

Sound Governance Analysis: Local Government Partnership Model In Village Community Empowerment

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Abstract: Sound governance reviews the partnership model between regions and civil society and international actors. International actors used as the unit of analysis in this study are PT Hyup Syung Purbalingga. This research is motivated by the results of a preliminary pre-survey, namely the absence of sustainability in the Padamara Village Community Empowerment Program conducted based on a partnership between the Padamara village government, PT Hyup Sung, and the Bojanegara Village Community. This study will further analyze the issue of partnership in Bojanegara Village Community Empowerment from a sound governance perspective, focusing on the involvement of PT Hyup Syung as an international actor in the process. This study is a type of descriptive research with a qualitative approach. Data obtained through key informants (key people) are determined purposively (purposive). The key person in this study is the executor of the Local Government, while other informants are some officials from PT. Hyup Sung Indonesia, and the villagers who were touched by the program were then determined by a snowball. In addition, documentation and observation studies are also used to capture relevant data. The presence of international parties participating in community empowerment in Indonesia, especially in the Purbalingga Regency, has not been realized as a potential. This is due to the limited resources of local governments as the sole actor in development, which should force the government to maximize any potential resource support from outside sources, whether private, public, or international. The form of partnership is an ideal desired by sound governance but has not been understood by the government at both the Purbalingga Regency government level and the Bojanegara village government level. In other words, positive partnerships between local governments, village governments, and NGOs have not occurred under the management of PT. Hyup Sung Indonesia.

Keywords: community empowerment; partnership; sound governance journal of governance.

Introduction

The complexity of world civilization triggers a shift in the needs and interests of publicity (public affairs). Especially in the Sustainable Development

Agenda (SDGs) and its objectives, which focus on the authority of local governments (General Assembly, 2015). Local governments have an important role as implementors of intermediation

strategies aimed at the localization of various global interests and activities (Gistafsson & Mignon, 2019; Palermo et al., 2020).

Local governments are responsible for meeting the needs and interests of the community in the field of public services, especially in this era of globalization. However, the lack of preparation by the government raises various obstacles and problems, including the limited resources of the government to serve the interests of the public. This reality is the basis for the development of governance thinking. Governance is a new way of organizing the course of government that involves the collaboration of various stakeholders to achieve common goals (Pierre & Peters, 2005).

Governance reflects the socio-political relationship between the government and the community regarding the various needs of the community and government involvement in meeting these needs (Kooiman, 2003). Along with the progress of the era and the dynamic governance in the world, the concept of governance has become less relevant due to the limited reach it has. The concept of governance does not only involve the government and the state; various factors outside the government also play a role and are very widely involved in the governance that is carried out (Rochman, 2000:18). However, the extent of the scope of governance is still not able to keep up with the times globally. Improvement of governance is intended as a corrective effort for developing countries; the interaction of governance in the global context is not only between the government and the government but also includes other institutions that are closely

related to the world community, namely international actors. Criticism of these limitations is known as "sound governance."

Research on sound governance has not been done much, especially in Indonesia. Sound Governance reviews the partnership model between regions and civil society and international actors. The Indonesian government is currently trying to implement a system of government by adopting the concept of sound governance and maximizing the role of foreign partners in community empowerment efforts. Community empowerment comes from various fields, including health (Laverlack, 2007; Wallerstein, 2002), social capital (Mohan and Stokke, 2000; Woolcock and Sweetser, 2002), and community development (Skerratt and Steiner, 2013).

This study focuses on the field of community development. Purbalingga Regency is one of the regencies in Indonesia that implements the concept of empowerment through partnerships carried out by local governments with foreign companies around the Purbalingga Regency area. Partnership, coordination, and intervention among stakeholders in government are one strategy that can be used to manage the collaboration that exists (Salem et al., 2021).

Some investors South Korean Foreign Investment (PMA) invested Rp. 35 billion in Purbalingga for industrially produced wigs and false eyelashes (Nastiti, 2022). PT. Hyup Sung is one of the foreign-owned companies operating in Purbalingga Regency, Padamara Village. PT. Hyup Sung has a lash craft line of business. The contribution of PT. Hyup Sung to the surrounding community is to

empower the community through the Kuda lumping art group, commonly known as Ebeg. The arts have a philosophy of noble teachings that is not limited to the spectacle.

Based on the results of a preliminary pre-survey conducted by researchers, it is known that the partnership established by PT. Hyup Sung both with the Padamara village government and with the Padamara village community has not been

established on an ongoing basis. This is certainly not the concept of community empowerment, which tends to require program sustainability. Even though the community empowerment program is still considered the most capable program to reduce poverty. Meanwhile, the poverty rate in Purbalingga Regency also increases every year. The following is poverty indicator data in Purbalingga Regency from 2018 to 2021:

Table 1. Indicators of Poverty of Purbalingga Regency, 2018-2021

No	Indicator	2018	2019	2020	2021
1.	Population Below The Poverty Line (thousand people)	144,16	140,07	149,50	153,10
2.	Percentage of Population Below The Poverty Line	15,62	15,03	15,90	16,24
3.	Poverty gap index	2,79	2,24	2,32	2,10
4.	Poverty Severity Index	0,74	0,47	0,43	0,41
5.	Poverty Line (rupiah/capita/month)	324,735	355,702	375,199	384,183

Source: BPS-Statistics of Indonesia, 2022

Based on the data in Table 1 above, it is known that the number of poor people in Purbalingga Regency decreased in 2019, but in 2020 and 2021 it actually increased, reaching 153.10 thousand. This is in line with the increase in the number of poverty lines from 2019 to 2021 to reach 384.10 rupiah/capita/month. Based on these empirical facts, it is important to study in more depth matters relating to community empowerment programs, especially those related to the analysis of healthy governance through the local government partnership model in community empowerment in Bojanegara Village by PT. Hyup Sung Indonesia, Purbalingga Regency. The results of this study are expected to be a recommendation for the implementation of community empowerment programs through the partnership that exists between the Bojanegara Village government and PT

Hyup Syung Indonesia, which will then be able to contribute to reducing poverty in Purbalingga Regency.

Method

This research was carried out in the PT Hyup Syung Bojanegara District, Purbalingga Regency. The reason for choosing the location is based on the results of the preliminary pra survey, which state that the partnership established between PT Hyup Sung, the Bojanegara village government, and the Bojanegara District Community has not been established on an ongoing basis. Another reason is the characteristics of the research informant.

This study was analyzed in more depth using qualitative research methods through open questions, images, and textual data (Cresswell, 2014). This study used in-depth interviews, observation, and

documentation to collect data. Data obtained through key informants (key people) are determined purposively (purposive). The key informant in this study is the local government executor, while other informants are some PT officials. The data analysis technique used is the interactive analysis model of Miles et al. (2014), that is, data collection, data condensation, data display, and conclusion.

Result and Discussion

The governance in question is an effort to structure and manage a particular government (Dwiyanto, 2008; Sedarmayanti, 2004). In addition, governance directly involves stakeholders in the implementation of various activities related to economic, socio-political, monetary, natural, and human resource management aimed at meeting the interests of the people concerning the principles of justice, equity, efficiency, equality, accountability, and transparency (World Conference on Governance, UNDP, 1999 in Sedarmayanti, 2017: 2).

Governance is a type of legal political imposition driven by industrial superpowers and international agents to develop governance through market opportunities (Stokke, 1955; Gathii, 1998). The breadth and scope of governance are still not able to keep pace with the times globally. Improvement of governance is intended as a corrective effort for developing countries; the interaction of governance in the global context is not only between the government and the government but also includes other institutions that are closely related to the world community, namely international actors.

Many studies or research have been conducted to dismantle the discourse of good governance in a variety of approaches, be it politics, economics, history, law, international sociology, international relations, or other disciplines (Abrahamsen 2000; Bello 2002, 2005; Bendana 2004; George 1995; Parasuraman et al. 2004; Pieterse 2004; Quadir et al. 2001; Robinson 2004; Selznick 1969; Gathii 1998; Hosen 2003; Hosen 2007). Criticism of these limitations is known as "sound governance." Sound governance is a governance concept that describes a system of government that is not only democratically clear and free of flaws economically, politically, constitutionally, organizationally, administratively, managerially, and ethically, but also internationally clear in its interactions with other nation-states and parts of its own government (Domai, 2011:17).

Sound governance was born because of criticism of good governance. In this study, sound governance is further investigated in the form of foreign actor partnerships in village community empowerment programs. The partnership itself has meaning as a strategy created to involve actors or other parties in the form of participation based on mutually beneficial relationships (Wong, Fearon, & Philip, 2007). While empowerment is a complex, multi-dimensional, and multi-level thing (Hennink, Kiiti, Pillinger, & Jayakaran, 2012; Peterson, 2014) consisting of approaches, practical applications, and social actions that produce individual and collective results (Jennings, Parra-Medina, Hilfinger-Messias, & McLoughlin, 2006; Pearrow & Pollack, 2009).

Based on the theoretical framework described above, a knife analysis to determine the problems of this study was conducted by analyzing three aspects of observation that are tailored to the purpose of this study, including: 1) How is the process of entry of international actors (PT Hyup Syung) to Bojanegara Village, Purbalingga Regency? 2) What is the attitude of the Bojanegara village government toward PT Hyup Syung's involvement in empowering the Bojanegara village community? 3) How is the partnership model established.

Bojanegara Village Community Empowerment Program

Regional economic development can be pursued through partnerships formed between local governments and private corporations to create new jobs and trigger economic growth in the area. One of the many economic activities that can be used as a trigger for regional economic growth is the industrial sector. Industry can be interpreted as macro and micro; macro industry is interpreted as an economic activity aimed at creating added value. The industry is then interpreted in micro as a collection of several companies that produce similar goods (Hasibuan, 1993).

Purbalingga Regency is one of the districts in Indonesia that is pro-investment, especially foreign capital.

Padamara village government is one of the stakeholders in the management of foreign capital in Padamara Village. Stakeholders are individuals or organizations that may be able to influence a business objective or any subject that may be able to be influenced (Freeman, 1984). An organization that becomes a stakeholder has a special feature, which is a far more external view of the various reasons for its organization (Heblich Hirschey et al., 2009), which takes into account various stakeholder groups and balances their specific requirements for the achievement of organizational objectives (Ansoff, 1965; Clarke, 1998).

One of the industries with the highest development potential is the eyelash and false hair industry. The existence of the hair and false eyelash industries is one of the supporting sectors of the Purbalingga Regency economy. The industry is heavily funded and even owned by foreign capital. The early history of the presence of the eyelash and hair wig industry in Purbalingga Regency began in 1976, when the first fake eyelash industry was established by Korean investors under the name Royal Kenny, which is currently renamed Royal Korindah. The emergence of the factory then inspired other investors to establish similar industries. Here is the company's data craftsmen eyelashes and false hair in Purbalingga:

Table 2. Wig and False eyelashes company in Purbalingga Regency

No.	Company	Type of Product
1.	PT Royal Korindah	False eyelashes
2.	PT. Hyup Sung Indonesia	False eyelashes
3.	PT. Indokores Sahabat	Wig
4.	PT. Yuro Mustika	Wig
5.	PT. Shung Chang Indonesia	Wig
6.	PT. Shung Chang Indonesia (Bobotsari Branch)	Wig
7.	PT. Hasta Pustaka Sentosa	Wig

8.	PT. Sung Shim Internasional	False eyelashes
9.	PT. Hamni Hair Internasional	Wig
10.	PT. Boyang Industrial	Wig
11.	PT. Interwork Indonesia	False eyelashes
12.	PT. Midas Indonesia	False eyelashes
13.	PT. Milan Indonesia	Wig
14.	PT. Milan Indonesia (Cabang)	False eyelashes
15.	PT. Internasional Eyelash	False eyelashes
16.	PT. Sophian Indonesia	Wig

Source: Labor and Transmigration Social Service of Purbalingga Regency, 2022

Based on the data in the table above, it is known that PT. Hyup Sung Indonesia is one of the false eyelash industries in Purbalingga Regency, especially in Bojanegara Village. The beginning of the establishment of PT. Hyup Sung Indonesia is derived from CV. Manunggal Indonesia-Korea (CV. Manunggal IN-KO) on January 15, 1997. I was still working for PT. Indokores Sahabat, one of the leading wig companies in Purbalingga, at the time. As one of the global corporations operating in Purbalingga Regency, PT Hyup Sung also has a social mission for the Bojanegara Village community. PT. Hyup Sung's form of responsibility and empathy toward the surrounding community is to prioritize the residence of Bojanegara when recruiting new employees. Nevertheless, PT. Hyup Sung still does not ignore the quality and competence that have been used as standards for employees working at PT. Hyup Sung. In addition to prioritizing residents in the recruitment system, PT. Hyup Sung also attended various other social activities carried out by the people of Bojanegara Village, Purbalingga Regency, such as donations for the construction of mosques, improvements to public facilities, etc. However, from the various roles given by PT. Hyup Sung to the people of Purbalingga Regency, there is one that greatly impacts the survival of the village community, especially for those

who receive benefits from the implementation of the program. A program is a form of partnership established by PT. Hyup Sung with the Bojanegara village government and the village community as beneficiaries. The partnership between the three elements takes the form of community empowerment programs.

The Kuda Lumping Art Group, which is the original art from Bojanegara Village, Purbalingga Regency, is empowered through the Community Empowerment Program provided by PT. Hyup Sung to the community and in collaboration with the village government. Kuda lumping is one type of dance art that is played using artificial horses as its main property. The artificial horse is made from bamboo, which is then shaped to resemble a horse and decorated using braided hair, so not a few people call Kuda lumping. Kuda lumping art is a national culture with high artistic value. The performance of Kuda lumping or Ebeg art is full of magical elements that cause players to be possessed and perform terrible attractions, such as eating a shard. Until now, the art of Kuda lumping still has a place in the hearts of the Indonesian people, so there needs to be special attention given to the Kuda lumping art group to maintain and preserve this Kuda lumping art so that it can exist and become one of Indonesia's cultural assets.

One form of empowerment conducted by PT. Hyup Sung is by facilitating the Kuda lumping art group from Bojanegara village through donations. The funds are given through the submission mechanism that has become a determination of PT. Hyup Sung Indonesia in Purbalingga. Funds provided by PT. Hyup Sung are then managed by the arts group by buying various items of inventory or equipment used in performing. The amount of funds given is adjusted to the priority order of the village. This determination requires the role of the Bojanegara village government as a partner in this empowerment program. The implementation of empowerment for the Kuda lumping art group in Bojanegara Village, Purbalingga Regency, is still formally established, namely in the form of budget support provided by PT. Hyup Sung to the Bojanegara village lumping horse art group. This is due to the lack of participation provided by citizens, namely in the form of citizen involvement with equality of rights and obligations in a decision-making process and the planning and supervision of a particular activity (Sedamaryanti, 2004; Rosidin and Fajriani, 2003).

Other results showed that the support given was also not sustainable and could only be given if the Kuda lumping art group submitted a proposal to PT. Hyup Sung with the approval and knowledge of the Bojanegara village government. The village government is only involved in the legal process. The findings of the study show that not all development programs are truly participatory, which is when people have the power to decide on a solution and are directly involved in a project agenda from the start of the

process to taking part in the entire set of agendas (Arnstein, 1969; Carpentier, 2016; Huesca, 2008; Waisbord, 2014).

Bojanegara village government's attitude towards the involvement of PT. Hyup Sung Purbalingga Regency in empowering the community

Kuda lumping now is still much favored by the people of Indonesia. Kuda lumping knows no age limit for its fans. The development of science and technology requires various adjustments and updates for the Kuda lumping art group, including infrastructure, promotional media, etc. The increasing complexity of these needs requires the Kuda lumping art group to be able to provide a special budget for the maintenance of Kuda lumping art in Padamara Village, Purbalingga Regency.

Various demands are not fully met by members of the Kuda lumping Padamara Village art group. This then prompted the group members to discuss and ask for support from the Padamara village government. The proposal was welcomed by the Padamara Village government, which was then followed up by providing a letter of recommendation to be submitted to PT. Hyup Sung Indonesia is a partner application that works with the village government to preserve and promote local arts by facilitating their needs.

Hyup Sung is one of the global corporations domiciled in Padamara Village, Purbalingga Regency. PT. Hyup Sung is known to be selective in providing support and partners to other parties. However, the proposal submitted by the padamara village government through a proposal submitted to PT. Hyup Sung is

still welcomed, indeed, according to the mechanisms that apply at PT. Hyup Sung, also because the art of Kuda lumping is a national culture that must be practiced, it is important to fulfill the needs of facilities and infrastructure, media promotion, etc. Based on the recommendation of the Padamara village government, PT. Hyup Sung decides to partner up by providing financial support to the Kuda lumping art group.

Partnership Model between Bojanegara Village Government of Purbalingga Regency and PT. Hyup Sung

In line with the development of the false eyelash industry sector in Purbalingga Regency, which is increasing, it has a good impact on the condition of the village community around the industry. This study looked more closely at PT. Hyup Sung Indonesia, which is located in Bojanegara Village, Purbalingga Regency. The presence of PT. Hyup Sung Indonesia had a variety of effects on the government and the Bojanegara Village Community. Hyup Sung Indonesia played a role in reducing the unemployment rate in Bojanegara Village by employing the villagers. Not only that, PT. Hyup Sung also channeled his social support to the community through the Bojanegara village government by establishing partnership relationships. The partnership established between PT Hyup Syung Indonesia and the village government and Bojanegara Village community is related to support in maintaining the existence, preserving, and advancing the Kuda lumping Art Group owned by Bojanegara Village.

Based on the results of research conducted by researchers, it is known that

the partnership model that occurs between the government of Bojanegara Village, PT Hyup Sung, and the Kuda lumping Bojanegara art group is a partnership established based on the demand or needs of the Kuda lumping art group. This led to the formation of passive participation (Arnstein, 1969), which is a condition where people only get information about what is happening and public participation is calculated only by, for example, participation in previously announced meetings. So it can also be said that the partnership between the three actors is still limited to the formal legal partnership or only related to the legalization of a document filing requirement for funds. This is certainly not the concept of community empowerment in general, as conveyed by Sumodiningrat (1999), where community empowerment is an action aimed at creating independence for the community through the potential possessed by the community itself. The research findings are also in line with the idea presented by Yazici (2009), that achieving the success of a program is influenced by various things, such as a more participatory organization and shared values and commitments.

Based on the research findings, the researcher developed a partnership model as a recommendation for the problems studied in this study, especially for PT Hyup Syung Indonesia, the Bojanegara Village Government, and the Bojanegara Village Community. The partnership model that the researcher offers is a balanced division of roles between the Bojanegara Village Government, PT. Hyup Syung Indonesia, and the Bojanegara Society. So, in its implementation, PT Hyup Syung and the Village Government work

side by side in accordance with their respective portions and authorities, involving the Bojanegara Village community in every process. The

following is a breakdown of the partnership model that the researcher offers:

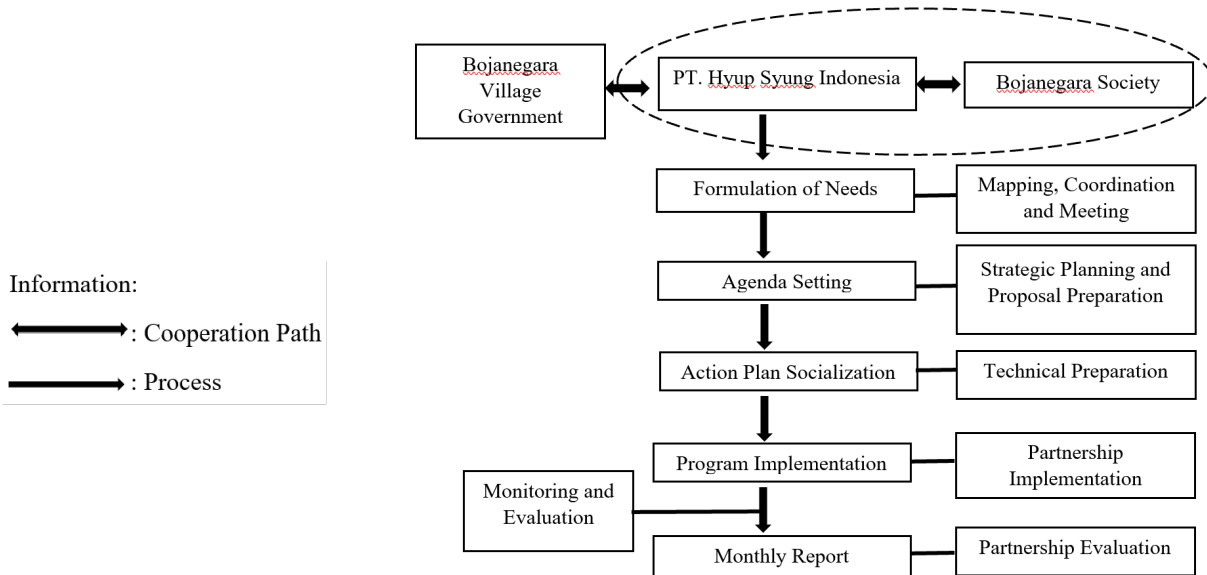


Figure 1. Partnership Model Offered
Source: The Results of Researchers' Analysis

Conclusion

The process by which international actors become involved in community empowerment Bojanegara Purbalingga, namely through PT. Hyup Sung, is a foreign-owned company in charge of the eyelash craft business. The presence of PT. Hyup Sung was well received by the Bojanegara village government because of the clarity of the permit. While in the Bojanegara Village community, the presence of PT. Hyup Sung is considered very beneficial and has a good impact on the local economy and local social activities, especially for the actors of Kuda lumping art. Kuda lumping art is a form of government collaboration with national actors in providing community empowerment that researchers discover in the field. However, if it is associated with

the concept of sound governance, then community empowerment, as carried out by PT. Hyup Sung for the actors of the lumping horse art in Bojanegara village, has not shown a balanced condition. The partnership pattern established between PT. Hyup Sung, the village government, and the Bojanegara Village community has not been implemented collaboratively. Support provided by PT. Hyup Sung is only limited to financial support; in other words, partners that are established are only limited to formal partnerships.

From the conclusion of the study, the researcher practically suggested to the Bojanegara village government and PT. Hyup Sung that they be able to run a sustainable partnership to achieve the goal of community empowerment and independence for the Kuda lumping

Bojanegara Village art group. The researchers recommend that the next study be conducted in a different location to obtain more comprehensive results.

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