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Analysis of Collaborative Governance in Community Empowerment of the *Kampung Ramah Lingkungan* Program in Garut Regency

Nurasni Syarafina Az-Zahra, Mila Karmila
Universitas Garut
Garut, Indonesia

Email correstpondence: nurasnisyarafina76@gmail.com

Abstract

Purpose : This study aims to understand in depth the implementation of collaborative governance in community empowerment in the *Kampung Ramah Lingkungan* Program (*Kang Raling*) in Garut Regency and analyze the factors that affect the success of its implementation.

Design/methodology/approach : This study uses a qualitative descriptive approach with a case study design. Data collection was carried out through in-depth interviews and field observations of key stakeholders, including the *Dinas Lingkungan Hidup* (DLH), village governments, program facilitators, *Kelompok Swadaya Masyarakat* (KSM), academics, waste management communities, and local media. Informants were selected using purposive sampling techniques in Mekargalih Village and Banjarsari Village. Data analysis was carried out with the help of NVivo software through a process of coding, categorization, and thematic analysis based on the collaborative governance framework of Ansell and Gash (2008).

Findings : This research shows that collaborative governance in the *Kampung Ramah Lingkungan* Program (*Kang Raling*) in Garut Regency plays a direct role in encouraging community empowerment through collaboration mechanisms that run in real terms at the local level. The role of the facilitative leadership of the *Dinas Lingkungan Hidup* and program facilitators is a key factor in coordinating cross-sector actors, managing differences in interests, and bridging inequality in the relationship between the government and the community. Institutional design that is flexible and supported by local social capital, such as trust, mutual cooperation, and the legitimacy of community leaders, allows for the establishment of collaborative processes through continuous communication, clear division of roles, and participatory decision-making. This mechanism encourages a change in the role of the community from the recipient of the program to the main actor in waste management, which is reflected in capacity building, independence, and changes in environmental behavior. Thus, this study emphasizes that the success of community empowerment in the *Kang Raling* Program is not only determined by the number of actors involved, but also by the quality of collaborative governance mechanisms that are able to integrate facilitative

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leadership, local social capital, and collaborative processes in accordance with the village context.

Practical Implications : This research shows that the implementation of collaborative governance in the *Kampung Ramah Lingkungan* Program in Garut Regency can be used as a reference for local governments and policymakers in designing waste management programs based on community empowerment that are more participatory, sustainable, and adaptive to the local socio-cultural context, especially through strengthening the role of facilitators, clarity of the division of roles and responsibilities between stakeholders. and improving transparency and coordination mechanisms across sectors.

Originality/Value : This research has a novelty value by empirically examining the relationship between collaborative governance and community empowerment in the context of waste management at the local level, especially at the village scale. This study enriches the literature on collaborative governance in Indonesia by uncovering the concrete mechanisms and contextual factors that influence the success of cross-actor collaboration in community empowerment.

Keywords : Cross-Actor Collaboration; Community Participation; Environmental Management.

Paper type : Research paper is a scientific paper that presents research results systematically with a structure that includes background, methodology, findings, and contributions to knowledge, such as research on the analysis of collaborative governance in the *Kampung Ramah Lingkungan* Program which uses a descriptive qualitative approach to analyze the dynamics of community empowerment through a multi-stakeholder perspective in Garut Regency.

Analisis *Collaborative Governance* dalam Pemberdayaan Masyarakat Program Kampung Ramah Lingkungan di Kabupaten Garut

Abstrak

Tujuan : Penelitian ini bertujuan untuk memahami secara mendalam collaborative governance dalam pemberdayaan masyarakat pada Program Kampung Ramah Lingkungan (Kang Raling) di Kabupaten Garut serta menganalisis faktor-faktor yang memengaruhi keberhasilan pelaksanaannya dalam konteks pengelolaan sampah berbasis masyarakat.

Desain/metodologi/pendekatan : Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam dan observasi lapangan terhadap para pemangku kepentingan utama, meliputi Dinas Lingkungan Hidup (DLH), pemerintah desa, fasilitator program, Kelompok Swadaya Masyarakat (KSM), akademisi, komunitas pengelola sampah, dan media lokal. Informan dipilih menggunakan teknik purposive sampling di Desa Mekargalih dan Desa Banjarsari. Analisis data dilakukan dengan bantuan perangkat lunak NVivo melalui proses pengkodean, kategorisasi, dan analisis tematik berdasarkan kerangka collaborative governance Ansell dan Gash (2008).

Temuan : Penelitian ini menunjukkan bahwa collaborative governance dalam Program Kampung Ramah Lingkungan (Kang Raling) di Kabupaten Garut berperan langsung dalam mendorong pemberdayaan masyarakat melalui mekanisme kolaborasi yang berjalan secara nyata di tingkat lokal. Peran kepemimpinan fasilitatif Dinas Lingkungan Hidup dan fasilitator program menjadi faktor kunci dalam mengoordinasikan aktor lintas sektor, mengelola perbedaan kepentingan, serta menjembatani ketimpangan relasi antara pemerintah dan masyarakat. Desain kelembagaan yang bersifat fleksibel dan didukung oleh modal sosial lokal, seperti kepercayaan, gotong royong, dan legitimasi tokoh masyarakat, memungkinkan terbangunnya proses kolaboratif melalui komunikasi berkelanjutan, pembagian peran yang jelas, dan pengambilan keputusan partisipatif. Mekanisme tersebut mendorong perubahan peran masyarakat dari penerima program menjadi pelaku utama pengelolaan sampah, yang tercermin dalam peningkatan kapasitas, kemandirian, serta perubahan perilaku lingkungan. Dengan demikian, penelitian ini menegaskan bahwa keberhasilan pemberdayaan masyarakat dalam Program Kang Raling tidak hanya ditentukan oleh banyaknya aktor yang terlibat, tetapi juga oleh kualitas mekanisme collaborative governance yang mampu mengintegrasikan kepemimpinan fasilitatif, modal sosial lokal, dan proses kolaboratif yang sesuai dengan konteks desa.

Implikasi Praktis : Penelitian ini menunjukkan bahwa penerapan collaborative governance dalam Program Kampung Ramah Lingkungan di Kabupaten Garut dapat dijadikan rujukan bagi pemerintah daerah dan pembuat kebijakan dalam merancang

program pengelolaan sampah berbasis pemberdayaan masyarakat yang lebih partisipatif, berkelanjutan, dan adaptif terhadap konteks sosial budaya lokal, khususnya melalui penguatan peran fasilitator, kejelasan pembagian peran dan tanggung jawab antarpemangku kepentingan, serta peningkatan mekanisme transparansi dan koordinasi lintas sektor.

Originalitas/Nilai : Penelitian ini memiliki nilai kebaruan dengan mengkaji secara empiris keterkaitan antara collaborative governance dan pemberdayaan masyarakat dalam konteks pengelolaan sampah di tingkat lokal, khususnya pada skala desa. Studi ini memperkaya literatur collaborative governance di Indonesia dengan mengungkap mekanisme konkret dan faktor kontekstual yang memengaruhi keberhasilan kolaborasi lintas aktor dalam pemberdayaan masyarakat.

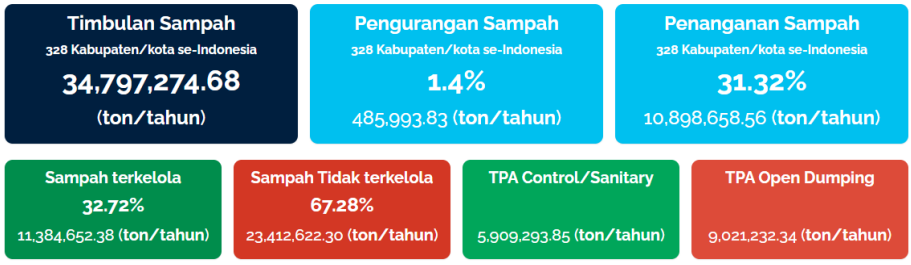
Kata Kunci: Kolaborasi Lintas Aktor; Partisipasi Masyarakat; Pengelolaan Lingkungan.

Jenis Penelitian: Research paper yaitu karya tulis ilmiah yang menyajikan hasil penelitian secara sistematis dengan struktur yang mencakup latar belakang, metodologi, temuan, dan kontribusi terhadap pengetahuan, seperti penelitian tentang analisis collaborative governance dalam Program Kampung Ramah Lingkungan yang menggunakan pendekatan kualitatif deskriptif untuk menganalisis dinamika pemberdayaan masyarakat melalui perspektif multi-stakeholder di Kabupaten Garut.

INTRODUCTION

In the current era, the problem of waste is a very complex issue and continues to be the subject of endless discussion (Pamungkas et al., 2024). Waste is an environmental and social problem in urban areas that has not been solved until now (Pravasanti & Ningsih, 2020). Data from the *Sistem Informasi Pengelolaan Sampah Nasional* (SIPSN) in 2024 shows that waste generation from 328 districts/cities in Indonesia reaches 34.79 million tons per year or around 93,700 tons per day. However, only 32.72% is well managed, while the remaining 67.28% has not been handled and has the potential to pollute the environment ((SIPSN) Republik Indonesia, 2024). This condition shows that there is a significant gap between the volume of waste generated and the available management capacity.

Figure 1. National Waste Management Performance Achievements



Source : SIPSN Year 2024

Garut Regency is one of the areas that faces serious challenges in waste management. With a population of around 2.8 million people by 2025, waste generation is estimated to reach 1,200 tons per day, with an average waste production of 0.4 kg/person/day. However, of the 42 existing sub-districts, only 11 sub-districts are served by the Garut Regency *Dinas Lingkungan Hidup* (DLH) waste transportation system (Mutmainah, 2022). This limitation is exacerbated by the condition of the Pasirbajing *Tempat Pembuangan Akhir* (TPA) which is the only landfill in Garut Regency and has the potential to experience excess capacity (Susetyaningsih & Harsi, 2024). DLH's waste transportation service capacity, which is only able to handle around 200 tons per day or 30% of the total generated, causes most of the waste to still be dumped into the environment without adequate management, such as into rivers, ravines, or burned, thus exacerbating environmental problems.

In response to these conditions, DLH Garut Regency launched the *Kampung Ramah Lingkungan* Program (*Kang Raling*) as an effort to develop a community-based waste management system by applying the 3R (reduce, reuse, recycle) principle. The program, which began to be implemented as a pilot project in 2021, aims to encourage active community participation in waste reduction and management independently and sustainably (Kusnadi & Risal, 2024). *Kang Raling* is an area where people carry out

various activities or real actions in maintaining and managing the environment in a structured and sustainable manner (Prasetiyani, 2020). The *Kang Raling* program is prepared based on the principle of decentralization as stipulated in Law Number 18 of 2008 concerning Waste Management, which regulates in detail related to waste management in Indonesia, including household waste by applying the 3R principle, and affirms the responsibility of the government, local governments and the business world (Badan Pemeriksa Keuangan Republik Indonesia, 2008). Here is the location of *Kang Raling*, Garut Regency accompanied by DLH.

Table 1. Location of *Kampung Ramah Lingkungan* in Garut Regency

No.	Location
1	Banjarsari Village
2	Mekargalih Village
3	Muara Sanding Village
4	Pakuwon Village
5	Sukajaya Village

Source : DLH Garut Regency 2025

Of the five villages, this research is focused on two villages, namely Mekargalih Village and Banjarsari Village, using purposive sampling techniques based on the consideration that the implementation of the *Kang Raling* Program in the two locations has been running quite well. In addition, the two villages are locations recommended by DLH and program facilitators, and have an adequate level of accessibility to support the smooth research process.

The *Kang Raling* program has shown achievements, including reducing the amount of waste disposal in landfills through organic and inorganic waste management. Organic waste is managed by facilitators and *Kelompok Swadaya Masyarakat* (KSM) into compost products, maggot cultivation, laying hens, tilapia, and catfish. Meanwhile, inorganic waste is managed by facilitators and KSM into products and souvenirs with economic value, such as ecobricks, table tops, and tissue containers, while the residue is disposed of in landfills. This program also succeeded in increasing public awareness and participation through a routine contribution system that facilitates education to encourage waste sorting from home. However, behind this success, this program has not run optimally. Some of the obstacles that arise include the lack of human resources in waste management from both DLH facilitators and village managers, budget and infrastructure limitations, and uneven community participation because there are still many residents who are not aware of the importance of waste sorting. In addition, there is still a sectoral ego between waste

management agencies. Therefore, collaborative governance is needed to optimize this program.

Figure 2. Program *Kang Raling*



Source : Results of Researcher, 2025

The *Kang Raling* program in Garut Regency is oriented towards collaborative governance analysis as an approach that involves the government, the community, and the private sector in dealing with problems that cannot be solved by one institution independently. Government elements involved in this program include the *Dinas Lingkungan Hidup* (DLH), program facilitators, the Mekargalih Village and Banjarsari Village governments, community elements consisting of *Kelompok Swadaya Masyarakat* (KSM) and waste management communities as well as private elements from business people. This concept places cross-actor cooperation as an important prerequisite in facilitating the resolution of complex public problems (Garvera et al., 2021). In its implementation, the government not only relies on internal capacity, but optimizes the support of non-government actors to meet existing resource limitations (Wahyudin et al., 2023). The need for collaboration arises from the demands of program effectiveness, especially when field dynamics require the contribution of knowledge, competence, and networks from various parties (Pundenswari et al., 2023). Thus, the implementation of the program becomes more adaptive to the needs of the community and responsive to emerging development challenges.

This study uses the theory of collaborative governance expressed by Ansell and Gash (2008) as the basis for assessing the effectiveness and success of the concept of collaborative governance (Maulana M & Andre Ariesmansyah, 2024). This framework describes the relationship between the factors that influence each other through the stages of initial conditions, challenges, institutional design and facilitative leadership, collaborative processes, to produce results. In the early stages, each actor

enters the collaboration with an imbalance of power and resources, motivations that encourage or hinder cooperation, as well as previous experiences that affect initial levels of trust. The success of collaboration relies heavily on clear institutional design and facilitative leadership that is able to maintain process fairness. If the series of collaborative processes runs effectively, the resulting achievements will not only be the output of the program, but also be able to answer community problems as the final goal (Joris Voets et al., 2025). Through the implementation of collaborative governance, government and non-government actors are actively involved in the program implementation process, so that improving people's welfare and happiness can be achieved as expected (Agustina & Wulandari, 2023).

Community empowerment with a collaborative governance approach is increasingly important in dealing with development complexities (Ascarya & Harmawan, 2025). According to Jim Ife in Community Development: Creating Community Alternatives Vision, Analysis and Practice (1997), community empowerment is defined as the process of providing resources, opportunities, knowledge, and skills to the community in order to be able to increase their capacity, determine their future direction, and influence the living conditions of their group. Along with that, the theory of community empowerment put forward by Jim Ife (1995) includes the dimensions of participation, capacity building, independence, program output, and behavior change. (Widani & Bali, 2022) In the context of the *Kang Raling* Program, empowerment aims to make the community independent in managing waste so that it can improve family welfare and optimize local resources (Patilaiya et al., 2023).

Collaborative governance and community empowerment have a close conceptual relationship because they place the community as the main actor. Collaborative governance serves as a governance framework that encourages equal collaboration between government, society, and the private sector through dialogue, trust, and shared commitment. Meanwhile, community empowerment is the main goal, namely increasing the capacity, independence, and active role of the community. Theoretically, collaborative governance is a mechanism that allows empowerment to occur because the community is involved as a subject in the planning, implementation, and evaluation of programs. The level of community empowerment also reflects the success of collaborative governance, as effective collaboration results in meaningful participation, collective capacity building, and more equitable and sustainable benefits (Wiyatama et al., 2025).

Several previous studies have examined collaborative governance in environmental management. Ramadhani (2025) collaborative governance in the management of CSR funds through waste banks in Surabaya and found that collaboration between the Mangrove Bintang Waste Bank, PT PLN (Persero), local

governments, and academics is still not optimal. Hudaya and Dewi (2021) collaborative governance has succeeded in creating effective collaboration between the government and non-government actors in climate change mitigation. Anugrah and Wahyudi (2025) found that collaborative governance in community-based tourism development in Kediri can be overcome through routine dialogue, transparency, and open leadership. However, studies that specifically discuss collaborative governance in the context of community empowerment in community-based waste management programs at the local level, especially at the Rukun Warga (RW) level, are still relatively limited.

Based on these conditions, there is a research gap related to how collaborative governance is carried out in the *Kang Raling* Program and the factors that affect the success of community empowerment in waste management at the local level. Therefore, this study aims to analyze collaborative governance in community empowerment in the *Kang Raling* Program in Garut Regency and identify the factors that affect its success. This research is expected to make a theoretical contribution to the development of collaborative governance studies as well as practical contributions as a basis for policy improvement and strengthening the implementation of community-based waste management in a sustainable manner.

RESEARCH METHODS

This study applies a qualitative descriptive approach to explore the application of collaborative governance in community empowerment through *Kang Raling* in Garut Regency. Qualitative data collection was carried out by in-depth interview techniques and field observation to understand the perceptions and experiences of stakeholders in the implementation of the program (Safrudin et al., 2023). The data collection process was carried out by purposive sampling technique in several villages in Garut Regency, namely Mekargalih Village and Banjarsari Village which were selected based on criteria that had implemented the program in the area (Hidayati & Phuengpha, 2025). The research informants consisted of five main stakeholders, including the government (*Dinas Lingkungan Hidup* (DLH), Village Government, Facilitator *Kang Raling*), the community (*Kelompok Swadaya Masyarakat* (KSM), waste management communities), the private sector (business actors), academics, and the media.

The research informants were selected purposively because they have a direct connection with the planning, implementation, mentoring, and evaluation of the *Kang Raling* Program in Garut Regency. Government elements were chosen because they play a role in policy formulation, decision-making, and program coordination. Facilitators were chosen because they were directly involved in the mentoring and implementation of the program at the field level. KSM and the waste management

community were chosen because they are the main actors in the implementation of empowerment activities and processes. Academics are selected to provide theoretical and analytical perspectives on collaborative governance. The media was chosen because it plays a role in disseminating information and encouraging transparency and public accountability. The private sector was chosen because it supports the sustainability of the program through partnerships and resource contributions. Data collection takes place from September to November 2025. The data collection technique is carried out through primary data and secondary data. Primary data is obtained from interviews and observations, while secondary data is obtained from documents and journals or official references (Mazhar, 2021). To validate the data, this study uses a data triangulation technique by comparing and confirming information from various sources, namely interviews, observations, official journals and documentation. The triangulation approach aims to obtain a comprehensive and complementary understanding of collaborative governance analysis in community empowerment in the Garut Regency *Kang Raling* Program (Donkoh & Mensah, 2023). Qualitative data analysis in this study was carried out using the NVivo application through structured stages. The analysis process begins with the preparation and import of data, namely collecting all the data from the interview. The next stage is the coding process, which is providing code or nodes to the parts of the data that are relevant to the focus of the research. The analysis was then carried out by examining patterns and relationships between themes through NVivo analysis features such as wordcloud, mind map, matrix coding query and hierarchy chart. The final stage is the drawing of conclusions and interpretation of the analysis results to systematically explain the analysis of collaborative governance in community empowerment of the *Kang Raling* Program in Garut Regency (Chand, 2025).

This research is designed as a case study that takes place during the implementation of the program in 2025, with a focus on an in-depth understanding of the collaborative governance and community empowerment process. The results of this analysis are presented in the form of thematic findings that show how the implementation of collaborative governance is structured based on the dominant theme. These findings, accompanied by a descriptive narrative, describe the various dimensions of program implementation, including successes, barriers, and challenges that aid in a further understanding of the analysis of the *Kang Raling* Program. The main focus of this study is to understand more deeply how collaborative governance runs in community empowerment in the *Kang Raling* Program in Garut Regency, as well as analyze the factors that affect its success. Initial findings show that collaborative governance in the *Kang Raling* Program in Garut Regency has been running well but not optimally, because there are several obstacles. This research is

expected to contribute to policy formulation and strategy development of the *Kampung Ramah Lingkungan* Program in the future.

RESULTS AND DISCUSSION

RESULT

Based on the analysis using the Nvivo application, this study produced a number of data visualizations, namely Wordcloud, Mind Map, Matrix Coding Query, and Hierarchy Chart.

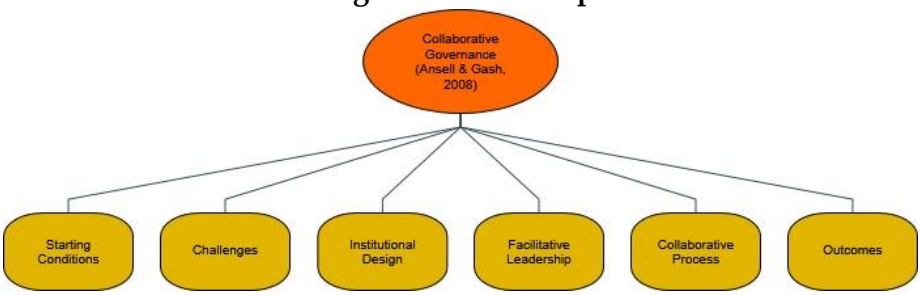
Figure 3. Wordcloud



Source : Results of Researcher, 2025

The wordcloud visualization from NVivo's analysis shows that "*masyarakat*" and "*pengelolaan*" are the most dominant concepts, reflecting the central position of the community as the main actor in collaborative governance practices in the *Kang Raling* Program in Garut Regency. The emergence of the word "*lingkungan*" which intersects strongly with the terms participation, collaboration, and facilitator indicates that environmental management efforts do not take place individually, but are formed through interdependent multi-stakeholder interactions. The role of the government appears as a facilitator supported by aspects of socialization, training, and facility support, which emphasizes the division of roles and responsibilities in the empowerment process. Meanwhile, the presence of the words awareness, sustainability, and budget reflects the dynamics of collaboration that are not only operational, but also strategic, as they involve behavior change, program sustainability, and resource support. Analytically, this pattern shows that collaborative governance in the *Kang Raling* Program moves from structural relations to collaborative processes that place the community as active subjects in environment-based empowerment.

Figure 4. Mind Map



Source : Results of Researcher, 2025

NVivo's mind map visualization shows that collaborative governance in the *Kang Raling* Program in Garut Regency forms a pattern of systemic linkages between six main dimensions in the framework of Ansell and Gash (2008). This relationship pattern starts from the starting conditions that are the basis for program orientation, then interacts with challenges as an inhibiting factor that requires a strategic response through institutional design and facilitative leadership. These two dimensions are prerequisites for the realization of a quality collaborative process, where the intensity of interaction and coordination between stakeholders determines the effectiveness of community empowerment. This collaborative dynamic ultimately results in outcomes that reflect the success rate of the program. Thus, this visualization confirms that the success of community empowerment in the *Kang Raling* Program is highly dependent on interdimensional synergy, especially how facilitative leadership is able to manage challenges and optimize institutional design to produce productive collaborative processes.

Figure 5. Matrix Coding Query Collaborative Governance

Source	Collaborative Governance																			
	Institutional Design				Result		Facilitative Leadership			Initial Conditions					Collaborative Process				Challenge	
	Policies or Regulations	Village Policy	Coordination of Stakeholder Villages	Formation of KSM	Success Indicator	Sustainability	The Role of DLH	The Role of Medi	The Role of the Village Governme	Actors involvec	Reasons for ation Selecti	rly Environment Conditions	Program Orientatio	agagement History	Communication and Coordination	Collaboration Mechanism	Decision Making	Collaboration	Barriers	
1 : WASTE COMMUNITY (BANJARSARI V	1	0	0	0	3	2	0	0	0	0	1	0	1	2	0	1	0	3		
2 : WASTE COMMUNITY (MEKARGALIH \	2	0	2	0	3	3	3	0	1	4	0	0	1	2	4	3	2	3		
3 : KANG RALING'S HANDBOOK	11	3	0	5	60	63	7	0	7	10	0	0	13	2	14	25	51	0		
4 : BANJARSARI VILLAGE	1	3	0	0	6	5	2	0	3	4	0	3	2	2	5	6	2	7		
5 : MEKARGALIH VILLAGE	0	1	5	2	3	3	1	1	3	5	0	1	4	4	6	13	3	1		
6 : DLH	2	0	1	3	12	19	6	0	0	4	3	1	3	3	3	7	2	11		
7 : LECTURER 1	8	3	4	0	5	4	10	0	1	2	1	4	2	2	8	5	1	18		
8 : LECTURER 2	3	0	0	0	2	4	1	0	0	7	0	0	1	2	5	6	0	16		
9 : BANJARSARI FACILITATOR	3	1	0	0	12	17	9	0	2	3	1	0	2	0	2	16	3	11		
10 : MEKARGALIH FACILITATOR	1	1	0	0	6	6	3	0	0	1	1	1	2	1	1	5	0	1		
11 : KSM MOTEKAR MEKARGALIH	0	0	0	2	8	8	4	0	1	4	0	3	2	2	2	13	1	9		
12 : MEDIA SUARA GARUT (MEKARGALIH	0	0	0	0	4	3	1	3	0	0	2	0	2	2	2	6	1	2		
13 : MEDIA TRIBUNNEWS 86 (BANJARSA	1	1	0	0	10	10	0	0	2	2	0	0	1	1	1	2	1	3		

Source : Results of Researcher, 2025

The visualization of NVivo's collaborative governance query coding matrix shows that the implementation of collaborative governance in the *Kang Raling* Program in Garut Regency builds a close relationship between institutional design, facilitative leadership, initial conditions, collaborative processes, and various implementation challenges. The high intensity of coding in the aspects of institutional design and facilitative leadership indicates that the clarity of the role of actors, especially DLH, facilitators, and village governments, is a key element in initiating and maintaining the sustainability of collaboration. Meanwhile, initial conditions and challenges reflect capacity inequality, limited resources, and differences in

engagement experiences, which are then responded to through collaborative processes in the form of cross-sector coordination, responsibility sharing, and continuous communication. These interdimensional interactions form collaborative dynamics that are adaptive and mutually influential, with facilitative leadership acting as a link between institutional structures and collaborative practices at the implementation level. Analytically, these findings confirm that the effectiveness of collaborative governance in community empowerment of the *Kang Raling* Program is highly dependent on the ability of actors to align institutional design with collaborative processes that are sensitive to initial conditions and evolving challenges.

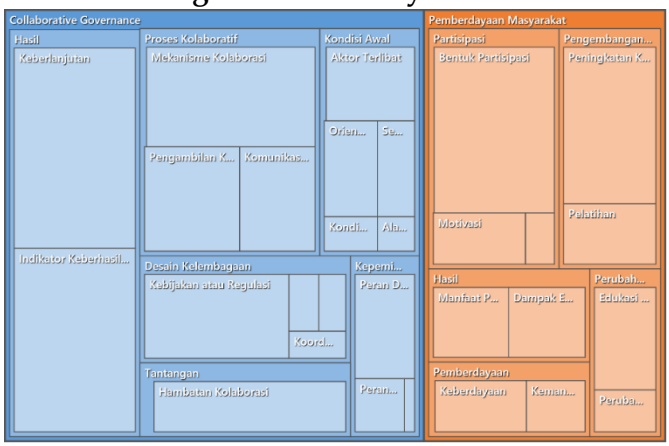
Figure 6. Community Empowerment Query Coding Matrix

Source	Community Empowerment										
	Result		Participation			Empowerment		Capacity Development		Behavior Change	
	Economic Impact	Program Benefits	Form of Participation	Motivation	Initial Response	Empowerment	Independence	Training	Capacity Building	Behavior Change	Education and Behavior Change
1 : WASTE COMMUNITY (BANJARSARI VILLAGE)	0	0	1	0	2	1	2	0	1	0	0
2 : WASTE COMMUNITY (MEKARGALIH VILLAGE)	2	2	6	1	0	3	2	5	5	4	6
3 : KANG RALING'S HANDBOOK	3	5	33	3	0	7	5	14	37	0	14
4 : BANJARSARI VILLAGE	3	2	8	2	1	4	3	3	5	4	6
5 : MEKARGALIH VILLAGE	4	6	15	9	1	7	4	7	10	1	5
6 : DLH	1	1	7	2	0	3	2	3	11	2	5
7 : LECTURER 1	5	5	8	3	3	2	2	1	6	7	2
8 : LECTURER 2	3	1	9	1	0	2	1	2	6	0	2
9 : BANJARSARI FACILITATOR	14	14	23	5	0	7	3	2	9	0	3
10 : MEKARGALIH FACILITATOR	0	0	5	1	0	1	0	3	4	0	2
11 : KSM MOTEKAR MEKARGALIH	6	4	12	3	1	4	3	0	5	1	1
12 : MEDIA SUARA GARUT (MEKARGALIH VILLAGE)	1	2	9	0	2	0	0	0	0	0	2
13 : MEDIA TRIBUNNEWS 86 (BANJARSARI VILLAGE)	2	2	3	3	0	1	0	0	4	1	1

Source : Results of Researcher, 2025

The visualization of the community empowerment query coding matrix NVivo shows that the implementation of collaborative governance in the *Kang Raling* Program in Garut Regency builds an integrated empowerment pattern through the connection between community participation, capacity building, and behavior change. Data sourced from communities, facilitators, and governments show high intensity of participation and variations in forms of community involvement, which correlate with increased self-reliance and capacity through training and skills development activities. These findings indicate that the collaborative process does not stop at the initial engagement stage, but encourages a shift in the role of the community towards more independent actors in program management. In this dynamic, facilitators and DLH have a strategic role as a link between community motivation and empowerment mechanisms through continuous education and mentoring. Analytically, this pattern confirms that the success of collaborative governance in the *Kang Raling* Program depends on the sustainability of interaction between stakeholders that are able to transform collaborative participation into capacity building and sustainable environmental behavior change.

Figure 7. Hierarchy Chart



Source : Results of Researcher, 2025

The visualization of the NVivo hierarchy chart shows that there are two main thematic clusters (grouping results) that are interrelated in the implementation of the *Kang Raling* Program in Garut Regency, namely collaborative governance and community empowerment. The collaborative governance cluster reflects the structural dimension that includes cooperation mechanisms, institutional arrangements, and decision-making processes, while the community empowerment cluster represents a substantive dimension that includes citizen participation, capacity building, and behavior change towards the environment. The hierarchical relationship between clusters indicates that collaborative governance plays a role as the main supporting factor that influences the realization of community empowerment as a result of the program. The dynamics of the collaboration identified confirm that the success of the program is not determined by the government's institutional capacity alone, but is highly determined by the quality of synergy between stakeholders at each stage of implementation. Thus, the sustainability of community empowerment requires a shift in collaborative governance from mere formal procedures to meaningful collaborative practices, placing equality of power relations and active participation as the main prerequisites for the success of community-based programs.

DISCUSSION

1. Collaborative Governance in Community Empowerment in the *Kampung Ramah Lingkungan* Program in Garut Regency

Collaborative governance in the *Kang Raling* Program in Garut Regency takes place through an integrated mechanism that places the community as a central actor in environmental management (Salsabila & Santoso, 2023). These findings show that collaborative governance is not only interpreted as formal involvement between

agencies, but as a lively and dynamic social process. The results of NVivo's analysis which shows the dominance of the words community, management, and environment in wordcloud confirm that the practice of collaboration does not stop at administrative coordination, but rather forms a deliberative public forum where village governments, facilitators, KSM, and the community interact intensively to build understanding, formulate joint decisions, and create social legitimacy for the resulting policies.

These findings explain that collaborative governance in the *Kang Raling* Program functions as a transformative process, as it is able to unite various perspectives, interests, and resources of actors through relatively flexible division of roles and powers, repetitive communication, and participatory decision-making. Conceptually, this condition is in line with the views of Ansell and Gash, who interpret collaborative governance as a government arrangement designed to bridge differences in interests and create collective action in resolving public problems (Arif, 2021). However, this research does not stop at the confirmation of the theory, but rather provides enrichment and conceptual modification by placing the local context as a key variable in the success of the collaboration.

This research enriches the framework of Ansell and Gash (2008) through three main theoretical contributions. First, in the local context of Indonesia, especially in Mekargalih Village and Banjarsari Village, local social capital in the form of trust, mutual cooperation practices, and legitimacy of community leaders serves as a structural prerequisite that is more decisive than formal institutional design. In contrast to Ansell and Gash's assumption that institutional design is the starting point for collaboration, the research findings show that collaboration actually grows out of social capital that already exists in people's lives, such as the habits of working together and close social relationships, which are then institutionalized through programs. Thus, this study modifies the order of causality in collaborative governance theory, where social capital precedes and shapes institutional design, not the other way around.

Second, this study criticizes the assumption of equality of power as the main prerequisite for effective collaboration. In the *Kang Raling* Program, collaboration continues to be productive despite the power imbalance between DLH as the holder of policy authority and the community as an implementer at the field level. This inequality does not hinder collaboration because the role of facilitative leadership is able to manage power asymmetry through a dialogical approach, recognition of local knowledge, and the creation of an inclusive deliberative space. Facilitators act as a bridge that translates the technocratic language of policy into practices that are easy for the community to understand, as well as conveying the aspirations and needs of

the community to local governments. These findings suggest that power inequality can be compensated for through responsive and participatory facilitative leadership.

Empowerment in the *Kang Raling* Program is not positioned as a by-product of collaboration, but as a result of deliberations that deliberately open up space for the community to increase capacity in running the program (power to), strengthen cooperation with the government and other actors (power with), and build awareness, confidence, and collective trust (power within) (Darumurti et al., 2022). The community involved, both through KSM and environmental mobilization groups, carry out concrete roles ranging from education on household waste sorting, collection, to processing organic and inorganic waste. The shift from consultative to empowering participation shows that collaborative governance makes a real contribution to improving environmental quality, expanding economic opportunities, and strengthening people's capacity to make decisions that affect their lives.

2. Factors Affecting the Success of Collaborative Governance in Community Empowerment in the *Kampung Ramah Lingkungan* Program in Garut Regency

The analysis of the factors that affect the success of the program shows that there are typical conditions at the village level that play an important role in determining the effectiveness of collaborative governance implementation in the Indonesian context. At the local level, trust built through social relationships, the existence of community leaders with cultural legitimacy, and previous experiences of cooperation through the practice of mutual cooperation serve as social capital that facilitates collaboration and helps overcome structural and cultural barriers. This social capital is reflected in the high level of community participation which is not only the object of policy, but also plays a role as the main actor and determinant of the success of the program.

In the framework of Ansell and Gash (2008), social capital is part of the starting conditions that affect the balance of power and resources in collaboration. The findings of this study strengthen the framework by showing that social capital not only influences the early stages of collaboration, but also maintains the sustainability of dialogue, commitment to the process, and consistency of program implementation. Previous collaborative experiences through mutual cooperation have created a positive history of cooperation that facilitates trust building and accelerates the consensus process.

Open, intensive, and two-way communication between local governments and the community is also an important factor in the success of the *Kang Raling* Program. Effective communication allows for equalization of perceptions related to program objectives, role sharing, and activity implementation mechanisms, while opening up space for the community to convey aspirations and feedback. This condition

strengthens the sense of ownership and increases the community's commitment to the sustainability of the program (Odoom et al., 2024).

Cultural aspects also affect the success of the collaboration, especially the community's habits in sorting waste, saving inorganic waste, and handing it over to KSM. The success of the *Kang Raling* Program is also supported by the synergy between the cultural legitimacy owned by community leaders and the formal legitimacy that comes from government regulations. *Undang-Undang Nomor 18 Tahun 2008* (Law Number 18 of 2008), *Peraturan Daerah Kabupaten Garut Nomor 4 Tahun 2014* (Garut Regency Regional Regulation Number 4 of 2014), and *Peraturan Bupati Garut Nomor 26 Tahun 2019* (Garut Regent Regulation Number 26 of 2019) provide a normative basis that strengthens community-based collaborative practices. The conformity between legal norms and local social practices shows that there is a harmonization between formal legitimacy and cultural legitimacy that strengthens the successful implementation of the program.

The role of facilitators is another key factor in the success of collaborative governance. Facilitators not only function as policy presenters, but as liaisons capable of facilitating dialogue, building consensus, and encouraging collective action without relying on formal authority (Westin et al., 2024). The sustainability of community commitment is also influenced by incentive structures that balance material motivation and intrinsic motivation through social recognition and success experiences, in line with the view that transformative empowerment requires strengthening the psychological and social dimensions (Sarjiyanto et al., 2024). Transparency and accountability in decision-making and resource management help strengthen trust through the consistency of the behavior of collaborative actors (Yesbarianus Parindingan et al., 2024).

CONCLUSION

This study concludes that the collaborative governance analysis in the *Kang Raling* Program in Garut Regency takes place through a collaborative process that is relatively integrated and is able to produce real community empowerment. The multi-stakeholder cooperation pattern shows a synergy of roles, where DLH functions as a policy director as well as a field facilitator, the village government as a driver of local policies, KSM as the technical implementer of waste management, and a facilitator as a liaison who ensures the education, mentoring, and sustainability process of the program. The involvement of the private sector is realized through the mechanism of purchasing community cultivated products, which not only opens market access, but also strengthens the economic independence of the local community. This collaboration is strengthened by the involvement of academics and local media that contributes to capacity building, knowledge dissemination, and strengthening social

accountability. However, the practice of collaboration has not been fully institutionalized optimally and sustainably because it still depends on key actors, the strength of local social relations, and faces challenges in the form of limited resources, uneven public awareness, and institutional coordination barriers.

Analytically, the findings of this study enrich the study of collaborative governance by showing that in the rural local context, social capital reflected through trust, mutual cooperation practices, and the legitimacy of community leaders has a more dominant role than formal institutional design. These findings modify Ansell and Gash's conceptual framework by asserting that collaboration does not always originate from established institutional structures, but can grow from social practices that have taken root in people's lives. In addition, the imbalance in power relations between stakeholders does not automatically hinder the effectiveness of collaboration, as long as it is managed through facilitative leadership that is dialogical, inclusive, and able to bridge the interests between stakeholders.

Community empowerment in the *Kang Raling* Program is not positioned as a secondary consequence of collaboration, but rather as a result of a collaborative process that systematically builds capacity, independence, and changes in community behavior towards the environment. The main contribution of this research to the development of government and political science lies in the affirmation that the success of collaborative governance at the local level is not only measured by the intensity of coordination between stakeholders, but by its ability to transform community participation into sustainable and contextual empowerment. The practical implications of these findings underscore the importance of strengthening deliberative institutional design, sustainable investment in building facilitator and community capacity, and strengthening coordination, transparency, and accountability mechanisms so that collaborative governance-based empowerment programs can be sustainable and replicated more widely.

PRACTICAL & THEORETICAL IMPLICATION

The practical implications of this study show that the implementation of collaborative governance in the *Kang Raling* Program in Garut Regency can be used as a reference for local governments and policymakers in designing waste management programs based on community empowerment that are more participatory, sustainable, and adaptive to the local socio-cultural context, especially through strengthening the role of facilitators, clarity of the division of roles and responsibilities between stakeholders, and improving transparency and coordination mechanisms across sectors. Meanwhile, theoretically, this research makes a more specific contribution to the development of collaborative governance studies by emphasizing that social capital and cultural legitimacy at the village level are not just supporting

factors, but structural elements that shape and direct collaborative processes from the initial stage. These findings expand the framework of Ansell and Gash (2008) by showing that in rural local contexts, the success of collaboration is determined more by the level of social trust, mutual cooperation practices, and legitimacy of community leaders than by formal institutional design alone, thus emphasizing the importance of integrating social and cultural dimensions in the analysis and practice of collaborative governance to solve complex public problems.

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