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## STRENGTHENING THE MANAGEMENT OF "HARTA SADESA" VILLAGE-OWNED ENTERPRISES (VOE) IN KATAPANG VILLAGE, BANDUNG REGENCY, THROUGH THE COLLABORATIVE GOVERNANCE MODEL

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### ABSTRACT

This study analyzed collaboration in managing Harta Sadesa village-owned enterprises (VOE) and the obstacles. Furthermore, it designed a collaborative governance model to strengthen VOE management. Harta Sadesa was selected as the study location because it is one of the ineffective VOE in Bandung Regency. A qualitative approach was used with data collection techniques, namely observation, interviews, and document studies. The data analysis techniques adopted were reduction, presentation, and verification. Meanwhile, the validity of the data was carried out using source triangulation. The results proved that the management of Harta Sadesa VOE through collaboration has been ineffective because stakeholder collaboration was still weak. Strategic management, marketing, production processes, human resources, and finance were the five obstacles considered. They were answered by an effort to improve cooperative principles, namely through the design of a collaborative governance model with three stages of obstacle identification and opportunities, debating strategies to influence, and planning collaborative action as the listening, dialogue, and choice phase. In the second stage, a collaboration scheme, namely the Hexa helix, involving six stakeholders, was added.

### A. INTRODUCTION

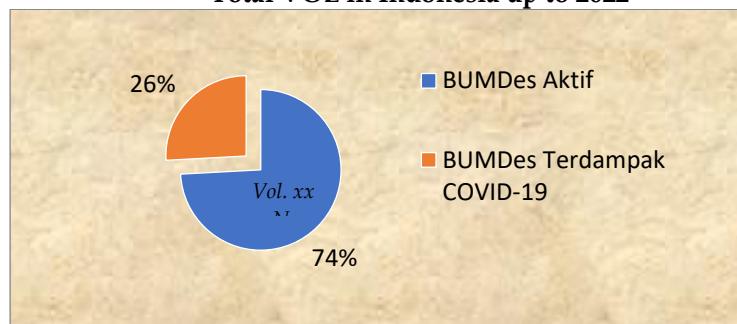
Balanced economic growth is necessary to increase the community's prosperity and welfare. Therefore, welfare should be fair and equitable at the central and village level, and to achieve this balance, a village needs to become independent. Law Number 6 of 2014 concerning Villages in Article 87 paragraph (1) states that villages can build VOE as a new paradigm in improving the economy by establishing institutions and positioning communities as managers. Furthermore, all business forms

have the principle, 'by the village, and for the village.' The formation of VOE is also based on the principles of participation, democracy, empowerment, and diversity (Nisa, 2019). It is intended that the results from the VOE can be used for business development, village growth, and community empowerment (Bender, 2016). In addition to increasing Village Original Income (VOI), VOE is expected to grow and become a driving force for the community towards prosperity.

Absah et al. (2021) concluded that strengthening the village economy can be carried out by participatory mapping of potential by the government through partnership cooperation by forming groups that position the community as business actors. Therefore, it can improve capabilities and develop types of businesses under the potential of village-owned resources to promote VOE governance while synergizing with the Village Government.

The COVID-19 pandemic has significantly impacted the economic sector, from urban areas to villages, including VOE. Based on data from the Ministry of Villages, there is 45,233 active VOE in Indonesia. About 15,768, or 26%, were affected by the pandemic, hence many business units were closed, and 123,176 workers were laid off. The data can be seen in Figure 1 below:

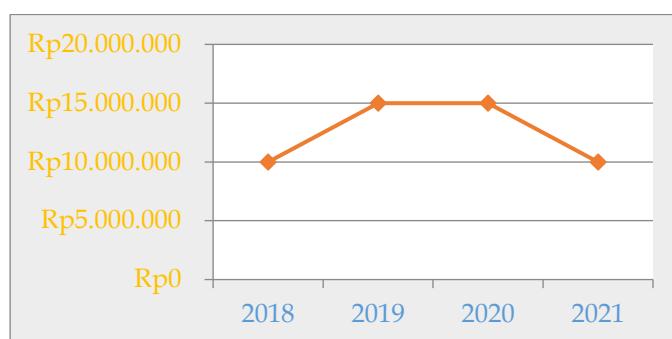
**Figure 1**  
**Total VOE in Indonesia up to 2022**



**Source: Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, 2022**

According to the article [www.ayobandung.com](http://www.ayobandung.com), the Regent of Bandung Regency, Dadang Supriatna, stated that the existence of VOE was less effective, and of 270 villages, only 5% are categorized as active. More than 90% of VOE in Bandung Regency do not have good prospects, such as Harta Sadesa in Katapang Village. In the last four years since the establishment of the VOE, the presence has not shown a significant increase in encouraging the development of Village Original Income, as shown in Figure 2 below:

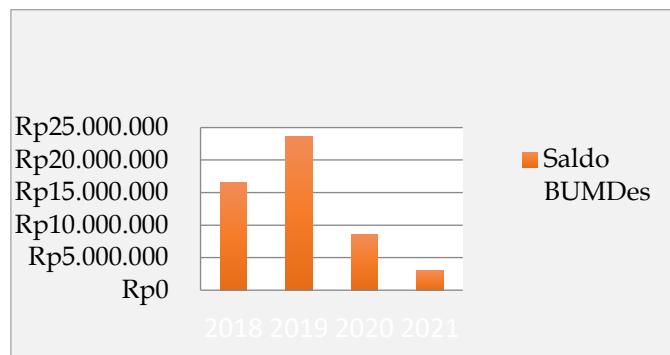
**Figure 2**  
**Development of Village Original Income (VOI) in Katapang Village**



**Source: Katapang Village, 2022**

The development of the Harta Sadesa VOE accumulated from all business units can be seen in Figure 3 below:

**Figure 3**  
**Progression of the Balance of Harta Sadesa VOE**



**Source:** Harta Sadesa VOE, 2022

Based on the data above, VOE's existing condition has experienced several problems, such as 1) The business unit has stopped due to the COVID-19 pandemic, especially the rental unit, and 2) VOE management has not fully complied with the cooperative and sustainable principles. Several cooperation partners do not have the same dedication to the cooperative ideal since there are still partners who tend not to keep their collaboration agreements. Furthermore, concerning the principle of sustainability, this can be seen in the number of undeveloped business units, especially savings and loans, due to bad loans from VOE members.

The existence of VOE in Katapang Village has not completely fulfilled one of the Katapang Village Head's aims, namely "**Improving the welfare of the village community by realizing VOE.**" This problem phenomenon can be interpreted as the cooperation between the actors involved is still weak. Therefore, the implementation of VOE can not be conducted under Law no. 6 of 2014.

Responding to this certainly needs even harder efforts to achieve the required mission. According to David Wijaya (2018: 138), the main factor in improving the village economy is strengthening cooperation, establishing togetherness, and building closeness with all communities. Therefore, it can be a driving force in eradicating poverty, unemployment, and open market opportunities.

The phenomenon of problems regarding development cooperation has its position and is very closely related to the scientific field of State Development Administration or Public Administration. In the scientific field of public administration, governance terminology explains the interrelationships between organizations whose involvement formulates or implements policies and conducts public goals. This explanation is part of the collaboration concept because it discusses collaboration.

Collaboration is also seen as direct coordination, producing a form of agreement in making decisions to achieve goals or solutions to overcome problems (Saleh, 2020). In today's development world, the management method can no longer be carried out independently but is certainly necessary to involve several parties to solve public problems through jointly decided efforts (Ansell & Gash, 2008). Meanwhile, this statement gave rise to collaborative governance.

The position of this governance is closely related to the science of Public Administration because the concept is a type of strategy used by involving many stakeholders who are jointly incorporated in an organizational forum to make joint decisions on problems the government cannot solve independently (Prabowo, 2021). The previous study conducted by Alfarisi (2021) concluded that VOE governance with a collaborative approach could open access to non-state involvement in decision-making. Therefore, it promotes a collaborative process that allows actors to address community problems and needs, increase involvement and create accountable and transparent governance. Ninin

et al. (2020) concluded that VOE development could be carried out through the collaborative governance stages by applying a model according to the characteristics of the village.

The stages of collaborative governance from Ratner (2012) are: 1) Identify barriers and opportunities (listening phase) This phase is the listening phase. At this stage stakeholders need to identify various problems encountered during the collaboration process. In other conditions, stakeholders listen to any issues raised by actors. After that, the calculation of the potential and opportunities to be used as a solution is carried out. 2) Debate strategy to influence (dialogue phase) This phase is also called the dialogue phase, that is, the stakeholders involved must hold discussions about the constraints that were presented in the first phase. In this phase the stakeholders (stakeholders) discuss the efforts to be made as the most effective problem solving. Next, discuss which party can help solve the problem in the collaboration. 3) Planning collaborative action (choice phase) In this phase the stakeholders make plans regarding the implementation of each strategy discussed in the previous phase. namely what are the initial steps, how to measure the process and anticipatory steps that must be taken so that the collaboration can last a long time.

Ansell and Gash (2008) in Collaborative Governance requires a process that must be passed through several stages including: a). Face to Face Dialogue. At this stage the stakeholders hold regular meetings to explore mutual benefits through identifying opportunities so that they don't stop at the first meeting. The purpose of face-to-face dialogue is to build trust, eliminate the influence of other things and strengthen mutual respect for differences. B). Build Trust. Building this mutual trust cannot be separated from the process of dialogue and negotiation. At this stage, stakeholders spend time and money to create mutual trust and long-term commitment so that collaborative results can be achieved. c). Commitment to Process. Stakeholders have the initiative to carry out certain tasks in the collaboration process therein. In addition, they are also required to actively participate in all collaborative activities, not only those that are currently being carried out, but also future and ongoing activities. It can be understood that the process of sustainable cooperation is not cooperation that is not mutually beneficial. d). Shared Understanding. Mutual understanding can be shown through the existence of a common vision and goals, a clear direction or strategy, similarities in defining problems and agreement in solving problems. e). Intermediate Results. Collaboration can be continued when the process from start to mid gets results or benefits. This means that, even though it is small, temporary results that can be seen and felt in real terms can be the initial capital as a driver of trust between stakeholders so that cooperation can be maintained until the next stage. Based on these five stages, Collaborative Governance can be carried out through a process that has its own meaning so that the goals of collaboration can be successfully achieved.

This study uses Ratner's collaborative governance model theory (2012) to measure the existing problems and direct the questions asked. Therefore, this theory is considered very supportive of this study. Regarding the collaboration model theory of Ratner (2012) to the present conditions of the field, the following can be said about the VOE management process phenomenon:

1. In calculating the potential and opportunities related to management, the village, VOE, and cooperation partners have not identified obstacles and opportunities. For example, the three parties already know the obstacles hindering the management in identifying obstacles. However, to examine the potential and existing opportunities, the three parties cannot explore optimally. This can be seen from the difficulty of VOE in calculating potential and opportunities as an effort to solve future problems.
2. In formulating a strategy, a debate strategy is needed to influence the management in a better direction. Debate strategy affects parties ready to collaborate with VOE. In this case, the village, VOE, and related cooperation partners cannot fully find the most effective efforts to resolve the existing problems. The calculation of potential and opportunities in the previous stage has not been optimal, causing the strategies formulated to overcome the existing obstacles. This can be seen from the determination of actors who can solve problems that cannot be adequately accomplished, such as the absence of discussions to rely on third parties.
3. In planning the collaborative action, the VOE has made an unstructured plan. This can be seen from most existing collaborations without a valid and binding agreement, such as a cooperation contract

or a Memorandum of Understanding (MoU). Therefore, the cooperation partners have not been fully committed. The current collaboration plans are few in the form of unrealized plans. The VOE is still unable to determine the appropriate anticipatory steps, hence the collaboration can last a long time. This causes the existing cooperation to be unable to bring the expected impact.

## B. METHOD

The type of descriptive study was chosen with a qualitative approach. Meanwhile, the focus is on designing collaborative governance models according to Ratner's (2012) theory, as strengthening VOE management consists of identifying obstacles and opportunities, debating influencing strategies, and planning collaborative action. Data collection techniques were collected through interviews, document studies, and observations. The data analysis method used is an interactive model from Miles and Huberman (Sugiyono, 2012: 246-252), which includes reduction, presentation, and conclusion drawing/verification. Meanwhile, the validity of the data uses source triangulation.

The researcher uses the collaborative governance model theory from Ratner (2012) because the researcher feels that this theory can measure the problems that have been explained previously in the introductory chapter. In addition, Ratner's theory assists researchers in directing research question posed using this. Therefore, the authors feel that Ratner's theory will greatly support future research.

## C. FINDING AND DISCUSSION

### Analysis of Collaborative Implementation

The following results were reported based on the analysis of the implementation of collaboration using the model theory from Ratner (2012):

#### 1. Identify Barriers and Opportunities (Listening Phase)

The administrators are expected to conduct the stages of obstacles identification and opportunities. Therefore, the existing cooperation always goes according to the expected goals. Stakeholders should cooperate and listen to each other regarding any challenges and opportunities during the collaboration process.

The relevant stakeholders rarely engage in discussion activities to analyze obstacles and opportunities, namely VOE administrators, LPG gas cooperation partners, savings and loan cooperation partners, and the Village party. Furthermore, these activities are held only two to three times a year. There is often no specific schedule, and VOE administrators only distribute invitations online or through direct notification without any information stating the obligation. Frequently, the absence of members is not an issue, and the partners' commitment is still weak. Concerning the discussion about savings and loan cooperation obstacles regarding late payments, the members were given open access, namely communicating directly by visiting the VOE chairman or other administrators.

In the LPG business unit, the obstacles are related to delays in gas delivery, whereas VOE had paid an advance payment. Face-to-face meetings rarely discuss problem-solving opportunities and are conducted over the phone. In this case, the LPG partner often ignores the invitation for discussion by VOE. Therefore, a common ground has not been made to resolve the existing problems.

Based on this statement, the discussion activity known as the listening phase has not been effective. The cooperation partners have not fully realized their responsibilities in jointly determining opportunities.

#### 2. Debate Strategy for Influence (Dialogue Phase)

In the previous stage, identifying obstacles and opportunities was still ineffective, allowing a further dialogue with cooperation partners. The number of constrained business units makes the circulation of funds stagnate. To make a strategy as an alternative problem solving, it is necessary to

have a dialogue with parties considered influential in changing VOE for the better. One of the efforts to return capital is submitting a proposal for financial assistance to the Ministry of Villages through the Bandung Regency Community and Village Empowerment Service (CVES). However, the CVES has not been able to follow up on the proposal because the legality management of the Harta Sadesa VOE has not been completed. The strategy suggested is that the Village Head and VOE can take advantage of the potential to become a business. Therefore, it can be an additional capital other than the Village Fund to prevent seeking funds.

The head of Katapang Village stated that the village did not have much potential to be used as a business. Therefore, VOE set up a savings and loan business because the initial intention was to help people get capital to set up a business. The ineffectiveness of extracting the potential and the unfinished management of the legality of VOE have an impact on determining the strategy of the stakeholders, which seems limited.

### 3. Planning Collaborative Action (Optional Phase)

The plan to establish a new collaboration is known to have been discussed previously but has not been realized. In this case, the Village Head held discussions with the private sector but could not find a mutual agreement. In addition, CVES also provides access to the ability to collaborate with the private sector in facilitating VOE collaboration. However, this is still underutilized, and in essence, the VOE has not been able to maximize existing opportunities. The collaboration is limited to the LPG business since ordinary cooperation is only a savings and loan business.

Concerning the planning of the cooperation that has been established, not all business units have binding agreements, and most of them rely on trust. Meanwhile, only purchase invoices of LPG gas cooperation are used. This is one of the causes of the weak commitment between cooperation partners without a binding cooperation agreement. Therefore, the VOE's anticipatory steps are inadequate, and the existence of non-binding cooperation agreements is evidence that the planning has not been well structured.

### Analysis of Barriers to VOE Management

In addition to the analysis concerning the collaboration implementation, the results of the obstacles in the management of Harta Sadesa VOE seen from the aspect according to David Wijaya (2018:37) are as follows:

#### 1. Strategic Management

Most village administrators and VOE managers do not have a common understanding concerning values and goals. Therefore, they have not been able to explore ideas considered superior to other VOE for future development. This affects the vision and mission statement that has not been issued, related to the absence of a clear organizational structure and alternative strategy formulation.

#### 2. Product Marketing Management

Product marketing at Harta Sadesa VOE uses the WOMM (Word of Mouth Marketing) technique and billboard signs in front of the Katapang Village office and the outlet. The existence of marketing still has not produced significant results, and even some people are yet to try shopping at VOE outlets. It is even more comfortable to shop at KUBE stalls owned by the Ministry of Social Affairs because the prices of goods are lower.

KUBE stall is a program launched by the Ministry of Social Affairs as a medium for the poor to take social assistance. Initially, the e-stall was limited to providing social assistance services using an electronic card. Over time, the shop opened a trading business by providing for the community's needs at relatively low prices, causing VOE to compete with KUBE stalls.

Marketing management is yet to be carried out effectively, especially in utilizing social media opportunities as promotional media, because it is not enough to rely only on word of mouth. In terms of socialization to the community regarding the differences in objectives and functions between the

Harta Sadesa VOE and the existence of the KUBE e-stall, the administrator has not been conducted intensively.

### 3. Production/Operation Process Management

The limitations of VOE administrators and village officials in planning the production process have prevented VOE from producing products that satisfy consumer needs. This is similar to the case with one of the business units VOE is currently running, namely, clean water facilities. The sustainability is not yet evident because the maintenance costs are constrained, resulting in the equipment being used often jamming, which impacts consumers who move to other water facilities. Furthermore, VOE also manages the production of other goods and services, namely rental businesses such as party equipment rental, pick-up cars, and parking lots. However, for the parking business since March 2022, the Village Head has stopped because a commotion has resulted in the loss of residents' lives due to their insistence on sharing the results from the parking business. Based on this explanation, the planning and control/supervision functions of each production/operation process are still very weak.

### 4. Human Resource (HR) Management

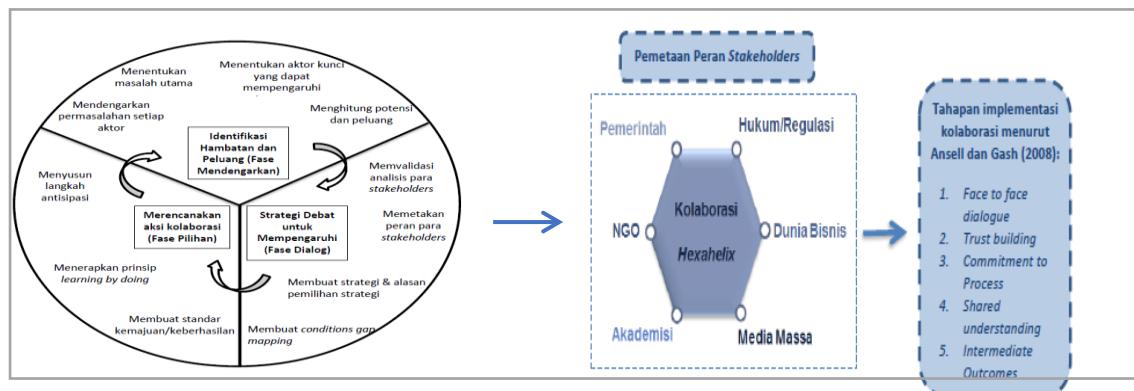
The basis for employee recruitment and selection has not been carried out procedurally. The village head revealed that the recruitment was based on the principle of trust, not competence. Therefore, HR management procedures are not correctly carried out, affecting employee performance in achieving overall VOE goals. There is also no comprehensive evaluation of efforts to increase institutional capacity in Harta Sadesa VOE. This is evident from the usefulness of the training materials without a good impact on the effectiveness of employee performance.

### 5. Financial management

There are limitations in managing finances or the low competence of VOE financial managers, especially treasurers who are still manual in reporting and are proven through financial reports incompletely arranged. This resulted in the availability of data that seemed less transparent. Moreover, checking VOE financial statements by CVES is still not comprehensive, and each check is only limited to seeing the profits earned. This can create a bad loophole for some VOE when an annual audit/evaluation is to be carried out.

### Collaborative Governance Model

After discovering the obstacles from the VOE management aspect, the next step is to create a Collaborative Governance model for the management of Harta Sadesa, which is designed by adopting the collaborative model theory from Ratner (2012). The idea became the primary reference in developing the model modified according to the circumstances and characteristics of the study site, namely the addition of a Hexa helix collaboration concept/scheme as a form of strategy in the second variable of Ratner's theory. Furthermore, this study integrates the collaboration stages in implementing the collaboration model, according to Ansel and Gash (2008). The collaboration model is as shown in Figure 4 below:



**Figure 1. Collaborative Governance Model for Strengthening Management in Harta Sadesa VOE**  
Source: Analysis, 2022

**a. Identify Constraints and Opportunities (Listening Phase)**

In this phase, the relevant stakeholders, namely the Head of Harta Sadesa VOE, the Village Head of Katapang, the local community, and cooperation partners (private / savings and loan members), need to listen to every problem stated by the actor concerned, discuss the most critical issues to be overcome, influence decisions in related fields and calculate the potential and opportunities used as solutions in the future.

The principal value of this identification comes from old information that contains an assessment/main view on factors affecting program outcomes and impacts. Therefore, consultation with stakeholders who are knowledgeable and represent different perspectives is essential. The ideal time to identify barriers related to the governance context is when there are public events such as meetings of VOE leaders, annual evaluations, or workshops.

More general stakeholder consultations can be conducted to assess the potential for new priority programs. Consultations can be carried out through individual or small group meetings that focus on gathering views from stakeholders such as the government, civil society, the private sector, and NGOs. This consultation provides an opportunity to add and improve the list of critical issues and investigate the underlying constraints and opportunities in greater depth. The output is a summary of some critical issues resulting from the initial analysis of restraints and opportunities. The following figure 5 is an example of an initial report outline on the identification of obstacles and opportunities for VOE governance:

1. Introduction to program planning (VOE management context)
2. Identify key issues (strategic issues) with the summary matrix of constraints and opportunities
3. Problem 1
4. Problem 2
5. Problem 3
6. Consultation process summary

**Figure 2**  
*Listening Phase Report Outline*  
Source: Collaborative Governance Assessment, 2012

### b. Debate Strategy for Influence (Dialogue Phase)

In this phase, the stakeholders, namely the Head of the VOE Harta Sadesa, the Katapang Village Head, the local community, and cooperation partners, move towards a debate strategy to influence changes in VOE management by focusing on critical issues identified in the previous stage. The analysis to be conducted in this dialogue phase are:

- 1) The phase begins with sharing to summarize the conclusions from the previous preliminary report. The sharing was an opportunity to validate the stakeholder analysis regarding VOE management. Therefore, discussions could encourage an addition to the problem list or a combination of issues.
- 2) Stakeholder mapping is conducted to determine who influences decision-making. This will incorporate the insights of everyone present and drive deeper analysis.
- 3) After the stakeholders are satisfied with a good picture of the current condition, the next step is to design a map to assess gaps and opportunities for change.

The output of this phase is a brief report summarising the strategies identified and the rationale behind each strategy. The following figure 6 is an example of the report:

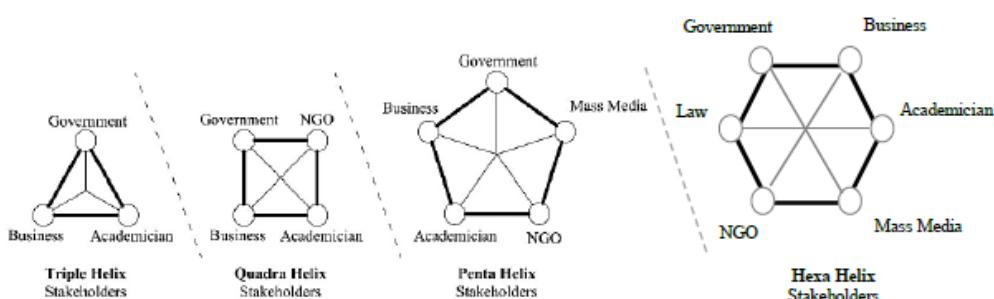
1. Key issues identified – with strategy summary matrix
2. Issue 1 includes discussions with key stakeholders, options for influencing, and reasons for choosing a strategy
3. Problem 2
4. Problem 3
5. Summary of the dialogue process

**Figure 3**  
*Dialogue Phase Report Outline*

Source: *Collaborative Governance Assessment, 2012*

### Hexa Helix Scheme

The second phase tries to create a collaboration strategy, namely the Hexa Helix scheme. The concept is based on the previous collaboration scheme, namely triple helix, quadra helix, and Penta helix. The triple helix collaborates with the government, the business world, and academia. Quadra helix adds one stakeholder, civil society, or what is commonly referred to as civil society/NGO. As for the Penta helix, collaboration with stakeholders is enhanced with the addition of mass media, therefore, the number is increased to 5 actors (Afandi et al., 2022). The Hexa helix adds one more stakeholder, namely laws/regulations/regulations, hence the number is increased to 6 (six) actors.



**Figure 4**  
*Four Stakeholder Models in Collaboration*

Source: *Analysis, 2022*

For further explanation of the Hexa helix scheme as a debate strategy to influence VOE management toward a better direction, it is necessary to map the roles of various.

In this phase, the stakeholders, namely the Head of Harta Sadesa VOE, the Village Head of Katapang, the local community, and cooperation partners need to make choices as an anticipatory step towards the implementation of the collaboration. Stakeholders also need to set standards for assessing the progress of collaboration and measuring the effectiveness. Over time, they can compare their experiences, reflect, and adapt to the collaborative process. It is also necessary to apply the principle of learning to identify new barriers and opportunities, as well as increase the effectiveness of the cooperation partners in achieving the initial goals.

### **Stages of Implementation of Collaborative Governance Model**

Based on the collaborative governance model design, the stages of collaboration according to Ansell and Gash (2008) to implement the collaborative governance model are

#### **a. Face-to-face dialogue**

The key stakeholders, such as VOE administrators, need to start by holding a meeting in person or face-to-face to conduct dialogue or communication with related parties. In this dialogue, the VOE administrator should explore mutual benefits by identifying each other's opportunities and not stop at the first meeting. With communication about opportunities with each other, the meetings will continue regularly. VOE administrator needs to emphasize that the meetings are carried out to build trust, eliminate influences from other factors, and strengthen mutual respect for existing differences.

#### **b. Trust building**

At this stage, the VOE administrators should negotiate during the dialogue. They should not just rely on words since it is vital to attract the target group, create mutual trust and commitment in the long term, and achieve collaborative results. After the successful negotiation process, drawing up an MoU or cooperation agreement and forming a task force to apply the Hexa helix model to the operation of signing the MoU or cooperation agreement is necessary.

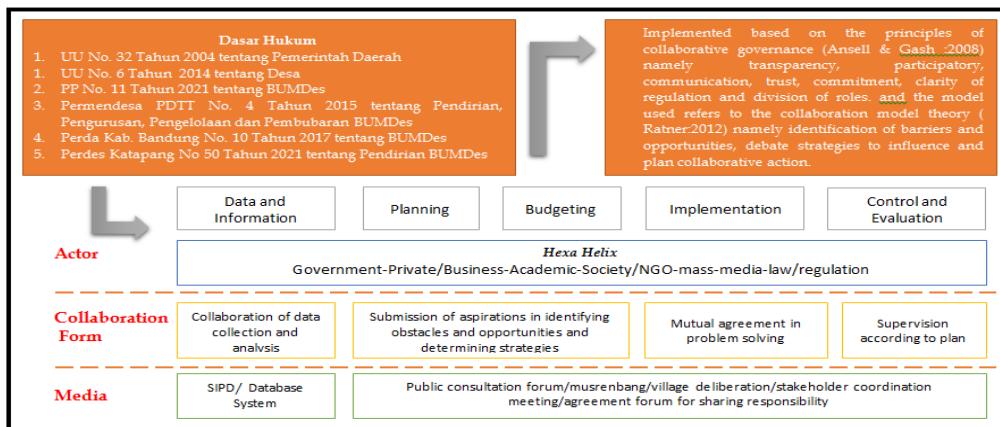
#### **c. Commitment to process**

VOE administrator and Hexa helix partners can make scenario planning to clarify the policy direction and strategy of implementing collaborative governance and maintain consistency and commitment. Below is Figure 7 as an example of a scenario planning concept that can be used.

Cooperation partners also need the initiative to carry out specific tasks in the collaboration process. Furthermore, VOE administrators and Hexa helix cooperation partners are required to participate in all activities actively, such as the listening and dialogue phase, according to the stages in the collaboration model.

#### **d. Shared understanding**

Building a common understanding needs to be shown by the VOE administrator through the existence of a common vision and goals, clear directions or strategies, similarities in defining problems, and agreement on problem-solving. In building mutual understanding, VOE administrators can hold special meetings to discuss the main objectives of VOE with officials and Hexa helix partners. Furthermore, this stage contains all parties with a high understanding to share knowledge and insights.



**Figure 5**  
**Scenario Planning for Collaboration Implementation**

Source: Analysis, 2022

#### e. Intermediate outcomes

This stage requires VOE administrators and Hexa helix partners to set a standard for successful collaboration or measuring effectiveness. Collaboration can be continued when the process from start to finish can produce results or benefits. Even though it is small, the temporary results that can be seen and felt can be used as initial capital to drive trust between stakeholders. Therefore, the continuity of collaboration can be maintained until the next phase. The administrators and concerned stakeholders need to monitor interim results to encourage productivity and effectiveness in collaboration.

## D. CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the analysis and discussion of the findings, the following conclusions can be drawn:

1. Collaboration in the management of Harta Sadesa VOE has not been carried out effectively. It can be seen from the analysis of data and information regarding the existing conditions in the field that the relevant stakeholders cannot fully seek opportunities and only listen to each other regarding obstacles in the collaboration process. The stakeholders concerned have not been able to engage in dialogue to formulate a debate strategy or predict future conditions. Therefore, anticipatory steps for collaboration cannot guarantee the sustainability of the collaboration established.
2. There are several obstacles in managing Harta Sadesa VOE when viewed from the aspect of management, namely:
  - a. Strategic management: there is no common understanding, resulting in the vision and mission not being formulated.
  - b. Marketing management: has not maximized the use of social media as a promotional media, even in terms of socialization to the public regarding the differences in objectives and functions between Harta Sadesa VOE and the existence of KUBE e-stall, which the administrators do not intensively perform.
  - c. Production process management: planning and control functions are still weak.
  - d. Human resource management: the basis for recruiting and selecting employees has not been carried out procedurally, and there is no comprehensive evaluation of efforts to increase institutional capacity at Harta Sadesa VOE.

- e. Financial management: this shows the low competence of VOE financial managers as evidenced by an incomplete report that has not been systematically structured. Furthermore, checking VOE financial statements by CVES is not comprehensive.
- 3. The design of the collaborative governance model is a choice to strengthen Harta Sadesa VOE's management. The aspects supported in the model are identifying constraints and opportunities, debate strategies, and planning collaborative action. In the dialogue phase, a strategy for mapping the roles of stakeholders through the Hexa Helix scheme was added. The three stages are the key to strengthening the model, especially in determining the debate strategy to influence the VOE management in a better direction.

### Recommendation

1. **For the Community and Village Empowerment Service (CVES) of Bandung Regency**
  - a. In evaluating financial statements, it is necessary to conduct an in-depth check instead of profits from VOE.
  - b. As a VOE coach, CVES needs to socialize the concept of the collaborative governance model and conduct socialization related to the right collaboration flow.
  - c. CVES is expected to guide by monitoring its sustainability and develop VOE to take advantage of these opportunities.
2. **For the administrators of Harta Sadesa VOE**
  - a. Attention should be paid to the management of VOE legality/legal entities to make it easier to find cooperation partners and ensure the continuity of collaboration.
  - b. Collaborative governance models and other innovations should be implemented.
  - c. Coordination meetings can be held regularly with the village, cooperation partners, and the VOE management.
  - d. It is expected to be able to forecast the challenges or threats that will occur in the collaboration process for more targeted anticipation steps.
  - e. Using digital services to create e-catalogs and sell goods on e-commerce is more effective. Furthermore, to monitor credit payments for savings and loan businesses, VOE administrators need to use Google Spreadsheets to input credit data from each member by adding different color marks/highlights in each column of the member's name according to the credit payment status. Sharing links to savings and loan members will certainly ease the members to determine the status of credit payments. This will also make it easier for VOE managers to check.
  - f. It is necessary to discuss with the KUBE stalls, hence it can disseminate information to the community regarding the differences between KUBE and VOE stalls.
  - g. Standards for assessing the effectiveness of cooperation should also be created.
  - h. The creation of a new organizational structure with clear job descriptions for each existing position is necessary.
3. **For Katapang Village**
  - a. The selection of human resources (VOE administrators and village officials) needs to be carried out according to procedures based on the required competencies. Moreover, the village can include CVES as a selection committee when recruiting and selecting HR.
  - b. The Village Local Facilitator (LVF) should be included in exploring the village's potential.
  - c. The Village Head can make regulations related to violations in each business unit, especially in overcoming delays in credit savings and loans to support business sustainability.
  - d. Scale-up programs should be held for VOE administrators.
  - e. The VOE business unit and the performance of administrators should be monitored, and assistance should be provided to the administrators.
  - f. It is necessary to look for opportunities for collaboration to empower the community and increase life quality.

4. **For cooperation partners (private and savings and loan members)**
  - a. It is necessary to frequently communicate with VOE, especially in negotiating opportunities to solve problems.
  - b. Understanding both parties' rights, obligations, and responsibilities should be understood.
5. **For the community of Katapang Village**
  - a. VOE presence should be supported with frequent shopping.
  - b. Constructive aspirations, suggestions, and complaints about VOE services should be constantly expressed.

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