

Research article

Collaborative Government in Implementing the SALUR Application Program in Indonesia During the Covid-19 Pandemic

Ariyanti, Asriana^{1*} and Susanti, Susanti²

¹Postgraduate Student, Doctoral Program in Public Administration, Universitas Tebuka Indonesia, Jakarta, Indonesia

²Department in Administration Sciences, Faculty of Law, Social and Political Sciences, Universitas Tebuka Indonesia, Jakarta, Indonesia

Abstract.

Abstract— The Covid-19 pandemic has had a huge impact on all groups, especially the lower income groups who have lost their jobs and experienced a reduction or even loss of income. To help this group survive the pandemic, the Government launched various social assistance programs through the APBN, APBD and the participation of companies and the public as donors. The Bogor City Government innovated through vertical and horizontal collaborative government in developing the SALUR application, which is an application that can be easily accessed by the public to check their status as recipients of social assistance. This collaboration incorporates data sharing with various agencies in the city of Bogor so that the concept of one data is realized as the basis for providing social assistance and monitoring duplication of aid recipients. This paper used qualitative methods to analyze the SALUR program's effectiveness and impact in social safety net program distribution for targeted and nontargeted groups of poor people in Bogor. The effectiveness of the SALUR collaboration in Bogor City was substantially influenced by the strong collaborative leadership of the Mayor of Bogor, thus fostering respect and trust from all collaborators.

Keywords: collaborative, leadership, one data

Corresponding Author: Asriana;
 email: susanti@ecampus.ut.ac.id

Published 20 May 2022

Publishing services provided by
Knowledge E

© Ariyanti. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the ICoGPASS Conference Committee.

1. Introduction

The COVID-19 pandemic has had a significant impact on economic, social and health sectors worldwide. The economic recession hit almost all countries due to the depression in various economic activities. This crisis also hits Indonesia that causes contraction of economic growth in 2020 by 2.07 percent, while the average growth in previous years was above 5 percent. This economic contraction indicates a decrease in economic growth in a certain period. Data from the Statistics Indonesia (BPS) shows that the unemployment rate has also increased quite significantly with a decline in productivity in various sectors which has led to layoffs. According to BPS data, in February 2021 the unemployment was recorded at 8.75 million people. It means that there is an increase

 **OPEN ACCESS**

of 26.26 percent compared to the last condition before the pandemic in February 2020 which is 6.93 million people. Furthermore, the pandemic also increased the poverty rate significantly in Indonesia by 10.19 percent by the end of 2020 after successfully reaching its lowest level in 2019 of 9.22 percent.

This deteriorating macroeconomic condition also has an impact on the regional level. In Bogor City, for example, economic growth contracted by 0.53 percent, much lower than normal conditions, which were around 6 percent. Moreover, the unemployment rate in Bogor City also increased by 3.6 percent and the poverty rate was in the range of 7 percent. This level of poverty rate has a significant increase compared to previous years which was in the range of 6 percent.

The crisis condition due to the Covid-19 pandemic was experienced by almost all people from various income groups, but the biggest impact was on the lower middle class. Economic groups with low incomes are not only affected by the rising prices for goods and services, but they are also affected by the reduction in income or even loss of their jobs as their main source of income (Bitler et al., 2020)¹. The lowest income group (Bitler et al., 2020)¹ and women (Sharaunga, 2019)² have the highest risk of losing their jobs and being unemployed. Another factor that was found to be particularly affected by the economic crisis caused by this pandemic was households headed by women and single mothers as they often lost their jobs and their income during the recession (Bitler et al., 2020; Rees-Jones et al., 2020)^{1,3}.

This poor economic condition also has an impact on the fulfillment of family nutrition. Low-income groups who have lost their livelihoods or jobs are unable to buy enough nutritious food for their families, hence they, especially children and also the elderly, experience nutritional and health problems (Carpio et al., 2018)⁴.

The government has implemented various social assistance programs to overcome the impact of the Covid-19 pandemic crisis. There were nine social assistance programs implemented, e.g.: (1) basic food assistance from the President of the Republic of Indonesia whose target was the Jabodetabek (Jakarta, Bogor, Depok, Tangerang and Bekasi) community, (2) Direct Cash Transfer (BLT) targeted throughout Indonesia for people who had been registered in the Integrated Data of the Ministry of Social Affairs (DTKS) who have not received assistance from the Family Hope Program (PKH), non-cash food assistance and pre-employment cards, (3) Village Fund BLT, (4) electricity tariff reduction incentives for subsidized electricity users, (5) Pre-Employment Cards, (6) salary subsidies employees who are registered with BPJS Employment and have a salary below Rp 5 million, (7) BLT UMKM, (8) ASN credit assistance for class II and below and (9) free quota for distance learning for teachers, lecturers and students.

Moreover, these social assistance programs are mandated by the central government to be followed up, coordinated, implemented and monitored by regional leader, both governors and regents and mayors. Bogor is interesting to study since its position located as a buffer zone for the capital. Social assistance for communities in Bogor City is also provided to people affected by pandemic as non-DTKS group. The funds used to provide social assistance for non-DTKS recipients come from the Bogor City Regional Budget, amounting to Rp 36.18 billion in 2020.

The problem of distributing social assistance is one of the most sensitive public issues. There are often overlapping responsibilities and authorities as well as mistargeting, especially during the Covid-19 pandemic which public policies can be decided quickly and precisely because of emergency condition. Overlapping data of social assistance recipients often triggers social conflicts in the community and reduces the level of public trust in government performance.

The validity of the data used as the basis for determining the recipients of social assistance is often questioned by various groups due to allegations of large political interests and the interference of various parties with different interests. To overcome this problem, the Bogor City Government formed a collaboration of one data based on the Nomor Induk Kependudukan (NIK) or Single Identity Number (SIN) as a verified data source managed by the Department of Population and Civil Registration (Disdukcapil) with the data from the Ministry of Social Affairs based on specific terms and conditions determined by the Central Government.

Data integration and collaboration using the one data concept is the main approach in dealing with data problems for social assistance recipients. The complexity of public problems needs the dynamics public policy to be flexible and adaptive. Massive, intensive, complex and multidimensional collaborative practices play a very vital role in local governance. According to Saleh and Hanafi (2020)⁵ there are three reasons for implementing effective and efficient collaboration. First, all public problems related to people's lives needs quick responds, requiring capabilities and competencies as well as various resources that cannot be met by one institution alone but also by various institutions and organizations. Second, technology equipment for information dissemination must be connected and integrated intensively. Third, all parties are given the opportunity to participate in government governance related to public issues and public policy decision making.

According to data from the Department of Social Affairs Bogor, there are two types of data on recipients of social assistance, namely the Integrated Social Welfare Data (DTKS) and Non-DTKS. DTKS means residents who have been registered in the Ministry

of Social Affairs system with a total of 71,111 Heads of Families (KK) assisted by the Family Hope Program (PKH) and Non-Cash Food Assistance (BPNT) or basic food assistance. Non-DTKS data of 43,531 (KK) is an expansion of assistance due to Covid-19.

So far, the distribution of social assistance in Bogor City has been carried out in a conventional way using the reference data derived from the central and provincial governments. This often results in the data being unsynchronized in reality. The Mayor of Bogor has initiated an innovative Covid-19 prevention program in Bogor City by collaborating horizontally between the Department of Social Affairs, the Department of Communications and Information, the Department of Population and Civil Registration in Bogor. He also has built a collaboration between the Bogor City Government and private parties who are committed to contributing to development, and management of information technology application systems. This program is named as the Application Program for the Complaint System for Assistance Services for the People (SALUR) which can be accessed by the people of Bogor City through salur.kotabogor.go.id.

Valid data is an important thing in determining the accuracy of targeting social assistance programs during this pandemic. In addition, the provision of social assistance in the regions can not only be carried out by one agency but needs to involve many stakeholders. This problem requires a collaborative approach that is implemented in SALUR, therefore a mapping process can be described through contributions and communication between collaborators. It can be carried out with a data management system that is quite large and requires a common perception in understanding one data. Data from various agencies used in one integrated application will potentially lead to conflicts between agencies because they think that their data is the correct one and appropriate to use. This certainly has a broad impact on the community as participant and data users who have an interest in checking the status of the social assistance which they receive during the Covid-19 pandemic.

Another problem that is also important in a collaboration at the regional level is the role of a strong leadership and has a high level of trust from both political parties and communities. This will determine the support of all parties, both from the government and the community in the program implementation. The problem of collaborative leadership in the SALUR program examines the effectiveness and validity of regional mayor in implementing public policies.

This article focuses on identifying the leadership role of the Mayor of Bogor in initiating collaboration between agencies and between levels of government. It also identifies various problems of government collaboration embodied in the SALUR of Bogor City therefore it can evaluate and improve the applications and the validity of

the data used in SALUR. Moreover, this paper also goals to see the impact of using this application on the social assistance distribution system in Bogor City and to find out the community's response to the implementation of social assistance distribution policies through the accessibility level of SALUR. This paper will have a novelty in improving policies for the application of technology applications in the distribution of social assistance by optimizing collaboration between stakeholders by implementing the collaborative leadership concept.

2. Literature Review

Collaboration refers to a joint activity between two or more organizations that aims to connect and share ideas, information, resources, activities and abilities to achieve common goal (Butcher & Gilchrist, 2020)⁶. Butcher and Gilchrist said that collaboration can be done by anyone and in any scale of activity. Collaboration describes a process that is planned, designed, implemented and regulated appropriately therefore it could be an alternative problem solving in an organized manner, based on policies and it overcomes obstacles that emerge in a process more effectively (Brand & Gaffikin, 2007; Butcher & Gilchrist, 2020)^{7,6}. This point of view makes collaboration as an action that will minimize the domination of the public policy space by a broader and hierarchical policy management system (Butcher & Gilchrist, 2020; Chrislip, 2002)^{6,8}.

Ansell and Gash (2018)⁹ define collaborative governance as a collaboration held between one or several government institutions and non-government stakeholders to carry out a formal, consensus-oriented decision-making process, deliberation focused at producing or implementing public policies or program management and public assets. (Ansell & Gash, 2018; Gash, 2017)^{9,10}. Collaboration, which is also defined as the participation process of various groups and organizations to work together to achieve a common goal, requires a clear vision and mission then it could provide policy results and have a positive impact on the wider community (Ansell & Gash, 2018)⁹.

Meghan Rubado (2019)¹¹ categorizes local government collaborations into three groups:

1. Vertical intergovernmental collaboration, which is a type of collaboration between government agencies that are hierarchically at different levels.
2. Horizontal intergovernmental collaboration, that is a collaboration carried out by several institutions at the same level but in different regions.

3. Cross-sector collaboration, which is a collaboration between sectors involving government agencies and non-governmental organizations, the private sector and the community (Rubado, 2019)¹¹.

Collaboration between government levels is strongly influenced by hierarchies, imposes pressures and boundaries as well as asymmetric differences in the power of power (Rubado, 2019)¹¹. Rubado (2019)¹¹ stated that under various conditions, local governments often practice these three types of collaboration simultaneously or combine approaches using various policy tools, including grants, provision of information and intergovernmental partnerships to solve various community problems (Ansell & Gash, 2018; Rubado, 2019)^{9,11}. The problem of distributing social assistance whose funds come from the central government (APBN), the West Java Province Government in the form of the provincial APBD and internally from Bogor City APBD. The collaboration for the Covid-19 pandemic social assistance program is a combination of collaboration between levels of government. However, the SALUR Program is the implementation of horizontal collaboration between agencies in Bogor City and also with non-governmental organizations and community.

A successful program is strongly influenced by a strong leadership factor. Various theories about public sector leadership are explained by experts, such as Brookes and Grint (2010) who mention the importance of a new public leadership approach. This approach has some concept, i.e.: (1) strong and collaborative leadership to develop decision-making abilities in the implementation of new programs effectively and efficiently, (2) leadership that has the potential to generate enthusiasm for learning and develop new knowledge to support the implementation of a modern, clean, authoritative and responsible management system, and (3) leadership that creates broad opportunities for the community to be able to develop concepts and ideas broadly and deeply (Tirrell & Clay, 2010; Torfing, 2019)^{12,13}.

Another concept proposed by Hart and Uhr (2008) who explain that the leadership of the public sector must be able to overcome the challenges of democracy in the form of political, administrative and social challenges. Therefore, leadership is divided into three categories: political leadership, administrative leadership and civil leadership. Each category has a different role in order to avoid overlapping authorities and roles (Capie, 2019)¹⁴. Although there are different perspectives in understanding the concept and approach to leadership, it is agreed that competencies are keys to the success of public sector leadership. These competencies include (Saleh & Hanafi, 2020)⁵:

1. Creating vision and strategy as the competence to create a vision that is progressive and future-oriented in detail with logical, rational, reliable and applicable strategies
2. Mobilizing people is the competence to influence, invite, mobilize, motivate and control the parties involved in the organization so that they can realize goals effectively and efficiently
3. Upholding integrity and respect is the competence to uphold integrity and being able to give respect to the organizational team
4. Building collaboration with partners and stakeholders as the competence to establish collaborative relationships with partners and stakeholders in planning, making decisions and implementing programs intensively, efficiently and effectively
5. Achieving result is the competence to achieve goals by applying reliable methods and strategies
6. Promoting innovation and guiding change is the competence to encourage the organization to develop innovations and dare to make progressive changes according to the dynamics of society

Crislip and Larson (1994)⁸ argue that being a collaborative leader is not only a good leader. Collaborative leader has the ability to maintain processes and facilitate interaction. The leader has the ability to manage and resolve conflicts that often emerge in a collaboration. Collaborative leader has a plan and anticipates failures which often occur due to differences in interests between stakeholders in the collaboration (Wargadinata, 2016; Warm, 2011)^{15,16}.

The Mayor of Bogor spots that the invalid and overlapping data used as a reference for the distribution of social assistance is a big problem in distributing social assistance in Bogor. It has resulted in social assistance programs being not well targeted. This is allegedly due to the absence of validated data used as the basic information for distribution and it only relies on databases from the central government. The Mayor of Bogor takes the initiative to build an integrated system by involving various related agencies collaborating with each other to form a database with the concept of one data. This is very important to do as an effort to bridge the differences in interests between agencies which become failure factors of government collaboration (Warm, 2011)¹⁶.

In addition, G. Maalouf (2019)¹⁷ said that a collaborative leadership needs to have four competencies that must be developed, i.e.: sense making, relating, visioning and

inventing (Maalouf, 2019)¹⁷. This was also developed by the Mayor of Bogor in initiating the SALUR application therefore it can be based on verified and validated data, complete, on target and minimizing conflicts of interest between institutions. These are based on collaborative leadership theory which is carried out by fostering mentality, reducing costs, working without barriers, developing harmony, increasing competence and interconnection between stakeholders and managing conflict and contradiction management (Maalouf, 2019; Torfing, 2019)^{17,13}.

3. Discussion

The Covid-19 pandemic has had a very significant socio-economic impact on almost all community groups. The low-income group has been strongly impacted by the crisis due to the Covid-19 pandemic and has a large increase in poverty. In Bogor City, the effect of the pandemic increases unemployment by 3.6 percent and this results in an increase of the number of people belonging to DTKS and non-DTKS as those entitled to receive social assistance during this pandemic. The total recipients of social assistance recorded by the Department of Social Affairs in Bogor are 151,654 families during this pandemic.

TABLE 1: Number of Family Heads (KK) Recipients of Social Assistance by District in Bogor City, 2021

District	Number of Family Heads (KK) Recipients of Social Assistance
South Bogor	33.354
East Bogor	16.919
North Bogor	24.610
Central Bogor	15.725
West Bogor	32.081
Tanah Sareal	28.965
Total	151.654

Source: Processed from data collected by the Department of Social Affairs, Bogor

Data of social assistance in Bogor in SALUR application is verified and validated periodically by officers in each sub-district assisted by the RW and RT heads. Based on data until June 2021, South Bogor District and West Bogor District have the highest recipients of assistance in Bogor City, which are more than 22 percent and 21 percent, respectively, of the total social assistance distributed.

Furthermore, the SALUR application also provides a menu that can be accessed by people who are listed as DTKS and non-DTKS to apply for aid returns because they feel they are not a worthy group as beneficiaries. During 2020 to 2021, there were 1660

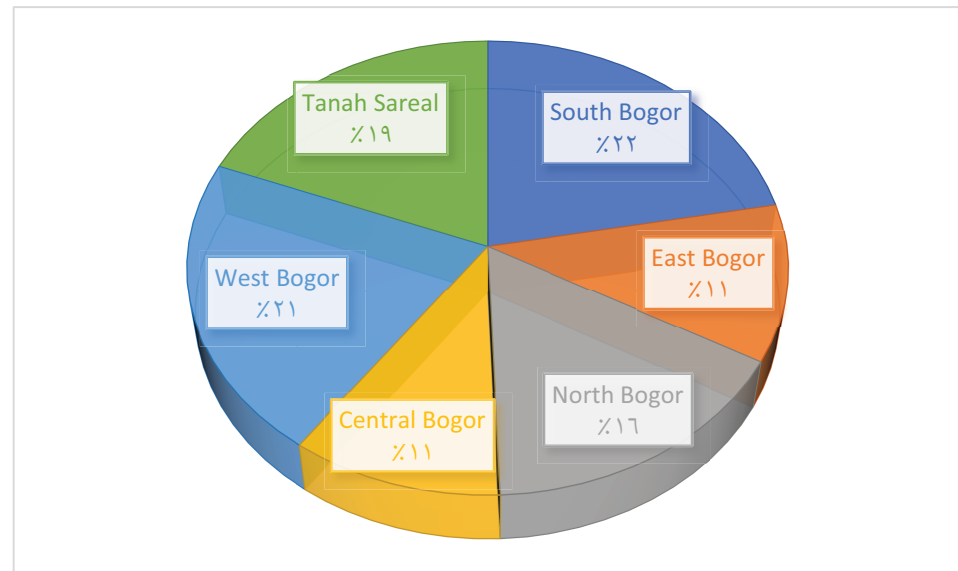


Figure 1: Percentage of Aid Distributed in Bogor City by District in 2021. (Source: Processed from data collected by the Department of Social Affairs, Bogor).

aid returns that submitted through SALUR. This implies the increasing awareness of the community as an effort to participate in improving data of social assistance therefore it could be well targeted.

In the practice of collaboration at the local government level, an attitude of the community and government is needed that is closely related to the aspiration system to improve the quality, efficacy of the New Public Management (NPM) of an efficient, effective and democratic city government (Mandeli, 2016)¹⁸. It is needed in developing good governance as an effort to build a government system that can improve performance in providing public services (Denhardt & Denhardt, 2000)¹⁹.

Collaborative leadership fosters trust and respect between collaborators and stakeholders by mapping out the potential and strength of resources owned by all stakeholders. Moreover, collaborative leader is an effective one, hence it is flexible and adaptive, is able to mobilize the participation of all parties involved in collaboration (Townsend et al., 2019)²⁰. An effective leader would take responsibility for building his team to achieve the collective goals (Hanafi Imawan Ridho, Syafii Imam, Ramadhan Surya M, 2020)²¹. Effective collaborative leaders can use time appropriately in establishing communication, clarifying and identifying problems because this time management ability is the key to effectively achieving goals.

The leadership becomes very important in collaboration, especially with regard to decisive decision making in a policy so that the strategic plan that has been prepared in a consensus agreement has aspects of trust, togetherness and can be accepted by all parties involved (Huxham et al., 2000)²². The collaboration needs strong leadership

as well as facilitative and democratic leadership. This leadership model is expected to provide strategic solutions needed in structuring regulations as an operational basis for implementation to build public trust. Democratic leaders will provide a constructive atmosphere in discussion forums therefore they can increase the courage of all parties to provide innovative ideas and ideas, lead dialogue forums fairly and can be accepted by all interested parties (Domínguez et al., 2020; Doramia Lumbanraja, 2020)^{23,24}.

Effective and efficient government collaboration is the key to overcoming the economic crisis caused by the Covid-19 pandemic. The proliferation of policies during the pandemic requires speed and accuracy as well as a leadership role that can encourage innovation. The SALUR application is an innovation as the result of collaboration between the Department of Social Affairs, the Department of Population and Civil Registration and the Department of Communication and Information with application development companies, companies and the donor community as collaborators and recipients of assistance, both registered in DTKS and non-DTKS in Bogor City. SALUR collaboration can be detailed in the following table:

TABLE 2: Duties and Functions of Stakeholders in the SALUR Application in Bogor City.

Stakeholder	Roles in SALUR Collaboration
Bogor Mayor	Initiating the collaboration, comprehensive supervision and control
The Department of Social Affairs	Providing, verifying and validating data of social assistance recipients
The Department of Population and Civil Registration	Maintaining SIN data and building integrated application program which synchronizes SIN and data of social assistance recipients
the Department of Communication and Information	Building website SALUR and maintaining the application
Head of District (Camat)	Monitoring process of verification and validation data at district level
Head of Sub District (Lurah)	Monitoring process of verification and validation data at sub district level
RT and RW (Local Community)	Verifying family heads as the targeted recipients as well as DTKS or non-DTKS
Community	Participating and checking data in SALUR independently

Source: Data is collected based on interviews and observation.

Through SALUR, the community can independently check whether they are the recipients of social assistance or not. If they meet the requirements as recipients of social assistance but have not yet been registered, the community can register themselves through an application to become a candidate for social assistance recipients and their eligibility will be verified by the local RT and RW. SALUR also provides information on the types of social assistance and its sources so that they know what they will receive

and the periodization. Furthermore, through SALUR, it is possible to control and monitor the list of recipients of social assistance whether there is duplication of assistance or not. This is certainly very useful for the local government to filter data on people who receive multiple or more than one aid programs. This happens since SALUR uses one data source from several sources or agencies, therefore the differences in concept definitions, eligibility requirements and duplications occur will result in duplication of data.

The collaboration implemented in SALUR is very useful for overcoming various socio-economic impacts on society during the pandemic. The data on the recipients of social assistance registered in the DTKS are usually data that has been developed by the system and data collection is carried out periodically. The Covid-19 pandemic period is anomaly and emergency because it has an impact on the wider community who previously did not need assistance but during this pandemic became a group that deserved to be helped due to loss of work and income. SALUR combines a database of residents who are economically disadvantaged and not registered as recipients of any previous social assistance as well as people whose livelihoods have been affected by Covid-19 due to being unemployed or having significantly reduced income so that they become a disadvantaged group.

Communities as participants in this collaboration benefit to check their status easily as recipients or not and have the right to apply for assistance using an online system. This collaboration also increases citizens' awareness of the importance of up-to-date population data because the databases used are the Single Identity Number (SIN/NIK) and Family Card Number (KK) which are registered at the Department of Population and Civil Registration. Sharing data between the Department of Population and Civil Registration and the Department of Social Affairs is carried out on an ongoing basis to prevent duplication of recipients of social assistance.

SALUR also involves private companies and the public as donors with the City Fostering Family Network (Jaga Asa) program. Donors use SALUR data to distribute aid in coordination and collaboration with the Bogor City Government. This helps people who do not get assistance due to limited APBN and APBD funds that are distributed. In addition, SALUR fosters the trust of private companies and the public as donors because they can see the data by name by address of those who receive assistance. SALUR and Jaga Asa provide the opportunity for donors to choose potential beneficiaries based on their area and view the profiles of families to be assisted through the application platform. This is certainly an innovation that is very useful in overcoming the impact of the pandemic for underprivileged economic groups and increasing community participation

to help each other. This collaboration is not only economically beneficial but also builds a spirit of togetherness and emotional bonds between the government, private companies and the community, both as donors and as beneficiaries. This is in line with the realization of the vision of Bogor City to become a family-friendly city during the pandemic.

4. Conclusion

Vertical and horizontal collaboration is a very strategic step taken by the regional government to overcome the impact of the Covid-19 pandemic through a program of providing social assistance for all crisis affected communities. The factor of strong leadership and adaptive collaborative leadership becomes keys to the successful implementation of government collaboration that exists between the government, private companies and the community. This collaborative leadership factor fosters innovation, respect and trust in initiated collaboration programs.

SALUR as a collaboration application between agencies and also with non-government collaborators provides an opportunity for the community as participants to monitor and evaluate data collection on recipients of social assistance during the Covid-19 pandemic. This is an innovation that encourages the transparency of the aid distribution system, which has been criticized by various groups. However, this collaboration still requires various improvements, especially in the one data management system and data sharing which is the basis for determining the beneficiary community. A data collaboration process requires valid and accurate meta data therefore the social assistance could be well targeted distributed.

References

- [1] Bitler M, Hoynes HW, Schanzenbach DW. The social safety net in the wake of Covid-19. National Bureau of Economic Research. 2020;53(9):1689–1699. Available from: <http://www.nber.org/papers/w27796>
- [2] Sharaunga S. The effectiveness of women's skills development to household poverty reduction: The case of msinga rural areas. Poverty and Public Policy. 2019;11(1–2):73–98. Available from: <https://doi.org/10.1002/pop4.247>
- [3] Rees-Jones A, D'Attoma J, Piolatto A, Salvadori L. COVID-19 changed tastes for safety-net programs. Working paper no 27865. Cambridge: NBER; 2020. Available from: <http://www.nber.org/papers/w27865.pdf>

- [4] Carpio XV del, Messina J, Sanz-de-Galdeano A. Minimum wage: Does it improve welfare in Thailand? IZA Discussion Papers 7911, Institute of Labor Economics, 2018:1–25. Available from: <https://doi.org/10.1111/roiw.12360>
- [5] Saleh C, Hanafi I. Collaborative government. Tangerang Selatan: Universitas Terbuka; 2020.
- [6] Butcher JR, Gilchrist DJ. Collaboration for impact: Lesson from the field. Canberra: ANU Press. 2020. Available from: <https://doi.org/10.22459/CFI.2020>
- [7] Brand R, Gaffikin F. Collaborative planning in an uncollaborative world. *Planning Theory*. 2007;6(3):282–313. Available from: <https://doi.org/10.1177/1473095207082036>.
- [8] Chrislip DD. The collaborative leadership fieldbook: A guide for citizens and civic leaders. The Jossey-Bass nonprofit and public management series. San Fransisco: Jossey Bass, A Willey Company. 2002.
- [9] Ansell C, Gash A. Collaborative platforms as a governance strategy. *Journal of Public Administration Research and Theory*. 2018;28(1):16–32. Available from: <https://doi.org/10.1093/jopart/mux030>
- [10] Gash A. Cohering collaborative governance. *Journal of Public Administration Research and Theory*. 2017;27(1):213–216. Available from: <https://doi.org/10.1093/jopart/muw047>
- [11] Rubado M. The role of local government collaboration in legacy cities. Pittsburgh: University of Pittsburgh Press; 2019.
- [12] Tirrell DN, Clay JA. Strategic collaboration in public and nonprofit administration: A practice-based approach to solving shared problems. Routledge; New York. 2010.
- [13] Torfing J. Collaborative innovation in the public sector: The argument. *Public Management Review*. 2019;21(1):1–11. Available from: <https://doi.org/10.1080/14719037.2018.1430248>
- [14] Capie D. Successful public policy: Lessons from Australia and New Zealand. Luetjens J, Mintrom M, Hart P, editors. Canberra: ANU Press. 2019. Available from: <https://doi.org/10.22459/spp.2019.16>
- [15] Wargadinata E. Collaborative leadership. *Kepemimpinan kolaboratif. Jurnal Ilmiah Administrasi Pemerintahan Daerah*. 2016;8(1):1–12.
- [16] Warm D. Local government collaboration for a new decade: Risk, trust, and effectiveness. *State and Local Government Review*. 2011;43(1):60–65. Available from: <https://doi.org/10.1177/0160323x11400436>
- [17] Maalouf GY. Effects of collaborative leadership on organizational performance. *International Journal of Multidisciplinary Research and Development*. 2019;6(1):138–144. Available from: <https://doi.org/10.22271/ijmrd.2019.v6.i1.25>

- [18] Mandeli KN. New public governance in Saudi cities: An empirical assessment of the quality of the municipal system in Jeddah. *Habitat International*. 2016; 51:114–123. Available from: <https://doi.org/10.1016/j.habitatint.2015.10.020>
- [19] Denhardt RB, Denhardt JV. The new public service: Serving rather than steering. *Public Administration Review*. 2000;60(6):549–559. Available from: <https://doi.org/10.1111/0033-3352.00117>
- [20] Townsend B, Schram A, Labonté R, Baum F, Friel S. How do actors with asymmetrical power assert authority in policy agenda-setting? A study of authority claims by health actors in trade policy. *Social Science and Medicine*. 2019;236(Feb):112430. Available from: <https://doi.org/10.1016/j.socscimed.2019.112430>
- [21] Ridho HI, Imam S, Surya MR, Surya. Local leadership during Covid-19 pandemic: Responses, policies and the electoral stage. *Journal of Political Research*. 2020;17(2):195–218.
- [22] Huxham C, Vangen S, Huxham C, Eden C. The challenge of collaborative governance. *Public management: An International Journal of Research and Theory*. 2000;2(3):337–358. Available from: <https://doi.org/10.1080/14719030000000021>
- [23] Domínguez DG, García D, Martínez DA, Hernandez-Arriaga B. Leveraging the power of mutual aid, coalitions, leadership, and advocacy during COVID-19. *American Psychologist*. 2020;75(7):909–918. Available from: <https://doi.org/10.1037/amp0000693>
- [24] Lumbanraja DA. The urgency of public service transformation through e-government in the new normal and bureaucratic regulatory reform. *Administrative Law and Governance Journal*. 2020;3(2):220–231. Available from: <https://doi.org/10.14710/alj.v3i2.220-231>