

Research Article

Cross-Sector Collaboration in Implementing Covid-19 Management Policy in Takalar Regency

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Abstract.

COVID-19 is of particular concern to every country to solve the problem. This study aims to analyze policies for handling the COVID-19 pandemic in Takalar Regency using a cross-sector collaboration approach. This research uses a qualitative approach. The research informants consisted of various stakeholders involved in handling the COVID-19 pandemic in Takalar Regency. Data collection was carried out by observation, in-depth interviews, FGDs, and documentation. Data analysis was carried out using Nvivo-12. The results showed that the inter-actor agreement was designed by forming a Covid-19 task force team involving cross-sectoral stakeholders. Building Leadership shows that collaborative leaders are committed to addressing pandemic issues with policy and budget support. Building legitimacy has been done well, although technical problems still exist in the implementation of programs and activities to handle the Covid-19 pandemic. Building trust among cross-sector stakeholders is going well where they trust each other's ability to carry out their assigned responsibilities. No conflict was found between stakeholders who are members of the COVID-19 task force.

Keywords: Cross-Sector collaboration, Policy Implementation, Pandemic of Covid-19

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1. Introduction

The governance process in the governance approach focuses on harmony between elements of the community, elements of the private sector, and elements of the government in completing various tasks and responsibilities in various fields or sectors. In this regard, the government as a public institution seeks to formulate laws and regulations as a regulatory and administrative function that can drive performance, synergistic relations between stakeholder actors, and power which is divided into three actors in governance, namely the private sector. government and society. Where they work together and participate in responding to problems facing the public.

From the governance perspective, the trend of collaborative studies was born by considering the complexity of the problems that arise due to changes in society. this

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is also driven by the inability of the government to work efficiently and effectively by relying on its organization so that it requires the assistance of other actors or organizations in the framework of collaboration or cooperation. One of the concepts of collaboration was put forward with the term “collaborative governance” or “collaborative governance” as a solution to solving public problems based on mutual agreement [1]. Furthermore, [1] stated that the term collaborative governance is a variation in government management that involves various actors outside government institutions in making collective decisions at the level of policy implementation or governance management.

The difference in terminology used by [1], namely collaborative governance, and [2] with the terminology of cross-sector collaboration, is the same, but both emphasize different dimensions in viewing the phenomenon of collaboration in the public sector.

The “collaborative governance” model proposed by [1] tends to focus on collective decision-making and involves government, private organizations, and communities. where each is given roles and responsibilities that are carried out collectively (collectively). While the Collaborative Governance theory proposed by Bryson and Barbara C. Crosby is called Cross-Sector Collaboration. Where this model is a collaboration model that focuses more on the process session. This collaboration links the government, non-profit organizations, citizens, and/or citizens in total.

Cross-Sector Collaboration as a liaison to share data, resources, activities, and expertise by organizations in 2 or more zones to achieve common results that cannot be achieved by organizations in one zone alone [2]The model proposed by Bryson, Crosby, and Stone emphasizes or focuses on the process side. The key to cooperation is when the process of forming cooperation takes place, it is stated in the terms of the initial negotiations to determine common goals.

In this context, cross-sector collaboration has become a theoretical and practical problem that arises in the realm of government affairs because it has been used up to the local or small level [3] The concept of cross-sector collaboration usually refers to “policymakers who are dependent on each other others who work to develop and implement policies to solve complex constraints, or situations of “multi-faceted problems [4]. Then add, in institutional settings, placing the position of collaboration in the middle between government and citizens, so that they have different names, including new public governance [5], network governance [6], cross-sectoral collaboration [2] [7] However, the terms put forward by these experts are different, but all of them are collaborative concepts from a governance perspective.

The involvement of numerous government entities and non-government sectors in cross-sector collaboration during policy making contributes to the increased complexity of the policy implementation process compared to the policy making process. This shows that the effectiveness of policy implementation is highly dependent on the involvement of cross-sectoral stakeholders because in these complex conditions the government is no longer possible to work alone but requires joint effort and collaborative action with them to solve public problems and implement policies [7] [8]. This shows that policy implementation is an urgent and complex matter because a policy that is implemented in different locations in the same period has the potential to have different policy performances [7] Cross-sector collaboration in policy implementation is a policy implementation model that can integrate stakeholders to improve the performance of a policy.

The cross-sector collaboration referred to here, as stated by [2]“as the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately.” This also shows that this collaborative model uses resources effectively and efficiently in implementing public policies and services through the integration of stakeholders from various sectors. Bryson expressed their views in analyzing cross-sectoral collaboration processes emphasizing 6 (six) important dimensions which include forging agreements, the role of formal and informal leaders (building leadership), building legitimacy (building legitimacy), and building trust. (building trust), managing conflict (managing conflict), and Planning (Planning) [2]. The following is a description of each of these dimensions:

Forging agreements in collaboration include formal and informal agreements. A formal agreement that is built is an important factor and has advantages in supporting collaboration accountability. The need for initial agreements between stakeholders or changing agreements between stakeholders is likely, as a collaboration evolves to include partners and various geographically dispersed actors in the problem domain. Designing a forging agreement consists of a broad purpose, a mandate, and a commitment of resources [2]

Formal and informal leadership roles (building leadership), where collaboration provides a variety of formal and informal leadership roles [2]. In addition, the role of formal leaders (building leadership) is an important element in the cross-sectoral collaboration process. The key roles of leaders consist of sponsors and champions. Sponsors are individuals who have the authority and access to resources even though they are not intensively involved in the collaboration process. While champions are individuals

who intensively focus on the collaboration process and achieving the goals of the collaboration.

Managing conflict in collaboration arises due to differences in the goals and expectations of stakeholders that make them interested in engaging in collaboration [2] [9]. Managing conflict is one of the important things in collaboration. Conflicts may arise as a result of different interests and expectations of the collaborating stakeholders. In addition, conflicts will arise if the level of the collaborating organization is not on the same level. To avoid conflicts, stakeholders should use resources and involve other stakeholders fairly and equally, such as educating/explaining to other stakeholders important concepts, information, and methods.

Planning in various literature explains that in setting up a collaboration, there are two approaches in terms of planning. The first approach is called a planned approach (deliberately made) or formal planning as an effort to achieve goals. Planning in collaborative organizations is one thing that is very important to achieve goals. articulating the mission, goals and objectives, roles and responsibilities, phases and stages as well as careful and planned implementation are important factors in achieving goals [9]. This approach is also referred to as “planning from goals” [10]. The second approach is referred to as the “sudden/sudden” approach, where this approach is referred to as “planning from thrust” [9]. Cross-sectoral collaboration tends to be successful when it combines intentional and sudden planning; Deliberate planning is more emphasized in mandated collaboration and emergent planning is more emphasized in unmandated collaboration.

Cross-sector collaboration studies that integrate stakeholders to improve performance can be adapted to various policies, one of which is the policy for handling the COVID-19 pandemic that involves multi-sectoral stakeholders from government, private, and community elements. Therefore, cross-sector collaboration studies are considered relevant to the diversity of stakeholders and the complexity of resolving the coronavirus pandemic in various areas such as Takalar.

Information data from the Takalar Regional Health Office for 2020-2022, shows that in 2020 there were 456 cases and a death rate of 5 cases. Then in 2021, the data on the incidence of Covid-19 cases increased where there are 1632 cases and 54 deaths as of November 15, 2021. Furthermore, in February 2022 there are currently 3 new cases and 1 death case. Thus, the number of cases since the beginning of the pandemic (April 2020) to date has been recorded at 2091 cases with a cumulative death of 60 cases. Based on the task description of the task force contained in the Takalar Regent's Decree

No. 471 of 2020 as described above, it is hoped that it will be successful in dealing with the Covid-19 pandemic in the Takalar regency area.

The initial findings of research regarding cross-sectoral collaboration in policies for handling the Covid-19 Pandemic where the collaborative organization identified in this study is the Covid-19 Handling Task Force (Satgas) organization which was formed based on Takalar Regent Decree No. 471 of 2020. As a multi-sectoral organization that plays a role in handling the Covid-19 Pandemic, the Takalar Regency Covid-19 task force covers the fields of data and information, behavior change, volunteering, public communication, law enforcement, and discipline. Then there are also the positions of the expert team, secretary, deputy chairman, and head of the task force.

Concerning the collaborative approach to solving public problems, a lot has been done, as well as research on the phenomenon of the Covid-19 Pandemic. Several studies are related to collaboration between organizations, one of which is the research that has been carried out by on the “collaborative model of governance in tourism development in Buton Regency” which shows that; (1) The collaboration process in tourism development, determining intermediate outcomes, is only carried out by the government. The role of Parabela is seen in the technical implementation of the cultural and historical tourism development program (2) The initial condition of tourism development collaboration seems that there is no balance of resources owned by the stakeholders in collaborating (3) Design of tourism development institutions. There is an equal position between the government, the private sector, and the community. The role of customary institutions as a bridge between the government and the community. (4) The leadership of the facility is played by Parabela as a mediator of collaboration and spearheading the preservation of Butonese customs and culture [11].

Furthermore, the results of research regarding collaborative management studies show that: 1) Collaborative management carried out by the Government of South Sulawesi Province together with Kodam VII based on a mutual agreement that has been made from 2010 to 2014. Collaborated context In general, it can be understood by both parties, but in particular, the strategies, objectives, targets, vision, policies, and personnel structure specifically in charge of the MoU have not been developed and the non-profit and private organizations have not been involved in the collaborative management of the public sector (Bactiar, Rewa, & Yunus, 2016).

Several previous studies regarding the Covid-19 pandemic phenomenon have been carried out, regarding “Implementation of Prevention and Control of Covid-19 Infections at the Salewangang Hospital, Maros Regency: KMK Guidelines Number HK.01.07/Menkes/413/2020 About The Covid-19 Prevention and Control Guidelines

Revision V “shows that there are sources of problems such as hand sanitizers, personal protective equipment, and consumables to support hand washing facilities that are difficult to buy easily [12].

Another past research about “Implementation of Sanctions for Violators of Physical Distancing and Use of Masks Based on Perwali Batu Number 78 of 2020”. The search results show that the rules made by the local government are good and can reduce the spread of the coronavirus there. However, there are still many people who violate it [13].

Another study with the scope of “Implementation of Covid-19 Socialization to Increase Public Awareness of Health Protocols in the City of Jakarta”. So it is presented that with socialization, residents will be vigilant in carrying out their activities during the outbreak and become more aware of the term protocol for activities during the corona season [14].

Suryandari’s observations (2020) about the effectiveness of the PSBB policy made by government stakeholders following the 1945 Constitution of the Republic of Indonesia. The results show that many PSBB policies are less effective because people feel that they have not fully received legal protection as mandated by the 1945 Constitution on policies made by the government [15].

Finally, another research regarding the rules on the issue of the corona-19 virus outbreak, results show that policies to suppress activities aimed at reducing the spread of the corona outbreak harm the world economy. Then it is predicted that the economy will fall and not grow well in 2020 [16].

Previous studies have provided a clear explanation of the Covid-19 Pandemic phenomenon; this study builds on that foundation by taking a fresh look at the issue of how to implement complex policies to deal with the corona-19 virus outbreak in the Takalar area. Specifically, this study examines the role of cross-sector collaboration in the region’s efforts to combat the pandemic [2]

This study aims to analyze the phenomenon of implementing complex policies for handling the corona-19 virus outbreak, especially in the Takalar area by using a different perspective, where this study uses a cross-sector collaboration approach in Takalar Regency in working to overcome the pandemic of the coronavirus.

2. Methods

The qualitative approach was chosen by the researcher to explain descriptively and analyze the phenomenon under study to achieve the objectivity of data so that a phenomenon can be understood. The choice of this approach aims to understand

the phenomenon of cross-sectoral collaboration in policies for handling the Covid-19 pandemic in Takalar Regency in a holistic (whole) manner. This cross-sector collaboration research was carried out in Takalar Regency, especially in agencies that play a role in handling the Covid-19 pandemic. The selection of Takalar Regency as the research location was chosen because the first case of Covid-19 and the case of the Omicron variant in South Sulawesi were first discovered in Takalar Regency.

Data sources include primary and secondary data, where primary data is obtained from observations, in-depth interviews and focus group discussions. The activities observed included meetings and meetings of the Covid-19 task force unit, activities in carrying out activities such as outreach and large-scale social restrictions, handling Covid-19 patients. Interviews and Focus Group Discussions were conducted with key informants involved in the Takalar Regency Covid-19 task force unit. Secondary data was obtained from various documents and reports on the Covid-19 handling program.

The number of informants identified and determined is 14 people selected purposively (deliberately) by considering that the selected informants can present information about the reality of the cross-sectoral collaboration process in implementing the Covid-19 pandemic policy in Takalar Regency. For clarity, the following details of informants are shown in the following table:

TABLE 1: Number of Research Informants.

No	Informant	Number of Informant
1	Head of Takalar Regency Health Office and Staff	3
2	Head of the Takalar Regency Regional Disaster Management Agency and Staff	2
3	Director and Health Personnel of RSUD H. Padjonga Dg. Ngalle Takalar Regency	3
4	Community Leaders / Community representatives	2
5	Chairman of the Takalar Regency Public Safety Center and staff	2
	Total	12 informant

Source : Data processing, 2022

The table above shows a list of key informants who were the source of this research data, totaling 12 people. All of these informants are actors who are directly involved in the activities of the Covid-19 management program in Takalar Regency.

Analysis of research data using NVivo-12. This data analysis is important to be able to analyze qualitative data efficiently. In using NVivo, the most noteworthy thing is the coding and nodes. Coding is the process of filling the nodes with information related to the categories of concepts (codes) that have been formed in the node system. So,

nodes are containers for storing information relevant to the concepts contained in each category of node systems.

3. Results and Discussion

Based on data on the incidence of Covid-19 cases in Takalar Regency, it was first reported on April 1, 2020, although in recording and reporting the case was transferred to Gowa Regency (based on the ID Card address) with a history of exposure allegedly from Jakarta (as a traveler) based on the results interviews of epidemiological investigation activities. The case which was officially released as the first case in Takalar Regency was reported on April 8, 2020, was a resident or resident of Galesong District, where the person concerned was exposed at work which was indeed a high risk for exposure to Covid-19. Over time, the number of positive confirmed cases continued to increase and fluctuated from time to time until the end of March 2021.

The total number of positive cases in Takalar Regency until the end of March 2021 was recorded at 946 cases with the highest number of new cases in January 2021 (302 cases) and continued to decline so that at the end of March 2021 the number of new cases was recorded as many as 65 cases. The decrease in the number of positive COVID-19 cases per week for the period January - March 2021.

The number of active cases in Takalar Regency as of March 31, 2021, was 14 cases consisting of 5 people undergoing treatment at the hospital and 9 people undergoing self-isolation, while the cumulative positive cases reached 946 cases with a total recovery of 915 cases or were at 96.72%. The cure rate for Takalar Regency is higher than the Healing Rate of South Sulawesi Province (96.36%) and the national cure rate (88.99%).

Positive confirmation cases that were declared dead until the end of 2020 were recorded as 5 cases and increased in early 2021, where in January there were 5 confirmed cases of Covid-19 that were declared dead and in February the number of cases died as many as 2 people. and in March 2021 there was another increase in the number of deaths by 5 people. Total deaths until the end of March 2021 were 17 cases or around 1.79% (higher than the death rate of South Sulawesi Province which was 1.53% and but still above the national average of 2.70%).

To prevent the spread of Corona Virus Disease 2019 (Covid-19), the Takalar Regency Covid-19 Handling Task Force made preventive efforts, one of which was by carrying out socialization and education to the public and distributing masks. Prevention and Handling of the Corona Virus Disease 2019 outbreak are required to implement and comply with health protocols using personal protective equipment in the form of a mask

that covers the nose and mouth to the chin if you have to leave the house or interact with other people whose health status is unknown.

The results of this study were analyzed using the theory of cross-sector collaboration which includes six dimensions, designed agreement, the role of formal and informal leaders, building trust, building legitimacy, managing conflict, and planning. Based on the Nvivo-12 data analysis, the results of the word cloud regarding the Covid-19 pandemic handling policy in Takalar Regency were obtained as follows:

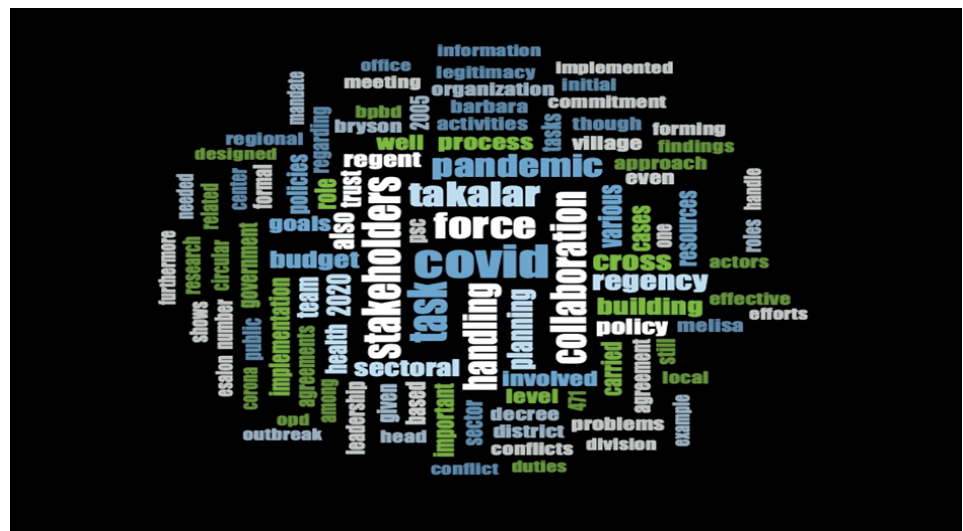


Figure 1: Word Cloud analysis of research results, 2022.

Word cloud analysis of the data above highlights the words that consistently appear most frequently in texts related to handling COVID-19. The most dominant words in this analysis are “Covid”, “health” and “cases”. The frequent presence of these words illustrates the main focus of the research conducted, both through in-depth interviews and in various report documents related to handling the pandemic. “Covid” naturally became the center of attention, referring to the Corona virus and all related aspects, from prevention efforts to social and economic consequences. Meanwhile, the word “health” highlights great attention to health aspects, including medical treatment, patient care, and prevention efforts. Then, the word “cases” emphasizes the importance of monitoring and analyzing the number of recorded cases related to COVID-19. From this visualization, it can be concluded that research involving in-depth interviews and documents related to the pandemic is very focused on aspects of public health, the impact of COVID-19, and steps to deal with it. This provides a clear understanding of the issues of greatest concern in efforts to address and understand the COVID-19 pandemic.

The additional set of findings comes from a crosstab query performed in Nvivo 12 analysis, and it reveals the following:

Cases	Building Leadership	Building Legitimacy	Building trust	Forging Agreements	Managing Conflict	Planning	Total
BPBD	0%	20%	0%	0%	80%	0%	100%
DINAS KESEHATAN	17,39%	34,78%	8,7%	26,09%	4,35%	8,7%	100%
MASYARAKAT	14,29%	23,81%	14,29%	42,86%	4,76%	0%	100%
PSC	18,75%	12,5%	6,25%	50%	6,25%	6,25%	100%
...D PADJONGA DG NGALLE	0%	7,69%	15,38%	53,85%	15,38%	7,69%	100%
Total	12,82%	21,79%	10,26%	38,46%	11,54%	5,13%	100%

Figure 2: Crosstab Query – Result Review.

Crosstab query analysis in NVivo provides a detailed picture of the distribution of involvement of related entities in various aspects of handling COVID-19 in Takalar Regency. From these data, it can be concluded that the role of various entities is very visible in several key indicators. First, in the “building leadership indicator,” the dominant role in building leadership is held by the Public Safety Center (PSC). This shows the PSC’s strong focus on establishing a strong leadership structure in the context of a project or research. Furthermore, in the “building legitimacy indicator,” health services showed the highest involvement, indicating their important role in building legitimacy or recognized authority in the situations studied.

Then, in the “trust building indicator,” the main role in building trust lies with the Hospital, reflecting their efforts in creating strong trust and confidence in a particular context. Meanwhile, in the “forging agreements indicator,” the highest involvement was carried out by the hospital and the community, showing close cooperation between the two entities in reaching the necessary agreements.

Furthermore, in the “managing conflict indicator,” the Regional Disaster Management Agency (BPBD) stands out with the highest involvement, indicating their strong focus in managing and resolving conflicts that may arise in handling covid-19 in Takalar Regency

Finally, in the “planning indicator,” health departments show the best involvement, indicating their ability to plan effectively regarding the project or situation at hand. This analysis provides an in-depth overview of the role of each related entity and their unique contribution to specific aspects relevant to the project or research being conducted.

Agreements designed in collaboration include formal and informal agreements. A formal agreement that is built is an important factor and has advantages in supporting collaboration accountability. The need for initial agreements between stakeholders or changing agreements between stakeholders is likely, as a collaboration evolves to include partners and various geographically dispersed actors in the problem domain.

Designing a forging agreement consists of a broad purpose, a mandate, and a commitment of resources [2].

In the policy study of handling the COVID-19 pandemic in Takalar Regency, cross-sectoral stakeholders involved in implementing the policy each received a clear mandate and role so that there was no overlap and it was implemented effectively. Then the commitment to the resources of the collaborating actors is also a process that is no less important to achieve policy goals. Based on the research findings, stakeholders involved in handling the COVID-19 pandemic are incorporated in a task force unit that involves multi-sector stakeholders such as from all elements of the Takalar Regency local government agency, the TNI and POLRI, and the community. All agencies have their respective roles and duties as stipulated in the Takalar Regent's Decree Number 184 of 2020 concerning the Establishment of the Task Force for the Acceleration of Prevention and Handling of Corona Virus Disease 2019 (Covid-19) 2020.

Designing an agreement in dealing with the Covid-19 pandemic in Takalar Regency is important because it is the initial process in building a cross-sector collaboration, therefore the form and content of the agreement between actors and the process used to formulate the agreement greatly affect the results of the collaboration [2]). Even though all actors have a common understanding of the goals of the collaboration, if an agreement is not reached between them, then the collaboration will not be possible to proceed to the next stage.

Building Leadership

The results show that the regent as the sponsor and formal leader of the Takalar Regency Government is committed to supporting the handling of the COVID-19 pandemic through regulatory and policy support and a budget of 2,873,185,800 IDR in 2020. The role of champions in a cross-sector collaboration in handling the COVID-19 pandemic is implemented by the Head of the Health Service who represents the regent as a leader in the technical implementation of the policy. Leadership in cross-sectoral collaboration in implementing policies for handling the COVID-19 pandemic is considered a key factor for success at the implementation level. Political will from regional leaders shows a strong desire to handle the Covid-19 pandemic. This is evidenced by commitment in the form of resource support such as budgets, local level regulations, resources and the involvement of various stakeholders who are each asked to play a role and contribute actively in the collaboration process.

Building Legitimacy

As stated in Institutional theory, organizations will try to obtain the resources needed to survive (maintain the sustainability of the organization), therefore it is required to

build legitimacy by utilizing structures, processes, and strategies that are appropriate for the institutional environment. However, when the newly organized entity is a network-based organization. So the entity is not automatically recognized by internal or external parties as a legitimate organizational entity because its nature is less understandable and recognizable compared to traditional organizations, such as bureaucratic structures [2]

Building legitimacy in cross-sectoral collaboration in policies handling the COVID-19 pandemic in Takalar Regency is related to the structure of the task force team that involves various elements of stakeholders. In the process of forming the task force team, there were no obstacles, because all saw that the problem of the COVID-19 pandemic must be resolved immediately. In its implementation, the obstacle is communication with the community. Where the role of the village head is needed so that the examination can be carried out and the rules regarding health protocols such as self-isolation can be realized properly, besides that, the distribution to burial is also hampered because there is no special team. One of the strategies carried out is the fulfillment of supporting medical devices to treat COVID-19 patients.

Building Trust

The results of research on building trust in cross-sectoral collaboration in policies for handling the covid-19 pandemic are related to trust between stakeholders in the task force team for handling the COVID-19 pandemic in Takalar Regency. The research findings show that each stakeholder trusts the other, as well as trusts in their respective abilities in carrying out the tasks and responsibilities assigned. This task force unit team regularly conducts meetings and coordination meetings every month to evaluate activities for handling the COVID-19 pandemic. During the implementation of Large-Scale Social Restrictions (PSBB) all stakeholders are present every day to maximize the policy. Building trust among cross-sectoral stakeholders is essential for effective policy collaboration.

Managing Conflict

Conflicts in collaboration arise due to differences in the goals and expectations of stakeholders that make them interested in engaging in collaboration [2]. Managing conflict is one of the important things in collaboration. Conflicts may arise as a result of different interests and expectations of the collaborating stakeholders. In addition, conflicts will arise if the level of the collaborating organization is not on the same level. To avoid conflicts, stakeholders should use resources and involve other stakeholders fairly and equally, such as educating/explaining to other stakeholders important concepts, information, and methods.

The findings of the study indicate that there is no conflict between stakeholders in the task force unit team for the prevention and management of the COVID-19 pandemic in the Takalar Regency. However, sometimes there is miscommunication in the technical implementation in the field. The absence of conflicts that occur shows the stakeholders can work together and does not show sectoral ego in collaboration. The research results show that there is no conflict between stakeholders, which is a manifestation of the success of cross-sector collaboration, where the leading sector as the leader of the collaboration has succeeded in empowering and involving stakeholders who act as participants in various stages of decision making, implementation and evaluation of policies and programs for handling the pandemic. covid-19 in Takalar Regency.

The results of the research which show that there is no conflict between stakeholders is a manifestation of the success of cross-sectoral collaboration, in which the leading sector as the leader of the collaboration has succeeded in empowering and involving stakeholders who act as participants in various stages of decision-making, implementation and evaluation of policies and programs for handling pandemics. covid-19 in Takalar Regency.

Planning

Various literatures explain that in setting up a collaboration, there are two approaches in terms of planning. The first approach is called a planned approach (deliberately made) or formal planning as an effort to achieve goals. Planning in collaborative organizations is one thing that is very important to achieve goals. articulating the mission, goals and objectives, roles and responsibilities, phases and stages as well as careful and planned implementation are important factors in achieving goals [9]. This approach is also referred to as “planning from goals” [10]. The second approach is referred to as the “sudden/sudden” approach, where this approach is referred to as “planning from thrust” [10]. Cross-sectoral collaboration tends to be successful when it combines intentional and sudden planning; Deliberate planning is more emphasized in mandated collaboration and emergent planning is more emphasized in unmandated collaboration.

Planning for cross-sectoral collaboration in policies for handling the COVID-19 pandemic shows planning that is “planning from goals”, where planning is carried out carefully and well thought out. This is because the COVID-19 pandemic is the first extraordinary event that has occurred so all stakeholders, especially the government as the leading sector, really plan the handling program well.

4. Conclusion

Cross-sectoral collaboration in the implementation of policies for dealing with the COVID-19 pandemic in Takalar Regency was carried out effectively. However, there are still a number of conditions that need to be improved so that policy implementation is more optimal.

Based on the results of research on cross-sectoral collaboration in policies for handling the covid-19 pandemic in Takalar Regency, shows that the forging of agreement is well designed by forming a Covid-19 task force team that involves cross-sectoral stakeholders. Building Leadership shows collaborative leaders are committed to addressing pandemic issues with policy and budget support. Building legitimacy has been carried out well even though there are still technical problems in the implementation of programs and activities to handle the COVID-19 pandemic. Building trust among cross-sectoral stakeholders goes well where they trust each other in their respective abilities in carrying out the responsibilities given. The fact is that there is no conflict between stakeholders who are members of the COVID-19 task force team. Planning in this policy factually refers to planning from a well-planned goal.

Going forward, the cross-sector collaboration approach will still be very relevant for use in analyzing multi-sectoral policy performance. however it is necessary to consider accountability at the collaboration level of the actors so that the collaboration process becomes more effective. Accountability in collaboration is very important to become an element in the cross-sector collaboration process so as to increase the trust of the collaborating actors.

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