

# COLLABORATIVE GOVERNANCE IN EMPOWERING THE BLACKWORK INDUSTRY IN MASSEPE VILLAGE SIDENRENG RAPPANG DISTRICT

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**Abstract:** *This research aims to identify the role of parties in the blacksmith industry, detail short-term and long-term steps to support government policy and explore the role of collaborative governance in strengthening this sector. The blacksmith industry is an essential economic sector facing the challenges of globalization. This research uses qualitative methods with interviews, observation, and document analysis. Collaboration between the public, private, and local community sectors increases resource access, industrial capacity, and policy efficiency. Although still in its infancy, collaborative governance can potentially strengthen the sector. Alignment and commitment of all parties involved are essential. These findings are relevant for decision-makers, business people, and academics.*

**Keywords:** *Collaborative, Governance, And Empowerment*

**Abstrak:** Penelitian ini bertujuan mengidentifikasi peran pihak-pihak dalam industri pandai besi, merinci langkah jangka pendek dan jangka panjang untuk mendukung kebijakan pemerintah, serta mengeksplorasi peran tata kelola kolaboratif dalam memperkuat sektor ini. Industri pandai besi adalah sektor ekonomi penting yang menghadapi tantangan globalisasi. Penelitian ini menggunakan metode kualitatif dengan wawancara, observasi, dan analisis dokumen. Kolaborasi antara sektor publik, swasta, dan masyarakat lokal meningkatkan akses sumber daya, kapasitas industri, dan efisiensi kebijakan. Meskipun masih dalam tahap awal, tata kelola kolaboratif memiliki potensi untuk memperkuat sektor ini. Keselarasan dan komitmen semua pihak terlibat penting. Temuan ini relevan bagi pengambil keputusan, pelaku bisnis, dan akademisi.

**Kata Kunci:** Kolaborasi, Pemerintahan, dan Pemberdayaan

## INTRODUCTION

Policies for industrial sector growth are critical to the success of developing and developed countries. The industrial sector development strategy is the basis of a country's efforts to improve its economic position. The industrial sector is expected to direct other economic sectors towards development. Industrial goods consistently have "terms of trade" that are profitable or more profitable and provide added value compared to goods from other industries. The economic sector, known as industry, concentrates on mass or large-scale production of goods and services. This includes processing, production, or offering services to meet market needs and wants. Industries can often be grouped into categories based on the type of product or service produced, such as the manufacturing industry, agricultural industry, information technology industry, automotive industry, and many more. Industry

can be the main driver of a country's economic growth and employ many people. Research (Ratiah et al., 2021) In industry, various production processes, technology, and labor work together to produce products or services, which will then be sold to consumers. Industry can also have a major impact on the environment and society. Therefore, its management and development are often a concern of governments and various other stakeholders.

Ansell and Gashl (2007) describe the idea of collaborative governance as a new approach to governance that involves the participation of multiple stakeholders and elected officials in the formulation of consensus options. Public concerns and policies are key areas of concern in collaborative governance. Public institutions prioritize the development of policies, goals, and collaboration methods to achieve a level of consensus among stakeholders. Therefore, collaborative governance seeks social justice while serving the general welfare. The dependency between the parties involved and research stakeholders creates the need for collaboration (Mutirawati, 2017). Due to the high dedication to environmental protection activities demonstrated by the government and non-government sectors, collaborative governance is essential to obtain results from this commitment (Novita, 2018).

Traditional crafts in Indonesia can be a source of employment because they are a cultural heritage shared by all ethnic groups. South Sulawesi province is home to several traditional craft machines. Making various types of items by hand with essential tools around the house is known as traditional crafts. Without formal education, the necessary skills were passed down orally from generation to generation, as in the blacksmith industry of Massepe village. The blacksmith business in Massepe village will continue to grow, creating more employment options that will accommodate job seekers while preserving cultural heritage. It cannot be denied that one of the drivers for the development of traditional crafts is the expansion of marketing outlets. However, to continue the blacksmith industry, favorable conditions must be created, and this is where cooperation between society, the commercial sector, and the general public in research is needed (Yoko Mayuzumi, 2020).

One of the home businesses that is currently developing in Sidendreg Rappang Regency is blacksmithing in Massepe Village District. Tellu Limpoe is one of the famous blacksmith areas in Sidendreg Rappang Regency. These blacksmith craftsmen have been doing their work for quite a long time, and it is a legacy from their ancestors. The marketing even goes beyond the borders of Sidenreng Rappang Regency. This shows the great interest in this craft. The Tellu Limpoe sub-district blacksmith industry entered a new phase in 1998 with the introduction of production technology, including the presence of electric blowers, automatic fire generators, and grinding machines, which aimed to sharpen production results thereby increasing blacksmith production results in research (Sukardi et al., 2020).

Empowering people by giving them education, skill development, and the will to continue fighting is possible. This is done alone or by people who are considered capable of supplying electricity (Didin et al., 2019). The blacksmith craft industry sector can help realize more advanced economic growth through empowerment. Through the local regional government's Department of Trade and Industry, the

government needs to optimize development in the local industrial sector further to carry out development in the blacksmith industrial sector. The most effective way for Masepe Village to advance and expand the craft industry sector in Sidenreng Rappang District is through empowering the blacksmith industry. To create an industrial system that is competitive, fair, and sustainable to ensure people's welfare, community empowerment in the blacksmith industry sector needs to be fostered. In Masepe Village, most of the residents work as blacksmiths to support their families.

In research (Patahuddin, 2023), Even though this business has been going on for a long time, blacksmith artisans still face various challenges, apart from the impact of globalization on various kinds of handicrafts produced in Indonesia. The existing blacksmith craftsman's merchandise is one of the products made by the community that is transforming Masepe Village, Tellu Limpoe District, Sidenreng Rappang Regency, South Sulawesi. As a result, the blacksmith industry has not experienced significant progress both in terms of production standards and the socio-economic conditions of the crafting community. Meanwhile, Christian Pelras, in his book *Bugis Man*, explains that "iron forges were spread throughout the Bugis region in Masepe," a collection of large villages located around the former royal capital of Sidenreng.

Therefore, to empower the blacksmith industry, the government can work together using the concept of collaborative governance to foster independence, increase competitiveness, and improve the quality of the industry. The complexity and limitations in government responses to public problems give rise to problems in collaboration. The government cannot handle initiatives to strengthen the blacksmith business; therefore, the government must invite other parties to synergize with the business world and related stakeholders to strengthen the blacksmith industry. From various studies, it is known that the government has made efforts to empower and implement policies regarding collaboration.

An empowerment plan is needed so that collaboration can achieve effective empowerment. The blacksmith industry, a forum for cooperation that will be empowered in the business policy of the blacksmith craft industry in Sidenreng Rappang Regency, is the topic of this research. This study will evaluate the effectiveness of collaboration in achieving policy goals. This research uses theory (G Edward DeSeve in research by Lilik Winarni et al 2021), which uses various indicators of collaborative governance namely there are eight indicators:

1. network structure
2. commitment to a common purpose
3. trust among the participants
4. Governance
5. Acces to Authority
6. Distributive Accountability atau Responsibility
7. Information Sharing
8. Acces to Resources

## THEORETICAL REVIEW

### Governance Theory

Changes in government, known as governance, aim to democratize public administration. To overcome the shortcomings and limitations of the government's perspective, which views the government as the only actor carrying out government responsibilities, governance was created. Empirically, previous iterations of government were closely associated with domination, coercion, power, control, centralization, and other negative traits (Abdullah, 2016). Equality, equality, coherence, and balance of roles are necessary for good governance, as is mutual control between these three elements. According to (Nasir 2003, 2018), the terms are:

1. "Good" in the context of good governance has two meanings, namely, principles that support the desires of the people and can strengthen their capacity to realize the goal of their country's independence: sustainable development and social justice. The first meaning of the phrase is regarding the integration of democratic principles into state affairs.
2. "Good" refers to the operational components of efficient governance that seek to achieve societal goals. The second meaning is a competency-oriented structure and an effective and efficient political and administrative system.

In government activities, governance has been a practice for a long time. Due to the availability of regulations mandated by higher laws and regulations, KLA development also uses governance practices. Researchers must incorporate and understand governance theory into their research to detect, understand, and adequately explain the events that occur in the development of KLA.

### Collaborative Governance

An evolution of the governance paradigm, collaborative governance is a new approach. Collaborative governance emerged due to several factors, including the following (Ansell and Gash, 2007, p. 544):

1. Failure to implement policies or governance at the field level;
2. The group's inability to use other institutional arenas to hinder decision-making due to the separation of power regimes;
3. Mobilization of interest groups; And
4. High costs and politicization of regulations.

The government is unable to overcome public problems, so the development of Collaborative Governance is also driven by the increasingly critical thinking and demands of society regarding various public problems. Increasing specialization, expertise, and a more complex and interconnected institutional infrastructure are further contributing variables. The definition of collaborative governance, a relatively new concept in the governance paradigm, is still ambiguous because of its connections and overlaps with previous ideas. Rather than developing a cohesive narrative, expert discussions about "collaborative governance" have resulted in amorphous and scattered conversations. (Batory & Svensson, 2019. p.28).

### Empowerment

By maximizing power and strengthening one's negotiating position, empowerment aims to improve one's quality of life by enabling one to handle difficulties independently and to the best of one's abilities (Suci Kurnia Sari, 2019).

According to (2015), the idea of empowerment can encourage the development of community independence both at the social and economic levels. The welfare of everyone in society and the level of the surrounding environment can be improved through community empowerment. They are further dividing community empowerment into several subcategories, including initiatives to increase community initiative and self-help, environmental improvement, and community capacity-building activities.

Therefore, it can be said that empowerment is a term that describes giving power to certain people or groups, increasing their knowledge, skills, or authority so that they can act, make decisions, or manage their own lives. The main goal of empowerment is to build the ability of people or communities to be more involved in their lives, influence desired changes, and overcome challenges or obstacles.

## **RESEARCH METHODS**

This research uses a qualitative descriptive methodology. Data was collected in Masepe village, Sidenreng Rappang Regency, from 8 informants who described the role of Collaborative Governance in empowering the blacksmith industry in Sidenreng Rappang Regency by means of direct observation, interviews, and recording. The collected data was then analyzed thoroughly and methodically using qualitative data analysis methodology, which includes the following steps: data reduction, data presentation, and drawing conclusions to answer research questions. Triangulation of sources, methods, and time ensures the accuracy of the data used.

## **RESULTS AND DISCUSSION**

### **Collaborative Governance in Empowering the Blacksmith Industry in Masepe Village, Sidenreng Rappang Regency**

Collaborative governance is an idea that involves connected organizations initiating cooperative efforts and developing thoughts or concepts from each institution (stakeholder) in determining or selecting goals, evaluating results, making changes, and other similar activities. According to Emerson, Nabatchi, and Balogh (2011), Collaborative Governance is a public policy decision-making process that involves the general public, various levels of government, civil society, and the private sector. Without their participation, these goals cannot be achieved. One concept used to measure stakeholder participation in problems that cannot be solved by one organization alone is collaborative governance. Several metrics are used in the process of measuring collaborative governance.

#### **1. Network Structure**

The network structure in question is the existence of connected or related elements that represent the network. In research (Fajrina et al., 2018), there are three forms of network structure categories: 1) self-governance, namely a paradigm without an administrative body where every stakeholder participates in the network, which is weak due to decentralized decision-making and inefficiency, 2) Lead Organization, i.e., In this paradigm, network managers as service providers and network members already exist as administrative entities. The effectiveness of this model and the clear direction of the network are its strengths. However, its

weaknesses include the dominance of the main organization and lack of commitment of new members, and 3) network administrative organization, namely having a specific administrative entity. However, there is no service provider to operate the network, and the administrators are paid. This model is a combination of the self-governance and lead organization models.

**Table 1. Networ Structure**

NO	Informan	Self Governance	Lead Organization	Network Administrative Organization
1	Head of the Trade and Industry Service	There are administrative entities	There is no administrative entity	Regarding the network administration organization, nothing is known.
2	Head of Massepe Subdistrict/Village	There are administrative entities	There is no administrative entity	Regarding the network administration organization, nothing is known.
3	Secretary of the Head of Massepe Village/Village	There are administrative entities	There is no administrative entity	Regarding the network administration organization, nothing is known.
4	Chairman of the Youth Organization	There is no administrative entity	There is no administrative entity	Regarding the network administration organization, nothing is known.
5	Massepe Subdistrict/Village Companion	There is no administrative entity	There is no administrative entity	Regarding the network administration organization, nothing is known..
6	Blacksmith industry representative	There is no administrative entity	There is no administrative entity	Regarding the network administration organization, nothing is known.
7	Blacksmith industry representative	There is no administrative entity	There is no administrative entity	Regarding the network administration organization, nothing is known.tidak ada yang diketahui.
8	Blacksmith industry representative	There is no administrative entity	There is no administrative entity	Regarding the network administration organization, nothing is known.

Source: 2023 Data Reduction Results

In Table 1 above, it is revealed that there are three forms of network structure :

- a. The Network Structure is referenced in the first part of Table 1. which emphasizes self-governance, specifically that stakeholders participate in the network through collaboration and are not bound by administrative institutions. This shows that although there are parties involved in the collaboration, there is no administrative body. Based on the results of Mr. Antoni's interview, he said:

*"As far as I know, there has never been any collaboration between the government and the blacksmith industry players in Massepe village, so each blacksmith industry business player goes it alone in terms of developing their business. For collaboration with the private sector, BRI Bank already exists regarding business capital loans, namely People's Business Credit (KUR). "There was once a group that I formed with the aim of getting assistance from the government."*

Furthermore, the informant, the head of the Massepe sub-district, said that:

*"There was assistance from the central government in terms of equipment, but it did not work because the industry was still running on its own. "There was once a group formed with the aim of getting assistance from the government."*

The results of interviews with several of the informants above show that the network structure of cooperation between the government, the private sector, and the blacksmith industry has not run according to the expectations of this research due to the failure of the actors involved in implementing this cooperation among them.

- b. In Table 1, the second part refers to Network Structure. This puts much emphasis on the lead organization. This model has the advantage of being effective and having a clear network direction, but its weakness is the dominance of the lead organization. The chairman of Karang Taruna stated that this was motivated by the opinion of an informant with the initials Antoni, who said:

*"How can there be a written memorandum of agreement/contract if there is no verbal cooperation, so this should be a very important point for this collaboration regarding the memorandum of agreement and so that there is a respective commitment between the government, the private sector and the blacksmith industry, so that collaboration in empowerment of this industry can work."*

Furthermore, from the interview, the head of the Department of Trade and Industry said that:

*"There has not been any written cooperation because the blacksmith industry players operate independently, and they compete with each other in terms of improving quality so that the formation of a group of blacksmith industry craftsmen does not exist. Therefore, we are trying to encourage the legality of their business. Then the village government/ "The sub-district needs to provide understanding to the blacksmith industry craftsmen and form a joint business group for blacksmith industry players so that we can move towards the needs of the craftsmen themselves."*

Based on interview findings from several informants, there is no administrative entity in the partnership between the Department of Trade and Industry, the Private Sector, and the Blacksmith Industry. There is still a partnership between the Blacksmith Industry, the Private Sector, and the Department of Trade and Industry. Whether or not there was an administrative organization in the collaboration is unknown to the blacksmith industry. Therefore, cooperation, seen from the perspective of the leading organization, does not result in the empowerment of the Blacksmith Industry.

- c. Network Administrative Organization (NAO), a model with strictly administrative entities, is the network structure discussed in the third section of Table 1. This model was created to manage the network, but not as a service provider, and managers are compensated. The self-governance and Lead Organization paradigms are combined in this model. This shows that the network structure's efforts to empower the blacksmith industry were unsuccessful.

## 2. Commitment To A Common Purpose

Collaboration is the reason a network is needed to empower the blacksmith industry and is related to commitment to this goal. Because the government, the blacksmith industry, NGOs, and other related organizations are also tasked with empowering the blacksmith industry sector, a collaboration was established to empower the blacksmith industry in Masepe Village.

**Table 2. Commitment To A Common Purpose**

No	Informan	Commitment To A Common Purpose
1	Head of the Trade and Industry Service	Providing Assistance for Blacksmith Industry Players
2	Head of Masepe Subdistrict/Village	Facilitating Assistance for Blacksmith Industry players
3	Secretary of the Head of Masepe Village/Village	Regarding Commitment to Common Goals, nothing is known.
4	Chairman of the Youth Organization	Strong and Independent Blacksmith Industry Players
5	Masepe Subdistrict/Village Companion	Providing Digital Marketing for the Blacksmith Industry
6	Blacksmith industry representative	Regarding Commitment to Common Goals, nothing is known.
7	Blacksmith industry representative	Regarding Commitment to Common Goals, nothing is known.
8	Blacksmith industry representative	Regarding Commitment to Common Goals, nothing is known.

Source: 2023 Data Reduction Results

Table 2 above shows Commitment to a common purpose. This shows that building a network requires the commitment of all parties to be successful. The government cooperation network calls this an effort to strengthen the blacksmith industry.

According to informant Ahmad (Head of the Sidenreng Rappang District Trade and Industry Service), he made the following statement:

*"Our personal goals are as follows: My goal at Sidenreng Rappang is for every Blacksmith Industry to join a business group to be strong and independent. My vision is to make the Blacksmith Industry a strong, independent industry, and no longer dependent on the government. Meanwhile, the mission is: Detecting, Selecting and Identifying Strong and Independent Groups."*

Muhammad Ruslan (Head of Masepe Subdistrict) said that:

*"By providing facilities to the Department of Trade and Industry, the Masepe Village Subdistrict is dedicated to supporting the blacksmith industry group. In addition, this group is encouraged to develop into a strong and independent entity. Therefore, becoming an autonomous Blacksmith Industry organization is our goal."*

Based on the results of interviews with several informants above, it can be concluded that Commitment to a common goal (Commitment to goals) is an effort to empower the blacksmith industry group with their unique responsibilities through cooperation. However, on the industrial side, industrial groups do not know how to build Commitment in the network, so collaboration is not possible in



terms of Commitment in the network. From the government side, the private sector and smart industry have the same Commitment: building a strong and independent group. Collaboration can result in empowerment if all parties involved in a particular interaction have a clear commitment. However, if one party does not have Commitment, then collaboration will not result in empowerment.

### 3. Trust Among The Participants

Trust is a factor in this. Fostering stakeholder trust is critical to the success of collaborative engagement. In research (Tika Mutirawati and Sudarmo, 2021), Mutual trust is very important for effective communication and collaboration between the Department of Trade and Industry, the business sector, participants, and the blacksmith industry.

**Table 3. Trust Among The Participants**

No	Informan	Trust Among The Participants
1	Head of the Trade and Industry Service	Trust in collaborative partnerships
2	Head of Masepe Subdistrict/Village	Trust in collaborative partnerships
3	Secretary of the Head of Masepe Village/Village	Trust in collaborative partnerships
4	Masepe Subdistrict/Village Companion	Trust in mentors and collaborative partners
5	Chairman of the Youth Organization	Trust in consistency in collaborative rules
6	Blacksmith Industry Representative	There is no trust
7	Blacksmith Industry Representative	There is no trust
8	Blacksmith Industry Representative	There is no trust

Source: 2023 Data Reduction Results

The phrase "Trust between Participants" in Table 3 above, namely "There is a sense of mutual trust between participants," describes how important it is to foster trust in cooperative relationships between government institutions and stakeholders. This was confirmed by Mr. Arifin, an informant representing the blacksmith industry, who stated that:

*"This is how to build mutual trust, namely being consistent with the rules made both institutionally/individually, if the blacksmith industry players have been lied to then it will be difficult to cooperate."*

Furthermore, informant Antoni (Chair of Karang Taruna) stated the following during the interview from a different perspective:

*"Effective communication between the government and blacksmith business actors is needed to build this trust. For example, communication is necessary to build trust."*

Muhammad Ruslan, Head of Masepe District, also stated in an interview from a different perspective:

*"To create a sense of mutual trust by providing guidance, counseling and holding meetings with the blacksmith industry, this is done so that the blacksmith industry trusts us."*

This is reinforced by the confirmation of an informant named Ahmad, Head of the Sidenreng Rappang Regency Trade and Industry Service. He stated that:

*"Institutionally, we can establish partnerships with other parties; for example, the blacksmith industry can already do this. This industry category has business legality, making it possible to form partnerships with the business world, for example. Apart from that, register the TKDN of the blacksmith industry business group. "Thus, if iron production can collaborate with existing large collectors in the form of PT, then what is meant is that the blacksmith industry group can work together."*

Based on the findings of interviews with the informants above, it can be concluded that Trust among the participants (There is mutual Trust between the participants), the Government, the Private Sector, and the Blacksmith Industry believes that empowerment of the blacksmith industry can be born through developing Trust in partnerships through mentoring and partners.

This shows the importance of having commonly agreed standards (actions) for procedural requirements when working collaboratively. Apart from that, it must convey a sense of power to network participants when making decisions in research (Asropin Gunawan and Muhammad Farid Ma'ru, 2020).

Based on the findings of interviews with the informants above, it can be concluded that Trust among the participants (There is mutual Trust between the participants), the Government, the Private Sector, and the Blacksmith Industry believes that empowerment of the blacksmith industry can be born through developing Trust in partnerships through mentoring and partners.

#### 4. Governance

What is meant by clarity of governance includes: 1) Limitations and exclusivity. This also includes everyone who can recognize and reduce current demands through study (Aulia Rahmawati and Galuh Pancawati, 2021).

**Table 4. Governance**

No	Informan	Boundary and exclusivity	Rules (Aturan-aturan)	Self determination	Network Management
1	Head of the Trade and Industry Service	The blacksmith industry	Violation	Blacksmith industry rights	Good
2	Head of Massepe Subdistrict/Village	The blacksmith industry	Violation	Blacksmith industry rights	Pretty good
3	Secretary of the Head of Massepe Village/Village	Administration	Rules and conditions	Meeting	There are no obstacles yet
4	Massepe Subdistrict/Village Companion	Characteristics of the blacksmith industry	AD/ART	Freedom in collaboration	Low quality and ability of craftsmen to access technology
5	Chairman of the	Blacksmith	Bound and non-	Mentors and	Human

	Youth Organization	industry	bound rules	partners from the Department	resources, supporting capacity of facilities and guarantee of business certainty
6	Blacksmith industry representative	Blacksmith industry	There is no information regarding rules	There is freedom	Facilities and infrastructure
7	Blacksmith industry representative	Blacksmith industry	There is no information regarding rules	There is freedom	Facilities and infrastructure
8	Blacksmith industry representative	Blacksmith industry	There is no information regarding rules	There is freedom	Facilities and infrastructure

Source: 2023 Data Reduction Results

In the table above, there are four forms of Governance (Clarity in Governance), namely:

The first section of Table 4, Governance, emphasizes exclusivity and boundaries. This indicates the need for confirmation when deciding who participates in a partnership and who does not. The statement of the informant supports this, Mr. Ahmad (Head of the Trade and Industry Service), who said:

*"Well, I've explained this before, sir, we have created a Bill Grinding training activity, and it is not clear that the formation of industrial business groups and fellow craftsmen are competing with each other in improving quality, so I hope that the local government, namely the sub-district, needs to provide understanding to the blacksmith industry players so that this collaboration can be realized."*

The informant stated a similar thing, Mr. Muhammad Ruslan, the head of the Masepe sub-district:

*"Of course, by forming a blacksmith industry business group, we can facilitate matters related to district and central government."*

Masepe Village Assistant Source Mr Arifuddin Bora also said the following:

*"As for the rules regarding who is and is not involved in empowering the blacksmith industry, as I said first, it is from the government, the Department of Trade and Industry, and the head of the sub-district. If it comes from non-government, namely the head of the blacksmith industry group and the blacksmith himself. There are clear rules regarding each role in this collaboration."*

Furthermore, the informant said that the sub-district secretary of Masepe Village said that:

*"Yes, if the rules are clear, each institution has its own rules and these institutions will carry out their respective roles and duties according to their expertise,"*

From the results of the interview, Mr Antoni (Chairman of Karang Taruna) said that.

*"As far as I know, regarding the blacksmith industry business group, I am not aware of any direction from above regarding the formation of a blacksmith industry business group,"*

Furthermore, from the results of interviews with blacksmith industry informants, Mr. Irwan said that:

*"There have been no instructions from above regarding the formation of a blacksmith industry business group here,"*

Based on the findings of interviews with the informants above, it can be concluded that each agency, including the Ministry of Trade and Industry, the private sector, and the blacksmith industry, has its regulations, and these regulations regulate who has the right. The informant expressed this, Mr. Ahmad (Ministry of Trade and Industry), as follows:

*"All team member behavioral guidelines are clearly visible in the regulations and bylaws of each institution."*

Furthermore, the informant's statement, Mr. Muhammad Ruslan (Massepe sub-district) said that:

*"Yes, it's written in the deck rules because there are prerequisites that must be met before joining a team."*

Furthermore, the informant's statement, Mr Antoni (head of Karang Taruna) said that:

*"Yes, every organization has clear rules, and there are consequences for members who break them, but I haven't seen anything similar."*

From the results of interviews with the various informants mentioned above, it can be concluded that determining limits on the behavior of members in a group depends on the interests of the Trade and Industry Service, Massepe Village District, the Blacksmith Industry itself, and the stakeholders. The third part of Table 4, governance (clarity in governance), emphasizes the freedom to choose how to collaborate, namely self-determination. Mr Ahmad (Department of Trade and Industry) stated the following in this regard:

*"After the blacksmith industry forms a business group and has business legality, the industrial business group is free to collaborate with any party. Even though our training to become a group comes from the government, it's up to what's important, for example, the blacksmith industry business group is coincidentally a group that has been built by looking at its potential, we can see that potential from every member, it turns out that this industrial group has potential, please feel free to partner with us. anyone"*

Based on the findings of the interviews above with a number of informants, it can be said that self-determination is related to the freedom to collaborate with the Ministry of Trade and Industry and other network structures, thereby giving freedom to the Blacksmith Industry Group. Do this because it is his legal right.

The fourth part of Table 4 is related to governance (Clarity in governance). This emphasizes network management, which is related to solving problems/challenges, allocating resources, managing quality standards, and maintaining organizational institutions. According to informant Muhammad Ruslan, Massepe Village, this happened:

Furthermore, the opinion of informant Antoni (Chairman of the Masepe Village Youth Organization) said that:

*"Human resources, carrying capacity of facilities, guaranteed economic certainty, raw materials and declining prices are the first three obstacles in empowering the blacksmith sector."*

This is in accordance with what was conveyed by informant Arifuddin Bora, who accompanied the Masepe District, who stated:

*"There are challenges that may require building more infrastructure and facilities, as I mentioned earlier; for example, the help of a grinding machine which I don't think can support it."*

Based on the results of interviews with various informants mentioned above, it can be said that network management is related to the difficulties or obstacles experienced in empowering the blacksmith industry in this collaboration.

### 5. Access to Authority

This shows the importance of having commonly agreed standards (actions) for procedural requirements when working collaboratively. Apart from that, it must convey a sense of power to network participants when making decisions in research (Asropin Gunawan and Muhammad Farid Ma'ru, 2020).

**Table 5. Access to Authority**

NO	Informan	Access to Authority
1	Head of the Trade and Industry Service	Facilitate and accommodate
2	Head of Masepe Subdistrict/Village	Facilitate and accommodate
3	Secretary of the Head of Masepe Village/Village	Facilitate and accommodate
4	Masepe Subdistrict/Village Companion	Strengthening institutions and empowerment
5	Chairman of the Youth Organization	Motivator, facilitator and advocate
6	Blacksmith industry representative	Public
7	Blacksmith industry representative	Public
8	Blacksmith industry representative	Public

Source: 2023 Data Reduction Results

Table 5 refers to Access to authority (Access to power), establishes generally recognized procedures, and gives network participants a feeling that they have the authority to make decisions. This is in line with the informant who serves as head of the trade and industry service who stated:

*"So, the Department of Trade and Industry fosters the industry through guidance and then directs it to become a strong and independent industry if not all of it is affiliated with the Department of Trade and Industry in other regions. Apart from that, this industry must meet the currently applicable criteria in order to claim to be strong and independent. First, there must be legality of business in the industry. Next, there must be patent rights and TKDN for that industrial group."*

"Finally, the group must have norms/rules or agreements, and efforts are made to include these agreements in minutes or official leaflets so that it becomes a document because it becomes part of the industrial group through coaching."

The same thing was supported by the head of the Masepe sub-district, Muhammad Ruslan, who said that:

*"Empowerment has two components: institutional strengthening of the blacksmith industry and empowerment itself. If you are wondering what is meant by institutional strengthening, consider enhancing a group's human capital through training. On the other hand, empowerment takes the form of facility support."*

Furthermore, in the interview with the accompanying informant from the Masepe sub-district, Mr. Arifuddin Bora said:

*"Regarding the procedures themselves, in my opinion the craftsmen who are members and those who work as craftsmen have the same goal. I just know that."*

Furthermore, the informant's statement, Mr. Antoni, Chairman of Karang Taruna, said that:

*"What I know is the procedure if we want to get help, first we have to submit a proposal to the village head."*

Based on the findings of interviews with all the informants above, it can be said that Access to authority (access to power) When working together to strengthen the blacksmith industry, there is clear authority, and everyone knows their role. If given clear authority, stakeholders can carry out various tasks and activities and make decisions.

## 6. Distrbutive Accoutability / Responsibility

This division of accountability/responsibility is explained in its structuring and management through collaboration with other stakeholders. In addition, all network participants must be involved in decision-making and distribution of responsibilities to obtain the expected results. The network will not be successful in achieving its goals if its members are not active in formulating network goals and do not want resources and authority to be shared with the network in research (Nia Sukmawati et al., 2022).

**Table 6. Distrbutive Accoutability / Responsibility**

No	Informan	Distrbutive Accoutability / Responsibility
1	Head of the Trade and Industry Service	Has authority in coaching
2	Head of Masepe Subdistrict/Village	Pretty good
3	Secretary of the Head of Masepe Village/Village	Pretty good
4	Masepe Subdistrict/Village Companion	Consistent with cooperation agreements
5	Chairman of the Youth Organization	Actors are late in carrying out their duties
6	Blacksmith industry representative	Still not enough
7	Blacksmith industry representative	Still not enough

8	Blacksmith industry representative	Still not enough
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Source: 2023 Data Reduction Results

Table 6 above refers to Distributive accountability/responsibility (distribution of responsibility/responsibility). Control, organization, and management are carried out through collaboration with other stakeholders. Participate in decision-making with all team members and establish accountability for results. According to informant Ahmad, Head of the Trade and Industry Service, this is as follows:

*"Accountability is the authority of each institution in terms of its accountability. As an illustration, the government must advise the blacksmith industry according to its field."*

A statement from the head of the Massepe sub-district, Muhammad Ruslan, said that:

*"Their area of expertise assigns this task to each person or deck team; for example, mass sub-district governments are skilled in cultivation components to improve the blacksmith industry."*

This can be seen from the findings of informant interviews, according to Arifuddin Bora (Massepe Subdistrict/Village Assistant), who stated:

*"Collaboration actors are often late in various obligations; therefore, they are not responsible for the task."*

Informant Arifuddin Bora's statement is supported by Mr Antoni's opinion, which states that:

*"While I believe the government still needs to do more as not all farms have sufficient electricity, we must acknowledge the government's efforts to support the blacksmith sector. That's my opinion, but it's not necessarily the same as other people's opinions."*

Based on the interview findings of all the informants above with various informants, it can be said that coaching, empowerment in cultivation aspects, and consistency with cooperation agreements are the three main areas of accountability/distributive responsibility in this research. This factor helps carry out the obligations in the team's efforts to empower the blacksmith sector.

## 7. Information Sharing

In particular, facilitating member access to information and maintaining privacy (the confidentiality of individual identities). However, all relevant parties can agree to limit access for individuals who are not members of the research (Berliana Indrawati and Argo Pambudi, 2019).

**Table 7. Information Sharing**

No	Informan	Information Sharing
1	Head of the Trade and Industry Service	Data is online
2	Head of Massepe Subdistrict/Village	Direct communication
3	Secretary of the Head of Massepe Village/Village	Direct communication
4	Massepe Subdistrict/Village Companion	discussion
5	Chairman of the Youth	Direct communication

Organization		
6	Blacksmith industry representative	Through a companion
7	Blacksmith industry representative	Through a companion
8	Blacksmith industry representative	Through a companion

Source: 2023 Data Reduction Results

In table 7 above, you can see Information Sharing. This shows how collaboration respects privacy (the confidentiality of individual identities) while making information more easily accessible to members. Additionally, there are restrictions on the information that non-members can access. The Department of Trade and Industry makes it easy to access information by updating information online. The informant's statement that Ahmad (head of the service) said this corroborates the following:

*"From an extension perspective, we are just preparing the institution and developing it to be more organized. "The data in the blacksmith industry extension system already exists and is available online, so yes, there is management and data."*

Furthermore, the informant Muhammad Ruslan (Massepe Village) said the same thing:

*"Actually, information exchange can be done formally and technologically, for example via WA, as far as I know."*

Based on the findings of interviews with the informants mentioned above, the use of technology is a key component in sharing information in a collaborative atmosphere. Information can be obtained in several ways, including official letters, the Internet, and WhatsApp messages. Meanwhile, several informants stated that direct discussions and meetings could be used to exchange information during collaboration. Hello, the informant's statement submitted by the companion supports the following:

*"Yes, and after that, we usually hold discussions or meetings to share this knowledge; in this case we discuss the plans and initiatives that we will carry out to develop the blacksmith business. Nowadays, I believe information can be spread easily, especially with advances in technology, and I think that is very positive."*

Based on the findings of interviews with the informants above, it can be said that Information Sharing, namely deliberation, regular meetings, or formal communication, can all be used to achieve this. Every organization uses this tactic to communicate information to its members to empower the blacksmithing industry.

#### 8. Access to resources (Akses Sumber Daya)

Access to resources refers to the availability of facilities and infrastructure as well as human, financial, and technical resources to help achieve network goals in research (Liliek Winarni et al., 2019).

**Table 8. Access To Resources**

No	Informan	Information Sharing
1	Head of the Trade and Industry Service	Good
2	Head of Massepe	Good



	Subdistrict/Village		
3	Secretary of the Head of Good Masepe Village/Village		
4	Masepe Subdistrict/Village Companion		Inadequate
5	Chairman of the Youth Organization		Eksternal dan Internal
6	Blacksmith representative	industry	Still not enough
7	Blacksmith representative	industry	Still not enough
8	Blacksmith representative	industry	Still not enough

Source: 2023 Data Reduction Results

Table 8 above is explained as access to resources. Shows how human, financial, technical, and human resources all play a role in helping the network achieve its goals. Informant Mr Ahmad (Department of Trade and Industry) expressed the following opinion which supports this :

*"If you look at the resources, I think the human resources here are sufficient, even though there is much help here, especially help from the provincial government, so if you want complete data, it is best to go to the respective agencies. Here. However, if the assistance program is still an activity, it usually turns into assistance. Because there are various types of assistance, as I said at the beginning, the government, such as the sub-district office, should provide understanding to blacksmith industry players so that they can form groups and create business legality. We are also ready to help with TKDN arrangements. "There is grant assistance, but there are still unfinished grants, social assistance, assistance that can be returned, and assistance that cannot be returned."*

Furthermore, a similar thing was stated by the Head of Masepe Subdistrict, the informant Mr. Muhammad Ruslan said:

*"If what is meant is usually external and internal, then the next assistance is support from the government in the form of facilities and infrastructure. Those from outside, including government, business, and finance, are typical. "The government usually provides training and equipment assistance, while Bank BRI provides business capital loans through People's Business Credit (KUR), and council members usually provide grinding machines."*

Furthermore, the Chairman of the Karang Taruna Informant, Mr. Antoni, said the same thing:

*"Our human resources are not yet available because the facilities and infrastructure, especially blacksmith craft infrastructure, are still inadequate. As a result, human resources are not optimal."*

A different opinion from the blacksmith representative informant, namely Mr. Irwan, said that:

*"For myself, I have never received any direct assistance from the government, whether direct or indirect assistance, there have been council members planning to provide assistance but maybe it was just a promise."*

Furthermore, the informant, Mr. Arifin, a representative of the blacksmith industry, said:

"I have never received direct assistance from the government, but I have received capital loan assistance from Bank BRI through People's Business Credit (KUR)."

Considering the results of interviews with all the informants above, it can be said that access to resources Collaboration still lacks resources, including capital, technology, and human resources. There is still a lack of specialized human resources and experts in creating infrastructure for the blacksmith industry sector, and there is still little assistance for existing facilities and infrastructure.

### CLOSING

It is still not ideal if the local government, the Sidenreng Rappang Regency Trade and Industry Service, private institutions, and the blacksmith industry work together in Massepe Village to empower the blacksmith industry. There are only two indicators, namely the absence of actors dominating the network and involvement between actors based on the authority of each institution, based on a study of eight measurement parameters. Indicators that are not met include a lack of commitment from various stakeholders, Lack of actor trust, Lack of agreements that bind actor collaboration, an uneven distribution of actor involvement overall, Irregular communication forums, Lack of funds and resources, and Inadequate infrastructure. The importance of collaborative governance as a mechanism for achieving societal and community empowerment is highlighted in this conclusion. However, adequate measures and persistent efforts are required to overcome various obstacles that may arise during the process.

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