

Research article

Application of Collaborative Governance to Handle Earthquake Victims in West Nusa Tenggara

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Abstract.

This research aimed to analyze the implementation of collaborative governance in providing shelters for earthquake survivors in West Nusa Tenggara Province. It was hoped that this could help in developing a collaborative governance application model that could then be used in other areas of Indonesia. This research was conducted using qualitative descriptive methods. The findings provided an overview of the implementation of collaborative governance and the problems faced at the policy, institutional and technical operations levels. Based on the results, it is suggested that in providing shelters for disaster-affected survivors, a collaborative governance model should be used, and that a formal policy on implementing collaborative governance in disaster management in Indonesia should be developed.

Keywords: collaborative governance, natural disaster, earthquake, shelter, emergency response

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1. Introduction

Disasters that occurred in various regions in Indonesia within recent years give a high level of vulnerabilities and disaster risks faced by Indonesia in the future. Therefore, it is the obligation of the state to provide protection to all Indonesian people against the risks and impacts of disasters that occur through the implementation of disaster management as mandated in the Preamble to the 1945 Constitution of the Republic of Indonesia and then elaborated in Law Number 24 of 2007 concerning Disaster Management.

However, the efforts to implement disaster management are not solely the task of the government, the complexity of disaster management requires the participation of stakeholders to ensure that the implementation of disaster management is effective, efficient in protecting and at the same time meeting the needs of victims. The role of multi-stakeholders (government, civil society, and the business) in disaster management is expected to become a national resource force in disaster management.


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Based on the thoughts above, this paper tries to explain in more detail the role and involvement of multi-stakeholders in the implementation of disaster management, especially the role of multi-stakeholders in shelters for survivors affected by the earthquake in West Nusa Tenggara (NTB) Province from the perspective of theory Collaborative Governance.

The complexity of handling shelters for survivors affected by disasters, especially the earthquake disaster in NTB Province with various dynamics, problems, and factors that affect the successful implementation of handling shelter in NTB Province is an interesting object for further research. As is well known, the Lombok earthquake disaster has prompted various parties to be involved in paying attention to the mobilization of aid, and emergency response operations. During the emergency response to the Lombok earthquake, which became the locus of this research, it took one and a half years and cost 4.7 trillion Rupiah, and involved more than 380 institutions from the government, TNI/POLRI, private sector, and non-governmental organizations, and International institutions engaged in the field of humanity.

In this research, the formulation of the problem posed to look beyond the implementation of the model Collaborative Governance in the handling of a shelter for survivors of the earthquake in NTB, namely 1) Why Collaborative Governance is not maximized in the handling of shelter for displaced victims of the earthquake in the NTB Province?; 2) How is the application of the model Collaborative Governance in handling temporary shelter for earthquake survivors in NTB Province?."

The purpose of this study is expected to be able to explain various problems that cause the application of model to be not optimal Collaborative Governance in handling shelters in NTB Province and find a model for implementing Collaborative Governance in handling shelters in NTB Province, so that in the future, the results of this study can be used as learning reference for the implementation of handling shelter in various disaster-affected areas in Indonesia.

2. method

The method conducted on the research is a qualitative descriptive method to understand more deeply about the problems of this research. It can explore in-depth answers from available data and information sources for analysis and conclusions. This research is focused on modeling the implementation of Collaborative Governance of Handling Shelter for Earthquake Survivors in NTB Province.

The supporting data needed to answer the research focus was obtained from the results of interviews with key informants / resource persons who had planned on research methodologies, literature reviews, as well as review of reports and documents

as well as focus group discussions involving 3 experts in handling shelters for disaster survivors. To discuss the two research problems, it is then studied with indicators in the theory of Ansell and Gash and the theory of George Bavir.

To ensure the validity and credibility of the data obtained, the researcher conducted a check and re-check using the "triangulation method", where the data obtained in each data collection method were confronted with each other. All data from interviews were confronted with official report data obtained from the dashboard of the Lombok earthquake disaster emergency response data and information center, NTB Province, which was stored at the BNPB Control and Operations Center (Pusdalops) and the Data and Information Center (Pusdatin) of the Ministry of Social Affairs. The results are then used to explain the problems that have been studied factually and objectively in accordance with the findings obtained in the field.

2.1. Theory Overview

2.1.1. Theory of Collaborative Governance

The term Collaborative Governance emerged when there was a shift from the old public administration to a new paradigm, namely New Public Management (NPM). The mention of government changed to governance. This term change aims to change the principle of public administration to be more democratic, because when using the term government, the emphasis is more on government bureaucracy, but after shifting to governance there is an emphasis on community involvement, or stakeholders. (Sari, 2014)

The emergence of the paradigm Collaborative Governance as an adaptation of changes that are deliberately created to resolve conflicts between interest groups and minimize interdependence between institutions. In addition, this paradigm was built to increase the political legitimacy of a public policy (Ansell and Gash; 2007).

Collaborative Governance as the implementation of the New Public Administration appears following the development of an increasingly advanced civilization and is aware of its rights and obligations including the government's awareness of all its shortcomings to solve various problems without involving the community at large.

Many experts have put forward the meaning and definition of Collaborative Governance, for example, according to Ansell and Gash (2007: 543) define that Collaborative Governance is a new strategy in governance management that accommodates various policy makers to gather, discuss and find solutions in a joint forum to make a mutual agreement.

According to the definition of Ansell and Gash (2007), Collaborative Governance focuses on six criteria, namely:

1. (a) forum initiated by public agencies.
- (b) non-governmental actors participate in the forum.
- (c) participants are directly involved in policy making.
- (d) the forum must be formally organized and meet regularly.
- (e) policy is taken by consensus.
- (f) collaboration focuses on public policy or public management,

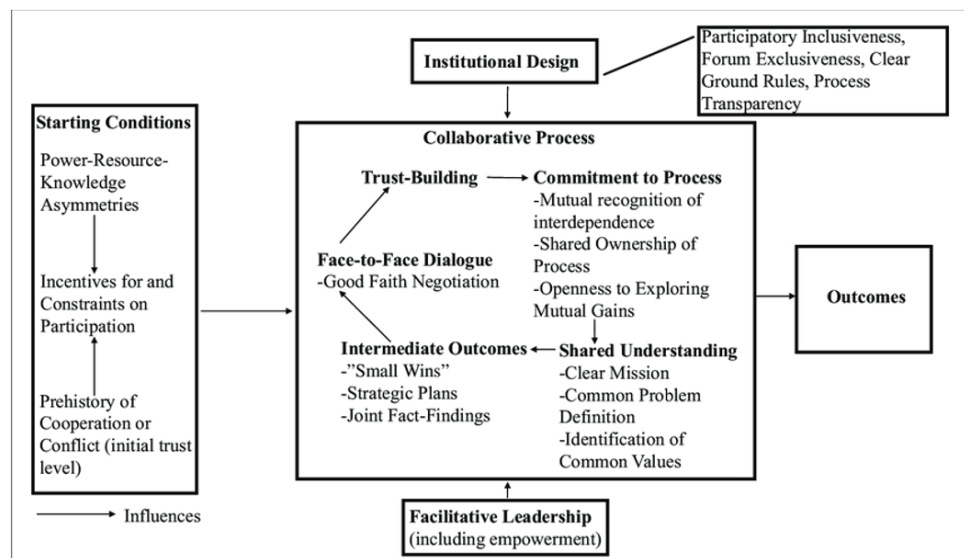


Figure 1: Model of Collaborative Governance (Ansell and Gash, 2007).

According to Ansell and Gash, the collaboration model is the initial condition in a collaboration that is very sensitive to various symptoms, namely stakeholders have interests and the same vision they want to realize together, mutual respect for collaboration, trust between actors, influence bias, resources, and understanding. Facilitative leadership is related to negotiations that occur between stakeholders, formulating clear rules of the game, building understanding and mutual understanding.

The picture above shows the flow of this collaborative process as an important variable, equal interaction through face-to-face dialogue begins the collaborative process, after conducting face-to-face dialogue in multi-way, the party actors will understand the interests which will affect commitment in the collaboration process, after commitment stakeholder becomes a common understanding in problem formulation, identification of values, and a clear mission.

After the stakeholders reach an understanding, then they will set a strategic plan in carrying out the collaboration. Indicators of success in the Collaborative Governance

process are to include all; transparent and responsible; effective and fair; guarantee the rule of law; ensure that problem solving priorities are based on community consensus; and pay attention to the weak in decision making.

According to Danahue and Zeckhauser (2011), Collaborative Governance is a condition in which the government fulfills public goals by using collaboration between organizations and individuals. The same thing is also explained by Holzer et al., (2012) which states that Collaborative Governance is a condition when the government and the private sector seek to achieve a common goal for the community. The ideal picture of multi-stakeholder collaboration in the model Collaborative Governance based on the theories developed by the experts as mentioned above, can be described in a simple model as follows:

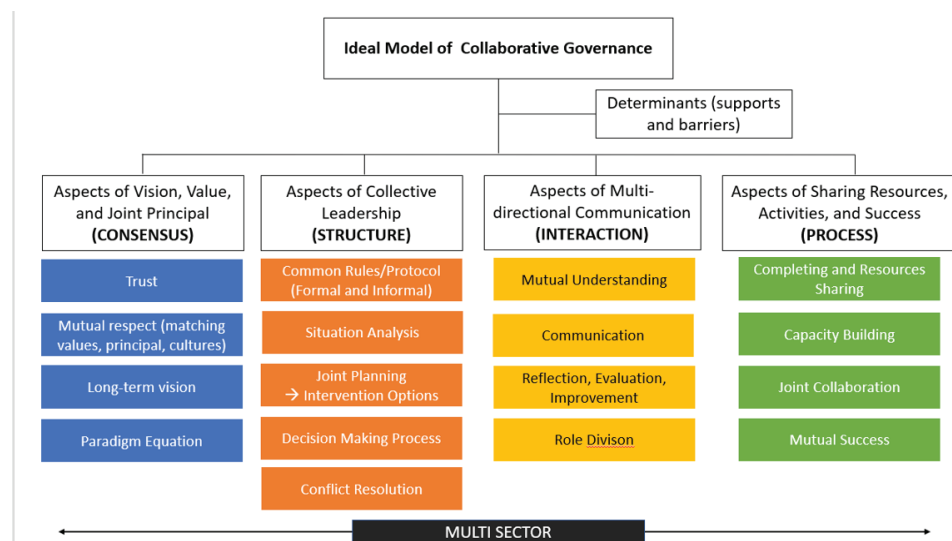


Figure 2: Collaborative Governance Model *Bavir in Nasrulhaq (2020), Emerson, Nabatchi & Balogh (2012) dan Muhammad & Nurkholis (2015)*, processed by researchers in 2021.

3. Results and Discussion

3.1. The Causes of Collaborative Governance's Problems in Handling Shelters for Survivors of Earthquake Disaster Victims in West Nusa Tenggara (NTB) Province.

One of the important parts of this research is to identify various problems and obstacles in the application of the model Collaborative Governance in handling shelters for survivors of the earthquake disaster in NTB Province. Identification of problems in the application of the model is Collaborative Governance intended to identify problems that occur, both at the policy, institutional and operational technical levels that can affect

the application of the model Collaborative Governance, especially in handling shelters for survivors of the earthquake disaster in NTB Province.

In general, based on research data obtained through interviews with key informants who are directly involved in the handling process shelter as well as a review of documents and reports on handling, it shows that Ministries/Institutions, NGOs, the Business and Foreign Assistance through their representative offices, have responded Lombok earthquake emergency response in accordance with the main tasks and functions by referring to the mandate of each institution and implementing good practice in handling shelters in the Province of NTB. All organizations involved are trying to follow the regulations set by the government, especially in handling shelters in NTB Province.

Based on the results of interviews conducted during the research as mentioned above, it can be concluded that the main weakness related to the quality of human resources handling shelters is influenced by several factors including,

1. (a) The presence of new, inexperienced personnel
- (b) Limited knowledge in handling shelter
- (c) There is no training/briefing of personnel in handling shelters and or
- (d) The possibility of lack of emergency planning documents that can be used as reference for the handling of shelter in NTB

Based on the findings of the data obtained by researchers related to the identification of problems that arise in the application of Collaborative Governance in the handling of a shelter for survivors of the earthquake in NTB obtained through interviews with key informants and sources in a focused discussion with experts in the handling of shelter related to the implementation of the handling of shelter in NTB Province, then obtained data and information on problems and obstacles in the application of the model Collaborative Governance in handling shelters for survivors of the earthquake disaster in NTB Province, which are divided into 3 groups of problems, namely policy level problems, institutional level problems and operational technical level problems, as follows:

4. Problems in the Policy Level

1. (a) National policies that are not completely linear with the needs of the community (based on the results of a joint needs assessment)
- (b) There is a national policy that directs the construction of Permanent Residential which takes three years without going through the process of providing temporary shelter

5. Problems in the Institutional Level

1. (a) Diversity of the characteristics of the institutions involved - type, number, experience, and inter-institutional relationships
- (b) Unpredictable turnover
- (c) There are new actors in the collaborative provision of shelters that do not fully understand the concept of shelter, participatory and humane "shelter is not a product, but the shelter is a process"
- (d) Political dynamics in the implementation of disaster management, which affects the position of the cluster in the disaster management command system

6. Problems in the Technical Operation Level

1. (a) The level of severity and complexity of the impact of the disaster
- (b) Not involving the community in impact assessments and needs assessments
- (c) Less than optimal monitoring function of the standard of eligibility shelter
- (d) Rising prices and scarcity of materials need for construction of the shelters

6.1. Model Collaborative Governance in Handling Shelters for Earthquake Survivors in NTB Province

In the application of the model Collaborative Governance in the context of handling shelters for earthquake survivors in NTB Province, there are sub-clusters shelter which are part of 8 sub-clusters under the management of the national refugee and protection cluster (Klasnas PP) which is coordinated by the Ministry of Social Affairs. In its management, the sub-cluster shelter in handling shelters for earthquake survivors in NTB Province, dynamically also involves a number of elements from local NGOs, national NGOs, international NGOs, international NGOs and UN agencies.

The Ministry of Social Affairs, as the leader of the Klasnas PP, where the Sub-Cluster is Shelter located also has a strategic role, immediately activating the sub-cluster shelter, and together with a number of existing stakeholders to establish strategic policies that can be used as guidelines by all parties in handling shelters. for earthquake survivors in NTB Province. Some of the jointly agreed policies in the context of implementing the model Collaborative Governance include:

1. Setting common goals for multi-sectoral shelter handling,

2. Handling and providing shelters emergency and other supporting facilities,
3. Identifying needs of the shelter, NTB Province has reflected a collaborative process marked by several indicators and aspects of Collaborative Governance.

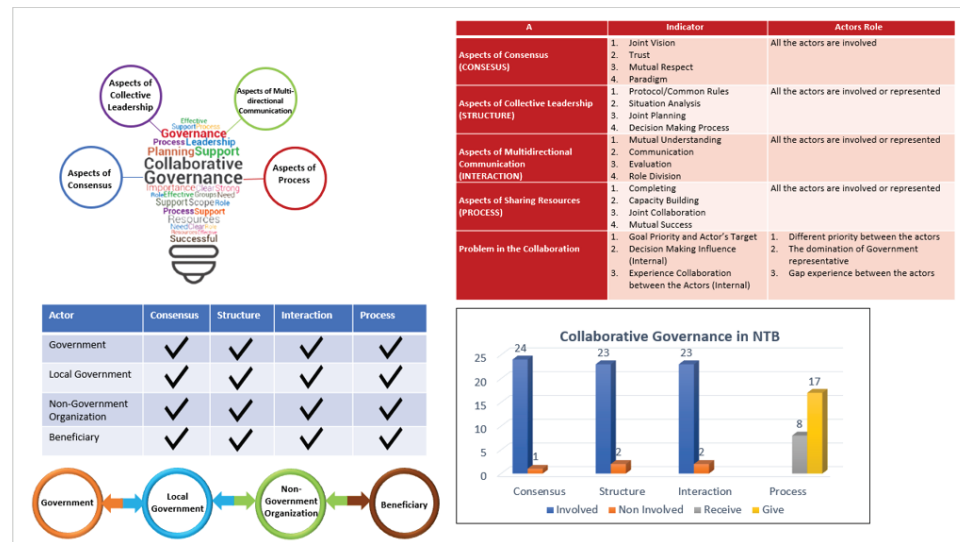


Figure 3: Actors and Roles in Collaborative Governance in NTB Province.

This can be seen in a complete description of the process and involvement of actors based on the findings of the data collected, which can be seen in the following infographic:

From the image above, it can be explained that each actor involved in collaboration plays an important role in roles in each aspect of the collaboration as follows:

6.1.1. Aspects of the Common Goals

The application of aspects of common goals in the model Collaborative Governance in handling shelters for earthquake survivors in NTB Province, as data obtained from a number of research sources is determined through the direction of the central government, joint assessments, coordination meetings, agreements between local governments and recipients benefits, through the results of joint studies according to the needs of residents, through discussions, accommodating the initiatives of survivors, involving leaders and residents in discussions.

From the findings of the field data, it shows that the National Cluster for Refugees and Social Protection through the sub-cluster shelter has set a common goal that involves various parties related to the handling of shelters for earthquake survivors in NTB Province based on the results of a joint needs assessment that has been developed by sub-cluster shelter, to provide services shelter and other basic needs for survivors (affected communities).

Although there were also a few challenges in setting goals, due to differences in policies issued by the central government regarding permanent shelter support and factual needs in the field, temporary shelter was more needed because the fulfillment was considered faster and became an urgent need at that time. To bridge these differences in policy, as the coordinator of Klasnas PP, the Ministry of Social Affairs seeks to conduct dialogue and consultation with the Coordinating Ministry for Human Development and Culture and various related Ministries/Institutions, to formulate joint policies in response to real needs in the field.

Although sometimes the agreement on common goals (through consensus) made in Collaborative Governance through this sub-cluster approach shelter has differences with national policies, but in setting this common goal, the sub-cluster shelter has also fulfilled the components in building this common goal, including:

1. Mapping and identification of sub-cluster actors' shelter in identifying the capacities stakeholder through the 5W (What, Where, When, Whom, Whose) approach, shows the role of the sub-cluster shelter from the start, has mapped and identified the actors involved taking into account the capacities involved.
2. Bringing together the actors, the sub-cluster shelter has also coordinated by holding regular meetings, which have been carried out since the beginning of the earthquake disaster in NTB.
3. Setting common goals – consensus, as discussed in the aspect of Shared goals, that the shared goals of the sub-clusters shelter, in general have been determined by consensus, but in the context of a particular disaster response, there will be dynamics of different needs that have an impact on setting specific shared goals that are tailored context of needs in the field.

The results of field data collection carried out through interviews by researchers are also equipped with observation data or direct field observations during the process of handling shelters for earthquake survivors in NTB Province. The process of observation and field observation is possible because the researcher is part of the team responsible for coordinating the handling of shelters in the province of NTB under the auspices of the Coordinating Ministry for Human Development and Culture.

Based on the results of direct observations related to the application of Collaborative Governance in handling shelters in NTB Province, it shows that in general, the four aspects of the model Collaborative Governance have been applied to the handling of shelters for earthquake survivors in the province of NTB.

From the aspect of joint consensus, goal setting efforts are carried out in stages from the national level to the regional technical level through regular coordination meetings

coordinated by BNPB together with the Coordinating Ministry for Human Development and Culture to establish a national policy for handling disaster victims in the province of NTB by involving relevant ministries at the central level. Policies taken at the central level are then discussed and agreed upon at the regional level with all other stakeholders (elements of local government, civil society organizations and beneficiaries) to make adjustments based on the needs and developments of the situation in the field, as well as agree on targets, targets and objectives. division of duties and responsibilities of each actor in handling shelters in NTB Province.

The importance of joint consensus as the findings of this study indicates that in the implementation of collaboration, especially in the aspect of joint consensus, the reason for this is the idea that it is difficult to achieve goals if only one group or organization acts alone (Agranoff & McGuire, 2003). Effective collaborative actions must be expressed implicitly with the formulation of clear goals (Donahue, 2004). This is because it will be difficult to take collaborative action if the goals to be achieved from the collaboration itself are not made explicit. Collaborative actions in practice are very diverse, such as community empowerment, establishing licensing processes, gathering resources, monitoring new management systems/practices, and so on. Then, the results of these actions immediately have a temporary impact that leads back to the dynamics of collaboration, and long-term impacts.

6.1.2. Aspect of the Structure and Leadership

In handling shelters for earthquake survivors in NTB Province, the sub-cluster shelter has also involved all stakeholders who are humanitarian actors from various agencies/institutions/organizations. Based on data submitted by the Ministry of Social Affairs as the Coordinator of Klasnas PP, more than 82 agencies/institutions/organizations took part in this humanitarian action. Broadly speaking, there are several elements including: Government elements (central government & local government), Community Organizations and Non-Governmental Organizations (NGOs) (national & regional), Business Institutions, United Nations Agencies and International NGOs, United Nations Agencies, and other elements.

In the context of organizing the implementation of handling shelter in the Province of NTB, based on the findings of the research conducted, it is shown that the coordination model, especially as reflected in the leadership system and mechanism for the implementation of handling, shelter adopts a collective leadership model. This is shown by the involvement of various related parties, especially other government elements in decision making, both at the national and local scales.

However, the implementation of this aspect, especially Collaborative Governance which was developed through the sub-cluster shelter, in general has fulfilled the supporting components including;

1. The commitments within the cluster shelter have been defined and regulated in the guidelines developed by the sub-cluster shelter.
2. Procedures and collaboration agreements, to support this component, the sub-cluster shelter has also developed the Klasnas PP Guidelines and Standard Operating Procedures (SOP) for collaborative actors in carrying out their support for survivors.
3. Collaborative Structure, in the sub-cluster guide shelter, the structure developed has also been regulated and can be developed and adapted to the prevailing context during handling shelter for earthquake survivors in NTB.
4. Collective leadership, in the aspect section, it has also been explained that decision-making in the sub-cluster shelter always involves other collaborative actors, both in a coordinating and consultative context.

In the aspect of collective leadership, the Director of PSKBA of the Ministry of Social Affairs acts as the coordinator of the handling of evacuation and protection where one of the sub-clusters is the handling of shelters for disaster-affected survivors, BNPB acts as the controller of the POSKO for handling disaster emergencies, the local government as the coordinator of provision shelter and logistical needs (Provincial Social Service of West Nusa Tenggara) and the coordinator of the joint POSKO for disaster emergency management (BPBD of West Nusa Tenggara Province). Meanwhile, non-governmental partners act as coordination facilitators, training facilitators, project managers, logistics facilitators, health team coordinators, clean water sanitation and hygiene management facilitators of the sub-cluster facilitators shelter, information managers and support providers. The beneficiaries of the shelter act as the manager of the soup kitchen, distribution of aid, coordinating the involvement of youth and as the head of the shelter which is coordinated by the village head of the beneficiaries shelter disaster-affected.

However, apart from the sub-cluster shelter, there were also a number of platforms (Collaborative Governance) that coordinated humanitarian actors/actors in the context of different handling issues. Some respondents also thought that the leadership authority was only in the government element, without the involvement of collaborative actors outside the government.

However, the implementation of this aspect, especially Collaborative Governance which was developed through the sub-cluster shelter, in general has fulfilled the supporting components including;

1. The commitments within the cluster shelter have been defined and regulated in the guidelines developed by the sub-cluster shelter. This commitment is also developed in a tagline that is always used as a sub-cluster communication medium, namely; "Shelter is not a product, but a shelter is a process" this emphasizes that fulfilling needs is shelter not limited to providing shelter services, but also fulfilling access and other service needs including supportive social support in a community.
2. Procedures and collaboration agreements, to support this component, the sub-cluster shelter has also developed the Klasnas PP Guidelines and Standard Operating Procedures (SOP) for collaborative actors in carrying out their support for survivors.
3. Collaborative Structure, in the sub-cluster guide shelter, the structure developed has also been regulated and can be developed and adapted to the prevailing context during handling shelter for earthquake survivors in NTB.
4. Collective leadership, in the aspect section, it has also been explained that decision-making in the sub-cluster shelter always involves other collaborative actors, both in a coordinating and consultative context.

In the aspect of collective leadership in handling earthquake victims in NTB Province, based on the results of direct observations and observations in the field, it shows that there is an integrated coordination model under the command of the Sub-Cluster Shelter led by the Ministry of Social Affairs. However, the operational policy decision-making process is still carried out openly by involving all stakeholders.

The best practice of handling shelters in the province of NTB as mentioned above is in accordance with the opinion of Emerson et al (2011) which states that leadership is part of the capacity for collective action in the practice of Collaborative Governance. The leadership aspect is one of the basic values starting from the understanding that the center of management and governance is leadership. Leadership in collaboration is more networked than hierarchical. This means that each party is on an equal footing. The relationship between the parties involved is more of a coordination function than a command. It is different from the hierarchical pattern which prioritizes command. The position of the actors is structurally the same, but the coordination line is not vertical. Even though they are in the same position, each carries out different duties and responsibilities

6.1.3. Aspect of the Multi-Directional Communication (Interaction)

The interaction and communication built in the sub-cluster is also considered to have been built quite well, this is indicated by the positive answers from all of the interview

respondents. An interaction and communication platform that is made regularly both nationally (1 time per week) and at the location of disaster events (2 times per week) by discussing technical issues including developments and gaps in handling is the key to success in fulfilling this aspect. The dynamics of the discussion are also well managed, so that differences of opinion can be resolved in a healthy and constructive manner. In building multi-way communication, the central government carries out multi-stakeholder coordination at the regional and central levels on a regular basis, local governments facilitate coordination between parties involved in collaboration in the regions. Non-government agency partners coordinate with members of the refugee cluster and protect survivors affected by the disaster. Meanwhile, the beneficiaries of the shelters provide advice on health services for survivors, advise on distribution of aid, advise on public kitchen services and are involved in one or all of the construction processes of the shelter.

Based on the results of interviews with government, NGO and community sources, it shows that communication in handling shelters in NTB Province is carried out by implementing a fairly good multi-way communication, starting from the community level to the level of government policy makers.

Although the interaction and communication aspects are considered to be quite good, at the stage of intervention in the field including planning, implementation, control, evaluation and reporting, there are respondents who state that they are very good but there are also those who need future improvements. So that technically, the components in this aspect can be judged to have been fulfilled, such as;

Mutual understanding, interaction and communication that run optimally will increase mutual understanding, thereby increasing mutual trust by appreciating the role of collaborative actors. The multi-way communication mechanism, from the responses of all respondents who considered the interaction and communication to be quite good, showed that all collaboration actors had access to sufficient and balanced communication. Adequate access to communication will encourage productive interactions between collaborative actors.

Sharing roles, data submitted by interview respondents, to support sharing roles in collaborative action, the division of roles has been arranged during the planning stage by forming Working Group Shelter, which divides the tasks of building shelter and work areas so that they do not overlap.

In the aspect of multi-way communication, the results of observations in the field show that this aspect can be done by establishing a coordination model under the command of the sub-cluster shelter. The sub-cluster shelter develops an open communication pattern and encourages the involvement of all handling actors in various

discussions/routine coordination meetings for handling shelter, both during policy making and during monitoring and evaluation of handling shelter in NTB Province.

The result of this study provides an overview of the importance of communication aspects in the implementation of Collaborative Governance. This is in line with the opinion of Ansell and Gash (2007) placing communication as one of the core processes in collaboration. They describe in the form of face-to-face dialogue. Collaboration requires multidirectional communication. Multidirectional communication, namely the existence of feedback that takes place by involving more parties, which occurs in an intensive sustainable manner. Responses and responses are carried out by the parties involved in various ways of communicating (oral or written). Communication can be done through direct face-to-face or through the media only to help establish intensive communication. The existence of direct interaction can provide reinforcement on other basic values that will strengthen collaborative relationships.

Based on the results of interviews with government, NGO and community sources, it shows that communication in handling shelters in NTB Province is carried out by implementing a fairly good multi-way communication, starting from the community level to the level of government policy makers. So that technically, the components in this aspect can be judged to have been fulfilled, such as;

1. Mutual understanding, interaction and communication that run optimally will increase mutual understanding, thereby increasing mutual trust by appreciating the role of collaborative actors.
2. The multi-way communication mechanism, from the responses of all respondents who considered the interaction and communication to be quite good, showed that all collaboration actors had access to sufficient and balanced communication. Adequate access to communication will encourage productive interactions between collaborative actors.
3. Sharing roles, data submitted by interview respondents, to support sharing roles in collaborative action, the division of roles has been arranged during the planning stage by forming a Working Group Shelter, which divides the tasks of building shelter and work areas so that they do not overlap.

6.1.4. Aspects of the Sharing and Action Process

One of the functions of the cluster is to mobilize resources for disaster survivor services, so that the action process in the field and sharing resources is the key to successful collaboration. From the answers given by respondents to date, the mobilization of resources, especially for the construction of permanent housing is still being carried

out, as for the forms of mobilization carried out including: management experts shelter, non-cash assistance programs, community involvement, and other technical assistance, which uses natural resources. funds from each actor in a collaborative institution with previously planned locations and activities.

In the aspect of resource sharing, the central government mobilizes national resources for services and fulfillment of the basic needs of disaster survivors and non-cash assistance and technical assistance. Local governments support service management and fulfill the basic needs of disaster-affected survivors. Meanwhile, non-government partners provide training on earthquake-safe construction, build temporary shelters, assist survivors, mobilize volunteers, provide clean water, sanitation and hygiene services and provide health services to survivors. The beneficiaries Shelter independently share logistical assistance for the basic needs of survivors around the refugee camps that are more severely affected. Refugee management is also still being carried out through local involvement, by conducting training by capacity building teams in refugee management (facilitated by IOM and other collaborative partners).

The various statements submitted by these resource persons indicate that the aspect of sharing resources in handling shelters in NTB Province by actors involved in handling shelters for survivors affected by the earthquake in NTB Province has also shared resources according to the potential of each actor. While the answers from the perspective of the beneficiary's shelter showed that most of the community received assistance in various forms from the actors involved in the collaboration, but there were also some communities who were involved in sharing resources (giving) to fellow disaster-affected survivors in more severely affected areas.

The regular coordination meeting of the Sub Cluster Shelter in NTB at that time, one of which was to discuss who did what and where, this was an effort to find out the available resources in each institution/organization. This is also done to be able to allocate existing resources, so that there is no overlap and also the potential for collaboration interventions. In this aspect, the supporting components have also been implemented well including:

1. Observing the process and impact is carried out through developing a monitoring mechanism with a 5W 1 H format and reporting progress periodically and with a certain period of time. This monitoring is important to ensure that the actions are carried out correctly and according to the planned stages/processes and have a positive impact on the survivors. Periodic reporting also serves to see achievements and gaps during the construction of shelters and other interventions.

2. Knowledge and Capacity Management, a number of collaborative actors also continue to collect lessons learned during the intervention process to become future learning and local capacity building is also part of the investment of resources.
3. Knowledge and Capacity Management, a number of collaborative actors also continue to collect lessons learned during the intervention process to become future learning and local capacity building is also part of the investment of resources.
4. Sharing resources, Resources in this component include; funding, personnel, technology and management. From the respondent's description, resource sharing can be done by grouping collaborative actors who have the same type of resource. so that the process of sharing resources can be optimized for implementers in the field.

The results of observations or field observations on the application of resource sharing aspects in handling shelters for earthquake survivors in NTB Province, which based on field observations indicate that actors in handling shelters in NTB Province have diverse characteristics and resources. With an integrated coordination model, each handling actor shelter can collaborate to strengthen each other. This can be evidenced by the observation that shows that there are some actors handling shelter a strong aspect of financial resources but weak in the aspect of human resources, this deficiency can then be met by other actors who have excelled in the field of development of human resources handling the shelter by doing activities capacity building for perpetrators of handling shelter in NTB Province.

7. Conclusions

Based on the result and discussion, it can be concluded as follows:

1. Aspects of Joint Consensus in handling shelters for victims of earthquake survivors in NTB Province based on the results of this study indicate the commitment and goals agreed upon by all parties involved, both consensus at the central level and consensus at the regional level.
2. Aspects of Collective Leadership in handling shelters for earthquake victims in NTB Province based on the results of this study are shown by the activation of the sub-cluster Shelter which is coordinated by the Ministry of Social Affairs as a government representative who is responsible and has the authority to coordinate various handling policies shelter by involving all actors involved.
3. Aspects of Multi-stakeholder Communication in handling shelters for earthquake victims in NTB Province according to the results of this study have been carried out

by activating a disaster management command post in NTB Province as a space for interaction, communication and information sharing between actors.

4. Aspects of Sharing Resources in handling shelters for victims of earthquake survivors in NTB Province are shown by the division of roles and responsibilities according to the characteristics of each actor involved, as well as collaborating with each other in complementing deficiencies among the actors involved in handling shelter.

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