

Stakeholder Synergy Analysis in the Reksa Village Program in Sleman Regency

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ARTICLE INFO	ABSTRACT
<p>Keywords: Reksa Village, Stakeholder, Synergy Analysis</p>	<p><i>Social change in all fields can have the potential for social conflicts. The diverse conditions of Sleman Regency certainly have a very positive influence on the acceleration of development in Sleman Regency. The potential for social conflicts must be managed properly through the Village Mutual Program (Village Movement for Early Detection and Prevention towards Safe Villages). This movement is based on the independence of community members together with the village government to create immunity in their environment from all forms of problems that have the potential for social conflicts. The purpose of this study is to analyze the level of synergy of stakeholders in the Village Mutual Program in Sleman Regency. This research uses a descriptive qualitative method. The results of this study show that the synergy between stakeholders in the Village Mutual Program is found in 5 (five) indicators (communication network structure, reciprocal/response relationships, standard measures and activity procedures, cooperation/coordination and trust between parties) which are tested on 4 (four) stakeholders obtained an average score of 75%, meaning that the level of stakeholder synergy in the Village Mutual Program in Sleman Regency is already good.</i></p>

INTRODUCTION

Efforts to create a sense of security, peace and peace need to be managed appropriately so that it can realize the creation of regional security that can protect all community activities. One way to realize this is how the Regional Government is able to mobilize resources in its area so that problems that can cause potential social conflicts can be prevented. In addition, the village is a leading government institution structure in an effort to realize a sense of peace and community empowerment so that it has a very strategic role in creating conducive regional conditions and preventing potential conflicts in the community.

Communities that are designated as the main drivers of regional security need to adapt and coexist related to the transfer of knowledge and knowledge in protecting all their activities in fulfilling their human rights so as to create an early detection and prevention system of potential social conflicts. Based on the monitoring and evaluation report of the Reksa Desa program, the researcher found that there is a *knowledge gap about the integrated* management system for creating regional conditions, early detection information systems, integration between the speed and accuracy of early detection, early prevention, and limited village resources. This condition has implications for the limitations of authority that are not optimal in managing potential conflicts in the community and resources in the implementation of organizational functions (Dwikuryanto, 2019).

Integration here is intended to have a common coordination and communication step involving an integrated team for handling social conflicts at the district level with the district government by involving community members. In order to realize this intention, a forum/institution is needed that can be a medium for the Village Government in managing potential conflicts in the community so that safe regional conditions are created, namely through the "Village Movement for Early Detection and Prevention Towards Safe Villages" (Reksa Desa). This Village Mutual is based on the independence of community members by working together with the

village government to create immunity in the community environment from all forms of problems that have the potential to become social conflicts.

In the era of the Industrial Revolution 4.0 for the efficiency and effectiveness of the chain of command, currently the Sleman Regency Bakesbangpol has prepared an application for reporting information on the situation and conditions of the region called Si Deni (Early Detection System). In the future, this application will be able to become a *backbone tool* and data *collector* for the village organizers so that it can be used by Sleman Regency through the district in each district.

A policy to prevent potential social conflicts so that it can run well cannot be separated from the synergy between *stakeholders*. Early detection and prevention of potential social conflicts is good, there must be a basis for mutual trust in the cooperation carried out. to get maximum results by *stakeholders* with several different but related roles in it. Therefore, in order to become a local government media in managing the detection and early prevention of potential conflicts in the community, it is necessary to increase the understanding of each member of the conflict detection institution so that it can create safe, peaceful, and prosperous regional conditions.

This study aims to analyze the synergy of *stakeholders in the Early Detection Village Movement Towards Safe Villages (Reksa Desa)* program in Sleman Regency. According to the researcher's analysis of the 2018-2020 Integrated Action Plan for Handling Social Conflicts (Sleman Regency Kesbangpol Agency), this study has 2 (two) main issues, namely first, the transfer of knowledge and knowledge between *stakeholders* related to the management of potential social conflicts of the Sleman Regency government to the district government to increase the role of the community in anticipating potential social conflicts. Second, the level of public awareness and legal knowledge in preventing potential social conflicts still needs to be optimized by all *stakeholders* involved in the Village Mutual Program in Sleman Regency. The implication of the two issues above is to create a sense of security, peace, peace and prosperity in an area in the community to synergize with each other appropriately.

METHOD

This study uses a quantitative descriptive approach in analyzing the level of stakeholder synergy. Creswell (2015) stated that a qualitative approach is used to research on the condition of natural objects where the researcher is the key instrument, data analysis is inductive/qualitative and the results of the study emphasize more on meaning. This study has 5 (five) indicators to measure the success of synergy, namely: cooperation/coordination, communication network structure, reciprocal/response relationships, standard measures or activity procedures, and trust between parties. Observation of the data resulted in an analysis of the level of stakeholder synergy *in the Village Mutual Program*.

This study uses a semi-structured interview technique. (*Semi structured Interview*) which in this case has been included in the *category of in-depth interview* (in-depth interview) to several resource persons who are considered capable and know about the Village Reksa. *In-depth interview* is a communication activity by asking questions to informants or resource persons to get in-depth information. Although the things asked earlier have been set out in detail, the questions that exist do not have any specific limitations.

RESULTS AND DISCUSSION

Based on the results of the analysis of the roles between *stakeholders*, the Village Mutual Program is in accordance with their respective obligations so that they have a very clear division of duties. In the development process, the government is the most involved stakeholder and synergizes with each other. Meanwhile, other stakeholders only carry out their duties according to what is directed. The involvement of all *stakeholders* has shown seriousness in the Village Mutual Program program.

The communication network structure of each *stakeholder* already has the most optimal synergy or it can be said to be very good because all *stakeholders* (Regency Government, District Government, and elements of public security and order,) use the Si Deni application as a support for intelligence information. Synergy between *stakeholders* is categorized as good if the achievement of the synergy of each *stakeholder* is above 70% to 100% as shown in the following average table:

Table 1. Average level of Stakeholder Synergy in the Village Mutual Program in Sleman Regency

No.	Variable	Stakeholder	Shoes	Total Score	Presented
1	Cooperation/ coordination	Regency Government Lumbungrejo Village	1 1		

		Kalurahan Pondokrejo	2	5	62,5%
		Bhavinkamtibomas, Linmas and Babinsa	2		
2	Structure jaringan communication	Regency Government	2		
		Lumbungrejo Village	2		
		Kalurahan Pondokrejo	2	8	100%
		Bhavinkamtibomas, Linmas and Babinsa	2		
3	Relationship timbal Return/Response	Regency Government	2		
		Lumbungrejo Village	1		
		Kalurahan Pondokrejo	1	6	75%
		Bhavinkamtibomas, Linmas and Babinsa	2		
4	Size standards and Prodesur Activities	Regency Government	2		
		Lumbungrejo Village	1		
		Kalurahan Pondokrejo	2	6	75%
		Bhavinkamtibomas, Linmas and Babinsa	1		
5	Belief between parties	Regency Government	1		
		Lumbungrejo Village	2		
		Kalurahan Pondokrejo	1	5	62,5%
		Bhavinkamtibomas, Linmas and Babinsa	1		

Average level of Stakeholder Synergy in the Village Mutual Program in Sleman Regency 75%

Source: Researcher Data (2021)

In this calculation, it can be concluded that the communication network indicators of all *stakeholders* in the Village Mutual Program in Sleman Regency show a figure of 100%, meaning that the variable is very good in the Village Mutual Program program. The indicators of reciprocal/response relationship and the variables of standard measures and activity procedures both show a figure of 75% as good. Meanwhile, the cooperation/coordination variables and trust variables between parties are quite good by showing a figure of 62.5%. From the percentage of the 5 indicators above, the total average level of stakeholder synergy, obtained a percentage of **75%**, shows that the level of stakeholder synergy is good in the Village Mutual Program in Sleman Regency.

The criteria for the success of synergy between *stakeholders* according to Galih (2016) can be assessed from 3 aspects, namely activity synergy: commitment to common goals and policy understanding, program and activity synergy: standard measures and management procedures, coordination and cooperation as well as actor synergy: network structure, communication and trust between parties. Meanwhile, according to Najiyati and Topo (2011), synergy can be built through coordination and communication. Communication is the activity of a communicator who earnestly moves stimulants and gets responses from communicators in response to the stimulus or stimulus.

From the results of the research that has been carried out to four *stakeholders* in the Village Reksa program in Sleman Regency, it can be categorized into several assessments that the researcher combines the theory of Galih (2016), Najiyati and Topo (2011). From this theory, the author concludes that there are 5 (five) indicators to measure the success rate of synergy, namely: cooperation/coordination, communication network structure, reciprocal/response relationship, standard measure or procedure of activities, and trust between parties. The detailed elaboration of the assessment of indicators based on observations that have been made is contained in the following tables:

The level of stakeholder synergy by the district government (National and Political Unity Agency) in the Village Mutual Program in Sleman Regency

Table 2. Level of Stakeholder Synergy in the Village Mutual Program by the Sleman Regency Government

No.	Variable	Assessment Indicators	Observation Results	Synergy Score
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1	Cooperation/coordination	There is integration of programs/activities from each stakeholder	There is integration that occurs between stakeholders, but it is limited to capacity building.	1
2	Communication network structure	There is an institutional relationship between agencies for information sharing	Communication between stakeholders is optimal. Communication tools use the Si Deni application.	2
3	Reciprocal relationship/response	There is a response in interaction between stakeholders	There is feedback/response between stakeholders in a good response.	2
4	Standard measures and procedures for activities	There are standard measures and procedures in preparation of activities	There is an arrangement of training events, workshops and routine socialization every 2-3 weeks.	1
5	Trust between parties	There is trust and confidence between agencies in achieving common goals	There is trust by the Sleman Regency government. Because they already have the same goal.	2
Total score				8
Average (Total Score/Number of Variables)				1,6
Synergy Achievement (Average/Total Maximum Score (2)*100%)				80%

Source: Researcher Data (2021)

Score Description:

- 0 : No synergy
- 1 : There is synergy but not optimal
- 2 : There is synergy and optimization

Range Synergy	
Good	70-100%
Pretty Good	50-69%
Not Good	0-49%

From the observation results, it can be explained as follows:

- a. The cooperation/coordination variable gets a synergy score of 1 (There is synergy but not optimal) because every time the assistance is completed, there has been no follow-up action by the Kesbangpol Agency.
- b. The variable communication network structure gets a synergy score of 2 (There is synergy and optimal) because in the process it has used the SI DENI application.
- c. The mutual/response relationship variable gets a synergy score of 2 (There is synergy and optimal) because the Kesbangpol agency is very responsive in responding to every information.
- d. The standard size variable and activity procedure received a synergy score of 1 (There is synergy but not optimal) because the assistance by the Kesbangpol agency has not involved parties from the Tempel District.
- e. The variable of trust between parties received a synergy score of 2 (There is synergy and optimal) because of the similarity of the vision and mission of the Sleman Regency Kesbangpol Agency with *other stakeholders* in the Village Mutual program.

From the assessment using the *Unit Value Analysis* (UVA) method above, it was found that the total score of 8 out of 5 synergy indicators by the Sleman Regency government through the Kesbangpol Agency was good because the results showed the level of synergy between *stakeholders* in the Village Mutual Program in Sleman Regency of 80%.

From the results of these observations, then:

- a. More active and intensive cooperation/coordination is needed, especially after the completion of mentoring and facilitation of the Village Mutual Program.
- b. A clearer standard measure and procedure for activities is needed so that it can involve the Kapanewon Tempel.

The level of stakeholder synergy by the Lumbungrejo Village Government, Kapanewon Tempel in the Village Mutual Program in Sleman Regency

Table 3. The level of stakeholder synergy in the Village Mutual Program by the Lumbungrejo Village Government, Kapanewon Tempel

No.	Variable	Assessment Indicators	Observation Results	Synergy Score
1	Cooperation/coordination	There is an integration of programs/activities each stakeholder	Integration that occurs between stakeholders quite good.	1
2	Communication network structure	There is institutionalization of agency relations for information sharing	Communication between stakeholders is optimal. Communication tools use the Si Deni application.	2
3	Reciprocal relationship/response	There is a response in interaction between stakeholders	So far, feedback/response between stakeholders quite good.	1
4	Standard measures and procedures for activities	There are standard measures and procedures in the preparation of activities	The organizational structure and event arrangement have been formed in each activity.	1
5	Trust between parties	There is trust and confidence between agencies achieving common goals	There is trust by the Lumbungrejo village. Because they already have the same goal.	2
Total score				7
Average (Total Score/Number of Variables)				1,4
Synergy Achievement (Average/Total Maximum Score (2)*100%)				70%

Source: Researcher Data (2021)

Score Description:

- 0 : No synergy
- 1 : There is synergy but not optimal
- 2 : There is synergy and optimization

Range Synergy	
Good	70-100%
Pretty Good	50-69%
Not Good	0-49%

From the results of the observations made by the researcher, it was found that:

- a. The cooperation/coordination variable gets a synergy score of 1 (There is synergy but not optimal) because the association has not involved the Tempel district.
- b. The variable communication network structure gets a synergy score of 2 (There is synergy and optimal) because in the process it has used the SI DENI application.
- c. The mutual/response relationship variable gets a synergy score of 1 (There is synergy but less optimal) because the Lumbungrejo village is less responsive in sending information.
- d. The variable standard size and activity procedure received a synergy score of 1 (There is synergy but not optimal) because at the time of the association by the Lumbungrejo sub-district did not involve parties from Kapanewon Tempel.

- e. The variable of trust between parties received a synergy score of 2 (There is synergy and optimal) because of the similarity of the vision and mission of the Lumbungrejo Village with *other stakeholders* in the Reksa Desa program.

From the assessment using *the Unit Value Analysis* (UVA) method, it was found that a total score of 7 out of 5 synergy indicators in Lumbungrejo sub-district was good because the results showed the level of synergy between *stakeholders* in the Village Mutual Program in Sleman Regency of 70%.

From the results of these observations, then:

- More active and intensive cooperation/coordination is needed, especially when the association involves the Kapanewon Tempel.
- Needed relationship lead Return/Response by Lumbungrejo village in sending information about the incident.
- Needed A clearer standard measure and procedure for activities is needed so that it can involve the Kapanewon Tempel.

The level of stakeholder synergy by the Pondokrejo Village Government, Kapanewon Tempel in the Village Mutual Program in Sleman Regency

Table 4. The level of stakeholder synergy in the Village Mutual Program by the Kalurahan Pondokrejo Government, Kapanewon Tempel

No.	Variable	Assessment Indicators	Observation Results	Synergy Score
1	Cooperation/coordination	There is an integration of programs/activities each stakeholder	Integration that occurs between stakeholders quite good.	1
2	Communication network structure	There is institutionalization of inter-agency relations for information sharing	Communication between stakeholders is optimal. Communication tools using Si Deni application.	2
3	Reciprocal relationship/response	There is a response in interaction stakeholders	So far, the feedback/response between stakeholders has been quite good.	1
4	Standard measures and procedures activities	There are standard measures and procedures for the preparation of activities	The organizational structure and arrangement of activities have been formed.	2
5	Trust between parties	There is trust and confidence agencies in achieving common goals	There is trust by the Pondokrejo Village. Because they already have the same goal.	1
Total score				7
Average (Total Score/Number of Variables)				1,4
Synergy Achievement (Average/Total Maximum Score (2)*100%)				70%

Source: Researcher data (2021)

Score Description:

- 0 : No synergy
- 1 : There is synergy but not optimal
- 2 : There is synergy and optimization

Range Synergy	
Good	70-100%
Pretty Good	50-69%
Not Good	0-49%

From the results of the observations made by the researcher, it was found that:

- a. The cooperation/coordination variable gets a synergy score of 1 (There is synergy but not optimal) because the association has not involved the Tempel district.
- b. The variable communication network structure gets a synergy score of 2 (There is synergy and optimal) because in the process it has used the SI DENI application.
- c. The mutual/response relationship variable received a synergy score of 1 (There is synergy but not optimal) because the Pondokrejo village is less responsive in transmitting information.
- d. The standard size variable and activity procedure got a synergy score of 2 (There is synergy and optimal) because during the association of the Village Mutual program by the Pondokrejo sub-district, parties from Kapanewon Tempel were involved.
- e. The variable of trust between parties received a synergy score of 1 (There is synergy but not optimal) because there is no similarity in the vision and mission of the Pondokrejo Village with *other stakeholders* in the Village Mutual program.

From the assessment using the *Unit Value Analysis* (UVA) method above, it was found that a total score of 7 out of 5 synergy indicators in Pondokrejo sub-district was good because the results showed a level of synergy between *stakeholders* in the Village Mutual Program in Sleman Regency of 70%.

From the results of these observations, then:

- a. More active and intensive cooperation/coordination is needed, especially when the association involves the Kapanewon Tempel.
- b. A reciprocal/response relationship is needed by the Pondokrejo village in sending incident information.
- c. It is necessary to share the vision and mission of the Pondokrejo Village with *other stakeholders* in the Village Mutual Program to increase trust between parties.

The level of stakeholder synergy by elements of security and public order (Babinsa, Bhabinkamtibmas, and Linmas) in the Village Mutual Program

Table 5. The level of stakeholder synergy in the Village Mutual program by elements of community security and order (Babinsa, Bhabinkamtibmas, and Linmas)

No.	Variable	Assessment Indicators	Observation Results	Synergy Score
1	Cooperation/coordination	There is integration of programs/activities each <i>stakeholder</i>	Periodic integration from What happened in the response was good.	2
2	Communication network structure	There is institutionalization of agency relations information sharing	Communication between <i>stakeholders</i> is optimal. Communication tools use the Si Deni application.	2
3	Reciprocal relationship/response	There is a response interaction <i>stakeholders</i>	There is feedback/response between <i>stakeholders</i> and the response is good. Because each <i>stakeholder</i> is aware of their respective roles.	2
4	Standard measures and procedures for preparation of activities	There are standard measures and procedures in the preparation of activities	There is an arrangement of training events, workshops and routine socialization every 2-3 weeks.	1
5	Trust between parties	There is trust and confidence between agencies achieving common goals	There is trust by the elements of insecurity and order. Because they already have the same goal.	1
Total score				8
Average (Total Score/Number of Variables)				1,6
Synergy Achievement (Average/Total Maximum Score (2)*100%)				80%

Source: Researcher Data (2021)

Score Description:

- 0 : No synergy
- 1 : There is synergy but not optimal
- 2 : There is synergy and optimization

Range Synergy	
Good	70-100%
Pretty Good	50-69%
Not Good	0-49%

From the results of the observations made by the researcher, it was found that:

- a. The cooperation/coordination variable gets a synergy score of 2 (There is synergy and optimal) because the association has involved the Tempel district.
- b. The variable communication network structure gets a synergy score of 2 (There is synergy and optimal) because in the process it has used the SI DENI application.
- c. The mutual/response relationship variable gets a synergy score of 2 (There is synergy and optimal) because the kamtibmas element is very responsive in transmitting information.
- d. The variable of standard size and activity procedure gets a synergy score of 1 (There is synergy but not optimal) because the association has not involved parties from Kapanewon Tempel.
- e. The variable of trust between parties gets a synergy score of 1 (There is synergy but not optimal) because there is no similarity in the vision and mission of the kamtibmas elements with *other* skateholders

From the assessment using the Unit Value Analysis (UVA) method above, it was found that a total score of 8 out of 5 synergy indicators by elements of security and public order was good because the results showed a level of synergy between *stakeholders* in the Village Mutual Program in Sleman Regency of 80%.

From the results of these observations, then:

- a. A clearer standard measure and procedure for activities is needed so that it can involve parties from Kapanewon Tempel.
- b. It is necessary to have the same vision and mission by elements of kamtibmas with *other skateholders* in the Village Reksa program to increase trust between parties.

The direction of the Village Mutual Policy will certainly not be separated from the national conflict handling policy that has been outlined in Law No. 7 of 2012 concerning the Handling of Social Conflicts, in Chapter 3 of the chapter. 5 The law states that the Regional Government builds an early warning system to prevent conflicts in areas identified as areas that expand the potential for conflict that is currently in conflict. The early warning system can be in the form of conveying information about potential conflicts or conflicts in certain areas to the community through communication media. When associated with the Reksa Desa program, the communication media uses the SI DENI application.

Furthermore, in Government Regulation No. 2 of 2015 concerning the implementation regulations of Law No. 7 of 2012 regarding, Handling Social Conflicts. In CHAPTER 2 article 5 it is stated that the early detection and prevention system includes:

- 1. Research and mapping of potential conflict areas
- 2. Submission of data and information about Conflicts quickly and accurately
- 3. Implementation of education and training
- 4. Improvement and utilization of social capital
- 5. Strengthening and utilizing intelligence functions in accordance with the provisions of laws and regulations.

In mapping potential conflict areas and/or conflict areas, local governments coordinate with relevant agencies and submit them to the minister in charge of government affairs in the domestic sector. The results of mapping potential conflict areas and/or conflict areas are coordinated by the ministry in charge of government affairs in the domestic sector with relevant ministries/institutions. Meanwhile, in Permendagri No. 42 of 2015 concerning Coordination in Handling Social Conflicts, in Chapter 5 article 16 it is stated that the Regency/City government forms an Integrated Team for Handling Social Conflicts.

One of the obligations of the team is to carry out prevention efforts through an early warning system. A derivative of this regulation is the Instruction of the Governor of the Special Region of Yogyakarta Number

1/INSTR/2019 concerning the Prevention of Potential Social Conflicts. In the 3rd alenia of INGUB, it is stated that the Regional Government is obliged to carry out preventive efforts by responding quickly and appropriately to all problems in the community that have the potential to cause intolerance and/or potential social conflicts, in order to prevent various acts of violence early.

CONCLUSION

Overall, the synergy between stakeholders in the Village Mutual Program is considered good, but it is necessary to increase the role of each stakeholder through more active and intensive involvement, especially in strengthening coordination, collaboration, cooperation, and openness to create trust that supports program optimization. Reciprocal relations between the parties also need to be improved, including access to authority and resources, as well as the application of standard measures and effective procedures for resolving social conflicts. The Village Government is advised to increase synergy through institutional relationships that are win-win solutions and strengthen coordination to optimize the program, while the Sleman Regency Government is advised to make persuasive efforts to the community in other villages to increase active involvement for the equitable distribution of the program and reduce the potential for social conflicts. The next research is expected to analyze the influence of driving factors on inhibiting factors or vice versa, as well as evaluate the possibility of losing one of the factors in these dynamics.

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