

RINGKASAN

Penerapan *collaborative governance* di Indonesia telah diterapkan untuk menghasilkan kebijakan. *Collaborative governance* timbul karena adanya keterbatasan kapasitas baik kemampuan dan sumber daya yang dimiliki pemerintah sehingga mendorong terjalinnya kerja sama kolaboratif dengan sektor swasta maupun masyarakat dalam mencapai tujuan kebijakan. Praktik kolaborasi ini dilakukan Pemerintah Kabupaten Banyumas melalui Dinas Tenaga Kerja, Koperasi, dan UMKM dalam upaya mencapai tujuan meningkatkan daya saing UMKM di Kab. Banyumas. Sehingga penelitian ini akan mengkaji tentang “*Collaborative Governance* dalam Peningkatan Daya Saing UMKM di Indonesia (Studi Kasus di Kabupaten Banyumas).

Penelitian ini bertujuan untuk mengetahui lebih mendalam mengenai kolaborasi Dinas Tenaker, Koperasi, dan UMKM Kab. Banyumas dalam mencapai tujuan peningkatan daya saing UMKM. Untuk membantu mempermudah menganalisis proses kolaborasi, maka penelitian ini menggunakan teori *collaborative governance* dari Emerson, Nabatchi dan Balogh (2012), dengan aspek utama yang terdiri dari dinamika kolaborasi, tindakan-tindakan dalam kolaborasi, serta dampak dan adaptasi hasil tindakan pada dinamika kolaborasi. Selain itu, dilakukan juga analisis terhadap ukuran keberhasilan *collaborative governance* tersebut dari konsep DeSeve (2007).

Penelitian dilakukan dengan menggunakan metode kualitatif deskriptif. Data diperoleh melalui wawancara, observasi, dan dokumentasi. Sehingga validitas data menggunakan teknik triangulasi. Informan penelitian dipilih berdasarkan teknik *purposive sampling*. Hasil penelitian dari proses kolaborasi dalam upaya peningkatan daya saing UMKM di Kab. Banyumas melalui Program Pelatihan Kewirausahaan dan Manajemen Pemasaran menunjukkan hasil yang baik, meski perlu perhatian dan perbaikan dalam beberapa hal. Secara garis besar, ketiga aspek yaitu dinamika kolaborasi, tindakan-tindakan dalam kolaborasi, serta dampak dan adaptasi hasil tindakan pada dinamika kolaborasi menunjukkan hasil yang baik. Masalah yang telah diidentifikasi sebelumnya yaitu permasalahan pemasaran pada UMKM setidaknya mampu teratasi secara bertahap. Dalam pelaksanaan kolaborasi masih terdapat aspek yang perlu perhatian dan diperbaiki, diantaranya terkait dengan SOP dan pelibatan wewenang antar pihak. Maka dari itu diperlukan untuk melanjutkan kolaborasi dengan perjanjian yang bersifat legal-formal untuk jangka panjang. Hal tersebut dimaksudkan agar bisa menjangkau UMKM yang ada di Kab. Banyumas, mengingat dampak sementara dari proses kolaborasi ini menunjukkan hasil yang baik.

Kata Kunci: Kebijakan Publik, *Governance*, *Collaborative Governance*, UMKM

SUMMARY

The implementation of collaborative governance in Indonesia has been implemented to produce policies. Collaborative governance arises because of limited capacity, both abilities and resources owned by the government, thereby encouraging the establishment of collaborative cooperation with the private sector and society in achieving policy goals. This collaborative practice is carried out by the Banyumas Regency Government through the Department of Manpower, Cooperatives and MSMEs to achieve the goal of increasing the competitiveness of MSMEs in the Regency. Banyumas. This research will examine "Collaborative Governance in Increasing the Competitiveness of MSMEs in Indonesia (Case Study in Banyumas Regency).

This research aims to find out more deeply about the collaboration between the Department of Manpower, Cooperatives and UMKM District. Banyumas in achieving the goal of increasing the competitiveness of MSMEs. To help make it easier to analyze the collaboration process, this research uses the collaborative governance theory from Emerson, Nabatchi and Balogh (2012), with the main aspects consisting of collaboration dynamics, actions in collaboration, as well as the impact and adaptation of the results of actions on collaboration dynamics. Apart from that, an analysis was also carried out on measures of the success of collaborative governance based on the DeSeve (2007) concept.

The research was conducted using descriptive qualitative methods. Data was obtained through interviews, observation and documentation. So that the validity of the data uses triangulation techniques. Research informants were selected based on purposive sampling techniques. Research results from the collaborative process in efforts to increase the competitiveness of MSMEs in the District. Banyumas through the Entrepreneurship and Marketing Management Training Program shows good results, although it needs attention and improvement in several areas. In general, the three aspects, namely collaboration dynamics, actions in collaboration, as well as the impact and adaptation of the results of actions on collaboration dynamics show good results. The problem that was previously identified, namely marketing problems in MSMEs, can at least be resolved gradually. In implementing collaboration, there are still aspects that need attention and improvement, including those related to SOPs and the involvement of authority between parties. Therefore, it is necessary to continue collaboration with long-term legal-formal agreements. This is intended to be able to attract MSMEs in the district. Banyumas, considering the temporary impact of this collaboration process, shows good results.

Keywords: Public Policy, Governance, Collaborative Governance, MSMEs