

Collaborative Governance in Nagari Development in Nagari Tigo Balai, Matur District

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ABSTRACT

This study explores the implementation of collaborative governance in village development in Nagari Tigo Balai, Matur District, a locality recognized for its excellence in village financial management and fiscal transparency. Using a qualitative case study approach, the research analyzes how key collaborative governance principles are applied across the planning, implementation, and monitoring stages of local development. The findings reveal that five critical factors –willingness to compromise, effective communication, mutual commitment, trust, and information sharing – consistently shape stakeholder collaboration during all phases of the development process. These elements foster inclusive participation and strengthen transparency in local governance practices. However, the study also identifies inhibiting factors, including limited innovation in village development strategies and insufficient openness in financial disclosures by the nagari government. This research contributes to broader discussions on participatory governance and decentralized development in emerging economies. It provides practical insights into how collaborative governance can enhance administrative accountability and community engagement, particularly in culturally rooted governance systems beyond the Western context.

Introduction

Application Law Number 6 Year 2014 shows that the village has the right and authority to regulate the interests of its community in various aspects, both in aspects of development, public services, community empowerment, community development and various other aspects related to the interests of the community. The role of the village government is indeed felt to be very necessary in various aspects of people's lives, new innovations and the attention of the village government on village infrastructure are also very necessary for the realization of complete development (Runi & Ferdian, 2021). At this time, the role of the village government is needed to support all forms of development activities. Various forms

of planned social change under the name of development are introduced and implemented through the village government (Sambodo & Pribadi, 2016).

The "Nawa Cita" is a set of nine initiatives by President Jokowi-JK that aims to prioritize the attention given by the central government to local governments. The third objective, which involves enhancing the regions and villages within Indonesia, aims to develop the country from its periphery (Munandar, 2019). This is achieved by strengthening the unitary state, starting from the outer regions and moving towards the center. To accomplish this, village funds are allocated from the State Revenue and Expenditure Budget (APBN). This program is a significant initiative aimed at promoting the development of rural areas, and it is currently ongoing.

Researchers must evaluate the village finance management system in terms of democracy and the ability of the village government via academic and theoretical studies, especially in collaborative governance theory. Hence, the presence of sufficient human resources (HR) within the government sector is crucial for establishing an effective work system, particularly in the context of village fund administration. The competency of village government officials is essential to enhance the desired quality of work during the administration of government. Specifically, the effective management of village funds requires a enough skilled personnel. This is crucial as the amount of funds allocated to villages is expected to rise in the future, necessitating an increase in the capacity and proficiency of personnel in handling village fund, particularly in the realm of fund management.

Collaborative governance is a method that addresses the stakeholders' desire to participate in collaboratively implementing development, to address the constraints in meeting the growing demands of the community (Ansell & Gash, 2008). The response is directed against the insufficient allocation of government money, which fails to meet the growing expectations of the community for improved government performance. The objective is to secure resources to implement development initiatives. Collaborative governance ensures that development aligns closely with stakeholders' expectations, leading to substantial progress. The presence of village finances becomes a crucial component in addressing village development issues when all relevant stakeholders demonstrate full collaboration and dedication.

Hence, it is important to have parties capable of engaging in communication and harmonizing their comprehension of village finance management in order to effectively address the requirements for village development. The village authority, given its constraints, lacks the capacity to independently resolve current issues. Collaboration is the means by which to achieve the desired outcome (Hasniati, 2016). The presence of limited capabilities, resources, and networks serves as facilitating factors for the execution of a program or policy, prompting the government to engage in collaboration with diverse stakeholders to build cooperative partnerships in order to achieve the goals of the program or policy. The participation of several stakeholders has the capacity to enhance the development of the village by using the collective resources possessed by all cooperating entities (Ode et al., 2020).

Nagari Tigo Balai is one of the villages in West Sumatra, precisely in Matur District, Agam Regency. In terms of the successful implementation of village funds, Nagari Tigo Balai is one of the villages included in the Ministry of Finance book entitled "The Story of the Success of Village Funds (Lilin-lilin Cahaya di Ufuk Fajar Nusantara)" which was published in 2018, because it has made big changes in the Nagari in terms of improving infrastructure development for the welfare of its people. The success of Nagari Tigo Balai in terms of advancing its nagari cannot be separated from the role of the nagari government, institutions and elements of society that are outside the Nagari government.

Research related to village funds always provides updates in the world of research. Most of the previous studies examine how good governance and the application of its principles in managing village funds are carried out by every village/nagari in every region in Indonesia. Some of these studies such as; research from; Ikhsan et al (2020); Kuncoro et al (2019); Muhiddin (2017); Nurlinah et al (2018); Ode et al (2020); Sudarmoko (2020); and Triwulandari & Purba (2023). Basically, some of these studies aim to find out the application of the basic principles of good governance in the management of village funds, starting from the planning, implementation, administration, reporting and accountability processes (Ikhsan et al., 2020; Nurlinah et al., 2018). Furthermore, research interest in village funds is also focused on several studies on the ability of village/nagari government apparatus human resources in managing the large amount of village fund budgets that are obtained annually by villages/nagari. Some of these relevant studies are research from Yentifa et al (2023) on the quality of human resources in managing village funds; and the same is true of research from Sebrina et al (2019).

Interestingly the implementation of each of the principles of good governance and about the low human resources of village/nagari government officials who still need guidance, previous researchers also studied the cooperative relationship between institutions, community groups and other organizations in supporting various village policies, one of which was about village funds. According to Antono et al (2020) the involvement of community actors and community at the local level is a strategic step in managing village funds in order to provide a transparent and accountable effect, as mandated by the collaborative governance model so that development outcomes become more beneficial to residents. Collaborative governance model that recommends maximizing the right use of village funds. Reflecting on In some cases, the management of village funds that are less effectively managed by the village/nagari generally occurs due to a lack of human resource competence.

This is illustrated by research from Muhiddin (2017) conducted in Gowa district, of the four villages receiving village funds in Gowa Regency were not ready to receive village funds in 2015. In line with previous research, the quality of human resources in several village governments, especially in Deli Serdang Regency is still very lacking. This has resulted in several cases of corruption in village funds as well as allegations of misappropriation of village funds in several villages in Deli Serdang Regency (Lubis et al., 2020).

Departing from several previous studies, research on village funds has always attracted the attention of researchers. This is from various aspects of village funds, especially in terms of creating village development. A number of years behind, the focus of research on the principles of good governance and the capacity of the village government in terms of managing village funds then became of particular interest to researchers earlier. This is based on the fact that the performance of the village government is the main reference for success or failure in managing village funds for the realization of village development expected by the community.

However, based on the researcher's previous studies, it is evident that the research lacks thoroughness in analyzing the implementation of collaboration and various forms of collaborative governance in village/nagari government, as well as their interaction with community elements in village/nagari development. For the successful management of village funds and the development of the village, it is imperative that the village government collaborates with institutions, community elements, and the community itself. This collaborative effort is essential to achieve the desired goals of village development. Hence, this study aims to investigate the extent to which collaborative governance contributes to the development of Nagari Tigo Balai, Matur District.

Literature Review

Collaborative Governance

The theoretical foundation of collaborative governance is derived from various scientific disciplines, such as organization theory, public administration theory, leadership theory, strategic management theory, policy studies, planning and environmental management studies, network theory, conflict management theory, and communication theory. Astuti (2020) states this theoretical foundation impacts the perspective and attention while constructing the primary constituents that constitute it.

Collaborative governance, as defined by Ansell and Gash in Astuti (2020), refers to a method of government management that actively engages external stakeholders in the decision-making process. This approach emphasizes consensus and deliberation, with the goal of developing and implementing public policies and programs. Collaborative governance refers to a set of agreements where public institutions actively engage "non-state" stakeholders in a formal, consensus-driven, and deliberate process of policymaking. The goal is to develop and execute public policies or regulate public programs or assets. In addition, Ansell and Gash in Astuti 2020 identify four crucial factors for understanding collaborative governance: beginning conditions; institutional design; leadership; and collaborative process.

Unlike Ansell and Gash in Astuti (2020), Kirk Emerson, Tina Nabatchi, and Stephen Balogh (2012) provide a broader definition of collaborative governance. They describe it as a public process and structure that involves people from various sectors, such as public bodies, different levels of government, and public, private, and civil organizations. This collaborative approach aims to achieve common

objectives that cannot be accomplished through alternative methods. There are three distinct processes involved in collaboration: (1) collaboration dynamics, (2) collaboration actions, and (3) impact and adaptation to the collaboration process (Emerson et al., 2012). To be more precise, Ansell and Gash prioritize collaborative governance that is rooted in consensus and agreement, concentrate on strategies for establishing collaboration. In essence, the viewpoint of these two specialists may be summarized as follows: collaborative governance refers to a procedure including the establishment of cross-sectoral, multi-organizational network structures (comprising government, private sector, and civil society) that engage in collective decision-making.

Village Development

As a form of supporting the implementation of village duties and functions in the administration of government and development. There are regulations that form in accordance with the authority that has been determined. Namely Law Number 6 of 2014 concerning villages, gives a mandate to the government to allocate village funds. Village funds as the foundation for development are budgeted every year in the APBN which are given to each village as a source of village income. This policy goes hand in hand with efforts to integrate and optimize all existing budget allocation schemes from the Government to villages.

Management of village funds is the responsibility of the village government, in this case led by the village head and assisted by village officials in managing village finances. Village fund management carried out by officials can be necessary and important to involve the community directly, as residents of the village that is the target of the village fund program, it is appropriate for all communities to be involved and know about the management of village funds. In addition, to gain trust from the community, accountability for village fund management must involve the community (Hulu et al., 2018). In managing village funds, what needs to be considered is the priority of the needs of the village community itself. So that in the implementation process there is no mismatch between community needs and the policies made from the village fund program by the village/nagari government.

Village development is a manifestation of President Jokowi's 3rd Nawa Aspiration, namely "Developing Indonesia from the Periphery by Strengthening Regional Areas and Villages within the Framework of the Republic of Indonesia." Village development needs to be enhanced by: empowering the local economy; creation of local transport access to growth areas; and accelerating the fulfillment of basic infrastructure. Through the regulation of Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia (Permendes) Number 21 of 2015 concerning Determining Priorities for the Use of Village Funds in 2016 in article 6 states that to improve the welfare of village communities and the quality of human life as well as poverty alleviation, priority use of village funds is directed for the implementation of village development programs and activities.

This Minister of Village Regulation is in line with the previous law concerning Villages No. 6 of 2014, in article 78 (1) concerning village development objectives to

improve the welfare of village communities and the quality of human life as well as overcoming poverty through fulfilling basic needs, developing village facilities and infrastructure, developing local economic potential, as well as utilizing natural resources and the environment effectively. sustainable. Minister of Home Affairs Regulation number 114 of 2014 concerning Village Development Guidelines in article 1(7) states that village development is an effort to improve the quality of life and life for the greatest welfare of village communities.

Research Methods

This study employs qualitative research methodologies to elucidate the phenomenon of collaborative governance between the Nagari government and various institutions and constituents of Nagari society. Specifically, it focuses on the successful management of village funds by Nagari Tigo Balai in the Matur District. Consequently, qualitative research allows for the comprehensive examination of individuals within their surroundings, facilitating direct engagement, and the interpretation of their viewpoints (Satori, 2012).

The research methodology employed is a qualitative approach, specifically a case study with an intrinsic design. This technique allows for a comprehensive understanding of the situation at hand, without the intention of generating generalized notions or theories. Case study research is particularly appropriate for investigating the "how" and "why" aspects of contemporary research in real-life situations (Creswell, 2017). Subsequently, researchers employed primary data collection methods by conducting interviews with 10 individuals, including village heads/nagari heads, deputy village heads, treasurers, heads of institutions, traditional leaders, the community, and other relevant sources. Subsequently, the researcher conducted interviews over a span of 14 days to meticulously monitor and align the interview findings with the actuality of the research subject.

Following a two-week research period (14 days) involving interviews and observations, the researcher performed data analysis to systematically examine a problem and the main objective of the study. This analysis aimed to present the findings in an academic manner, allowing for a comprehensive understanding of the ongoing phenomenon and its implications.

Data analysis is the systematic extraction and categorization of data using an interview method. The resulting transcripts are then used to facilitate interpretation and comprehension. Subsequently, the data underwent analysis using interpretations derived by the researcher and were then juxtaposed with the perspectives of the informants (Sugiyono, 2017). Following this, the data analysis process, as described by Yin (2011) involves conducting tests, classifying information, tabulating data, and recombining it, all of which serve to demonstrate the initial research thesis. In general, researchers have utilized research method tools to enhance clarity in both the study process and the resulting findings.

Results and Discussion

Type of Application of Collaborative Governance in Nagari Development in Nagari Tigo Balai, Matur District

The village administration formulates a village development plan under its jurisdiction, taking into account the Regency/City development planning. The development of villages is governed by the Regulation of the Minister of Home Affairs Number 114 of 2014, which outlines guidelines for village development. This regulation mandates that village development is the responsibility of the village administration, and it should involve the active participation of all members of the village community, fostering a culture of mutual cooperation. The administration of Nagari Tigo Balai effectively implemented collaborative governance from 2014 to 2020, demonstrating good utilization of village funds specifically allocated for physical development. This achievement was a consequence of shared objectives and meticulous preparation.

Based on the data in the field, this knowledge sharing factor can be illustrated during the national conference (*musyawarah nasional/Munas*) and development plan deliberation (*musyawarah rencana pengembangan/Musrenbang*) in Nagari Tigo Balai. Basically, the purpose of conducting these deliberations is to find a middle way to resolve the problems of the nagari, especially in the development of Nagari Tigo Balai. As previously explained, the community can provide aspirations regarding the implementation of development, then filter and determine the priority scale. As result on interview section:

“Dt. Mangkuto Nagari said that mutual understanding which is more important is prioritized in determining development priorities in Tigo Balai Nagari, because it will minimize the occurrence of disputes between existing jorongs. The informant's assessment exists because it reflects on the priority scale needed by each jorong in Nagari Tigo Balai. So that with the family nature that is instilled, the community can understand the integrity that must come first. that one of the factors that can affect collaborative governance is the mutual trust factor.

Therefore, In the musna at the jorong and nagari levels it is necessary to have the presence of every element of the community so that the decisions or policies made can be considered for their feasibility to be implemented and become a legal requirement for the musna to be carried out. The result of interviews with the head of Nagari government, he said:

“The willingness to compromise factor is reflected in this implementation in the form of musna at the jorong and nagari levels. In this context, the nagari government provides space for every element of society to listen to the aspirations and determine the needs of the community. Once determined, the consultative body or Bamus will first select them. In minimizing the occurrence of misunderstandings, the nagari government shows its openness in terms of governance. The existence of every element of society in the Musna and Musrenbang in this planning stage illustrates the openness of the Nagari Tigo Balai Government in terms of decision making. In particular, to determine what kind of policies or programs will be implemented in the realization of the village fund budgett.”

The researcher is of the view that the progress of the Nagari government lies in the establishment of a transparent government administration and the establishment of good communication between the two parties concerned in the context of development. Communication that means successful collaboration is more than just sharing tasks but more about cultivating a genuine determination to achieve a common goal.

“This means that mutual coordination between the nagari government and institutions and the community can make the government during the Wali Nagari Jurniwati era run as expected. Several informants stated that one of the signs of good communication is that there have been no problems that have occurred so far, which could hinder the running of the government in terms of managing village funds”.

As an interview before, with ehad of Nagari's Jurniwati, during her reign, the implemented more coordination relationships between the Nagari government, government institutions, and other elements of society. To know more about weaknesses and find solutions to solve a problem, especially in the development sector. Because the focus of using village funds in Nagari Tigo Balai in the 2014-2020 period is on infrastructure development. This is based on alignment with the vision and mission of Wali Nagari Jurniwati itself.

Based on data, most of the use of village funds since 2016 from the start of budget realization until 2019 the effective period of the Jurniwati Wali Nagari Government was allocated to the infrastructure development sector. Efforts to create equitable development in Nagari Tigo Balai as outlined in the vision and mission of the Wali Nagari Jurniwati Government, are a tangible manifestation of the nagari government's commitment to the welfare of its people. by the stakeholders involved. This means that there will be a blemish that makes the nagari government implement a policy beyond its purpose.

In this context, reflecting on the phenomena in the field, one of the focuses of development carried out by the Nagari Tigo Balai Government in the 2014-2020 period is the construction of residential roads, community farming roads and irrigation rehabilitation. This desire is based on the difficulty of people who generally have a livelihood as farmers to bring agricultural products to be traded and facilitate waterways. After the government's commitment is embodied in the vision and mission, the visible result is that the community feels ease, especially in accessing agricultural roads. This is also in line with village development goals, including creating local transportation access to growth areas and accelerating basic infrastructure.

Implementation

This preparation is more aimed at preparing aspects of human resources. The nagari government and the Bamus need to prepare the energy and time to carry out all programs that are budgeted using village funds. In addition, there is a need for transparency in the implementation of a development program. Astuti (2020) reveal that the application of the principle of transparency will have a positive impact on

collaboration, with openness it will increase the accountability of stakeholders so that control over the authorities will run effectively. Reflecting on its implementation in the field, the initial step taken by the Nagari Tigo Balai Government in carrying out a development activity is to convey the type of activity to the community.

The existence of openness is a positive value for the nagari government to build good communication, so that it can convey every form of activity so that it can be easily accepted by the community and other elements of society. The communication factor according to Weriframayeni et al (2022), they emphasizes that good collaboration cannot occur without good communication support. Based on the data that researchers found in the field, that in every stage of the development process, especially in the implementation stage, it went well.

"In the village finance system, activities such as road development and irrigation are determined. To ensure openness, the public is encouraged to communicate the specific actions they intend to do. Refers to the specific category of activity, represents the specified budget limit, and denotes the particular kind. Following integration into society, the activities commence such as road construction and irrigation are determined." In the interest of openness, we extend an invitation to the public to communicate the specific nature of the actions we intend to undertake. This activity aligns with our preferred style of work and adheres to the budget limit. Following a thorough discussion with the community, this project may commence as planned".

The Nagari government, through the implementation group, plays a crucial role in disseminating information about the development progress. In addition to that, there is a partnership with traditional institutions such as "Kerapatan Adat Nagari" (KAN) - a traditional Nagari body, to actively engage the community in development efforts as a tangible expression of community self-reliance. The chairman of KAN clarified that the communication utilized a "chain communication" method, which involved a horizontal/top-down approach starting from the village head and extending through the activity implementing group. This approach aimed to actively engage the community in the ongoing implementation stages.

"God willing, the community will believe in the model provided by the Nagari government. The obstacles that occur are still technical in nature and can be resolved directly. On the other hand, the results of work in development, such as community accessibility, involve community participation in every process. So that the results created can be felt directly by the community".

In the context of the implementation of nagari development in the 2014-2020 period, based on field data obtained by researchers, Nagari Tigo Balai manages its development infrastructure by utilizing the self-management of resources in Nagari Tigo Balai itself. The implementation of development in Nagari Tigo Balai by the nagari government in general has involved the community in it. Community involvement in the form of community self-help is a supporting factor in development activities. The high participation of the community in the development process is an additional point for the nagari government, this was

conveyed by the treasurer of the village of Tigo Balai during the Wali Nagari Jurniwati period.

The nature of the community that is easy to direct is due to a sense of common interest, thus forming a commitment to improve infrastructure development in Nagari Tigo Balai. Basically, for achieving effective results Astuti (2020) emphasize that it takes a lot of commitment to be able to collaborate. In the context of implementing development that is budgeted from village funds, to form good collaboration, the community is actually the subject of development in the nagari. So that it is very necessary to make a moral and material contribution for the continuity of the development, the researcher considers that during the Wali Nagari Jurniwati era, most of the people had a shared commitment to support every development in Nagari Tigo Balai. In this context, the researcher considers that the success of the nagari development in Nagari Tigo Balai is due to the people who have full trust in the government, so that on the part of the community themselves there are no doubts to participate in supporting every policy program.

“The level of community involvement in village development is quite commendable. This is derived from the preceding Nagari administration, specifically during the tenure of Buk Yur as its head. The community perceives the development efforts as highly evident and anticipates their further continuation. With the grace of God, it is hoped that the community would have faith and actively participate in all activities”.

The following is documentation of several development activities carried out in Nagari Tigo Balai:



Figure 1. Road Repair in One of Jorong Nagari Tigo Balai
(Sources: Authors Documentation, 2022)

Most of the implementation of Nagari Tigo Balai development is directed to road construction and irrigation rehabilitation. The use of village funds in the early years of budgeting was greatly utilized by the nagari government for the infrastructure development process. Judging from the results of the implementation of the realization of the village fund budget, the impact of changes in development

infrastructure in Nagari Tigo Balai is very large. Based on some of these data presentations, it shows that in general the development implementation process in the 2014-2020 period budgeted from village funds has been carried out in accordance with applicable regulations and involves local community self-help. Especially in the cooperation between the nagari government, the community and other government institutions, it is quite well accommodated. The nagari government carries out development by mandating TPK who come from the nagari apparatus who are also community representatives at the jorong level and involve the community in the form of community self-help. The implementation of development in Nagari Tigo Balai illustrates that there is a form of public trust in the commitment of the nagari government in developing nagari infrastructure.

"The predominant occupation within the village is sugar cane growing. Therefore, the construction of community accessibility improvements such as roads is highly significant. In order to facilitate efficient and accurate transportation, it is important to consider the substantial size of agricultural goods, which cannot be feasibly transported by human labor alone. If you are creating a road, you can help with a cart, or you can just jump in the automobile. "Previously, the transportation of goods required manual transfer from an interior location to the main road. However, now automobiles have direct access, which significantly facilitates public transportation".

Supervision

Village community has the right to get information regarding the planning and implementation of village development and monitoring the implementation of village development. In addition, village communities participate in village deliberations to respond to reports on the implementation of village development. Monitoring the implementation stages is carried out by assessing, among others: procurement of goods and/or services, procurement of materials/materials, procurement of labor, management of financial administration, delivery of materials/materials, payment of wages, and quality of results of village development activities. In the context of development supervision in Nagari Tigo Balai, both the community and other institutions in the nagari also take to the field to oversee the implementation of a development activity.

This is in line with the information provided by Vevi Sumanti, the treasurer for that period. Vevi Sumanti said that at the stage of development supervision, the more active role was the jorong guardian. Wali jorong must be able to direct the community to be involved in the form of monitoring or be directly involved in every report on the implementation of development in the form of re-deliberations. It aims to provide information related to each implementation process in these development activities.

"In the context of supervision, it is more about the role of the Head of the Nagari as the chief executive of activities and has authority over every activity in his area. So that the supervisory supervision is greater, the guidance from the mayor of Jorong is for the community to participate in the implementation report".

Based on the data in the field, through the results of the researcher's interview with one of the *cadiak pandai* in Nagari Tigo Balai, that the quality of the implementation of an activity must be known by the community. In order not to arouse suspicion of the activities being built. This is related to the form of information exchange referred to by Astuti (2020) explains that the principle of information exchange guarantees access or freedom for everyone to obtain information. So far, in every development activity, especially during the reign of Wali Nagari Jurniwati, the people of Nagari Tigo Balai are involved as implementing activities and participating in supervising these development activities. Then a Result Recipient Team (TPH) was formed.

"There is something called the Results Recipient Team. So in essence, before it is handed over to the community, TPH will be the one that will be lowered. Look at the quality, quality, conformity with the build. For example, this item comes with this item, for example the quality of the sand that is intended is for example A, which comes B. If it is controlled by the community, for example, the quality of the work, the thickness of the cement mixture for road casting. The average results are good".

Based on the sources of information above, that the process of implementing development in Nagari is actively monitored by the community and from community institutions that are included in the Result Recipient Team/Verification Team of activities in the field. The Recipient Team of the results or can also be called the Activity Verification Team comes from the community empowerment institutions (LPMN-lembaga pemberdayaan masyarakat) and Bamus institutions. Similar to the several stages that the researcher explained earlier, based on the theory of in Astuti (2020) that communication is effective in this monitoring stage. In the context of supervision, after the implementation phase is complete, there will be a follow-up report.

In the use of village funds, there are village assistants at the sub-district level who accompany the implementation of development in Nagari Tigo Balai. In addition to the form of assistance, the village assistant also serves as a supervisor for the implementation of development so that it remains in accordance with the provisions that have been set. In addition to supervision from the community and village assistants, the next step in knowing the realization of this village fund budget is in the form of inspections at the sub-district level to the district level later.

"In village funds, there is a scheme for implementing a team that visits the field together with a verification team to supervise the implementation of village programs. For example, in the Nagari Tigo Balai project in 6 Jorong, there is a gradual assessment regarding the sustainability of the project. If it is worth continuing, then the work continues. If that's the case, we participate, in the verification team, we still participate in the field. Furthermore...

Later, when it has been implemented, there will be a report back, a handover of implementation attended by village officials, the community including village assistants..."

During this period, village assistants assessed that the government's cooperation with various elements of the community was going well, especially in

seeing the implementation of development budgeted from village funds. The trust built by the Nagari Tigo Balai government with the community arises because of the government's openness factor in carrying out any development activities in Tigo Nagari, this is in line with the theory that researchers use that without trust collaboration will run apart. Then, there is a form of commitment that must be carried out by both the nagari government, community elements and the community after the development. The commitment factor described by Astuti (2020) emphasize realizing common interests.

Inhibiting Factors in the Nagari Development Process in Nagari Tigo Balai, Matur District

Nagari Tigo Balai can realize the use of village funds properly. This is indicated by the success of Nagari Tigo Balai in obtaining the first rank of 82 villages in Agam Regency in the category of best financial management. Most of the realization of the village fund budget disbursed is for infrastructure development. This is based on the backwardness of Nagari Tigo Balai in meeting the basic needs of development, one of which is the road access for the Tigo Balai community.

In general, the management of village funds, which prioritizes the development of Nagari Tigo Balai infrastructure, has been well realized. In the development process, every stage in development is influenced by collaborative governance factors. Such as willingness to compromise, communication, commitment, mutual trust, exchange of information/transparency, and knowledge sharing. A different problem is in the application of the willingness factor to take risks which is not illustrated by the researchers, because the government's focus during the Jurniwati administration was the fulfillment of basic development needs.

In fact, with the success of the Nagari Tigo Balai Government in managing the village funds, it does not mean that the Nagari Tigo Balai Government does not find obstacles in the process of managing the village funds. Especially against criticism of the use of funds that reached 1 billion. Problems related to the large amount of funds received by the nagari government have become the subject of questions by the community. In overcoming these problems, the Nagari Government through KAN overcomes them by explaining to the public the problem of what funds are used for. This problem arose because of the public's curiosity regarding the available funds.

“Starting from the submission of the RAB, the submission of the SPP begins with the completion of the invoice by the activity implementer carried out by the head of the section that carries it out. Even if the request for funds is carried out, the proof of payment from the letter of responsibility is met, the crew's bookkeeping will automatically look cleaner. When these funds have been disbursed, the letter of responsibility is reconciled with the sub-district. After that, the sub-district will check the completeness and compatibility between the bank books and general cash and taxes. So that's where it helps nagari, so that financial management is cleaner and more transparent”.

In essence, the people of Tigo Balai have gotong royong and prioritize togetherness. What is prioritized by the people of Nagari Tigo Balai is the openness of the nagari government in the use of funds and the implementation of every development activity. In general, this problem can be overcome by the Nagari Tigo Balai Government with openness in the administration of its government and also collaboration with KAN which takes an approach in providing understanding regarding the use of nagari funds to the community.

Referring to several forms of collaborative governance in each development process above, starting from the planning process, implementation to supervision based on Village Ministerial Decree No. 114 of 2014 Regarding village development guidelines, most of them have described the implementation of 100 collaborative governance according to Astuti (2020), there are at least 5 factors out of 7 factors that influence collaborative governance that exist in nagari development in Nagari Tigo Balai. To make it easier for readers to understand the forms of implementing collaborative governance in nagari development in Nagari Tigo Balai, Matur District, it can be seen in table 1. As follows:

Table 1. Collaborative Governance Practive in Nagari Tigo Balai, Matur District

No	Stages	Collaborative Governance	Details
1	Preparadness	Willingness to Compromise	There is involvement from the community, community elements, institutions in Musrenbang. There is a willingness to provide aspirations according to Jorong's needs
		Communication	-There is structured communication (<i>bajanjang goes up, Batanggo goes down</i>) -There is good coordination between the government, society, community elements and Nagari institutions
		Commitment	Nagari's commitment by following the visions and missions
		Trust	There is an attitude of mutual trust in the policy program that will be developed
		Transparency	There is openness in determining each policy program that will be made based on joint decisions
2	Implement	Shared	There is a conveyance of opinion/aspirations from community and elements of society during the village musna and musrenbang.
		Willingness to Compromise	-There is community involvement in the form of self-help in every development program -Community involvement is the result of trust in the nagari government
		Communication	The communication established by the

No	Stages	Collaborative Governance	Details
3	Controlling		Nagari Government with community elements in development is going well.
		Commitment	There is a sense of shared need which creates commitment in developing the nagari This commitment is formed because of public awareness in social life
		Mutual trust	There is public trust, elements of society due to the success of the nagari government in infrastructure development
		Shared	There is transparency in carrying out development activities by conveying these types of activities to the community
		Willingness to Compromise	There is community involvement in the form of activity reports. Community, Community Elements, Nagari Institutions participate in supervising the progress of development
	Controlling	Communication	The existence of the communication factor is effective in the supervision stage
		Commitment	The existence of the communication factor is effective in the supervision stage
		Mutual trust	There is a trust factor that is built from the openness of the Nagari Tigo Balai Government
		Shared	There is freedom for the public to know every process of the builder

Following the implementation of the Law on Villages and the federal government's efforts to develop the region, particularly in Nagari Tigo Balai, no hindrances were encountered in the progress of Nagari development. The Nagari government, nagari institutions, and existing parts of society collaborate closely with each other in relation to every development initiative. Ultimately, collaborative governance has offered both theoretical and practical frameworks for studying Nagari as a research subject, as well as a tangible demonstration of translating concepts into the actual growth of a community.

Conclusion

The Village funds provide significant changes to the welfare of the community, especially in terms of village development in Nagari Tigo Balai, Matur District. In general, the use of village funds in Tigo Balai Nagari has been well managed by the Nagari Tigo Balai Government, Matur sub-district. Based on the researcher's analysis, it can be seen that the forms of implementing collaborative

governance in nagari development in Nagari Tigo Balai, Matur District are as follows: First in the planning stage, there are 5 factors that influence collaborative governance in the development planning stage, namely the willingness to compromise, communication and commitment, mutual trust, exchange of information and sharing of knowledge.

The two stages of implementation The three stages of supervision, at this stage of development supervision, there are 5 factors that influence the application of collaborative governance, namely the willingness to compromise, communication, commitment and information exchange/transparency. Referring to the findings of the data in the field, the researcher found that the inhibiting factors in influencing the development of Nagari are found in: there is no innovation from the nagari government in the development of the nagari and related to the openness of the nagari government in the use of funds.

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