

Collaborative Governance In Improving Population Income Through The Potential Of Agricultural Sector Business In Tanjung Jabung Barat District, Jambi Province

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Abstract

This study aims to analyze the implementation of Collaborative Governance using the Penta Helix model in increasing community income through the potential of the palm oil agricultural sector in Tanjung Jabung Barat Regency. The research employs a qualitative descriptive method with data collected through interviews, observations, and documentation involving various actors namely the local government, academia, business sector, community, and media. The findings indicate that the implementation of Collaborative Governance in Tanjung Jabung Barat has progressed through the synergy among actors in programs such as DBH Sawit , farmer training, and partnerships with the private sector, although challenges remain in terms of farmers' capacity, bureaucracy, and inter-agency coordination. The local government seeks to overcome these barriers by strengthening cross-sector communication, empowering farmer groups, and encouraging active participation from all elements of the Penta Helix. The study concludes that the improvement of palm oil farmers' income depends on the consistency and sustainability of collaborative synergy.

Keywords: *Collaborative Governance, Penta Helix, Community Income, Agricultural Sector*

INTRODUCTION

Southeast Asia is area strategic that is experiencing development significant and collected in ASEAN organization. Although experience progress economy for 56 years Lastly, ASEAN still face challenge big, especially poverty and inequality. The Covid-19 pandemic has exacerbated condition the with push millions public to in poverty extreme. Inequality socio-economic seen clear in various countries, including Indonesia as a country with population largest in ASEAN. Political factors, threats global recession, changes climate, dynamics geopolitics, and impact pandemic participate complicate effort alleviation poverty in the region This.

Indonesia has role important in ASEAN's success in achieving objective development without poverty, but Still struggling with problem similar. Data shows that amount and percentage The number of poor people in Indonesia increased in the period March 2022–March 2023, both in urban areas and rural areas. Triggering factors increase This covers adjustment fuel prices, inflation, slowdown economy, increase price material principal, and labor market conditions work. Therefore that, for reach ASEAN Vision 2025 and SDGs, collaborative strategies are needed between countries as well as effort consistent national For increase welfare, expanding field work, and strengthen resilience economy area.

Jambi Province still face challenge sufficient poverty serious, looks from improvement amount poor population of around 4,460 people in March 2022–March 2023 even though percentage poverty in urban areas A little decreased. Condition This exacerbated by the height level poverty in children as well as existence inequality inter-regional, where Sungai Penuh City take notes level poverty lowest, while Tanjung Jabung Timur Regency is the highest. Jambi City has amount the largest poor population Because amount large population, whereas West Tanjung Jabung Regency becomes area with percentage poverty tall despite being rich in resources Power nature. This fact show the need for a mitigation strategy greater poverty effective, equitable , and based regional potential for increase welfare Jambi society as a whole overall .

West Tanjung Jabung Regency has potential source Power great nature, especially from sector plantation coconut palm oil which becomes support economy society and produce production tall every year. Palm oil become commodities strategic Good in a way national both global and local because his contribution to field work, state income, and various industry, as well as have a chance big increase welfare public when managed optimally and sustainably. However, even though potential very large palm oil, West Tanjung Jabung Regency still classified as the second poorest area in Jambi Province. This is influenced by the low price of Fresh Fruit Bunches (FFB), the high price cost fertilizers and herbicides, as well as increasing case theft disturbing palm oil income farmers. Conditions the hinder public in maximize results palm oil as source economy main, so that required collaboration government, society, private sector, academics, and all party related For increase efficiency production, pressing loss farmers, and optimize potential palm oil for the sake of eradication poverty and improvement welfare. From the background the background that has been described above so from That writer feel matter This important to learn and want research on *Collaborative Governance In Increasing Population Income Through The Potential Of Agricultural Sector Business In Tanjung Jabung Barat District, Jambi Province.*

RESEARCH METHODS

Study This use method qualitative descriptive. Moleong (2016) as the purpose of study qualitative descriptive is For describe or describe in a way systematic, factual, and accurate about facts, properties, and relationships between phenomena from the object in progress researched. Qualitative methods This will produce invention in the form of saying or writing and so on that support the research process.

The research conceptual framework is a description and visualization of the relationship or connection between one concept and another concept. others, or between variables that One with variables that other of the problem to be researched". The conceptual framework is related to how researchers logically connect several factors that are considered important. for the problem. Thus, the conceptual framework will discuss the interdependence between variables. (Noto Atmodjo. 2018. P. 84). In this study, the theories used as a conceptual framework are the collaborative governance theory (Ansell and Gesh) and the penta helix theory (Arif Yahya 2016).

components (indicators) of collaborative governance according to Ansell & Gash (2008) are:

1. Starting Conditions (Initial Conditions) History of the relationship and conflict between Actor Level of Trust beginning between party Imbalance power or source Power
2. Institutional Design (Institutional Design) The existence of clear and transparent rules Mechanism fair participation Structure institutions that enable communication cross sector
3. Leadership (Leadership) Leader neutral and capable facilitator build trust Inclusive leadership and support for collaborative processes
4. Collaborative Process (Collaborative Process) is the core of their model, and consists of from:
 - a. Face-to-face dialogue (face-to-face dialogue face)
 - b. Trust-building (development trust)
 - c. Commitment to process (commitment towards the joint process)
 - d. Shared understanding (understanding) together)
 - e. Intermediate outcomes (results) while the builder legitimacy)

Penta Helix model (Arif Yahya) in study this , which in collaborate according to Penta Helix theory has five actors the main one that has their respective duties and roles that is :

1. Academics (Academia)
2. Private / business (Business)

3. Government
4. Community
5. Media

Based on the above theory, research This combine draft *Collaborative Governance* and the *Penta Helix model* in development business sector agriculture. According to Ansell and Gash, *Collaborative Governance* No only question distribution power, but also about the process of dialogue, building trust and commitment together. Meanwhile that, the *Penta Helix model* involving five elements important in development, namely academics, actors business, government, society and media to push innovation. Collaboration second draft This used in management potential agriculture in West Tanjung Jabung Regency so that it can increase income society and run Work The same in a way effective. As for the list of informants in research, namely :

Table 1. List of Informants

No	Name of Source Agency / Position	Penta Helix Elements	Role (Main / Supporting)
1	Head West Tanjung Jabung Regency Plantation Service	Government	Main
2	Head Economic Sector of the West Tanjung Jabung Regional Development Planning Agency	Government	Main
3	Vice Dean of Faculty Agriculture, University of Jambi	Academics	Main
4	Public Relations of PT Persada Alam Jaya	Actors / Private Sector	Main
5	Chairman Palm Oil Farmers Group Progressing Together	Society / Community	Main
6	Farmer coconut Palm oil	Society / community	supporters
7	Palm Oil Farmers	Society / community	Supporters
8	Chairman team planners and controllers LPP TVRI Jambi news	Media	Main

Data collection techniques , namely Documentation , observation and documentation . Data analysis according to Miles & Huberman in the put forward that " Activity analysis qualitative information done in a way interactive and ongoing in a way Keep going continuously until complete , so that the data Already bored ". Activity analysis information that is reduction information, presentation information And take conclusion Then verified.

RESULTS AND DISCUSSION

Collaborative Governance in Improving Income Resident Through Business Potential in the Agricultural Sector in West Tanjung Jabung Regency, Jambi Province

Dimensions starting condition

Dimensions *starting condition* in Collaborative Governance theory explains condition initial factors that influence the collaboration process, such as level trust, balance power and history connection between parties. In West Tanjung Jabung Regency, collaboration in

development sector agriculture specifically palm oil Already start formed through role government area as driving force main program of Palm Oil Profit Sharing Fund (DBH) together perpetrator businesses, farmers, academics, and the media. Although connection inter-actor has intertwined, still there is gap information and capacity, especially between government and farmers small. Government Keep going build trust through socialization and mentoring, while farmer welcome Good program support even though constrained by capital and access technology. The role of academics and the media has also present, but Not yet fully structured. In a overall, condition beginning collaboration show sufficient basis strong For reach objective together, but Still need strengthening trust, equality perception, and improvement capacity for collaboration walk more optimal.

Dimensions *institutional design*

Dimensions *institutional design* in Collaborative Governance theory emphasizes importance rules of the game, structure coordination and mechanisms communication that ensures the collaboration process walk effective, transparent, and participatory. In West Tanjung Jabung Regency, the government through Bappeda and the Plantation Service has form structure institutional For managing the Palm Oil Profit Sharing Fund (DBH) program and increasing productivity agriculture with involving element government, private sector, farmers, academics and media according to Penta Helix concept. Government act as facilitator through communication forums cross sectors, including routine and group coordination information with party private related issue field like TBS prices and facilities production. Academics play a role in compilation studies and recommendations policy, while the media supports it transparency public. Although structure institutional has built, coordination inter-agency Not yet fully integrated, role inter-actor Still overlapping overlap, and involvement farmer in the formulation process policy Still limited. In terms of general, design institutions in the region This has leading to governance collaborative, but still need strengthening integration cross sector, participation public since stage beginning , and evaluation sustainable For ensure effectiveness collaboration.

Dimensions *facilitative leadership*

Dimensions *facilitative leadership* in Collaborative Governance emphasizes importance capable leader bridge interest various parties, building trust, and create fair dialogue space for all actor. In West Tanjung Jabung Regency, the role of This run by the government area through Bappeda and the Plantation Service which function as driving force main Penta Helix collaboration in development sector palm oil. Government facilitate coordination forums cross sector, Musrenbang, and partnership between farmers and companies private, at the same time involving academics For mentoring based research and media as means transparency public. Although leadership facilitative has walk and show direction positive, its implementation Still face constraint like limited government human resources, less its consistency communication with perpetrator business, as well as Not yet optimally participation public in taking decision. In overall, leadership facilitative in the region This has support realization collaboration, but Still need strengthening capacity inclusive, transparent, and adaptive leadership for collaboration walk more effective and sustainable.

Dimensions *Collaborative Process*

Dimensions *Collaborative Process* in Collaborative Governance highlights dynamics Work The same inter-factors, including effort build trust, commitment, and results real through dialogue and Work together. In West Tanjung Jabung Regency, the collaborative process in development sector palm oil involving government regional governments (Bappeda and Plantation Service), farmers, private sector, academics, and media. facilitate regulations, assistance, and access to the DBH Palm Oil program, while farmer involved active through group farmer in the PSR program, development road gardens and training technical. Academic give support scientific and mentoring field, while company private play a role through core-plasma partnerships, coaching, and CSR programs. Although collaboration running and producing real

programs, such as rejuvenation palm oil and improvement capacity farmers, challenges Still There is like limited capital, access market information, and dependence farmers to middlemen. In general overall, collaborative process This has form synergy inter-factor and giving impact positive for improvement income society, but Still need strengthening access , capacity , and coordination so that the benefits increasingly optimal.

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Research result show that implementation *Collaborative Governance* with The Penta Helix approach in West Tanjung Jabung Regency has form synergy real between government, farmers, academics, private sector, and media in development sector coconut palm oil. Government play a role as facilitator main, farmer become perpetrator main in the field, academic give support science and mentoring, private and RAM support chain supply as well as market access, and media help distribution information as well as education public. Collaboration This proven push improvement income public through improvement productivity, market access, and DBH- based programs for palm oil. However, the challenges Still appear like limitations capacity farmers, bureaucracy, infrastructure, and difference interest inter-factors. With however, although has give impact positive, collaboration This Still need strengthened through improvement capacity farmers, more partnerships fairer, more bureaucratic processes simple, and utilization role academics and media optimally for governance more palm oil sustainable .

face-to-face dialogue

Implementation *face-to-face dialogue* In the Collaborative Governance model of Ansell and Gash in West Tanjung Jabung Regency, it can be seen through various face-to-face forums advance like Musrenbang , meeting coordination cross sector , as well as training routine technical activities carried out by Bappeda and the Plantation Service together other actors . Meeting direct This become means important For equalize perception, building trust, resolve problem field, and strengthen commitment collaborative between government, farmers, academics, private sector, and media. Through this dialogue, the farmers can convey aspirations and attainment information policy as well as mentoring technical in a way directly, so that communication ongoing more open and effective. Although Thus, the challenge still there are, especially related limitations frequency and access participation for group farmers in the interior. In general overall, *face-to-face dialogue* has become foundation important for sustainability collaboration management palm oil, however Still need expanded and strengthened to make it even more inclusive and sustainable.

trust building

In Ansell and Gash's Collaborative Governance theory, development trust (*trust-building*) becomes factor important success collaboration. In West Tanjung Jabung Regency, efforts build trust done through openness and involvement active all over Penta Helix actors, such as government, farmers, academics, private sector, and media in development programs

coconut palm oil. In the beginning trust Not yet strong Because doubt farmer to consistency government and companies, but trust start grow after the existence of the DBH Palm Oil program, mentoring direct, regular meetings, and supervision together. Government play a role as facilitator, company apply partnership more transparent, academic give support scientific, and media help guard transparency information. Although so, the challenge Still There is like gap information and differences interests. In terms of overall, *trust-building* process has walk and be base important in strengthen collaboration For increase welfare farmer palm oil, however still need maintained and improved in a way sustainable.

commitment to process

According to Ansell and Gash (2008), *commitment to process* means to what extent the actors willing Keep going involved and consistent running the collaboration process until objective achieved. In West Tanjung Jabung Regency, the commitment This seen from involvement active government, farmers, academics, private sector, and media in development programs coconut palm oil For increase income society. Government provide budget, facilitating regular meetings, and forming collaboration forums. Farmers follow training and rejuvenation programs palm oil, meanwhile party private operate more partnerships fair and supportive productivity farmers. Academics and the media also participated help through mentoring, research, and dissemination information. Although Still There is constraint like absence part actor in forums and limitations budget, collaboration process Keep going develop with support government and society. In general overall, level commitment inter-actor show development positive and increasingly leading to sustainable partnerships.

shared understanding

According to Ansell and Gash (2008), *shared understanding* is understanding together inter-actor about problems, goals, and directions policies that are desired achieved in collaboration. In West Tanjung Jabung Regency, an understanding This built through deliberation forums, meetings coordination cross sectors and mentoring facilitated technical government together academics, private sector, and media. Through this forum, farmers convey constraint production and access to capital, while academics and government offer solution based research and policy, so that formed perception together that improvement income farmer palm oil must done through partnership fair, innovation technology and governance sustainable. Media also participates strengthen understanding public with spread program information. Although Still face difference interests and not yet evenly distributed coordination, *shared understanding* in the region This has develop positive and become foundation important for effectiveness *collaborative governance* sector palm oil.

intermediate outcomes

In Collaborative Governance theory, *intermediate outcomes* is results while what appears during the collaboration process ongoing and functioning strengthen trust, commitment, as well motivation inter-factors. In West Tanjung Jabung Regency, the results between This looks through increasing communication cross sector, synergy in implementation of the Palm Oil Profit Sharing Fund (DBH) program, as well as start formation more partnerships fair between farmers, government, academics, and other parties private including RAM. Government participate compile policy strengthening capacity farmer through training, assistance means production, and facilitation access information, while academics support with research applied and media disseminate information For increase transparency and support public. Although Still face constraint like limitations budget, regulations Not yet in harmony, and varying human resource capacities, achievements This show progress real towards governance sector more palm oil inclusive and sustainable, at the same time prove relevance implementation Collaborative Governance theory Penta Helix model in context West Tanjung Jabung Regency.

Obstacles and Constraints that Occur in Collaborative Governance in Improving Income Resident Through Business Potential in the Agricultural Sector Tanjung Jabung Regency, West Jambi Province

Obstacle Coordination Between Actors

Not yet optimal coordination between government, private sector, farmers, academics and media in West Tanjung Jabung Regency are one of the obstacle main in implementation *Collaborative Governance* based on the *Penta Helix* model. Each actor Still own interests and priorities different, like government that focuses on regulation and private sector that pursues benefits. Government area through Bappeda and the Plantation Service acknowledged that limited funds, overlapping overlap regulations between central and regional, as well as slow bureaucracy often hinder implementation of joint programs. On the other hand, farmers feel not enough involved in the process of taking decision, while academics evaluate Not yet existence regulations specifically regulating Work The same cross actor cause collaboration walk No structured. Condition This show that governance success collaborative is highly dependent on the role active government as initiator and opener room communication between parties to work The same cross sector can come true in a way effective and sustainable.

Limitations Facilities , Capacity , and infrastructure Farmer

Majority farmer people's oil palm in West Tanjung Jabung Regency is still face limitations in knowledge technical cultivation sustainable management finance, and access to modern technology, so that productivity land not optimal despite the rejuvenation program people's oil palm (PSR) has running. In addition, the infrastructure road gardens and transportation results harvest Still become constraint main, especially in remote areas that are difficult to access accessible, so that increase cost distribution and lowering price selling fresh fruit bunches. Chairman group farmer local disclose that condition road damaged and procedures complicated PSR administration make farmer difficulty in operate business they. Government area through Bappeda also acknowledged limitations capacity farmers and obstacles budget as well as coordination cross sectors that create the DBH Palm Oil program Not yet fully capable answer need field. This is show the need strengthening capacity farmers, acceleration development infrastructure, as well as improvement effectiveness collaboration inter-factors so that the management program palm oil can walk more optimal and sustainable.

Regulatory and Bureaucratic Obstacles

One of constraint main in implementation *Collaborative Governance* in the sector agriculture coconut Palm oil in West Tanjung Jabung Regency is problem complex regulations and bureaucracy. Existing regulations often not enough flexible and not siding with people's farmers, especially in the rejuvenation program People's Palm Oil (PSR) is demanding Lots condition administrative like certificate land and legality land, so that make things difficult farmer small For participate. On the other hand, the bureaucracy slow disbursement of funds and aid programs consequence procedure length also makes implementation policy walk No effective. Obstacles This aggravated with overlapping overlap rule between government centers and regions that hinder Work The same between farmers, government and companies private sector. Academics evaluate regulations that have not been contextual cause policy difficult applied in the field and collaboration inter-actor No structured with good. Based on results interviews and observations, research This conclude that implementation *Collaborative Governance* with the *Penta Helix* model in West Tanjung Jabung Regency already walk However not optimal. Obstacles faced No only technical, but also structural and cultural, such as limitations capacity farmers, infrastructure that has not been adequate, and regulations that have not been support synergy inter-actor in a way effective. Therefore that, refinement system regulation, simplification bureaucracy, and strengthening role all *Penta Helix* elements become the key to collaboration This truly can increase welfare public.

Government Efforts to Overcome Obstacles and Constraints of Collaborative Governance in Improving Income Resident Through Business Potential in the Agricultural Sector West Tanjung Jabung Regency.

Construction and Improvement Infrastructure Plantation Supporters.

Government West Tanjung Jabung Regency is making efforts increase infrastructure supporters sector coconut palm oil through utilization of Palm Oil Profit Sharing Funds (DBH) . This effort realized with development and repair road production, bridges, and means distribution results harvest For make things easier mobility farmer. Head The Economic Sector of the Regional Development Planning Agency (Bappeda) of West Tanjung Jabung Regency explained that this program aim lower cost transportation and speed up chain supply of fresh fruit bunches (FFB) from garden to factory, so that price sales received farmer become more competitive. This step reflect commitment government in support improvement efficiency production , strengthening market access , as well as push welfare farmer through development infrastructure oriented towards strengthening sector plantation people's palm oil .

Improvement Capacity Farmer Resources

Government West Tanjung Jabung Regency is also making efforts increase capacity farmer palm oil through training and mentoring technical. The Plantation Service is working The same with academics and extension workers agriculture give socialization about practice cultivation sustainable management pest integrated, and procedures for the rejuvenation program smallholder oil palm plantations (PSR). The Head of the Plantation Service explained that training This aim increase productivity without damage environment. This program become form collaboration government and academics in overcome limitations knowledge technical farmer.

Simplification Regulation and Bureaucracy.

For overcome constraint regulation and bureaucracy, government area West Tanjung Jabung Regency is making efforts simplify procedure administration with push rejuvenation program application smallholder palm oil (PSR) and assistance means production through group farmer or cooperatives to be more easy and efficient. The government also coordinates with government center for the mechanism help more adaptive to condition farmer. Head The Bappeda Economic Sector emphasized that step This aim speed up the process and reduce burden administration farmers, at the same time strengthen role government as facilitator in expedite program implementation.

Strengthening Partnerships with the Private Sector

Government West Tanjung Jabung Regency is making efforts strengthen partnership between farmers and parties private with push pattern Work fair and equal between plasma farmers and core companies, as well as strengthen role Chain Agribusiness Independent (RAM) as partners distribution. The government also encourages formation cooperatives and groups farmer For increase position bid farmer in face fluctuations price. The Head of the Plantation Service emphasized that government play a role active bridge interest farmers and companies to create higher price stable. In terms of overall, effort government in overcome Collaborative Governance barriers are focused on four aspect main: development infrastructure, improvement capacity farmers, simplification regulations and bureaucracy, as well as strengthening partnership with private and institutional local. Although Still face constraint technical and structural, direction participatory policies This show progress towards governance more palm oil inclusive and equitable, at the same time strengthen Penta Helix synergy for increase welfare public.

CONCLUSION

Based on results research and discussion that has been done about *Collaborative Governance* in increase income resident through potential business sector agriculture kelap in West Tanjung Jabung Regency, can concluded as following :

1. The implementation of Collaborative Governance in West Tanjung Jabung Regency has walk although not optimal, with involvement Penta Helix actor who shows progress in management sector coconut palm oil through improvement trust, commitment, and synergy inter - factors below facilitation government area ;
2. Obstacle main in The implementation of Collaborative Governance in West Tanjung Jabung Regency includes limitations capacity farmers, minimal infrastructure, coordination slow inter-agency, as well as regulations that have not been adaptive, although commitment together inter-actor still become base important For strengthening governance collaborative to front.
3. Government West Tanjung Jabung Regency strengthens governance collaborative through training and empowerment farmers, optimization of Palm Oil Profit Sharing Funds (DBH) , establishment of communication forums inter-factors , as well as involvement academics and media, in line with the principle of Collaborative Governance which emphasizes leadership participatory and communication sustainable

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