

Collaboration of Policy Handling Citarum Harum in Bandung District

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This research is based on the magnitude of the losses suffered due to the pollution of the C River for decades. Starting from the damage in the Upper Citarum watershed (DAS) to industrial waste pollution and domestic waste. Not to mention, flood disasters due to river overflows and sedimentation that often occur in the Bandung Basin, especially in Baleendah and Dayeuhkolot. The main problem in this research is the Collaboration of Policy Handling that has been rolled back by the government, namely the Harum Citarum Program which involves many parties in handling problems that occur in the Citarum River. So that the collaboration of this program can solve problems on the Citarum River optimally. The research method used in this research is descriptive analysis with this type of research is qualitative. The qualitative approach was chosen with the consideration that this method is expected to obtain real data and be able to study research problems in depth so that the expected results can be obtained. The use of this qualitative research approach is felt to be very appropriate in the study of public administration. Based on the results of collaborative research in handling the Citarum Harum policy carried out by the West Java Province Environmental Service, Bandung Regency Environmental Service, Sector 6 Citarum Harum, the Shining Garbage Bank Private Party, Telkom University Academics, Walhi West Java Environmental Activists, Community Leaders RW 21 and the community have been running well, although not optimally based on the framework of the Collaboration process put forward by Ansell and Gash. Then the appropriate collaboration model to be applied in handling Citarum Harum policies is based on a frame of mind that leads to changes in mindset and behavior, taking steps to handle it collaboratively.

Key words: *Collaboration, Harum Citarum Policy.*

1.0 Introduction

The Citarum River is one of the rivers in West Java Province which crosses Bandung Regency, West Bandung Regency, Bandung City, Cimahi City, Purwakarta Regency, Karawang Regency, and parts of Bekasi Regency, Cianjur Regency, Indramayu Regency, Sumedang Regency and Bogor Regency. Currently, the Citarum river has very complex problems, including "clean water crisis, high pollution, household and industrial waste, floods, sedimentation, energy availability crisis" (Bappenas, 2015). Even the Citarum River, according to the World Bank's National Geographical Indonesia (2018), received the title as "the dirtiest river in the world". This had become viral on social media and received a lot of attention from foreign media about the condition of the River which made the government and the public feel very concerned about this situation.

The Citarum River should have so much potential that it can help all elements of life, and if all the potential can be utilized to the maximum extent possible, it is possible that the Citarum River Watershed becomes a magnet for attraction for all groups. For this reason, DAS should be made as well as possible as one of the assets that can be utilized as wisely as possible. According to the Ministry of Research and Technology (2018) the potential of the Citarum River, namely data on the population in the Citarum river area as many as 25,301,837 people, a river basin along 269 km and an area of about 695,500 hectares, abundant water, West Java rice production reaching 11,644 .899 tons in 2015, (amounting to 15.41% of total national production, which is 75,550,000 tons), 420 thousand hectares of rice crops, irrigation of rice in Karawang, Purwakarta, Cianjur, Subang, and Indramayu Districts, 2,585 Megawatts of electricity for West Java and Bali, the mountain forest ecosystem in the Citarum River Basin area is the habitat for about 56% of the flora and fauna of Java endemic species, meeting the raw water needs for 80% of the population of DKI Jakarta and three large saguling, cirata, and jatiluhur reservoirs. From these data, it is very clear that the Citarum river is so rich in influencing life that we should protect and preserve it.

The government has not yet calculated how much losses have been suffered due to the pollution of the Citarum River for decades. Starting from the damage in the Upper Citarum watershed (DAS) to industrial waste pollution and domestic waste. Not to mention, flood disasters due to river overflows and sedimentation that often occur in the Bandung Basin. So far, the focus of reform has only been on recovery policies, so that the indications of the program being launched do not appear to be comparable to the total damage. Several programs and action plans that have been carried out in the management of the Citarum river have involved many parties. Call it the vibrating Citarum program (clean, geulis and sustainable) covering policies and laws, controlling conservation restoration, and community empowerment. The Citarum Bergetar master pattern was born as a response to concerns over the increasingly critical conditions of the carrying capacity of water sources and the environment. This step was initiated by the West Java Provincial Government. Citarum Bergetar behavior started in 2001,

one of which was to form a team to investigate the Citarum watershed problem. Then an action plan for the control of damage, pollution and restoration of the C Watershed was formed.

Furthermore, the Integrated Citarum Water Resources Management Investment Program (ICWRMIP), which was promoted by the National Development Planning Agency (Bappenas) in 2008, was a new policy. This program aims to improve the quality of Citarum, overcome environmental problems in the Citarum watershed, provide quality raw water supply and control floods. ICWRMIP covers the entire Citarum route covering 12 Regencies / Cities in West Java, with a total area of 13,000 square kilometers. With the first phase loan capital disbursed from the Asian Development Bank (ADB) amounting to 50 million US dollars. The ICWRMIP program should have promised big hopes for residents of West Java, customers of the Citarum river overflow, such as in Baleendah, Majalaya, and Dayeuhkolot. However, the program, which was designed for 15 years, only focuses on physical development, namely repairing the West Tarum Canal along 54 kilometers, from Karawang to Bekasi (Jabar.tribunnews.com). The last program echoed in 2013, the Citarum Bestari, Healthy, Beautiful and Sustainable (Bestari) Movement missed this prestigious target. The hope is, in 2018, Citarum river water can be drunk. However, until now the quality has not met the water quality standards that have been set, so it is not possible to consume it. The West Java Provincial Government claims the Bestari program has made satisfactory results. For example, minimizing Citarum waste and building a culture of environmentally conscious residents. At least, that's what West Java Governor Ahmad Heriawan said on various occasions.

Precisely in February 2018 a new program was rolled out, namely the Harum Citarum Program which was then re- launched to restore the longest river in West Java. The concepts and ideas are almost the same as the previous programs. However, it is more integrated because it is directly supervised by the central government through the Coordinating Ministry for Maritime Affairs. In handling Citarum, it will be divided into three stages, namely upstream, middle, and downstream. Implementation is carried out in an integrated manner by the central, provincial, district / city governments as well as all related ministries. Including Kodan III / Siliwangi and Polda West Java (PRFM news.com). These complex problems, the government as the policy maker, are of course the highest authority in making regulations to move quickly in restoring the watershed by making various efforts to reduce the problem of the Citarum river . The President of the Republic of Indonesia said “this is a big job, it is impossible to do it for one or two days, a month or two months. We will finish it within 7 years ”(Joko Widodo, 2018). Therefore, the President in his seriousness issued Presidential Decree No. 15 of 2018 concerning the Acceleration of Pollution Control and Damage to the Citarum River Watershed. Considerations made in Presidential Decree No. 15 of 2018 concerning the Acceleration of Pollution Control and Damage to the Citarum River Basin, namely:

1. The Citarum River is a strategic river.
2. There has been environmental pollution and damage resulting in great losses to health, economy, social, ecosystem, and environmental resources.
3. Acceleration and strategic integrated steps are needed for control and law enforcement, which integrate authority among agencies, government, and stakeholders for the restoration of the Citarum watershed.

Then the implementation in Presidential Decree No. 15 2018 tentang Acceleration Pollution Control and Keruksakan Citarum River Basin conducted by various well stakeholder central government, provincial, district / city, as well as all relevant ministries. Including Kodam III / Siliwangi and Polda West Java. By looking at the complex problems, it is an issue that must be handled immediately with the cooperation of various elements of related institutions by carrying out a collaborative policy that is right on target. Starting from the Citarum problem which is so complex with various programs that have been tried but have not found an optimal solution. As the issue of river pollution, floods hit various areas, especially in Bandung regency especially those Baleendah flooding into problems occur each year where the rainy season is an issue that until now could not be resolved with complex and perma salahan else that happened on the River Citarum. By issuing a new program, namely Citarum Harum, with various government agencies moving from the central, provincial, district / city government structures, as well as all related ministries. Including Kodan III / Siliwangi and Polda West Java. With the collaboration in handling the Citarum river, it can answer problems that must be resolved immediately and find a way out.

Various efforts that have been made before, with various programs launched have not been able to solve the problem of the Citarum river. One indication of the obstacle is indicated that there is an overlapping regulation which is the cause. With their collaboration in solving problems in the Citarum river from the central government, provincial government, district / city government into a t e robosan new in Citarum memujudkan Harum. Given that currently the government is faced with complex challenges and problems in controlling the Citarum river. When we find solutions to these problems, we often realize that there are many parties responsible for solving the river and there are many ways to solve these problems, one of which is by collaborating between governments and the government or other organizations. Collaboration is an effort made so that Citarum river pollution and complex problems can be resolved optimally.

In handling the Citarum River, there are still many overlapping regulations in this context that need integrated collaboration. Where the researchers encountered problems in the field after the two years of the Citarum Harum program, where there was a lack of coordination and strong commitment between the government and sector leading in the field. Collaboration between the central government, the provincial government, the Bandung regency government, and the Regional Command III Siliwangi sector 6 baleendah Bandung regency, the private sector, community leaders, academics, environmental activists. Therefore, researchers need to explore

the collaborative process carried out from the government structure of West Java Province, Bandung Regency Government, Kodam III Siliwangi Sektor 6 Baleendah Bandung Regency, private parties, community leaders, academics, environmental activists, especially in the aspect of commitment between collaborating parties. In realizing the Harum Citarum Program in the form of a thesis with the title of research: "Collaboration of Harum Citarum Policy Handling in Bandung Regency".

2.0 Literature Review

The development of public administration that is supported by technological advances will have consequences for the process of achieving organizational goals. Public administration as the overall activity carried out by state officials in the process of change cannot be separated from the growing organizational, administrative and management problems. The consequence of the development of public administration is in line with the development of classical administrative theory studies which focus on three development paths, namely bureaucracy, administrative theory, and scientific management. Thus, the development of the bureaucracy in terms of organizational structure with various aspects related to the professional elements that every state or government apparatus needs to have. The bureaucracy is a vital part of the organization of companies, government, education and other complex organizations. Every human being in achieving his goals cannot be separated from the various challenges faced. Therefore, in order to face these various challenges, cooperation between the people in it must be carried out. Siagian (2007: 3) states that:

The existence of cooperation of people to achieve these goals, it can be said that they have carried out the administrative process, because administration is the whole process of cooperation between two or more people based on certain rationalities to achieve predetermined goals. Administration which is a phenomenon of cooperation of a group of people to achieve goals can be seen as an art (art) or administration in practice and administration as a science (science). According to the state administration agency (2002: 1) the definition of administration is: In elementary, administration occurs when there are two or more people who work together to carry out certain activities with certain goals to achieve certain common goals. Naturally, among humans, these activities, suggestions and goals are related to one another. Therefore, administration is a sub system.

Seeing the process of running a country can be seen from the way the state administration behaves from an administrative function so that it is necessary to separate one from another, even though both are to achieve the goals of the state. The public administration process has different characteristics depending on the way it is judged. When viewed from the side of government administration, it can be said that it is a process of the management organization of people and things and the environment to achieve government goals. Therefore, it is natural that today many people define the definition of administration as broader than management and vice versa, Breach (2008: 10) says that: Administration that part of the management

process concerned with the institution and carrying out of procedures by which the program is laid down and communicated and the progress of activities is regulated and checked against a plan. Administration is part of a management process that focuses more on organizational aspects, through increased communication activities, in line with that, Kreintner (2008: 12) defines management as follows: "management is the process of working with and through others to achieve organizational objectives in changing environment central, to this process is the efficient use of limited resources". This means that management is a process of an activity with and through the achievement of organizational goals in environmental change, the core of that activity is the effectiveness and efficiency of the use of resources.

Given that currently the government is faced with complex social challenges and problems in realizing Citarum Harum. When we try to find solutions to these problems, we often realize that there are many parties responsible for the problem of pollution in the Citarum river and there are many ways to solve and answer these problems, one of which is by collaborating between governments and communities or other organizations. This makes the boundaries of an organization biased, let alone talking about general interests, this fact that causes the relationship between organizations or between the parties involved to change from a pattern that tends to be mechanistic to more organic. Collaboration is essentially a collaborative action that is needed at every level of the organization. In this case, collaboration can take place in several contexts, including taking place within the organization or called internal organizations, as well as external organizational cooperation or often called interorganizational relations, namely cooperation carried out by two or more organizations, in order to achieve certain goals.

Some experts put forward the notion of collaboration regarding the context of internal and external cooperation in organizations, including Russell M. Linden (2002: 7). Linden expressed what is what is called collaboration: "collaboration occurs when people from different organizations (or units within one). organization) produce something together through joint effort, resources and decision making, and share ownership of the final product of productivity. The process is the stages that must be carried out before achieving a goal. The collaboration process is the stages that must be carried out so that the common goals that have been set can be achieved. Richard (Raharja; 2008: 9) argues that collaboration is an incremental process through several stages:

1. Development of a collaborative vision that defines common interests.
2. Approaches to visioning in the form of conveying collective understanding and experiences. The results are documented in the form of operating principles as a reference for how the stakeholder works.
3. Appreciative inquiry, which is a tool to find better, more effective and constructive ways that include the four D's:
 - a. Discovery is about finding the best;

- b. Dream is associated with high vision generated;
- c. Design is related to what is done;
- d. Deliver how the design is implemented is implemented;

In addition, Richard (Raharja: 2008: 9) argues that the collaboration process must have goals that can be understood together and have principles that support the achievement of goals. The process of a collaboration is carried out in several stages. A stage of the collaboration model is important to consider as a strategy in the management of a public affair. Although the collaborative process is difficult to do because the character of each stakeholder is different from one another. Ansell and Gash (2007: 558-561) suggest 5 indicators of the collaboration process, including the following:

1. Face to face dialogue

All collaborative governance builds on face-to-face dialogue between stakeholders. As a consensus-oriented process. The "thick communication" allowed by direct dialogue is necessary for stakeholders to identify opportunities for mutual gain. However, face-to face dialogue is more than merely the medium of negotiation.

2. Trust building

Good collaborative leaders recognize that they must build trust among erstwhile opponents before stakeholders will risk manipulation. What be comes evident in the case studies is that building is a time-consuming. Process that requires a long-term commitment to achieving collaborative outcomes.

3. Commitment to the process

Commitment is closely related, of course, to the original motivation to participate in collaborative governance. But stakeholders may wish to participate in order to make sure their perspective is not neglected or to secure legitimacy for their position or to fulfill a legal obligation, act. By kontras, commitment to the process means developing a belief that good faith bargaining for mutual gains is the best way to achieve desirable policy outcomes.

4. Shared understanding

At some in the collaborative process, stakeholders must develop a shared understanding of what they can collectively achieve together.

5. Intermediate outcomes

Further results from the collaboration process are manifested in the form of outputs or tangible outputs. This is the result of a critical and essential process in developing momentum that can guide the success of a collaboration.

3.0 Research Methodology

This research aims to analyze collaboration in handling the Citarum Harum policy, considering that currently there is damage and pollution to the Citarum River, which must be immediately restored and controlled for the pollution and damage that has occurred in the Citarum River Watershed. Then the researchers analyzed data related to collaboration in handling the Citarum Harum policy in Bandung Regency. This research was conducted based on the phenomenon that occurs, namely pollution and damage to the Citarum river basin in West Java, especially Bandung Regency in Sector 6.

The method used in this study is descriptive analysis by type of research is qualitative. According to Moleong (2009: 3) that "qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and actors who can be observed". The qualitative method was chosen with the consideration that this method is expected to be able to obtain real data and be able to study the researcher's problems in depth so that the expected results can be obtained. The use of qualitative research methods is felt to be very appropriate in the study of public administration science, especially research that tries to study and understand a society further. Sukidin (2003: 1) says that "qualitative research is a type of research that produces discoveries that cannot be achieved by using statistical procedures or by means of other qualifications". Qualitative research can be used to examine people's lives, history, behavior, organizational functionalization, social movements, or kinship relationships. Qualitative research requires guidance in the formulation of substantive theories based on data.

Qualitative research has its strength mainly in its inductive approach that focuses on specific situations and an emphasis on words not numbers. Qualitative research is research that is able to describe in detail the phenomena that occur in the field. Basically, qualitative research emphasizes process rather than results. In addition, only qualitative methods are able to explain and describe a system. Not only that, qualitative research is easier to adjust to conditions that occur in the field and the existence of theory in qualitative methods is not to be tested in order to find the truth. However, the existence of theory in qualitative research can be developed based on the data that has been obtained in the field.

4.0 Result

Based on the 5 (Stages) in the collaboration process proposed by Ansell and Gash (2007: 558-561), it describes in detail each stage in each step of the collaboration process carried out by parties related to the collaboration of the West Java Province Environmental Service, Bandung Regency Environmental Service, Sector 6, Private Waste Bank Shining, Telkom University Academics, West Java Walhi Environmental Activists, Community Leaders of RW 21 and the community. However, Ansell and G ash's theory does not discuss or carry out participatory supervision in collaboration. Supposedly, after all the stages are carried out starting from dialogue meetings, face to face, planning at the initial stage to implementation, participatory supervision must be carried out.

Supervision terh a dap implementation of the policy handling Citar um is still very weak. It is proven that floods always occur, especially in the Baleendah and Dayeuhkolot areas of Bandung Regency. 5 in dikator of theory Ansell and G ash these include 1). Face to face dialogue, 2). Trus Building, 3). Commitment to the process, 4). Shared Understanding, 5). Intermediate outcomes, the five stages of theory from Ansell and Gash, if implemented properly by related parties, then the goals to be achieved will be accomplished with what is expected. Given the collaboration does not rule out the participation of other parties to be involved in handling the Harum Ci tarum policy. Without participatory supervision carried out, especially by the government. Participatory supervision is in need dala m collaborate handling policy of j a right Ci Tarum Harum especially in the financial reporting of related happenings that came out not to biyaya issued does not correspond to what was planned. Likewise, what researchers have met in the field is that in the openness of the budget for the Harum Ci tarum Program is still not open, which every researcher asks whether the government is concerned, the answer is always in accordance with what is in the action plan. The government should be more transparent in this case, especially to the public, especially when using funds from the APBN or APBD, especially if there are loan funds from outside that the public should know. So with that in per l ukan participatory control measures in the framework of the policy handling Ci Tarum fragrant, so what was planned in accordance with what is expected lest this program into a program that is considered less successful while pulled luarkan biyaya is not small.

In fact, what has happened is the previous Ci Tarum programs, which are considered less successful while consuming large costs and even using borrowed funds. What is worrying is that the Harum Ci Tarum Policy program uses borrowed funds with results that are not yet optimal due to the continuing flood disasters in the Bandung basin area, especially Baleendah and Dayeuhkolot. So in this case the main problem is the participatory supervision of the Handling of the Harum Ci tarum Policy, and also enforcing the law, especially in the upstream side which is made into agricultural areas. basin Must be improved still legal to remove your industry g The mill waste into the river Ci Tarum. Likewise,

the people's mindset must be changed, supervision must also be strengthened when later after the completion of the Ci Tarum Harum policy program. should there sa ng the firm begins upstream of Entrepreneur Farmer, Business Actor Factory, lest there are parties interested or elements of arbitrary law can be purchased, and therefore the researcher wants not only the authorities who supervise participative, but all elements are involved in maintaining the spirit of the Ci Tarum River.

Although until now it has not been said to be very successful this Harum Citizen Policy Program. M aka the government should be more transparent h currents in doing so tra nsparasi the public to know, that in k ewatirkan by the public is the lack of publicity to the public, especially in matters of the budget, will spend biaya especially relying on the people's money and loan money is very detrimental to community members. Should there be any reports in the evaluation agenda there must be transparency which must be known by the public. It is not only known by policy stakeholders, but the public also needs to know about where the Program funding is?, And what is the money used for? What are the results of the use of these funds. S EHI guns public know and feel not only the spectators who want to come with a policy that has been set by policy makers.

4.1 The Citarum Harum Policy Handling Collaboration Process Model

Collaboration in handling the Citarum policy which includes two stages, namely pre-collaboration and post-collaboration or efforts to handle and control damage and pollution in the Ci Tarum River watershed. Handling efforts are efforts made so that the problem can be controlled by the damage that occurred to the Citarum River in Bandung Regency in particular , which was instructed directly by the President in Presidential Decree No. 15 of 2018 which involves all elements trying to restore the condition and damage that occurred to Sun gai Citarum, which this effort is no result then Army personnel made as Liding sector, with m enetap in the catchment areas S ungai Citarum during Kebi Program jakan Citarum underway. H usu s her Researchers in Focus are made Sector 6, involving a wide range of elements in the handler 's River Ci t ar um It's among the parties collaborate in Sector 6.

The pen was obtained from Walhi West Java, which the researcher saw in the Current Policy Program, he hoped it would succeed according to the target of Harum Harum 7 years of Harum. Researchers hope that policy makers can manage the program properly so that events like the previous programs do not occur, so researchers hope that there will also be openness to the public both regarding the budget used in the Ci Tarum Harum program, related to the successes that have been achieved so far and There is strong supervision or participatory supervision so that the Ci Tarum Program becomes a successful Program to see that there is still a period of approximately 5 years. Do not let it become an ineffective program what else to use loan funds that will be a burden on the people and can solve problems

that are currently occurring, especially in the Bandung basin area, namely Baleendah Banjir, can be overcome.

Actions taken not in accordance with procedures will only make the Policy Program less effective and efficient. In the handling of this Harum Ci tarum policy, the author understands that the collaboration process is not only carried out when there is a Policy Program that has funds, although not all elements related to collaboration get Grants or enter into the budget plan. The collaboration process must be continuous in maintaining and preserving the river Citarum. The success or failure of the Harum Ci tarum Program can be seen in its sustainability after the Citarum Harum policy program ends. There will be a significant change, both of their peoples, Governments, from business actors and all its aspects, not to the current program would run three years there have been changes especially to 7 years. After the completion of this program there must be sustainability.

5.0 Discussion

Programs before Citarum Harum Must be used as learning for improvement. Therefore, the collaboration process model is in accordance with Ansell and Gash, namely through stage 1). Face to face dialogue, 2). Trust Building, 3). Commitment to the process, 4). Shared Understanding, 5). Intermediate outcomes include participatory supervision.

Step 1. Face to face dialogue

Private Bank Trash Shine, Academics Telkom University, Environmental Activist WALHI West Java, Community Leaders Chairman of RW 21 and the community. All of these elements collaborate with formal government institutions because the government does not allow solving problems that occur in Ci tarum can be resolved, thus requiring non-formal institutions. After conducting a face to face meeting. Carrying out careful planning that has been stated in an action plan that has been agreed upon and understood by each related element, then the Liding Sector is Sector 6 which is assisted by the private sector, academics, communities, figures and the public who will later implement Presidential Decree No. 15 of 2018.

Step 2: Trust Building

There are several stages in carrying out Trust Building in step 1 including equating the goals of both the formal and non-formal parties which include the same goals that refer to Presidential Decree No.15 of 2018 by building a good belief system that has been outlined in the Action Plan. Then joint action in implementing the Action Plan in handling the Citarum Harum policy, which is directly led by the Governor of West Java who is in the handling of the Ci Tarum Harum policy like what the Governor of West Java said that it involves all aspects

of stakeholders accompanied by background behind and his ability to work together. Then in this plan the division of tasks was determined in which the Governor of West Java appointed the Daily Chairperson of the Task Force to be Pangdam III Siliwangi who moved thousands of TNI Soldiers who were scattered into several sectors which were made as sector Liding in the field, where the Governor trusted the TNI as Liding the inner sector. This Harum Citarum policy program, meanwhile, DLH West Java Province as the Daily Chair of the Secretariat where all coordination is centered in DLH West Java Province.

Step 3: Commitment to proses

It needs to be emphasized again that the collaboration is carried out because no one party is perfectly capable of carrying out efforts to deal with the damage and pollution that occurs in the Citarum River watershed. Each party on the other hand must have limitations, not all parties are able to handle complex problems that occur in the Citarum River watershed. The collaboration is done every element elements complement each other , Just as happened in the field Liding sector require communication tools to the government side either province or district, the Liding sector needs tech help then there telecoms helped in terms of both technology waste processing equipment, Robot garbage collection, education to the community through Telkom University thematic KKN, requires a private party that is able to reduce waste, so there is a Shining Garbage Bank that accommodates Garbage to be a blessing by way of tubes, requires a community in terms of structuring the beauty of the Environment so it is assisted by the community under walhi and the Organization i , an organization that society, Liding sector requires awareness of the mindset of the society in bantuh by community leaders by performing various movements in the public education clicking. So in this case a high commitment is needed in each working element that can be shown in the work of each party. Where each party makes work priorities based on the goals to be achieved.

Step 4: shared understanding

In order for collaboration in handling the fragrant Citarum policy to be achieved, the West Java Province Environmental Service, Bandung Regency Environmental Service, Sector 6, Private Waste Bank Shining, Academics Telkom University, West Java Walhi Environmental Activists, Community Leaders of RW 21 and the community. Making mutual understanding or in the form of establishing rules or norms so that efforts in handling the Citarum Harum policy achieve common goals and personal goals of each organization. Rules and norms can also be in the form of technical instructions or guidelines in the efforts penanganan policy Citarum Harum that the process performed is the reliable owned rules and sanctions against those who do not want to back e o f or contribute. However, all receive sanctions and obey the same rules or norms. This is what makes this process a reliable process that can be relied upon in handling the Citarum Harum policy and does not appear to be a policy program that is made into projects that formally must be carried out so that these parties do not seem to be standing

by to face the problem. Pollution problems and damage to the Citarum watershed in Bandung Regency.

Collaboration will not occur without a good relationship between the collaborating parties. The Department of Environment of West Java Province, Environmental Service of Bandung Regency, Sector 6, Private Waste Bank Shining, Academics of Telkom University, Environmental Activists of West Java Walhi, Community Leaders of RW 21 and the community. Conducting various meetings in the framework of coordination, especially with sector leading in the field in order to achieve good collaboration in handling the Harum Citarum Policy. In this stage, a relationship can be established over a simple effort by having meetings both formally and in meetings held at the Secretariat of Sector 6 so as to avoid misleading. The next process in collaboration in handling the fragrant citarum policy is evaluation. Evaluation of the implementation of the Citarum watershed damage and pollution treatment is a feedback for the basic policy efforts to deal with the fragrant Citarum policy where the policy is guided by Presidential Decree No.15 of 2018. Furthermore, an evaluation of the implementation of damage and pollution to the Citarum watershed is then carried out an annual evaluation which is carried out at the Task Force secretariat. Ciatarum Harum, which will later report its development results to the President. Each leader of the organization was seen to carry out periodic evaluations of the collaboration in handling the Citarum Harum policy carried out including evaluations related to damage and pollution in the Citarum watershed which in the evaluation were regarding the achievement of their organizational goals and the achievement of common goals in the collaboration carried out. The results of the evaluation of each leader are then discussed and discussed together. So that the results of the evaluation are among the obstacles in handling the Citarum Harum policy.

Step 5: Intermediate outcome

The results that have been achieved or the final results deserve to be celebrated and given awards to members who have made very optimal efforts so that the goals can be achieved. The celebrations carried out and the awards given will be a motivation for all members involved because their efforts and efforts are appreciated.

Step 6: Participatory Monitoring

The next process in Citarum Harum policy snack is supervision. Supervision is carried out with the involvement of researchers or academics and the general public. Collaboration is a collaborative network where if one of the parties is lame it will have an impact on other parties, it is necessary for observers to measure the extent of the success rate as well as how the budgeting is applied.



6.0 Conclusion

Based on the results of the research, it can be concluded that the collaboration in handling the Harum Citarum policy is carried out by the West Java Province Environmental Service, Bandung Regency Environmental Service, Sector 6 Citarum Harum, Private Waste Bank Shining, Academics Telkom University, Environmental Activists Walhi West Java, community leaders, the head of RW 21 and the community, have been running well even though they are not optimal based on the Collaboration process put forward by Ansell and Gash, among others, 1). Face to face dialogue, 2). Trust Building, 3). Commitment to the process, 4). Shared Understanding, 5). Intermediate outcomes. Namely, that the handling of the Citarum fragrant policy still has many different perceptions in the bureaucratic style applied by the sectoral Leading, namely the TNI, with the bureaucratic style applied by the Government.

Pollution and flooding continue to occur despite the various efforts or programs that have been made, due to a lack of evaluation and supervision as well as firm action in applying sanctions to those who are still violating either the entrepreneur or the lifestyle of the surrounding community. The researcher considers that the Harum Citarum Policy program lacks transparency, especially regarding the use of funds that the public should know about. And most importantly, there must be a follow-up after the completion of the Citarum Harum program to protect the spirit of the Citarum River from being neglected as before. The new concept in this research is participatory supervision, which will strengthen the indicators of the collaboration process apart from, 1). Face to face dialogue, 2). Trust Building, 3). Commitment to the process, 4). Shared Understanding, 5). Intermediate outcomes.



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