

COLLABORATION BETWEEN NAGARI GOVERNMENT AND THE MIGRANT COMMUNITY IN THE DEVELOPMENT OF NAGARI SULIT AIR, KABUPATEN SOLOK

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Abstract

This study aims to describe the inhibiting factors in the collaboration between the Nagari government and the migrant community in the development of Nagari Sulit Air, Solok Regency. The objective is to identify the obstacles hindering this collaboration. The research adopts a qualitative approach with a descriptive method. Informants were selected using a purposive sampling technique, and data were collected through interviews with informants and direct observations in Nagari Sulit Air. The data are supported by documentation and other records available at the Nagari Sulit Air office. The data analysis process involved data reduction, data presentation, conclusion drawing, and verification. The study concludes that the factors impeding the collaboration include difficulties in land acquisition, economic conditions of the migrant community, the absence of a collaborative branding strategy, and differing opinions among stakeholders.

Keywords: Collaboration, Nagari government, Migrant community, Nagari development

A. INTRODUCTION

Regional development must align with national development objectives, aiming to improve community welfare and balance development across all regions in Indonesia. Development serves as a foundation for prosperity and well-being as desired, but its implementation has not yet been evenly felt by all Indonesians. Therefore, comprehensive development requires active participation from the community. Nagari development can be realized through synergy between the nagari government and the community, as achieving the goals of nagari development programs requires effective managerial patterns in development management. Migrants, as part of the nagari community, have a responsibility to advance their nagari. Although they may not participate directly in development activities in the nagari, their role in providing financial contributions is crucial for the success of development efforts, as exemplified by Nagari Sulit Air. This nagari benefits from having a migrant organization called *Sulit Air Sepakat*, making it a nagari supported by its diaspora and fostering cooperation with migrant communities.

According to Hanida (2017), collaboration is a cooperative relationship between organizations that is mutually agreed upon through a process of communication. Anshell and Gash (2008) define collaborative governance as a governmental arrangement where one or more public institutions directly engage non-governmental stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process aimed at creating and implementing public policies and managing public programs or assets (Indry and Yulia, 2023).

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The collaboration between the nagari government and the migrant community aims to advance development in Nagari Sulit Air, providing a new perspective on accelerating regional development. This collaboration arises due to the uneven development in Nagari Sulit Air. Limited funding from nagari and regional budgets serves as a key barrier, leading to unequal development. Achieving development objectives requires collaboration from various parties to ensure successful implementation in the nagari.

Moreover, the geographical conditions of Nagari Sulit Air, located in hilly terrain, complicate development efforts. The steep and uneven land surface poses challenges, particularly during the rainy season. For instance, in road construction projects, unstable soil conditions and frequent landslides often halt progress, requiring substantial additional costs to ensure safety.

The lack of skilled and expert workers also impacts the implementation and success of development projects in the nagari. Nagari Sulit Air faces a significant shortage of workers skilled in fields such as engineering, project management, and architecture for infrastructure development. In a field interview, Mr. Burkainizul, the head of the development division, explained these challenges.

“The availability of experts and skilled workers in this nagari is very limited. Many of them choose to migrate to big cities in search of higher-paying jobs. Since we lack technical personnel in the nagari, we have to hire people from outside, as it is a requirement for implementing the RAB (Budget Plan) because it requires technical expertise, which ultimately impacts the development process.”

It can be concluded that the lack of skilled and expert workers significantly affects the implementation and success of development projects in the nagari. The inadequate human resources available for executing more complex development projects pose a challenge.

Land acquisition is a necessary step for implementing nagari development, often serving as one of the crucial initial stages of such projects. Given the various issues surrounding development, collaboration between the nagari government and the migrant community becomes essential. The migrant community has access to financial resources, technology, and broader networks that can help address these development challenges. Consequently, this collaboration between the nagari government and the migrant community has emerged as a critical strategy for advancing development in Nagari Sulit Air.

B. LITERATURE REVIEW

Land acquisition is a fundamental step in rural and urban development, particularly in infrastructure and economic projects (Nichols, 2007). However, this process is often challenged by legal, social, and economic factors (Tanaka, 2020). Schmidt et al. (2015) emphasize that land acquisition requires a participatory approach, ensuring that local communities benefit rather than being displaced.

In the context of Nagari Sulit Air, the collaboration between the nagari government and the migrant community plays a crucial role in overcoming land acquisition challenges. Mulyadi (2018) suggests that community involvement in land acquisition improves transparency and reduces social conflicts. Firman (2014) highlights that integrating local and diaspora resources can enhance development outcomes in rural Indonesia.

Collaboration in development projects is essential for effective governance (Bardach, 1998; Agranoff & McGuire, 2003). According to Frans & Bursuck (as cited in Afdal, 2015),

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collaboration is a strategic approach used by professionals to achieve shared goals, requiring joint planning, execution, and evaluation.

Ansell & Gash (2008) describe collaborative governance as a framework involving public and non-public actors in consensus-driven policymaking. This aligns with Ostrom (1990), who emphasizes that collaborative decision-making leads to sustainable resource management. Healey (2006) further argues that collaborative planning enhances social equity and stakeholder engagement in development projects.

In the context of nagari development, McCarthy & Warren (2009) suggest that integrating traditional governance structures with modern collaborative frameworks can improve policy implementation. Adiyoga et al. (2021) highlight that rural development success depends on inclusive governance involving migrant communities, local leaders, and government agencies.

Migrant communities play a crucial role in economic and infrastructure development by providing financial resources, technology, and expertise (Levitt, 2001; De Haas, 2007). Faist (2000) describes migrant communities as transnational actors who facilitate knowledge exchange and investment in their places of origin.

Hugo (2006) emphasizes that migrant remittances significantly contribute to rural development, improving local livelihoods and supporting public services. This is supported by Ratha et al. (2011), who found that remittances can exceed foreign aid in many developing countries, enhancing community resilience and development prospects.

In Indonesia, Sukamdi & Muhtadi (2015) highlight that migrant networks help mobilize resources for local projects, fostering long-term sustainability. Firman (2018) further argues that diaspora engagement in regional development strengthens economic diversification and infrastructure expansion.

Collaborative governance is increasingly recognized as a vital approach for enhancing policy effectiveness and inclusivity (Emerson et al., 2012). Ansell & Gash (2008) argue that successful collaborative governance requires trust, clear rules, and effective leadership. Bryson et al. (2015) highlight that cross-sector collaboration can address complex societal challenges more efficiently than independent governance models.

In the Indonesian context, Agung et al. (2019) emphasize that nagari governance benefits from collaborative approaches, integrating traditional and modern governance systems. Santoso (2021) notes that community-driven collaboration in land and infrastructure projects reduces conflicts and enhances project sustainability.

Despite its benefits, collaborative governance faces various challenges such as power imbalances, conflicting interests, and bureaucratic inefficiencies (Koppenjan & Klijn, 2004). Stewart & Jones (2003) highlight that successful collaboration requires mechanisms for conflict resolution and continuous stakeholder engagement.

Mahdi (2016) points out that in rural Indonesia, bureaucratic rigidity and limited community participation can hinder effective collaboration. Widianingsih (2020) further notes that migrant communities often face barriers in influencing local policy due to political dynamics and administrative constraints.

According to Frans & Bursuck (as cited in Afdal, 2015), collaboration is defined as a style or approach chosen by professionals to achieve shared goals. This indicates that individuals involved in collaborative activities must share the same objectives, without

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divergence, necessitating joint mechanisms for planning, execution, evaluation, and follow-up to achieve those goals.

Bardach (as cited in Astuti, 2020) defines collaboration as a joint activity between two or more institutions working together to enhance public value, rather than operating independently. Similarly, Ansell and Gash (as cited in La Ode, 2018) describe collaborative governance as a governance framework involving both public and non-public parties in consensus-oriented policymaking, aiming to implement agreed-upon public policies to achieve shared goals.

Ansell and Gash (2008) outline several indicators of collaborative governance: starting conditions, institutional design, facilitative leadership, and the collaborative process.; 1). **Starting Conditions:** This refers to the initial conditions of a process initiated by the government and the community, involving discussions about the region's potential impacted by development and requiring collaboration from all parties; 2). **Institutional Design:** This pertains to the fundamental rules of collaboration, serving as procedural legitimacy. Emphasis is placed on clear participation rules, well-defined forums, transparent implementation guidelines, and transparency throughout the collaboration process; 3). **Facilitative Leadership:** Strong leadership, respected and trusted by all stakeholders, is essential for successful collaboration. Such leadership often arises from the stakeholder community itself; 4). **Collaborative Process:** This includes several components: (a). **Face-to-face Dialogue:** Direct, in-person dialogue among stakeholders is the foundation of all government collaboration efforts; (b). **Trust Building:** Establishing trust among stakeholders is crucial to avoid conflicts, requiring leaders who recognize the importance of collaboration; (c). **Commitment to Process:** A strong commitment from all stakeholders is vital to minimize risks in collaboration. Despite its complexity, this commitment ensures accountability among stakeholders; (d). **Shared Understanding:** Stakeholders must understand the mutual benefits of achieving collaboration, reflected in shared visions, missions, and goals; €. **Intermediate Outcomes:** These are tangible benefits and “small wins” achieved during the collaboration, which reinforce the process and motivate stakeholders.

The Nagari Government, as outlined in Law Number 6 of 2014 on Nagari, comprises the Nagari Head and their apparatus as key components in administering the nagari government, playing a significant role in realizing development within a nagari. The term *merantau* refers to the act of leaving one's homeland to work or live in another place, often across rivers or countries (Echols and Shadily, 2005). The migrant community consists of individuals who reside outside their homeland, aiming for greater success in various pursuits, such as economic improvements.

Development is defined as an effort or a series of planned and conscious activities undertaken by a nation, state, and government for national progress (Siagian, 2005). According to Muljarijadi, development can be divided into two categories: physical development and non-physical development. Meanwhile, Nasrun (2008) describes participatory development as a systematized effort involving various public components (government, private sector, and non-governmental organizations).

Cohen and Uphoff (1979, as cited in Ndraha, 1990) identify four participatory stages: 1). **Decision-making stage:** This involves community participation in meetings where planning and execution of a program are discussed and decided; 2). **Implementation stage:** This critical stage translates decisions into tangible actions, with community contributions in the form of ideas, materials, or direct involvement in project activities; 3). **Evaluation stage:** Community feedback at this stage provides valuable input to improve project implementation; 4).

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Enjoying results stage: The extent to which the community benefits from the project indicates the success of participation in the planning and implementation phases.

According to Adisasmita Rahardjo (2006), *Nagari Development* encompasses all development activities within the nagari, addressing various aspects of community life in an integrated manner through mutual cooperation (*gotong royong*). The goal is to improve the well-being of the nagari community by utilizing natural resources and enhancing quality of life. Nagari development maximizes available resources and develops existing potential while respecting traditional values and societal structures.

To achieve nagari development, collaborative governance is essential. This approach aims to create a better future for the nagari through joint efforts that involve both government and non-government institutions concerned with addressing development challenges. Collaboration serves as a problem-solving mechanism that integrates contributions from various stakeholders to support nagari development initiatives.

C. RESEARCH METHODOLOGY

This study is a qualitative research employing a descriptive method. Qualitative research generates descriptive data from various sources, including observations, interviews, and documentation, which are presented in written form. Therefore, the researcher conducted initial interviews and observations at the nagari government office and with relevant community members. The qualitative approach used in this study involves direct fieldwork.

The research location is chosen based on its relevance to the research problem and serves as one of the data sources. This study was conducted in Nagari Silit Air, Solok Regency. The researcher selected this area because Nagari Silit Air has a significant number of migrants, leading to collaboration between Nagari Silit Air and its migrant community to support the nagari's development. However, challenges in the implementation of development in Nagari Silit Air necessitate collaboration between the nagari government and the migrant community.

Informants are individuals who serve as sources of information relevant to the research problem. The informants in this study include: Mr. Jumaini S.Sos. M.Si (Nagari Head), Mr. Burkainizul (Head of Nagari Development Division), Mr. Drs. Ahmad Purnama (Member of Solok Regency DPRD), Mr. H. Syamsuddin Mukhtar (Chairman of the Central Executive Board of Silit Air Sepakat - DPP SAS), Mr. Suhetris, S.Sos, M.AP (Secretary-General of DPP SAS), Mr. Dr. Adiarrahman, MSI (Chairman of the DPP SAS Division), Jorong Heads, Mr. Drs. H. Irdizon (Chairman of MUI and Nagari Community Leader), Mr. Katmi Batri (Chairman of BPN and Nagari Community Leader), Mrs. Mursyidah (Nagari Community Leader).

Data was collected through interviews and document studies. To ensure data validity, the triangulation of sources method was used.

D. RESULT AND DISCUSSION

Collaboration is a form of cooperation involving various components, including individuals and institutions or parties directly or indirectly involved, based on shared goals, common perspectives, and mutual benefits. However, challenges often arise in the implementation of collaboration.

The obstacles in the collaboration between the nagari government and the migrant community in the development of Nagari Silit Air are factors that hinder or disrupt the effectiveness of the cooperative process between the two parties. One significant issue arises during the land acquisition phase at the development site. Based on field interviews

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conducted by the researcher with Mr. Burkainizul the Head of the Development Division in Nagari Sulit Air, he explained:

"It usually happens at the location during the land acquisition process. Land acquisition is difficult because in Minangkabau, inheritance rights are still in effect. When asked, no one claims ownership, but during the process of work, someone eventually claims ownership of the land."

Based on the interview above, it can be concluded that the obstacle occurs during the land acquisition process at the site. The difficulty in completing land acquisition arises because, initially, no one claims ownership of the land. However, once the construction process begins, individuals or groups suddenly appear, claiming ownership of the land, which hinders the progress of development.

Second, the economic factors of the migrant community. The economy of the migrant community greatly influences collaboration with the nagari government in the development of Nagari Sulit Air. Based on the interview conducted by the researcher with Mr. Suhetris the Secretary-General of DPP SAS, he stated that:

"Significantly, there is nothing that hinders this form of collaboration because as long as they are still happy or still love their ancestral land, it will progress smoothly. However, if the economic condition of the migrant community declines, it becomes a hindrance as they lose their sense of attachment to the nagari."

Based on the interview above, it can be concluded that, in essence, the collaboration between the nagari government and the migrant community runs well as long as the migrant community still has an emotional attachment and love for their ancestral land. This love and sense of belonging motivate them to actively participate in development and support various programs being implemented. However, when the economic condition of the migrant community declines, it can become a hindrance to the implementation of development. Economic difficulties may lead the migrant community to shift their focus to personal or family needs in the diaspora, reducing their attention and contribution to the development of the nagari. This is because funding is the primary source for the success of development implementation.

Third, the lack of a brand design for collaboration. In collaboration, brand design means having a clear and consistent identity that represents the values, vision, and goals of the collaboration. Based on the interview with Mr. Adiarrahman the Head of the DPP SAS organizational division, he explained that:

"There is no brand design, so it becomes directionless. Moreover, the human resources for managing finances are limited, which makes it not tragic in terms of its outcome, unless the migrants, the nagari head, and the community leaders meet frequently to discuss the brand design for the direction of this nagari development."

Based on the interview above, it can be concluded that the lack of a brand design in the collaboration means that the collaboration lacks clear direction, a strong identity, or an agreement on how the collaboration should be understood and viewed by the stakeholders. As a result, the absence of a brand design leads to the development goals being unfocused.

Fourth, there are differences in opinions due to the many ideologies of people with different views regarding the development being carried out, which becomes a hindrance in the development process. Based on the interview with Mr. Irdizon the head of the MUI in Nagari Sulit Air (community leader), he stated that:

"...there are differences in opinions due to many idealisms. From one perspective, it's good, but from another perspective, it becomes an obstacle to the smooth progress of development. Additionally, what hinders development is that sometimes construction is cheap, but maintenance becomes difficult in terms of upkeep."

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Based on the interview above, the hindering factor is the difference of opinions among various parties. The individuals involved in the collaboration, both from the nagari government and the migrant community, often have differing views on what should be prioritized in the development of the nagari. The migrant community usually has different experiences compared to those living in the village. They have seen different types of development elsewhere and want to apply those ideas to their own nagari. When many idealisms arise, it can slow down the decision-making process. As a result, development projects may be delayed or not implemented at all because each party insists on their own perspective.

E. CONCLUSION

Based on the research findings conducted by the researcher on the factors hindering the collaboration between the nagari government and the nagari community in the development of Nagari Sulit Air, these factors include the difficulty in completing land acquisition, the economic factors of the migrant community, the lack of a collaboration brand design, and the many differences of opinion from various parties.

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