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Collaborative Governance Process in Supporting Smart Living in Pekanbaru City

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Abstract

This research is motivated by the background of waste management in the city of Pekanbaru, where waste handling has not been optimally carried out. The waste problem can have an impact on social, economic, health and environmental aspects and even cause the greenhouse effect which is the cause of climate change. This condition is exacerbated by the government's inability to provide environmental management facilities, low awareness and participation of the community, involvement of the private sector, human resource issues, budget and compliance with regulations. Overcoming this, the Collaborative Governance process is carried out in creating a clean environment, this is a form of one of the pillars of the smart city of Pekanbaru City, namely smart living. The purpose of this research is to find out the process of collaborative governance in supporting smart living in the city of Pekanbaru. This study uses qualitative methods with data collection techniques in this study based on the results of interviews, observations, and documentation. While the data analysis technique consists of several stages, namely data transcription, categorization, verification, as well as interpretation and description. This research was conducted at the Pekanbaru City Environment and Sanitation Service and PT. PJB Ubjom Tenayanraya, Pekanbaru. The results of this study indicate that the collaborative governance process carried out is quite well implemented in an effort to handle waste management in Pekanbaru City based on the collaboration process cycle according to Ansel and Gash called face to face dialogue, building trust, building commitment, sharing understanding, and intermediate outcomes.

Keywords: *Collaborative Governance, Smart City, Local Government, Waste Management*

Introduction

Pekanbaru is one of the cities facing waste problems so that waste management is not yet optimal. In 2020, daily municipal waste production will reach approximately 1,052.16 tons or the equivalent of 384,039 tons per year, but the waste that has reached the landfill over the past five years has averaged less than half (46.72%) (BPS, 2020). The definition of waste according to Law Number 18 of 2008 concerning Waste Management is the residue of daily human activities and/or natural processes in solid form. This condition is also supported by the results of Research Health Basic Province Riau in 2018 it was found that only 25% of waste was transported while the largest proportion (64%) was burned or disposed of in rivers/sewers (4%) and even thrown away carelessly. To overcome the waste problem, the Pekanbaru City DLHK as a Regional Work Unit (SKPD) is technically responsible for cleanliness and environmental issues, conducting waste management in collaboration with the private sector, namely PT. PJB Ubjom Tenayan. Together with PT PJB UBJOM PLTU Tenayan, Pekanbaru City Government implements the Green Main Garbage Bank Program, which is a form of collaborative

governance for waste management programs. a form of collaborative governance is that environmental management practices involve the government and non-governmental organizations actively working together.

Pekanbaru City has echoed Smart city, smart city is a Smart City concept that helps individuals who are in it by managing existing assets efficiently and providing appropriate information to local regions/agencies in completing their activities or expecting unexpected events beforehand. The following are the requirements for the Smart City Concept: a. Smart Government (also called smart government): Good governance is the most important factor in the success of governance. In particular, paradigms, systems and procedures for governance and development that adhere to the rule of law. b. Future Economy: It indicates that there will be more competition in the business/capital market and more new business opportunities as the number of innovations is increased.c. SmartMobility, or smart mobility: An integrated management system will be used to manage urban infrastructure that will be built in the future to suit the public interest.d. Smart people (individuals and society): Capital, including human capital, social capital, and economic capital, is always needed for development. e. Smart Living: A smart environment is an environment that can provide comfort for the community and the public, resource sustainability, and physical and non-physical beauty, both visually and not. f. Smart Living: A cultured person has a measurable (cultural) standard of living.

Figure 1

Six Pillars of Pekanbaru Smart City Madani
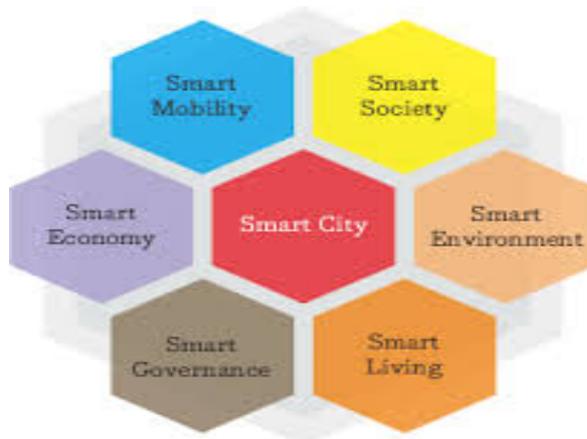
Source: Mayor Regulation of Pekanbaru, No. 56 of 2019

One of the pillars above mentions Smart Living or what is called the environment/living in a smart way is one of the pillars that aims for the local government or regional apparatus to carry out environmental management innovations in order to provide a good life and environment for the citizens of Pekanbaru City. The concept of smart city regional innovation has been regulated in Law No. Article 386 to 390 of Law No. 23 of 2014 entitled regional innovation related to regional government. Local governments are required by law to implement innovations that support regional development. The Mayor of Pekanbaru, DR. H. Firdaus, S.T, M.T introduced the smart city program on 23 June 2016, symbolizing the 232nd Anniversary of Pekanbaru (bappeda.pekanbaru.go.id).

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Seeing this, researchers are interested in concentrating on the collaboration process in supporting smart living in Pekanbaru City and potential inhibiting factors in waste management. This previous research is expected by researchers to be a reference in writing that will be carried out besides that as a reference in looking for differences between research that has been carried out and research that will be carried out by current researchers so that they can find out the advantages and disadvantages of previous research and can minimize deficiencies in previous research. will be done.

Table 1

Previous Research

No	Title/Name/Year	Method/Theory	Results	Difference
1.	Collaborative Governance in Environmental Policy (Case Study of Utilization of Palm Oil Waste in Rokan Hulu Regency) / Adiano, Rendy Prayuda / 2018 Source : Journal of Good Governance, Vol 14 No. 2 Sept 2018	This type of research uses qualitative research methods. Sampling used in this research is a purposive sampling technique Information obtained later classified by type and analyzed to find answers to research problems	The results obtained by this research are programs issued by the Ministry of Energy and Energy Resources through the Village Mandiri Energi was successfully run in supporting based oil palm management environment with approach collaborative view from the aspect productivity, information, legitimacy and resources that participatory approaches work	This research focuses on this research describing collaborative governance in environmental policy in management palm oil waste in Rokan Hulu District.
2.	The Pentaelix Model in Developing Tourism Potential in Pekanbaru City / Resa Vio Vani, Sania Octa Pricilia, Adianto / 2020 Source: PUBLIKAUMA: Journal of Public Administration Science UMA, 8 (1) (2020): 63-70	This type of research uses qualitative research methods with a theoretical foundation used as a guide so that the research focus is aligned with the facts in the field	The results obtained in this study are that this study proves that the tourism potential in Pekanbaru City can develop rapidly if all stakeholders collaborate well, seen from the correlation between the elements of the pentahelix model.	This study aims to analyze the process of developing tourism potential in Pekanbaru City using the pentahelix model.

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No	Title/Name/Year	Method/Theory	Results	Difference
3.	The Pentahelix Model and Collaborative Governance for Development of Tourism in Indonesia: The Case of Rupat Island, Bengkalis Regency / Suyanto, Hasim As'Ari, Febri Yuliani, Adianto / 2020 **Source:** International Journal of Society, Development and Environment in the Developing World Volume 4, Issue 3, December 2020 (19-32)	This type of research is descriptive qualitative, with triangulation techniques that will be used to check and cross-check the results of the responses given by research informants.	This study analyzes collaborative governance in Rupat Island tourism development by applying the pentahelix model. The results of the study found that collaborative governance has running optimally.	This research aims to analyze the development of tourism, especially in Rupat Island, Bengkalis Regency using the Pentahelix model.
4.	Collaborative Governance in Waste Management in Paropo Village , Panakkukang District , Makassar City (Central Garbage Bank) / Andi Nur Qalby / 2019 Source: https://digilibadmin.unismuh.ac.id	The method used is Qualitative. This research uses Deseve's theory in measuring the success of a collaborative governance	The results obtained by this study are of the three indicators put forward by Deseve, one indicator is running properly, namely Distributive accountability because running according to existing regulations, but not enough to make collaboration more effective	This research focuses on indicators of success in managing the Waste Bank in Paropo Village, Makassar City

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No	Title/Name/Year	Method/Theory	Results	Difference
5.	Collaborative Governance to Improve the Quality of Transportation Services in the City of Makassar / Annisa Aulia Akbar / 2021 **Source:** https://repository.unhas.ac.id	The research method used is descriptive research method with a qualitative approach. Source of data obtained from primary data and secondary data.	research on collaborative governance in the implementation of the Pasikola Program in Makassar City aims to find out and describe the process of collaborative governance that occurs between the government, the private sector, and also the community in implementing the Pasikola Program in Makassar City.	This study emphasizes the service aspect for the quality of transportation services in Makassar City.

Source: Processed by Authors, 2022

From several previous studies which can be used as reading material that the researchers have described, it can be concluded that there are differences with the research that will be carried out by researchers. As for difference _ between _ Study the with research conducted _ _ moment this , start from Focus Study moment this is discussed about the process of collaborative governance in supporting smart living in Pekanbaru City before not yet once discussed in studies before , then Locus research in study this take location in Pekanbaru City. Researcher also look that in indicator used _ _ in Study this and study earlier also there is difference. In study this researcher use theory Ansell & Gash with look the characteristics of success in the collaborative governance process.

This research can be used as a basis for the government of Pekanbaru City in making decisions, in this case, waste management that has been resolved. Therefore, this study is important because it is based on the facts in the field that researchers get. Based on the background of the problems, the research objectives include to analyze the process of collaborative governance in supporting smart living in Pekanbaru City, and to analyze the factors that become obstacles in the process of collaborative governance in supporting smart living in Pekanbaru City.

Government is referred to as "governance". The term "governance" has been defined in various ways by various studies and expert opinions to date. According to Sumarto, 2003 in Adianto, 2018, there are still many who argue that governance is synonymous with government because it is understood as governance. The entire process of making policies and decisions, as well as the entire series of processes by which these decisions are implemented or not, is called governance. Arifin Tahir, on the other hand, defines governance as: 1) governance, 2) administration of government, 3) administration of government, 4) administration of the state, and 5) administration of the state.

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Sedarmayanti, (2009) explains that a form of good governance is maintaining a synergy of constructive interactions between the state, private sector, and society to maintain a solid, responsible, effective, and efficient state government. Because the state administration system is part of good governance, efforts to improve the state administration system that applies to a country as a whole are also part of good governance. Next Sedarmayanti explained that "actions, facts, patterns, and activities or administration of government" refers to governance which is an activity (process). Apart from referring to governance as an activity, the term also refers to managing, managing, directing, and administrative development, and can also be interpreted as governance.

In addition, Sedarmayanti (2009), the fundamental components of governance (governance stakeholders) can be divided into three categories: civil society, private sector, and state/government. Like Sumarto (2009), who states that three each other and carry out their respective roles are the state (also called the government), the private sector (also called the business world), and the community (also called the community). According to Mutiarawati (2017), collaboration in a normative sense refers to aspirational or philosophical goals for government interaction with partners. The term "collaboration" refers to the process by which actors, organizations or institutions work together to achieve goals that cannot be achieved alone. A government management method known as Collaborative Governance emphasizes consensus and deliberation in collective decision-making processes with the aim that programs and public policies can run as efficiently as possible and directly involve stakeholders outside the state (in Zaenuri, 2016). Stakeholders and government officials collaborate in this form of governance to make joint decisions in a forum. in which one or more public institutions directly involve non-government stakeholders in a formal collective decision-making process that is oriented towards a deliberative context with the aim of making and realizing public policies and managing public programs or assets (in Ari Irawan, 2016).

Thomson & Perry (2007) define collaboration as a process in which autonomous or semi-autonomous actors interact through formal or informal negotiations, jointly creating rules and structures that govern their relationships and ways to act or decide on common issues. collaboration does not exist because the collaboration that occurs is collaboration between participants. All parties involved in this kind of cooperation maintain their respective autonomy. The parties involved in the cooperation are principals and agents themselves. They try because they have the same vision and goals that need to be achieved together, which might be difficult to do if each of them works alone (Dwiyanto, 2010). According to Tresiena (2016) configuring several prerequisites for creating a collaboration process, namely:

1. There is stakeholder participation. Real participation is *citizen power* as stated in the participation ladder according to Arnstein.

2. There are conditions where there is equality of power. This means that no one is dominant among certain parties, every actor having a dialogue is not hindered by hierarchical boundaries, and there is mutual respect.

3. There are competent actors. The dialogue that occurs is a form of consensus-oriented communication, so that supporting actors are needed, in the sense of having competence in communicating, understanding the substance, and having an orientation towards achieving goals for the common good.

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Collaborative Governance is an effort of government activities in overcoming existing problems by collaborating with various sectors such as the private sector and even the community to create successful problem solving. By this it can be interpreted that the programs and activities carried out can run well and can prioritize common interests in achieving common goals. The collaboration process is a process in which there is a dialogue that requires the participation of stakeholders, which ultimately results in a mutually agreed upon decision. Ansell & Gash in Islamy (2018) identify the collaboration process as a cycle that includes face to face dialogue, building trust between collaborating actors, building commitment between collaborating actors, sharing understanding of vision and mission and problems, as well as intermediate outcomes.

Using this concept, the collaboration process in waste management should support smart living in the city of Pekanbaru. A collaboration between existing stakeholders must be able to reduce and handle waste effectively and efficiently by carrying out this collaboration in Pekanbaru City. Collaborative governance is considered as an effective way to solve social conflict problems, there are several things that can be considered in the collaborative process according to Ansell & Gash, as follow, how to build trust between collaboration participants; how to build commitment in the collaboration process; how to understand the mission and problems encountered, and identify common values in collaboration; Intermediate outcomes, by looking at how to achieve initial success, doing strategic planning and finding facts together; Face to face, in this case negotiating in good faith. For more details, the researcher presents the following picture:

Figure 2

Collaborative Governance Model Ansell & Gash
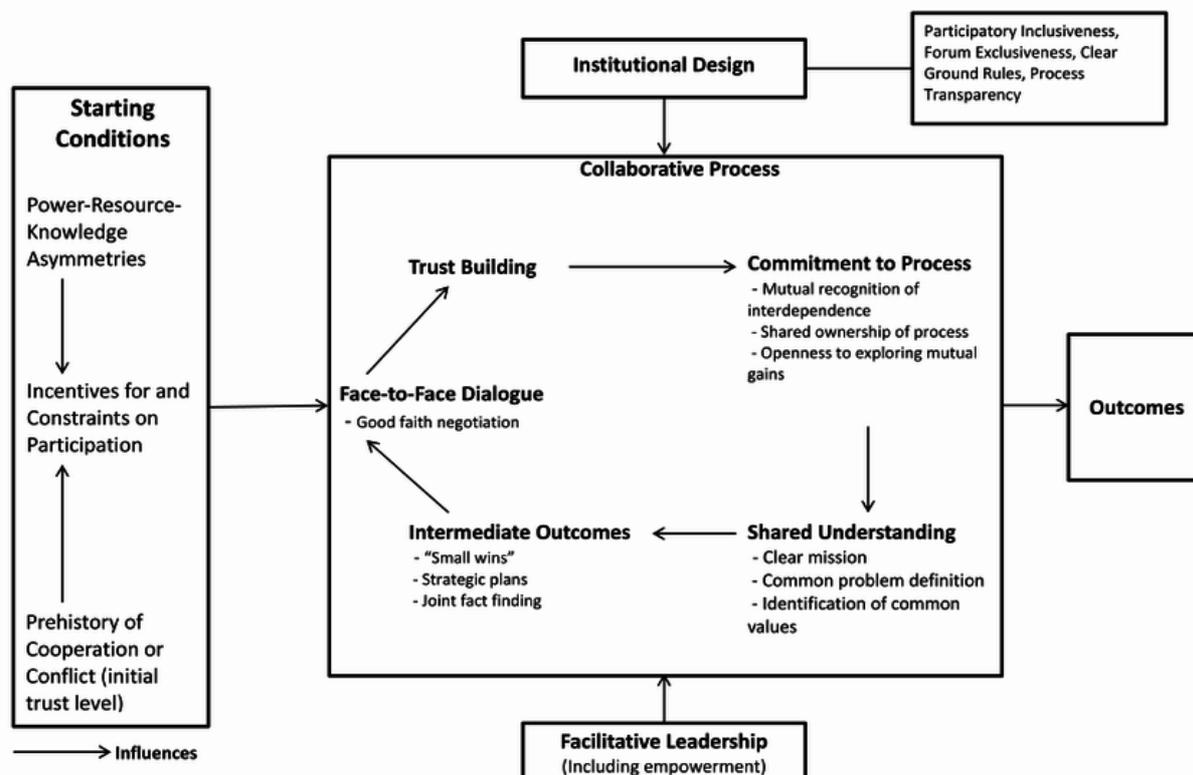
Source: Ansell & Gash, 2007

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The researcher provides several operational definitions to limit some of the concepts that are used as the main reference in conducting research, along with the operational definitions:

1. Collaborative Governance

Collaborative governance is the government's cooperation or collaboration with the private sector and the community in order to achieve common goals. Because of this, the government (Pekanan City Government, the Environment Service and the UPTD Waste Bank Induk Lestari Terus) are working with the private sector (PT. PJB UBJOM PLTU Tenayan Raya) and the community in waste management in Pekanbaru City. In supporting the collaboration process there are several things that must be considered, as follows:

a. Face to face dialogue

All forms of Collaborative Governance are built from direct face-to-face dialogue between the stakeholders involved (Pekanan City Government, the Environment Agency and the Induk Lestari Terus Waste Bank) in collaboration with the private sector (PT. PJB UBJOM PLTU Tenayan Raya) and the community . This direct approach can minimize misunderstandings and state the vision, mission, objectives that have been set among the stakeholders involved. Thus, stakeholders can work together in accordance with common goals and benefits.

b. Trust building

Trust between stakeholders (Pekanan City Government, the Environmental Service and the UPTD of the Induk Lestari Terus Garbage Bank, PT. PJB UBJOM PLTU Tenayan Raya and the community) greatly influences the success of the colloborative governance that has been formed. Therefore, in this research, researchers want to know how to build trust in the process of collaborative governance in supporting smart living in Pekanbaru City.

c. Commitment To Process

Commitment certainly has a strong relationship in the collaboration process. Commitment is the motivation to be involved or participate in collaborative governance. A strong commitment from each stakeholder (Pekanan City Government, the Environment Service and the UPTD Waste Bank Induk Lestari Terus, PT. PJB UBJOM PLTU Tenayan Raya and the community) is needed to prevent unwanted things from the collaboration process. In this study, researchers wanted to see what kinds of commitments were carried out in the process of collaborative governance related to the management of the Green Main Sustainable Garbage Bank.

d. Share Understanding

At the same point in the collaboration process, the stakeholders involved must share an understanding of what stakeholders (Pekanan City Government, the Environment Agency and the UPTD Bank Sampah Induk Lestari Terus, PT. PJB UBJOM PLTU Tenayan Raya and the community) can achieve through collaborative collaboration. done. In this study, researchers will look at sharing understanding as a shared mission, a common goal in managing the Main Garbage Bank that supports smart living in Pekanbaru City.

e. Intermediate Outcomes

The continued results of the collaboration process are manifested in the form of tangible outputs. So that in developing collaboration with the existence of intermediate outcomes can guide for the success of a collaboration. Intermediate outcomes arise when the possible goals of collaboration are relatively concrete and when "small wins" from collaboration are possible. In this study, researchers want to see the results of the collaborative governance process in the management of the Green Main Lestari Continuous Garbage Bank since September 4 2021 the waste bank was formed.

2. The inhibiting factors are the factors that influence the implementation of the Main Green Sustainable Garbage Bank in the city of Pekanbaru, where these factors determine the success or failure of the innovations carried out by the Pekanbaru city government together with PT. PJB UBJOM PLTU Tenayan Raya and the community.

Methods

This study uses a qualitative approach that aims to understand symptoms that do not require quantification. The qualitative research method is a type of method for describing, exploring and understanding the meanings that a number of individuals or groups of people ascribe to social or humanitarian issues. The qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data.

This type of research is a phenomenology that focuses on stakeholder collaboration in waste management specifically for the Garbage Bank. This type of phenomenological research is used because research wants to get a clear picture and information. accurate The location of this research was conducted in Pekanbaru City and the locus of this research was the Lestari Terus Waste Bank and PT.PJB UBJOM PLTU Tenayan Raya. The reason for the researchers taking the research locus at Bank Sampa Induk estari Terus is because this waste bank is one of the fostered units of PT.PJB UBJOM Tenayan with DLHK Pekanbaru City which will become a Regional Owned Enterprise based on digital technology.

This study uses data collection techniques based on the results of interviews, observations, and documentation. While the data analysis technique consists of several stages, namely data transcription, categorization, verification, and interpretation and description. Analysis and qualitative according to Bogdan & Biklen (1982) quoted by Moleong (2005) is an attempt to "organize data, sort it into manageable units, synthesize it, look for and find patterns, find what is important and what is learned, and decide what can be told to others. The collected data is analyzed through the following stages.

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Table 2

Stages of Data Analysis

Stages	Stage Type	Description
Stage 1	Transcribe data	At this stage the transfer of recorded data is carried out into the form of a thesis and translating the results of the transcription. In this case the researcher was assisted by the Supervisor.
Stage 2	Categorization	At this stage, the researcher classifies the data based on the problem items observed and studied, then categorizes the secondary data and field data. Next connect a set of data with the aim of getting the relevant meaning
Stage 3	Verification	At this stage the data is checked again to get the accuracy and validity of the data according to what is needed in the research. A number of data, especially data related to PT PJB UBJOM Tenayan Raya and the Induk Hijau Lestari Garbage Bank
Stage IV	Interpretation and description	At this stage the verified data is interpreted and described. Researchers try to connect a number of data to get the meaning of the data relationship. Researchers establish patterns and find correspondences between two or more categories of data

Source: Moleong, 2005

Results and Discussion

Collaboration that is carried out officially and organized regularly holds regular meetings according to a mutually agreed schedule, which consists of public institutions in this case the Pekanbaru City Environment and Cleanliness Service, the private sector in this case the company PT. PJB Ubjom Tenayan, along with the general public who are directly involved in the implementation of the collaboration process.

Face to Face Dialogues

The collaboration process cycle requires good communication to negotiate in reaching an agreement (face to face dialogue). Communication is an important medium in personal formation and development for social contexts. The form of negotiation communication that occurs between collaborative actors is by interacting face-to-face, resulting in the emergence of a common vision and mission.

This face-to-face dialogue is considered important because it aims to reduce selfishness that is likely to arise from all stakeholders involved. Face-to-face dialogue in this collaborative process is carried out as needed, both formally and informally. This process is carried out through musrenbangdes and road shows which explain the procedures, benefits, and things that result from the implementation of waste stacks and waste banks. This face-to-face dialogue does not only discuss collective agreements but also serves as a means for sharing understanding between stakeholders. To achieve results that are in accordance with the mutual

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agreement, it is necessary to have a long-term commitment to maintain mutual trust. After conveying an understanding of the process regarding the policy, trust will be built in the community.

From the results of interviews with several informants in this study, which the author has summarized as above, we can all know that direct communication has been carried out or in the collaboration process cycle according to Ansel and Gash called face to face dialogue, which is an interaction between collaborative actors to unify the vision and mission and negotiations in reaching a mutual agreement. Direct dialogue in this collaborative process takes place as needed, both formally and informally. This process is carried out through meetings that explain the procedures, benefits and things that result from the implementation of the "Green Lestari Terus" main waste bank program. Achieving consensual results requires a long-term commitment to maintaining mutual trust. After providing an understanding of the process related to the guidelines, trust will be built in the community.

Table 3

Empirical Findings of Face To Face

Collaborative Actor	Face To Face in waste management in support of Smart Living Pekanbaru City
Government	• Before deciding on a regulation, one must first negotiate with the private sector, in this case PT. PJB Ubjom Tenayan to share what will be done in order to reach an agreement
Private	• The private sector takes a role in supporting the development of the Lestari Terus Main Garbage Bank, by providing operational facilities and infrastructure. • The private sector is in direct contact with collaborating actors related to the management of the Induk Lestari Terus Garbage Bank and the community who are customers. • The private sector does not get too deeply into the activities at the waste bank, but the private sector plays a role in developing infrastructure, infrastructure and financial facilities in order to fulfill the collaboration process. This will continue to be carried out for the next 5 years starting in 2021.
Public	• Communities who become customers are the core of the formation of a waste bank, the participation of people who become customers of a waste bank is needed in the success of one of the pillars of the smart city of Pekanbaru City, namely smart living. • Face to face dialogue is very important for the people of Pekanbaru city in particular, in order to unify the goals of creating smart living in Pekanbaru City

Source: Processed by Authors, 2022

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Based on the table above, we can see together that face to face dialogue is in overcoming waste problems in Pekanbaru City. Pekanbaru City Government, in this case the Pekanbaru City Environment and Sanitation Service, has carried out a unification of common goals with the private sector, in this case PT. PJB Ubjom Tenayan and the people of Pekanbaru City in meetings held at different times from the community (socialization). The meeting was held to discuss innovations that can be used in waste management in Pekanbaru City.

Building Trust Between Collaborative Actors

Building trust is a long-term process to achieve collaboration. Simultaneous understanding is needed between the government as a regulator and private actors to be successful in waste management in the city of Pekanbaru. Openness is also needed when dealing with waste problems in Pekanbaru City to instill a sense of trust and authority among all stakeholders. Transparency in waste management is also a supporting factor, especially in relation to fees related to money.

The trust of the main waste bank management and waste disposal partners also needs to be built. The essence of cooperation in managing the main waste bank is to create trust and commitment based on previously formulated agreements and standards. Of course, when a collaboration satisfies all the actors working together, it is a form of bonding. Maintaining the bond is an important foundation for building trust in any relationship. Fulfilling commitments builds trust in the association. If one party violates an obligation, it will undoubtedly result in a loss of trust. When trust is broken, it is no longer easy to restore it. The establishment of trust between collaborative actors or in the collaborative process cycle according to Ansel and Gash is called building trust.

It can be concluded that the collaboration process that is being built by the Pekanbaru City government in this case is given authority to the Pekanbaru City Environment and Sanitation Service, PT. PJB Ubjom Tenayan Raya and the community who are customers of the main waste bank. In building trust, this has been done from an early age, especially since it has been carried out by private actors and the government, which have long built relationships and synergized in supporting the development of Pekanbaru City.

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Table 3

Empirical Findings Building Trust Between Collaborative Actors

Collaborative Actors	Building Trust between Collaboration actors
Government	• Pekanbaru city government, PT. PJB Ubjom Tenayan, and the hsrud community synergize in building trust. • Trust is built naturally, because it has been doing other collaborations for a long time and of course it benefits various parties. This is a big capital in the process of collaboration • Mutual trust between stakeholders will be the main capital in the process of collaboration and development.
Private Party	• Trust capital is the main thing in this collaboration, in addition to orders to entrust the private sector to carry out joint programs, the community also trusts the private sector. • The private sector also believes that its contribution to the development of the city of Pekanbaru will also have an impact on the progress of the company.
Public	• Giving mutual trust is very important in building a goal that has long been echoed by the city of Pekanbaru, namely smart city. • The community believes that the people of Pekanbaru city are self-aware that the existence of a waste bank will be able to affect the volume of waste.

Source: Processed by Authors, 202

Building Commitment Between Collaborative Actors

The collaborative governance process needs to be accompanied by a strong commitment to the process so that whatever is built can be implemented better and with more enthusiasm. The commitment of cooperative actors to work together is an important factor in the success of the collaborative process, even though the implementation of this commitment is sometimes fraught with dilemmas. For example, stakeholders working together must submit to the results of deliberation for consensus, even if the decision requires stakeholders with different viewpoints to come together.

So this engagement requires trust so that the responsibilities of each actor can run well. Realizing a clean, healthy and comfortable environment in accordance with one of the pillars of the Pekanbaru City smart city, namely a smart environment. The smart environment itself is a concept of how to create a clean, healthy, beautiful, safe, comfortable, peaceful and sustainable environment.

Together, we know that this is a form of a collaborative process put forward by Anshel and Gash regarding building commitment between stakeholders, namely building trust and committing to a collective agreement, which is a big capital in building collaboration so that things that trigger divisions can be avoided. The measure of the success of a Pekanbaru city government program is whether it can have a positive effect on the level of welfare of its people.

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Table 4

Empirical Findings Building Commitment between Collaborative Agencies

Collaborative Actor	Building Commitment between Collaborative Actors
Government	• Commitment is built together based on what is the main goal in this collaboration, whatever aims and objectives must be known together to avoid conflict
Private Party	• The involvement of the private sector in the development of the city of Pekanbaru in this case is waste management with a commitment to one goal, namely participating in reducing the spread of waste to realize one of the pillars of the city of Pekanbaru's smart environment
Public	• The form of community commitment is to support every government program in realizing a smart environment in Pekanbaru City

Source: Processed by Authors, 202

Sharing Understanding about Vision Mission and Problems

At several points in the cooperation process, the cooperation actors are obliged to share mutual understanding. Shared understanding regarding the same mission, goal inclination to alignment in problem definition. In this context, it requires an understanding of the objectives based on the objectives of one of the pillars of the smart city of Pekanbaru City, namely smart environment, which forms a clean, healthy, safe, comfortable and beautiful environment. Each stage of the waste management process at the main waste bank has been carried out through a process of mutual understanding.

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Table 5

Empirical Findings Sharing Understanding Vision Mission and Problems

Collaborative Actor	Sharing Understanding Vision Mission and Problems
Government	• Pekanbaru city government, PT. PJB Ubjom Tenayan and the people of Pekanbaru City to develop mutual understanding to achieve agreed goals in collaboration • Problems will be easily overcome if the understanding of the vision and mission becomes one goal and there are no other interests besides that.
Private Party	• Pekanbaru city government and PT. PJB Ubjom Tenayan jointly unites the understanding in implementing this collaborative process. • The private sector took part in spreading understanding to the people of Pekanbaru city, and did not seem indifferent to the cooperation that was forged
Public	• There are still many people in the city of Pekanbaru who have not been touched by socialization related to this program. • It cannot be denied that many people are still not open to waste.

Source: Processed by Authors, 2022

Based on the table above, it is revealed that both the Pekanbaru City government, PT.PJB Ubjom Tenayan and the general public must develop an understanding together to achieve the goals agreed upon in this collaboration. There is a unification of knowledge that is relevant to the agreement so that collaborative actors can learn together. In the learning process, you can find strategies for the success of one of the pillars of Pekanbaru 's smart city, namely the smart environment. The government and the private sector must always mutually develop matters related to waste management, starting from ideas and strategies in realizing common goals. Uniting understanding or uniting thoughts, vision and mission in developing programs that have been formed on the basis of collaboration is good to do without involving other interests besides supporting one of the pillars, namely the smart environment.

Interim Results of the Collaborative Process

All processes carried out have an impact that can be felt by all parties, both government and society. The interim outcome is a result obtained from the collaboration process. In the main waste bank program carried out by the Pekanbaru city government, this matter is accounted for by the Pekanbaru City Environment and Sanitation Service and PT. PJB Ubjom Tenayan for benefits that can be felt are not significant because there is still accumulation of waste in Pekanbaru City. However, not a few people are aware of the environment.

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That in the collaboration process to realize smart living in Pekanbaru City through waste management through the waste bank, the benefits can be felt, especially for the unit waste bank customers. However, there is still a lack of community participation in supporting this waste bank program. Collaborative actors will continue to make maximum efforts to educate the people of Pekanbaru City to be aware of their surroundings.

Table 6

Intermediate Outcomes Empirical Findings

Collaborative Actor	Intermediate Outcomes
Government	• Clear goals will facilitate collaborative success. The success that you want to achieve is reducing waste to realize one of the smart environmental ideas. • The results of the collaboration process have not been significantly felt by the community because the bank until the new parent company was formed on September 14 2021.
Private Party	• Collaboration can be said to be successful when all the actors involved get positive results. • Existence obtained from the program.
Public	• The level of public awareness is starting to form, although not 100% (one hundred percent) of the people of Pekanbaru City are aware of the importance of useful waste management.

Source: Processed by Authors, 202

Based on the table above, it can be seen that the intermediate outcomes in the main waste bank program "Green Lestari Continues" cannot be fully felt because this program is still relatively new, as well as other obstacles experienced by managers such as the lack of unequal public awareness of the importance of protecting the environment.

Inhibiting Factors in the Collaborative Governance Process in Supporting Smart Living in Pekanbaru City

Inhibiting factors can make activities that have been carried out not run well. Factors that hinder the collaborative governance process in supporting a smart environment are the lack of communication between stakeholders and the lack of outreach, these factors are the results of researchers found in the field through observation processes, interviews with collaborative actors, as follows:

1. Limited information

Information obtained by each *stakeholder* is lacking. One of the residents said in an interview session with researchers with Ibuk Sulastri as a customer of the main waste bank "Keeping Green".

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> *" The information we get as members or customers from banks to units is usually very slow, the government should be able to provide information via social media so we can find out information without having to go far to the sub-district office or to the RT/RW trash bank."(The results of an interview with Ms. Sulastri as a customer of the main waste bank "Green Lestari Continues", 20 September 2022).*

The interview above shows that in terms of information, the government is still lacking in handling it, this can also reduce public trust in the government.

2. Lack of Socialization

Socialization can be considered important in the application of collaborative governance in waste management, in this case the "Green Lestari Terus" main waste bank. the people of Pekanbaru City who do not know the existence of this main waste bank. Socialization is important considering there are still many people who do not understand the purpose of the importance of proper waste management which will be felt by the people of Pekanbaru City in particular.

Conclusion

From research conducted by researchers regarding the process of collaborative governance in supporting smart environment in Pekanbaru City. There are several things that researchers can conclude as follows:

1. Collaborative governance in supporting smart environment in Pekanbaru City regarding the management of the "Green Lestari Terus" main waste bank has been carried out well, this can be seen from several cycles of the collaboration process including: 1) face to face dialogue, direct communication is carried out to unify the understanding between the actors involved. This has been carried out by the Pekanbaru City DLHK and PT. PJB Ubjom Tenayan before the establishment of this program. 2) Trust Building, in building trust it has been carried out as early as possible especially by PT. PJB Ubjom Tenayan, which has long built relationships and synergized in supporting the development of Pekanbaru City. 3) Commitment to Process, building commitment in a collective agreement is a big capital in collaboration. A commitment that is built together to achieve the vision and mission of the city of Pekanbaru's smart environment. 4) Share Undersanding, sharing understanding of unification of knowledge that is relevant to the agreement so that collaborating actors can learn together. In the learning process, you can find strategies for the success of one of the pillars of Pekanbaru's smart city, namely the smart environment. 5) Intermediate outcome, results that have not been maximized and have not been felt by the community are "PR" for organizers to maximize efforts to increase public awareness in cleanliness.

2. Factors that become obstacles in the collaboration process in an effort to support smart environment in Pekanbaru City are the limited information obtained by the public and the lack of transparency and accountability in waste management reports to the private sector. In addition, the lack of socialization is an inhibiting factor in realizing a smart environment in Pekanbaru City because there are still people who do not know about the existence of the "Green Lestari Terus" main waste bank.

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