

FORMULATION OF REGIONAL MANAGEMENT SINGBEBAS

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Abstract: This study aims to develop strategies and formulations in regional management known as SingBebas. SingBebas refers to the concept of regional management that promotes economic freedom and sustainability within a particular region. By integrating economic, social, and environmental aspects, this study attempts to detail a new outlook on optimizing regional potential through policies and management actions focused on sustainability and economic efficiency. Involving a comprehensive analysis of regional aspects, this research is expected to contribute to the development of the SingBebas concept and formulate effective implementation strategies to realize it.

Keywords: Formulation, Regional Management, Singbebas

INTRODUCTION

Exploring and utilizing the resources and potentials owned by the region is an important part of efforts to provide community welfare. Local governments have limited ability in utilizing regional resources and potential, especially in improving service delivery to the community so that later it is expected that there will be an increase in their standard of living. The utilization of resources and regional potential owned is used to be able to support the implementation of regional development. With limited capabilities and funding support, resource utilization, and regional potential are one of the strategies in providing services to the community. In this case,

other management mechanisms are urgently needed that can be implemented and accommodated also through Law 23 of 2014 concerning Regional Government in which regions can collaborate. In addition, regional cooperation is an opportunity for regions with small budgeting capabilities, through regional cooperation they can maximize their various potentials for improving the welfare of their communities.

Regional cooperation is not only limited to local governments, but can also involve the role of the private sector or other stakeholders to participate in it. In accordance with Law No. 23 of 2014 concerning Regional Government, Article 369 contains the need for

cooperation in improving community welfare through the effectiveness and efficiency of public services where Article 369 paragraph 1 reads: "In order to improve the welfare of the people, regions can establish cooperation with other regions based on considerations of efficiency and effectiveness of public services, synergy and mutual benefit. Furthermore, Government Regulation No. 22 of 2020 concerning Regional Cooperation Procedures is stipulated as a direction and guidance in the implementation of regional cooperation so that it has an impact on increasing development in the regions, which ultimately correlates with the fulfillment of community welfare through the fulfillment of services to the community and the provision of infrastructure." In addition, the benefits of the implementation of cooperation carried out by local governments occur synergy in development in an area / region so that it can provide mutual benefits for regions that carry out cooperation, and reduce the need for development financing in the regions. Cooperation between regions in order to improve community welfare is carried out effectively and efficiently where the effectiveness pays attention to regional potential and the capabilities of the regions so that they can help and encourage development. Of course, regional cooperation is an activity carried out by certain parties in seeking benefits and benefits so that it is likely to face obstacles, challenges, and problems related to regional cooperation.

Currently, the problems that arise in the implementation of regional cooperation are the lack of synergy in the implementation of regional cooperation in one province and also the weak role of the provincial government in supporting the implementation of regional cooperation in its region. As explained by (Cahyani, K., 2009) the inconsistency of interregional policies that are mutually interdicting in regulating the same thing coupled with legal limitations for provincial governments in bridging policies made by regions in the context of implementing regional autonomy. Synchronization of the implementation of regional cooperation in one provincial area is a dimension forming problems in the implementation of regional cooperation. In addition, the weak role of the province is the implementation unit and as a supervisory unit for the implementation of regional cooperation in synergizing the implementation of regional cooperation. Regions that border each other, of course, in providing services to the community will always see the fulfillment of the interests of the community first. When it has intersected with other regions, it is hoped that the regional cooperation mechanism can mediate, but this cannot be realized because policies in each region will always be different in the implementation of development. Thus, the regional cooperation policy has not been used as an effort to synergize the implementation of development, especially the provision of services to the

community. In addition to the absence of meeting points in the implementation of inter-regional development, regional cooperation is also hindered by policies in each regional government that has a target of implementing local government. Regional cooperation mechanisms are also underutilized by fellow local governments in realizing regional development that seeks synergy within a region. The establishment of regional cooperation is a crucial point in the implementation accompanied by a systematic working mechanism. Such as the inter-regional cooperation model for the Kartamantul Joint Secretary (Sekber) which is considered flexible and eliminates structural limitations, but there is a minus in the absence of a working mechanism that can be used to measure the performance of the Kartamantul Joint Secretary. Other institutional strengthening by forming companies (Pratikno, et al., 2004). The establishment of other institutions which ultimately becomes a challenge for local governments which together in the implementation of regional cooperation face regulatory challenges,

Cooperation among local governments involved in regionalization and/or inter-

Regions with other stakeholders are very important to do by maintaining the balance of power that arises during the cooperation process, meaning that justice and impartial balance need to be maintained. Regional cooperation and regional development relations should

be emphasized through internal and external systems and networks. This is what is actually needed by the City-Regency and Provincial autonomous governments, considering that in regional autonomy which starts from a top-down centralistic pattern, actually the autonomous regional governments are not fully ready, because previously they were accustomed to the pattern of instructions, distribution of authority and distribution of financial resources from the central government to regional governments which are part of the Homeland. For this reason, in terms of regional development today which is an expression of "youth regional autonomy", the network system can be done by means of "top down combined with bottom up" as an approach to

Regional Planning. As mentioned earlier, regional development "best practice" can be exemplified as an effort to coordinate the power of development actors broadly in the economic and social sectors, rather than simply building "regional elites". This is very important for the development of politics, organization and policy implications regionally that will be broader, and will be increasingly important for the politics of government nationally.

RESEARCH METHODS

This research uses two approaches, namely: *First*, using descriptive qualitative methods, which describes how cooperation is built by 3 regions. Meanwhile, at a more technical

level, the process and stages of this activity are taken through *action research* through FGD. The goal to be achieved in the descriptive qualitative method is to describe how the cooperation built by the 3 regions. The last is to design a *Singbebas Regional Management* policy model. The target of this study is the Singkawang city government. *Second*, is the FGD approach. The activities to be carried out are as follows:

1. *Participatory research*, conducted by participating research through audiences, dialogues, discussions, interviews and observations.

2. *Stakeholders analysis*, conducted in collaboration with the Regional Government, through hearings, workshops and presentations based on the concepts offered to obtain development and improvement of recommendations made.

The goal to be achieved in this activity is to find the best solution that the community wants as a subject of the process that occurs in him.

RESULTS AND DISCUSSION

Analysis of Inter-Regional Cooperation Formulation (Regional Management "Singbebas") Jabodetabekjur Experience

Indonesia's First President, Sukarno, had thought of the importance of a unity of Jakarta with the surrounding region as a unified development area. Likewise, the intention of the Dutch colonial government was written in Giebels'

article entitled "*An Indonesian-Dutch Concept on Metropolitan Planning of the Jakarta Region*" (in Nas, 1986) that the development of the Jabotabek concept was adopted from the concept of "*boundled deconcentration*". The idea of unifying the Jakarta, Bogor, Depok, Tangerang, Bekasi, and Cianjur (Jabodetabekjur) regions into one urban functional area was first officially initiated by President Sukarno in 1965 when he instructed the Directorate of Urban and Regional Planning to prepare a Master Plan for Jakarta and its surroundings. Regulations related to the unification of the region, have been born in line with the development and dynamics of the Jabodetabekjur area, but the development of the region turned out to be faster than the effectiveness of regulations to regulate it, thus giving birth to a gap between the objects regulated and the instruments that regulate it. Jabodetabekjur has factually become a unified functional area. Among the factors that unite Jabodetabekjur as a functional unit are:

- A transportation network that facilitates socio-economic interaction between regions, where the Special Capital Region (DKI) Jakarta serves as the center of its growth. This has the implication that if DKI Jakarta acts as a center of activity, then the area around Jakarta acts as a residential center (dormitory towns) that fully depends socioeconomically on Jakarta, and increases the burden of daily interaction between these new cities and Jakarta (Firman, 2009).

- A river network that integrates the ecosystem of the Ciliwung Cisadane Watershed, which is divided into upstream areas located in Bogor and Depok, and downstream areas covering Jakarta, Tangerang and Bekasi. Upstream and downstream regions have dependence on each other and influence each other. The number of rivers flowing in this area is 13 units. This has implications for the hydrology and drainage system of Jabodetabekjur.

Historically, the existence of the Jabodetabekjur area is actually not new. In fact, all regions in the region were originally part of the same province, namely the province of West Java. Both DKI Jakarta province and Tangerang regency, Tangerang city and South Tangerang city which are currently included in the Banten province were once inseparable parts of West Java province. Meanwhile, Bogor, Depok, Bekasi, and Cianjur are still part of the West Java province. Thus, Jabodetabekjur is functionally a unified ecosystem, as well as administratively starting from one administrative unit. Therefore, in terms of management, Jabodetabekjur requires a harmonious and synchronous policy to overcome problems in its area, among which spatial planning policies should accommodate Jabodetabekjur as a harmonious functional unit.

In viewing Jabodetabek as a metropolitan area, there are differences in views between provincial

governments in Jabodetabekjur. The West Java provincial government views that the problems in Jabodetabek stem from the function of surrounding area services to DKI Jakarta. In connection with that, the province of West Java considers it necessary to make breakthroughs, including by conceptualizing Twin Metropolitan Jakarta and BodebekKarpur (Bogor-Depok-Bekasi Karawang Purwakarta) which develop independently. Meanwhile, Banten province expects the growth of an independent Tangerang region with successful settlements, meaning an independent city accompanied by the growth of business opportunities and decent work and living so that it does not depend on Jakarta. (PRPW UI, 2013). Presidential Regulation 54 of 2008 concerning Spatial Planning of Jakarta, Bogor, Depok, Tangerang, Bekasi, Puncak and Cianjur (Jabodetabekpunjur) has harmonized Jabodetabekjur spatial planning, but has not been effective in mitigating environmental problems and harmonizing the development of rapidly growing settlements because the Presidential Regulation has not been implemented consistently and accurately (PRPW UI, 2013). Presidential Regulation 54 of 2008 is based on the scope of functional areas, which are divided into 3 provincial regions, consisting of 15 regencies and cities. On the other hand, the authority of regional government autonomy that is covered has an unequal position: in DKI Jakarta lies with the provincial government,

while for the other two provinces lies in regencies and cities. This leads to the consequences of different coordination functions and authorities, which lead to ineffectiveness of existing cooperation bodies. Based on the description above, there is a very fundamental root problem, namely the substance of the Jabodetabekjur problem spreads within the functional area, while the authority of regional government autonomy in the Jabodetabekjur area is distributed in different administrative regions that have different degrees of regional autonomy authority.

Development problems in the Jabodetabekjur area that are sensitive because they cross regional boundaries include transportation problems, population growth, water resources and flood problems, and problems managing faith settlement development. Development management in the Jabodetabekjur area itself can be categorized as management across administrative regions that are metropolis. Thus, the phenomenon of cross-government activities will be more relevant, managed functionally and systemically.

Formulation of Inter-Regional Cooperation "SINGBEBAS"

The first problem that must be done in public policy formulation is to formulate the policy problem (policy problem formulation) beforehand. Islamy (1997) asserts that it is more important that a public problem can become a policy problem is not enough just to be lived by many people as a

problem but the community also needs to have political will to fight for the problem to become a policy problem and more importantly it is responded positively by policy makers (Joko Widodo, 2007: 51) By looking at what is stated by Islam, so that the public problem can be solved with a public policy, it is very necessary to formulate the problem properly and correctly. This is in accordance with what was stated by Ackoff (1974) that success in solving problems requires finding the right solution to the right problem. Failure often occurs because we solve the wrong problem rather than getting the wrong solution to the right problem, (William Dunn, 1998: 91). As explained earlier, the core of the public policy formulation process is an action and interaction in the community that produces outputs in various forms of policy. In order to achieve the goal that public policy succeeds well, a way or technique is needed in making it or policy formulation is needed. Lindblom quoted Abdul Wahab (1997: 16) said that the formulation of the public policy was: *"An extremely complex, analytical and political process to which there is no beginning or end, and the boundaries of which are most uncertain, somehow a complex set of forces that we call policy making all taken together, produces effects called policies"*, (that is, a very complex process of an analytical and political nature that has no beginning and no end and the boundaries of the process are generally uncertain, sometimes the complex set of forces we

call policy produces an effect that we call policy).

In the formulation of public policy, compromise must take precedence and the common interest and common welfare are the direction for each public policy maker. Every public policy-making official must always be sensitive and able to feel what the needs and desires of the community are. Any formulation of state policy or whatever it is, if it is in accordance with the interests of the community, it will definitely get support from the community. Nakamura and Smallwood (1997) stated that the policy process will undergo a cycle that includes policy formulation, implementation and evaluation. To achieve success in policy implementation, the formulation must be directed and targeted and understand the evolving public needs at that time. In the formulation of public policy, the officials concerned need to pay attention to the following rarities, which include, the process of formulating public policy problems, the process of entering problems into the government agenda, the formulation of public policy proposals, the process of legitimacy of public policies, implementation, assessment to evaluation of public policies (H.M. Safi'i, 2008; 88). In many ways, formulating public policy is not something that is easily done by public officials or by the public actors concerned, because the formulation process requires depth and basics and must be ready to intersect with collisions

Government Regulation (PP) No. 50 of 2007 concerning Procedures for the Implementation of Regional Cooperation states, what is meant by regional cooperation is an agreement between the governor and governor, or the governor and regent / mayor, or between the regent / mayor and other regents / mayors, and or governors, regents / mayors and third parties, which is made in writing and gives rise to rights and obligations. There are at least two public actors who are driving the implementation of cooperation in the regions by striving to bind each other to be able to manage and bring benefits by utilizing the resources and potentials owned by public actors in the regions who have the responsibility of implementing the fulfillment of library services in improving the welfare of the community in the regions. PP 50 of 2005, the implementation of regional cooperation which is the object of regional cooperation covers all government affairs that are the authority of autonomous regions and can be in the form of public provision. Furthermore, regional cooperation is outlined in the form of regional cooperation agreements (PKS). Furthermore, the actors in the implementation of the cooperation agreement can be carried out by the Regional Apparatus Work Unit (SKPD) with the approval of the DPRD as well as in the context of carrying out the duties and functions of the SKPD. Regional cooperation is carried out with established principles, in the preparation

of the draft cooperation agreement at least contains, among others: 1) The subject of cooperation; 2) The object of cooperation; 3) Scope; 4) Rights and obligations of the parties; 5) Term of cooperation; 6) Termination of cooperation; 7) Force majeure; and 8) Dispute resolution. In accordance with Permendagri Number 22 of 2009 and 23 of 2009 The implementation of regional cooperation is also supported by establishing a regional cooperation agency determined by the decision of the regional head in supporting cooperation with other regions is carried out continuously or it takes at least 5 (five) years, the regional cooperation agency performs tasks such as assisting in managing, monitoring, and evaluating the implementation of regional cooperation and also providing input, advice and compile reports to regional heads. Furthermore, in preparing for regional cooperation, a Regional Cooperation Coordination Team (TKKSD) is formed, regional heads can form it with regional head regulations. TKKSD is intended to prepare and conduct guidance on every implementation of regional cooperation. The task of TKKSD consists of structural officials within the local government and accommodates a team of experts to support and pay attention to the pre-establishment of regional cooperation to the guidance and supervision of the implementation of the regional cooperation. Inter-Governmental Cooperation, Patterson (2008) defines as *"an arrangement between two or more*

governments for accomplishing common goals, providing a service or solving a mutual problem". The meaning of the sentence is Arrangement between one or more governments to achieve common goals, provide services or solve common problems". The above understanding implies the goals to be obtained by working together as a tool in providing services and solving other problems in the administration of government. Inter-regional cooperation covering two or more local governments according to Feiock (2004) includes agreements between two or more regional governments; intergovernmental coalitions in an effort to obtain assistance or grants from the central government; public private partnership; and metropolitan authority. According to Feiock, divide into two natures the implementation of cooperation in the regions with the intention of obtaining assistance provided. Cooperation always places the interacting parties in a balanced, harmonious, and harmonious position (Pamudji, 1985). Explain the similarity of positions in the implementation of regional cooperation, have the same position and interests so that they can be cohesive and the same spirit in supporting the implementation of cooperation in efforts to improve welfare in the regions. Some of the factors that influence it are in Young, Oran, R, (1992): 1) Transparency; 2) robustness and spaciousness; 3) Changes to rules; 4) Government capacity; 5) Distribution of power; 6) The

level of dependence between members (local government); and 7) Intellectual ideas. These seven factors build cooperation to be more efficient, besides that it also requires flexibility and governance in the management of regional cooperation. The need for cooperation in the regions is very important considering the limitations and resources owned that are different in each region.

In the context of regional management, the development of cooperation that should be the basis for the three regions that will implement cooperation is in the field of tourism, the field of marine economics and agriculture. In the field of tourism, for example, the West Kalimantan region has extraordinary natural beauty, such as tropical forests and mountains that are attractive to tourists. And this tourism potential, for Bengkayang regency with Riam Merasab water, Sambas regency with Temajuk Beach where the beach is directly adjacent to the sea from neighboring Malaysia and Singkawang City is very famous for its long sand beach. While in agriculture, Sambas district is a rice granary in West Kalimantan province, Bengkayang Regency produces the best jangung products in all regions of West Kalimantan. While in agriculture on a wide scale the city of Singkawang development is directed at the development of animal husbandry, where Singkawang City is known as the largest egg producing area in West Kalimantan Province. Based on data

from 2017-2019, egg production in Singkawang City contributed 76.8% of the total 2 chicken egg production in West Kalimantan. This is because Singkawang City has the largest population of laying hens in West Kalimantan with a percentage of 75.4%.

In the maritime economic sector, in the three regions that will carry out this cooperation it is possible to develop aquaculture and its processed derivatives, because as explained above the three namely Sambas Regency, Singkawang City and Bengkayang have very long beaches so it is very good to be developed in fisheries management both sea and river. The potential profile possessed by the three regions can not only be developed in the management of natural resource potential but can also be developed in the basic service sector such as health, education and services. This is a strength for Singkawang City in supporting the border, where Sambas Regency and Bengkayang Regency are regencies or areas bordering land with neighboring Malaysia.

However, since the enactment of Law No. 22 of 1999 and until the enactment of Law No. 23 of 2014 concerning Regional Autonomy, the transformation of development culture-planning from centralistic to decentralized still encounters various obstacles. The "top down" approach in the past did not open opportunities for regions to carry out planning full of initiative, creativity and innovation. This centralistic pattern also does not nourish

a dialogical (participatory) planning culture and empowers all potentials and resources in the region. This is now one of the significant problems regarding development in general. Some assume, that the "euphoria of autonomy" in this case seems to burden the implementation of regional development itself, because it often results in regions 'trapped' in local egoism. Therefore, without awareness, concern and capability of organizational tools in order to coordinate development interests between regions, it will be difficult for regions to overcome their development problems. Indeed, along with the pressure of Globalization and the negative implications due to difficulties arising in connection with the implementation of Regional Autonomy as such, it can be anticipated by developing the process of Regionalization. In the context of Urban & Regional Planning in accordance with fundamental changes, especially in the use of current decentralization patterns, regionalization can be described as the process of forming attachments between neighboring autonomous regions to form a unified region through cooperation and coordination. The use of this strategy is relevant, given the many limitations of regions in dealing with their own development problems.

The new law, Law No. 23 of 2014 concerning Regional Autonomy, does not yet appear to have made any significant efforts (both from the central and from regional initiatives) in order to

encourage the regionalization process. This is partly due to:

1. The lack of readiness of legislation that supports the process, especially those attached to the Law on Regional Government in which there are provisions on Regional Autonomy
2. There is still a habit of using centralistic patterns that contradict the decentralized approach, resulting in friction and various deadlocks in the field;
3. Limited *know how* regarding the use of appropriate strategies and in accordance with the situation and conditions in the field. Seeing the various obstacles and problems of development in Indonesia today, it is necessary to have a new breakthrough in an effort to gather development forces in the regions. Where this effort must be appropriate and reflect the spirit, situation and real conditions that exist in society. One of the innovations that can be considered by District and City Governments today is the concept of Regional Management, which will be further explained in this material.

Based on the introduction previously explained, it shows that Regional Management is one of the concepts that become an innovation in decentralized regionalization management today. Regional Management in general can be described as a platform formed by relevant regional actors to mobilize and realize regional development initiatives

through professional management principles in an effort to answer the challenges of development dynamics. Based on this terminology, Regional Management (RM) refers to a regional management institution as a product of the implementation of decentralized regionalization. Based on the experience of applying the concept of Regional Management in Europe, Fuerst (Fuerst D, 1994) explained that Regional Management in general has the following characteristics:

1. RM as a result of a regional approach in a regional context and not regional.
2. Oriented to action and implementation programs according to regional needs.
3. Have joint (collective) activities involving various regional actors.
4. Includes strategic programs that have a cross-sectoral impact, such as strategies to improve the labor market, business climate, and other strategic concepts.
5. Mobilize regional potential in order to solve development problems and not always rely on third-party assistance.
6. Activities are integrated into a regional development plan, at least in the Regional Spatial Concept.

The problem of understanding the potential and resources owned by regions in the implementation of regional cooperation is a point of awe and vital to explore its implementation. Local governments must realize the value of the benefits of a cooperation

carried out from there local governments have invested through financing regional cooperation management activities to be able to build synergy in improving community welfare with other parties in conducting regional cooperation. Exploring the understanding of regional cooperation begins with looking for and multiplying the potential and resources that are a priority to be the object of cooperation. Thus, local governments must really know why the potential and resources were chosen to be the object of cooperation. Furthermore, by utilizing information on the potential and resources of the regions owned, they can be selected as objects of regional cooperation. It does not stop there, the understanding of regional cooperation must also be mastered related to the use of this cooperation so that the cooperation carried out is indeed a need from local governments to support and improve community welfare through the fulfillment of public services and the provision of regional infrastructure. The potential and ability of regions that have high variance, the high variance is based on different locations and different potentials and natural resources. Indonesia, whose islands are separated by sea and water, has advantages as well as limited ability to be able to manage them and utilize them. The implementation of local government is in accordance with Law 32 of 2004 concerning regional government. Opening opportunities for regional governments to create and innovate in

improving and prospering their communities. Therefore, opportunities are opened in carrying out regional cooperation in supporting and accelerating community welfare. The ability of regions to see and utilize their resources and potentials is one of the most vital things in supporting the implementation of regional cooperation. Local governments themselves must have adequate knowledge in exploring regional potential and exploring sectors that can provide improved welfare to the community so that they can strive to utilize these potentials and resources. The limitations of the ability and limitations of local governments are very pronounced in multiplying and managing their potential and resources, so for this reason, regional cooperation spaces are opened to facilitate and provide opportunities for local governments in managing their potential and resources. At least the regional government, able to map the potential and resources that can be utilized by its management together and make it an object of cooperation, so that the limitations of regional capabilities in managing these resources can be met. Mapping the potential and resources used as the object of cooperation is carried out by assessing how much useful it is for improving community welfare and the implementation of public services. The understanding of regional cooperation touches on the potential and resources that have the most high economic value. The superior potential that is considered to be the

most valuable in meeting the welfare and service needs to the public owned by the local government is supported by human resources that collect and good organizers and becomes a value to determine that the potential of the regional government can be appreciated in regional cooperation, both the results of which will go to local original income or support for Implementation of public services and improvement of the quality of human resources in the regions. In addition, regional cooperation also requires large manpower from the local government that organizes it. The energy in question starts from the knowledge of regional cooperation planning which is an important step in finding and determining how much the value of benefits is compared to the energy spent by the local government and for this at least planning must be prepared in advance. Regulations from other sectors require synchronization so that they can support each other in the implementation of regional cooperation.

So far, local governments have had goals in implementing regional cooperation, but unfortunately these goals are not clearly illustrated in guiding the implementation of regional cooperation. Only read the applicable laws and regulations by following up and should be followed from the objectives - or a series of objectives to be achieved in the regional cooperation. At least the local government has careful planning, what sectors or resources are owned by the region that can be collaborated by other parties, so that the

identification and mapping of the implementation of cooperation in each fiscal year can be formulated. Thus, it takes a well-prepared regional cooperation planning management to be guided in implementing regional cooperation. Regional cooperation starts from the preparatory stage, which is intended here the regional government conducts an in-depth mapping related to the potential, sectors, and resources owned by the regions that will be the object of cooperation. The mapping is used as a measuring tool in understanding in depth to the value of benefits that will be obtained by cooperation parties and local governments. The mapping is supported by data and information owned by the local government itself, this initial step will be a snapshot of the potential and resources that can be utilized together with other parties in carrying out regional cooperation. For this reason, the multiplication of the objects of cooperation is very important, creativity is needed from the local government in exploring the objects of regional cooperation. Local governments in determining and exploring the potential and resources owned by the region do not seem to have been based on a mature and appropriate basis. So far, the selection or multiplication of sectors has not been seen as an effort that has a very large influence in achieving the value of success and value of benefits in every implementation of regional cooperation. The excavation of this potential became the initial stepping stone in determining

the potential and regional resources to be the object of the cooperation. The determination of regional potentials or resources that are the object of regional cooperation seems to be still taken based on structural considerations and adjusted to the affairs of the local government organized. For some cooperation that is service to the community, local governments have Regional Apparatus Work Units (SKPD) that have the role of carrying out activities in their respective sectors so that easily local governments that act as executives in the regions determine related SKPD that have the same role in accordance with the object of cooperation. At the initial stage in the initiation of the cooperation, at least there are those who provide support for strengthening and at the same time assess the usefulness of the implementation of the cooperation. The work unit in charge of regional cooperation for the cooperation Sub-Section or regional cooperation section can initiate early in supporting the implementation of cooperation so that the benefits for the regional government can be assessed and seen from the beginning before the cooperation agreement is signed. It can be seen that there are other roles that must be played at the beginning of the initiation stage of regional cooperation. Work units that have a preparatory role need to pay attention to this initiation stage, much of which is obtained from the preparation stage so as to provide sustainable benefits in the implementation of

regional cooperation. The vital preparation for the implementation of regional cooperation determines the benefits of the cooperation for the local government itself, these benefits can be the benefits obtained from the regional cooperation or the losses obtained for the regional government itself. Thus, it is very important for local governments to pay close attention to various aspects so that the cooperation implemented can generate benefits for all parties who carry out regional cooperation. The implementation of regional cooperation, requires careful planning in carrying out regional cooperation, the strength of local governments in carrying out such cooperation is contained in clauses / articles that provide many benefits for the regional government itself. Meanwhile, local governments concentrate on implementing regional cooperation. Sometimes local governments are "deceived" in the preparation of regional cooperation agreements that they make together with parties who carry out regional cooperation, the value of the benefits of the cooperation becomes very minimal in meeting the needs and increasing the original income of the region. Local governments do not really explore and know in detail about each kalsual/article by article in the Regional Cooperation Agreement. In planning management, of course, it produces strategic plans and operational plans for the implementation of regional cooperation. Where the regional cooperation strategy planning intended here determines the

direction and objectives of regional cooperation to be carried out in order to implement the implementation of regional cooperation as one of the objectives for increasing regional cooperation. Furthermore, the operational plan of regional cooperation is a detailed plan that will describe the strategic plan so that it can be realized into the implementation of daily cooperation that will be carried out by units that have the role of regional cooperation and SKPD which is the implementer. The internal strength of local governments is also a determinant of the success of regional cooperation. Human resource problems are indeed very complicated, ranging from the mutation / rotation of employees to the competence of human resources owned by local governments both starting from the stages of preparation, implementation and the final stages of regional cooperation. It is undeniable that the problem of human resources and their capabilities is one of the factors in the preparation of clauses in regional cooperation agreements. Minimizing errors in the draft regional cooperation agreement, at least in its preparation, needs to be strengthened by analysis of regional cooperation laws, so that local governments do not feel "missed" when the implementation of regional cooperation takes place. So that initially an analysis of the cooperation to be carried out is needed in maintaining the position and strength of local governments in the implementation of the cooperation. Planning support is

also obtained from the readiness of SKPD that will implement and applicable laws and regulations. Planning also pays attention to external support from the implementation of regional cooperation which is a working unit of local government. This means that the implementation of regional cooperation is influenced by sectoral regulations that regulate also the implementation of cooperation activities in certain sectoral work areas, so that synergy is important in maintaining and implementing regional cooperation." Regional cooperation in the transmigration sector, for example, there are certain provisions in the implementation of such cooperation. Support from parties cooperating with sending regions and receiving areas of transmigration workers has provisions that require agreement and good planning in managing transmigration cooperation, starting from transmigration delivery, transmigration completion to transmigration management in the transmigration area. The implementation of regional cooperation cannot be separated from the preparation of regional cooperation agreements, from these cooperation agreements the duties and roles of each party are determined in carrying out regional cooperation. The agreement determines the position of the parties to regional cooperation. The Regional Government prepares the cooperation agreement comprehensively by paying close attention to each clause contained in the regional cooperation agreement

so that the Regional Government does not feel disadvantaged or deceived by the cooperation agreement. So far, there are still many local governments from the experience gained from the results of field data collection, local governments still have not maximally made regional cooperation agreements. So as to bring less than maximum benefits in the implementation of regional cooperation. The ability of human resources that is very limited both competence and professionalism in carrying out their duties is a very urgent need for the implementation of regional cooperation. Building a commitment and competence needed in the implementation of regional cooperation makes it a thing that is needed at this time. It is hoped that the ability of these human resources will also be able to explain the value of the benefits of the implementation of regional cooperation implemented. Not only limited to having committed and competent human resources, the implementation of regional cooperation also requires "guards" or organizations that support the implementation of regional cooperation. From the location that is used as a study area, several regions already have work units that can facilitate the implementation of regional cooperation, until now it is not known the size and shape of the work unit that is suitable to be able to carry out the implementation of regional cooperation. In addition, human resources are also key in the preparation and determination of the conception of

regional cooperation carried out so far, in-depth corrections related to the form of the text of understanding and cooperation agreements are currently still not in detail formulated so as to produce negative impacts on one party. The memorandum of understanding of the cooperation agreement must really accommodate the needs of cooperation and bind the parties who carry out cooperation. Given that so far there has been a void in maintaining mutual commitments at every stage of the implementation of cooperation, there are several cooperation agreement agreements that have no sanctions for parties who default at the stage of implementing the cooperation. The preparation of the regional cooperation agreement requires a legal analysis of the regional cooperation agreement. The legal analysis can strengthen the position of local governments in the implementation of regional cooperation. This legal analysis is at least prepared in advance before the preparation of the cooperation agreement, thus the cooperation agreement takes into account the type and nature of the implementation of cooperation carried out by local governments with related parties in it. Legal analysis of regional cooperation agreements on existing structures in regional work units is still separate and is included in sections or subdivisions of laws and regulations held under the regional secretary. Legal analysis is needed in the preparation of cooperation agreements, for this reason, it must be understood in depth related

to the implementation of regional cooperation activities from the beginning to the final stages of cooperation activities so that no one feels mutually detrimental or objections that occur in the implementation of regional cooperation activities. Cooperation agreements with strong legal analysis are the initial priority in initiating preparations for regional cooperation. These two materials become an integral unit in the implementation and become important and determine the position of the Regional Government as the implementer or party of cooperation and also as the owner of part of the capital in the regional cooperation held. The cooperation agreement contains provisions that have been regulated by laws and regulations, emphasis on regional cooperation agreements, support for regional cooperation regulations, which will also bring the implementation of the cooperation, sharing mutual benefits from the parties conducting regional cooperation. It is expected that by conducting legal analysis in the preparation of regional cooperation, there will be a strengthening of the capacity of local governments. The difficulty of forming Singbebas Regional Management which was started in 2014 which was initiated by the Ministry of Rural Affairs has not been able to materialize due to several things, namely:

1. The willingness or commitment of Regional Heads to carry out cooperation waiting and see,

especially with the initiation carried out by the Pj Mayor of Singkawang, is becoming less and less supported by other regional heads, as mentioned in this study

2. The lack of support for the set of rules in doing cooperation, who does what
3. The difference in the needs of each of these regions is enough to provide a tug-of-war in carrying out this

Cooperation, as the residue theory that places other regions to be dominant in carrying out this Cooperation

Therefore, this study provides recommendations that can be used in developing or conducting regional cooperation, learning from the experience that has been done by JABODETABEKJUR are as follows:

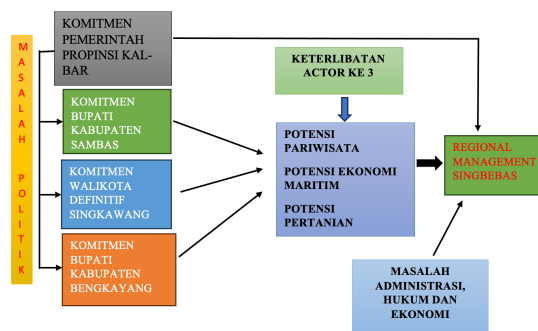


Figure 3. Model Regional Management Singbebas
Source : Author, 2023

CONCLUSION

The cooperation built in the regional management concept should be based on the development of superior potential owned by Sambas Regency, Bengkayang Regency and Singkawang City. As in the leading sectors of agriculture, maritime economy and agriculture. This superior potential with the concept of equality as expressed by Van Vollenhoven about his residue theory. The concept of Regional Management is based on the importance of developing strategic programs that have a cross-sectoral impact, such as strategies to improve the labor market, business climate, and other strategic concepts. Furthermore,

mobilizing regional potential in order to solve development problems and not always relying on third party assistance, where the great potential faced by two regional governments, namely Sambas Regency and Bengkayang Regency is directly adjacent to neighboring countries both sea and land.

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