which states the absence of influence between these variables.

These results show that in the sample data used, there is a significant relationship between collaborative efforts in village governance, village empowerment, and village development. Collaboration and empowerment of rural communities has a significant positive

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influence in increasing the level of village development. Collaborative governance, village empowerment, and village development are interconnected concepts that can contribute to sustainable and inclusive community development. Collaborative governance involves the participation of various stakeholders, including government agencies, community organizations, and citizens, in the decision-making process (Zeho et al., 2020). This approach encourages cooperation, trust, and shared responsibility among various actors, leading to more inclusive and equitable outcomes (Maton, 2008).

Village empowerment focuses on strengthening the capacity of local communities to control their own development and make decisions that affect their lives (Maton, 2008). This involves providing resources, knowledge, and support to enable villages to identify their needs, set priorities, and implement solutions (Irawan & Nara, 2020). Empowered villages are better equipped to overcome their unique challenges and contribute to sustainable development (Irawan & Nara, 2020).

Collaborative governance is often a key component of village empowerment and development. It involves the participation of various stakeholders, including government agencies, community organizations, and citizens, in the decision-making process. Collaborative governance provides a platform for local communities to engage with various stakeholders, share their perspectives, and contribute to the planning and implementation of development initiatives (Mujiburrahmad et al., 2022). It encourages cooperation, trust, and shared responsibility among different actors, leading to more inclusive and equitable outcomes.

Through collaborative governance, village empowerment can be improved. The involvement of multiple stakeholders in the decision-making process ensures that the voices and perspectives of local communities are heard and taken into account. Collaborative governance also provides opportunities for capacity building and knowledge sharing, enabling local communities to acquire the skills and resources necessary for their own development (Mujiburrahmad et al., 2022). By working with various stakeholders, empowered villages can access a wider range of resources, expertise, and support, leading to more effective and sustainable development outcomes (Purnomo et al., 2023).

The influence of collaborative governance and village community empowerment on village development can be seen from several aspects. First, in village financial management, research shows that the competence of village apparatus and internal control systems have a



positive effect on the accountability of village financial management (Reu & Lasdi, 2021).

In addition, the empowerment of rural communities also has an impact on the development of tourism villages. Tourism village development is one of the community empowerment programs that aims to reduce poverty by cultivating local potential (Guntar et al., 2023). In the development of tourism villages, collaboration between the village government, private sector, academics, and communities is very important to achieve common goals (Kirana & Artisa, 2020). Through this collaboration, rural communities can be actively involved in developing local products and improving the village economy (Wicaksono et al., 2022).

When collaborative governance and village empowerment are combined, they can have a transformative impact on village development. Collaborative governance provides a platform for village empowerment by involving local communities in decision-making processes (Zeho et al., 2020). This participation allows villagers to contribute their knowledge, expertise, and local context, leading to more effective and sustainable development initiatives (Maton, 2008). In order to improve the empowerment of rural communities, efforts need to be made to optimize collaboration between village governments, communities, and other sectors (Retnowati et al., 2022). This can be done through effective communication, building trust, and ensuring mutual understanding between all parties involved (Kirana & Artisa, 2020).

Village empowerment, in turn, enhances the effectiveness of collaborative governance by ensuring that the voices and perspectives of local communities are heard and taken into account (Maton, 2008). Empowered villages are more likely to actively participate in decision-making processes, leading to more inclusive and equitable outcomes (Irawan & Nara, 2020). In addition, village empowerment can help build the capacity of local communities to sustain and maintain development initiatives over the long term, ensuring their sustainable benefits (Maton, 2008).

Collaborative governance and village community empowerment have a significant influence on village development in the SIGAP Program in Berau Regency. Collaborative governance, characterized by the involvement of various stakeholders, including government agencies, community organizations, and local citizens, encourages collective decision-making and problem-solving Njonjie et al. (2019). This collaborative approach ensures that different perspectives and expertise from different stakeholders are considered, resulting in more effective and inclusive development strategies.

Empowerment of rural communities, on the other hand, focuses on empowering local



communities to take control of their own development and improve their welfare (Kirana & Artisa, 2020). Through village empowerment initiatives, such as capacity building, training, and the establishment of Desa-Owned Enterprises, communities are provided with tools and resources to actively participate in the development process. This empowerment enables communities to identify their own needs, set priorities, and implement projects that fit their aspirations and local context.

Furthermore, collaborative governance and empowerment of rural communities contribute to village economic development. Through the establishment of BUMDES and the promotion of the One Village One Product (OVOP) concept, communities are empowered to develop and market their local products, generate income and improve livelihoods (Sonbait, 2023). This economic empowerment improves the overall welfare of society and reduces dependence on external resources.

In addition, this approach also encourages environmental sustainability. Collaborative governance encourages the integration of environmental considerations in development planning and decision-making (Panjaitan et al., 2023). Village empowerment initiatives often include components of environmental conservation and sustainable resource management, ensuring the preservation of natural resources for future generations (Enggraini et al., 2020).

In addition, collaborative governance and empowerment of rural communities contribute to the overall resilience of villages. By involving various stakeholders and empowering local communities, the program builds social, economic, and environmental resilience, enabling villages to adapt and respond effectively to challenges and changes (Musdalifah et al., 2022). This resilience enhances long-term sustainability and community well-being.

Overall, collaborative governance and village community empowerment play an important role in village development in the SIGAP Program in Berau Regency. This approach increases community participation, utilizes local resources, strengthens social cohesion, enhances economic development, promotes environmental sustainability, and contributes to overall resilience. By combining these principles, the program creates a platform for inclusive and sustainable village development, empowering communities to take control of their own destiny and improve their well-being.

CONCLUSION

There is a significant relationship between Collaborative governance and village

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empowerment, antara Collaborative Government and Village governance. Between Village Community Governance and Village governance, and between Collaborative governance and Village community governance towards Village development.

Overall, collaborative governance plays an important role in rural community empowerment and village development by promoting inclusive decision-making, active community participation, and accountability. It enables multi-stakeholder engagement and encourages cooperation and shared responsibility, leading to more sustainable and equitable outcomes in rural communities. However, challenges such as power imbalances, lack of shared understanding, and bureaucratic processes can hinder the effectiveness of collaborative governance in village development

Although there is a significant relationship between these variables in the sample data used, this does not mean that the relationship is causal. Research results may not be the same on the implementation of collaborative governance in different contexts. Collective governance has been studied in a variety of settings, but there is a need for more research on its implementation in different regions and sectors. Future research may explore the challenges and opportunities of implementing collaborative governance in contexts such as urban areas or specific sectors such as education or health.

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