

SYNERGY BETWEEN STAKEHOLDERS IN WASTE MANAGEMENT PROGRAM THROUGH *SiDarling* APPLICATION IN DENPASAR CITY

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ABSTRACT

The volume of waste in Denpasar City continues to increase yearly, and the amount of waste that is not handled is also relatively high. In accordance with the mandate of the *Undang-Undang Nomor 18 Tahun 2008* concerning Waste Management and Derivative regulations have also been issued to strengthen the implementation of the law, namely *Peraturan Pemerintah Nomor 27 Tahun 2020* concerning the Management of Specific Waste (such as hazardous and toxic waste, construction waste, medical waste, etc.), the Denpasar City Government made an innovation, namely a waste management program, through the *SiDarling* application. Researchers want to see how the synergy is built between stakeholders and how synergy is developed between stakeholders in waste management programs through the *SiDarling* application. Researchers will analyze stakeholders using the theory of Maryono et al., which classifies stakeholders into 3 (three), namely primary, secondary, and key stakeholders. The research method used is qualitative. The research results indicate that the *SiDarling* application's potential to create synergy among waste management program stakeholders has not yet been completely realized, as seen from the lack of participation of society in the program. What becomes an obstacle is that communication and coordination with the society community are still ineffective even though socialization and education have been carried out, and this is felt to be less massive. With various existing problems, it is expected that the Denpasar City Government can evaluate the performance of the program in order to achieve the common goal of reducing the volume of waste in Denpasar City.

Keywords: Synergy, Stakeholders, Waste Management, *SiDarling* Application

A. INTRODUCTION

Waste management in Denpasar is interesting to study because the waste problem in Denpasar City is one of the urgent problems to be solved, because the volume of waste in Denpasar City is increasing from year to year. The volume of waste in Denpasar City from 2012 continues to increase every year. In 2012 the total volume of waste reached 3,313 m³, in 2013 it reached 3,383 m³, in 2014 it reached 3,452 m³, in 2015 it reached 3,529 m³, then in 2016 the number reached 3,571 m³ (Source: Denpasar City Parks and Hygiene Office 2016). The volume of waste in the following years also continued to increase. The volume of waste in Denpasar City in 2016 reached 850 tons per day, then in 2017 the number increased to 900 tons per day. Quoting from the Bali Bisnis news page

(Sukarelawanto, 2018) citing information from the Head of Waste and B3 Handling at the Denpasar City Environment and Hygiene Service.

Especially in plastic waste that needs further management because the mounting plastic waste causes environmental pollution, this is due to its non-biodegradable nature, therefore plastic waste with the largest waste causes destruction to nature (Asia and Arifin, 2017). Denpasar City itself became the city with the largest volume of plastic waste in Bali Province, in 2016 it was a 14.69 Ton/Hr then in 2017 it was a 119.4 Ton/Hr and continued to increase in 2018 amounting to 121.7 Ton/Hr (Source: Information Disclosure System (SIKI) Bali province).

The volume of waste in Denpasar City in 2016 reached 850 tons per day, and then in 2017 the amount increased to 900 tons per day. Quoting from the Bali Bisnis News Page ((<https://bali.bisnis.com/read/20180404/537/780036/denpasar-targetkan-bentuk-200-bank-sampah-tahun-ini>) citing information from the Head of Waste and B3 Management at the Denpasar City in 2018 is very high, exceeding the population in Denpasar City itself. This explanation is reinforced by Graph 1.1 which shows that in West Denpasar with population of 255.560 people with daily waste generation of 1.021.840, East Denpasar with a population of 151.270 people with daily waste generation of 605.080, North Denpasar with a population of 194.603 people with daily waste generation of 778.412, then South Denpasar with a population of 279.640 people with daily waste generation of 1.118.560.

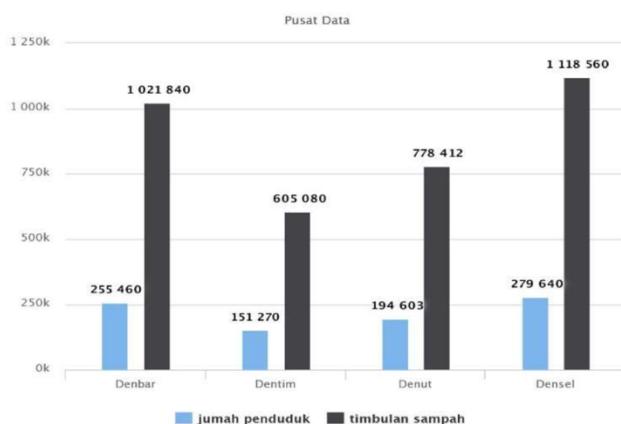


Chart 1. Number of Population and Estimated Waste Generation Per Day For Denpasar City

Source: Denpasar City Data Center, 2018

Data shows that from waste generation in Denpasar City, the volume of untreated waste reached 3,222,9 m³/day (Source: DLH Bali Province). The impact of this is that it can reduce the level of public health and is bad for environment. The aspect affected is the environment which will then affect public health. Not taking action against waste will give rise to disease vectors such as rats and flies which can cause disease vectors such as rats and flies which can cause diseases such as diarrhea, cholera, typhus, DHF. Poor waste handling also has an impact on the environment; this waste reduces the beauty of the

environment, reduces air quality and has a bad impact on water (Maulani and Fatimah, 2018). In particular, plastic waste needs further management because mounting plastic waste causes environmental pollution, this is due to its non-biodegradable nature, and therefore plastic waste with the largest waste causes destruction to nature (Asia and Arifin, 2017).

The government has issued the *Undang-Undang Nomor 18 Tahun 2008* concerning Waste Management. Derivative regulations have also been issued to strengthen the implementation of the law, namely *Peraturan Pemerintah Nomor 27 Tahun 2020* concerning the Management of Specific Waste (such as hazardous and toxic waste, construction waste, medical waste, etc.). The mandate of *Undang-Undang Nomor 18 Tahun 2008* and *Peraturan Pemerintah Nomor 27 Tahun 2020* concerning waste states that it is an obligation for the government and local governments to ensure the implementation of good and environmentally sound waste management in order to improve the degree of public health and environmental quality and make waste as a resource (Mayangkara, 2016). The Denpasar City Government made an innovation in the waste management program by establishing an environmentally conscious and caring application (*SiDarling*) with the aim of making waste management more practical, efficient and easily accessible to the public.

Making a waste management program through the *SiDarling* application is also one of the efforts of the Denpasar City Government in reducing the volume of Denpasar City waste. Planning for the implementation of the *SiDarling* application innovation program was carried out in 2019 and the inauguration of the environmentally conscious and caring application program (*SiDarling*) was carried out by the Minister of Environment and Forestry Siti Nurbaya in Tukad Badung Denpasar on June 20 2019, citing the old news Tribun Bali (Supartika, 2019).

The web and mobile-based *SiDarling* application is available on the Play Store service as an effort to resolve problems at the Waste Bank in Denpasar City. This application is an information system or portal related to cleanliness and the living environment in Denpasar City (Na separate, 2020). In the *SiDarling* application, there are all waste banks that have been integrated into one application, namely the *SiDarling* application. These waste banks are useful as a means for the community to manage waste. The waste that the community has collected can be channelled through the waste bank so that it can be recycled and not pollute the environment. Based on the Minister of Environment Regulation (2012) concerning guidelines for implementing reduce, reuse and recycle through waste banks, the definition of a Waste Bank is a place to sort and collect waste that can be recycled and/or reused and which has economic value.

Apart from being used to reduce the volume of waste, the *SiDarling* application also provides benefits for customers who use this application. In the *SiDarling* application service there are rewards given to customers from the waste that has been collected.

Waste management applications have been widely used in various regions, but only in Denpasar City are using the *SiDarling* application where the

application can oversee all Garbage Banks in Denpasar City which are coordinated into one in the *SiDarling* application.



Figure 1. *SiDarling* Application Mobile

Source: DLHK Denpasar City

The implementation of the waste management program through the *SiDarling* application is not only carried out by the Denpasar City government, namely the Environmental and Hygiene Service (DLHK), but also in collaboration with the private sector and institutions/community organizations. Synergy between stakeholders is very necessary in running a program, the existence of a reciprocal relationship between interested parties is very influential on the success of a program/policy (Parji, 2017). The concept of synergy itself is expressed as the relationship between the government and the chosen people of civil society. Another explanation is a description of the relationship between public actors and private actors with the complementary division of employees between the bureaucracy and civil society admitting and accepting both (Ismail, 2018).

B. LITERATURE REVIEW

Synergy itself has a definition according to the Oxford-English pocket dictionary (<http://www.encyclopedia.com>) in Maulana (2019) is a collaborative relationship between organizations with one another in which collaboration creates better and greater performance results with the presence of collaboration.

To realize the synergy between stakeholders, the concept of collaboration is needed as a reinforcement of this synergy. In this chapter, researchers will discuss the concept of collaborative governance. The need for the involvement of actors both individually and in groups in collaboration to achieve common goals, besides that collaboration is an effort to unite various parties in achieving the goals of a policy or program, (Harley and Blismas, 2010). Meanwhile, according to the collaborative governance theory which has a more specific definition, namely the involvement of actors from the government, private sector and the 5 community together to formulate a program or policy based on limited capabilities when done alone, (Emerson, Nabatchi and Balogh, 2012). Collaborative governance is governance in government with a new scheme in which there are several stakeholders who enter into a collective agreement in a forum, (Ansell and Gash, 2008).

According to Lasker et al. (2001) synergy has the same concept as collaboration. Collaboration itself is a process where the combination of human resources with material resources is carried out individually and by independent organizations in order to achieve common goals. According to Islami in Wati et al (2018), collaboration or cooperation between actors is a concept of synergy. According to Doctoroff (1977) the main requirements for an ideal synergy system are trust, effective communication, quick feedback and creativity. In addition to communication in realizing synergies, it also requires coordination Hasan, 2005 in Tallei *et al* (2013). Meanwhile, according to Nadjiyati and Susilo (2011) synergy can be built in two ways, namely: Communication and Coordination. According to Moekijat (1994), to achieve good coordination between stakeholders, there are 9 conditions: Direct Relationship, Initial Opportunity, Continuity, Dynamism, Clear Goals, Simple Organization and Clear Formulation of Authority and Responsibilities. However, the researcher only uses 6 conditions, namely Direct Relationship, Continuity, Dynamism, Clear Goals, Simple Organization and Clear Formulation of Authority and Responsibility. The indicators of good communication are perception, accuracy, credibility, control and harmony. Apart from the concept and role of synergy between stakeholders, a strengthening conception of the synergy is needed by defining stakeholders into 4 (four) quadrants, namely: Players, Subjects, Context Setters and Crowd.

Stakeholders are classified into 3 groups according to Maryono (2010), as follows: 1. Primary Stakeholders, Secondary or Supporting Stakeholders, and Key Stakeholders.

C. METHOD

The type of research used in this study uses qualitative research methods. This research was conducted in the province of Bali, precisely in the city of Denpasar. In this study, the data sources used are primary data sources and secondary data sources. Primary data is obtained in the field where the research is carried out so that researchers must extract data from the object under study, resource persons or research informants; the primary data in question is the results of interviews. The researcher uses a purposive sampling technique where in this technique the researcher selects and selects which informants are the most appropriate, knows more in depth about the problems in research and can be trusted by (Bonde, Lintong and Moningka, 2014).

The informants in this study were 14 informants including the Head and Staff of *UPTD DLHK* Denpasar City, Director of PT. Bali Tangi, Chairman of the *DPD Asobsi* Denpasar City Branch, and 10 Communities from 4 Districts in Denpasar City. The secondary data in this study were obtained from other sources, namely internet pages, journal documents, laws and regulations, research results, literature, notes and official documentation. Data collection techniques in this study were carried out by means of in-depth interviews and documentation studies. The next process is to analyze or simplify the data. Researchers used analytical techniques, namely: Data Collection, Data Reduction, Data Display and Conclusions and Verification. After researchers conduct research and obtain data or information that has been collected in data collection, then after that the data or

information will be tested for validity (truth) through triangulation techniques, namely Method Triangulation and Source Triangulation.

D. RESULT AND EXPLANATION

Identification and Collaboration Between Stakeholders in The Waste Management Program Through *SiDarling* Application in Denpasar City

The first primary stakeholder involved is the Environmental and Hygiene Service (*DLHK*). The waste management program through the *SiDarling* application refers to Government Regulations, Minister of Environment and Forestry Regulations, and Perwali. Where the Denpasar City Government through the Environment and Hygiene Service was asked to implement a waste management program through the *SiDarling* application from planning to the final process. The second primary stakeholder is the community, where the community is a group that is directly affected by the implementation of the waste management program through the *SiDarling* application.

The success indicator of this program can be seen from the community's acceptance of the program, the more people who know about the program, the more people who participate in program implementation. The community is the main target of the program, where waste management which was previously carried out in the old way must be changed with the reuse, reduce, recycle method in the Waste Bank, with continuous socialization and education, it will change the mindset and habits of people who throw garbage carelessly and do not sort waste by type.

The secondary stakeholder in this program is PT. Bali Tangi and *DPD Asobsi*. PT. Bali Tangi is included in the secondary stakeholder because it is not directly involved in the implementation of the program, in collaboration with PT. Bali Tangi with the Department of Environment and Hygiene contained in the MoU. The second secondary stakeholder is *DPD Asobsi*, where the involvement of *DPD Asobsi* in the program is in terms of socialization, education and participation in activities that involve the community. *DPD Asobsi* is a community organization that is engaged in waste management in the community. in this case the *DPD Asobsi* becomes a bridge between the Department of Environment and Hygiene to the community.

The collaboration between *DPD Asobsi* and the Department of Environment and Hygiene will facilitate the dissemination of program delivery, education on waste management and activities related to the environment that involve the community in Denpasar City. In this program the key stakeholder is the Department of Environment and Cleanliness where the Department of Environment and Hygiene is a Government Agency that makes and implements a program based on Government Regulations and is fully responsible for the entire planning, implementation and final process.

Analysis of collaboration between stakeholders in this program, Denpasar City Environment and Hygiene Service as the main implementer and fully responsible for the implementation of the program in synergy with PT. Bali Tangi in terms of giving rewards to the community and *DPD Asobsi* in terms of socialization and education to the community. The collaboration between the

Department of Environment and Hygiene with PT. Bali Tangi is listed in the MoU which was implemented from 2019 until now it is still running. The collaboration between the Department of Environment and Hygiene and the *DPD Asobsi* does not use a memorandum of agreement, only based on the division of tasks and authorities.

Synergy Between Stakeholders and The Concept of Its Strengthening in The Waste Management Program Through *SiDarling* Application in Denpasar City

The condition for the formation of synergy between stakeholders is the existence of communication, communication is a process of statements between humans in the form of one's thoughts and feelings to others by using language as a means of delivery according to Effendy (2003). The direction of communication between stakeholders in this program is communication between the Department of Environment and Cleanliness and PT. Bali Tangi and otherwise, the Department of Environment and Hygiene with *DPD Asobsi* and otherwise, and PT. Bali Tangi with *DPD Asobsi*. As well as the Department, the *DPD* Association with the community and otherwise.

a. Communication Between Stakeholders

The condition for the formation of synergy between stakeholders is the existence of communication, communication is a process of expression between people in the form of one's thoughts and feelings to other people using language as a means of conveying it according to Effendy (2003, p. 28). Communication between stakeholders is a process where a person, group, organization or society uses information to connect with other people and the environment. Communication is the most important aspect in building a relationship. To make it easier to understand, the researcher will explain the direction of communication between stakeholders, namely communication between the Environment and Cleanliness Service and PT. Bali Tangi and vice versa, Department of Environment and Hygiene with *DPD Asobsi* and vice versa, and PT. Bali Tangi with *DPD Asobsi*. As well as the Department, *DPD* Obsession with the community.

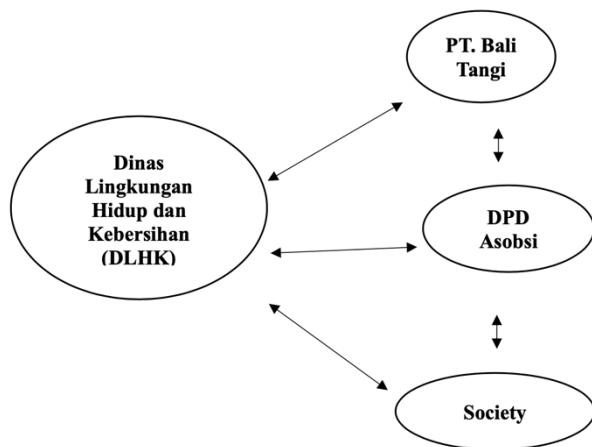


Figure 2. Direction of Communication Between Stakeholders

Source: Primary Data Analysis

b. Communication between *DLHK* with *PT. Bali Tangi* and Otherwise

Communication between the two parties occurs both orally and in writing. Communication between the two parties is in accordance with the requirements of effective communication, namely the existence of equality of perception and the existence of harmony between the two parties. The form of communication between the two is in the form of meetings and discussions related to the program.

c. Communication between *DLHK* with *DPD Asobsi* and Otherwise

Most of the communication that exists between the two parties occurs verbally. The communication between the two went well by meeting the requirements of effective communication, namely with the same perception, accuracy and harmony between the two parties.

d. Communication between *PT. Bali Tangi* with *DPD Asobsi* and Otherwise

Communication between the two occurs in oral form. In practice, the communication that has been established has not been intense, therefore it cannot be said to be effective communication between the two. The communication that is established is based on the initiation of the *DLHK*.

e. Communication between *DLHK*, *DPD Asobsi* with The Society

Communication with the community has not been effective, where there is no common perception of waste management properly, there is no precise communication model with the community and there is no harmony between the Department, *DPD Asobsi* and the community so that community participation is lacking. Although the Environment and Hygiene Service together with the *DPD Asobsi* have carried out socialization and education, the researchers suspect that there are external factors that cause communication to the community is still not well established, such as the pandemic that began in early 2020 until now which has limited the space for movement from the Service and the community, *Asobsi* to go down to socialize the program to the community.

f. Coordination between Stakeholders

Coordination between the Denpasar City Environment and Hygiene Service and *PT. Bali Tangi* and *DPD Asobsi* and vice versa in general have been going well, the coordination carried out in the form of an MoU that has been in place from 2019 until now is still running and there are meetings, discussions and activities to go directly to the community. Coordination between *PT. Bali Tangi* and *DPD Asobsi* have not gone well, because between the two parties there has not been a mutual agreement in this program, each only coordinates with the Environment and Hygiene Service.

Factors that influence the synergy between stakeholders in this program are trust, shared belief and common purpose, mutual dependency and less intensive communication. After knowing the synergy process between stakeholders in the waste management program through the *SiDarling* application, the next step is the development of the synergy that occurs between stakeholders in a program. The development of synergy between these stakeholders can effectively manage the interests/power of stakeholders to realize their common goals. As a first step, According to Ackerman and Eden (2011) there is an outline of the power/interest network which is presented in 4 (four) quadrants, from the network it can be seen and defines 4 (four) categories of stakeholders, namely: Players are stakeholders

who interested and have a high level of power to support or sabotage the company's strategy Subjects stakeholders who are interested and have a high level of power but although interested the subject has less influence than players Context Setters (context determinants) stakeholders who have a high degree of power over the future of the organization, particularly in terms of influencing the future context in which the strategy needs to be executed, the current crowd of stakeholders showing no interest or power to influence strategy outcomes (they may be small in number, but by definition this quadrant has infinite context).

Based on the stakeholder mapping in the power/interest network quadrant above, the stakeholders involved in the implementation of the waste management program through the *SiDarling* application in Denpasar City, if defined in the 4 (four) quadrants above, the Environment and Hygiene Service as 'Players' because they are the main implementers of the program, who carry out the mandate of the *Undang-Undang Nomor 18 Tahun 2008* concerning Waste Management. Where the Department of Environment and Hygiene has high power/power in supporting or sabotaging the strategy in the program. In addition, interest and linkage with the program is also very high. As 'Players', the Department of Environment and Cleanliness is fully responsible for the implementation of the program.

PT. Bali Tangi as a private company in collaboration with the Dinas is included in the definition as 'Subjects' because *PT. Bali Tangi* as a partner of the Office to facilitate the rewards in the program, these rewards are used to motivate people to continue saving in the Waste Bank in the *SiDarling* application. Although the level of power/power and interest in the program is quite high, the impact is not as big as 'Players' because in the waste management program through the *SiDarling* application in Denpasar City, the role of private companies is as a rewarder from the results of saving people in the Waste Bank.

At the same time, *DPD Asobsi*, which is a stakeholder involved in the waste management program through the *SiDarling* application, is defined as 'Context Setters'. Where the cooperation that exists between the Service and the *DPD Asobsi* is a bridge between the Service and the community in socialization, education and community activities. In addition, there are community organizations that focus on waste management, waste waste and a Waste Bank to assist the community in implementing the program.

The community in this case as the recipient of the direct impact of the waste management program through the *SiDarling* application is defined as a 'Crowd' in which the community is a stakeholder who is directly affected by the program, more than that, the community has a role in determining the success and failure of a program. After the researcher conducted interviews with the community, 'Crowd' as a stakeholder who did not yet have an interest in a program to influence the results or objectives of the program. However, the community defined as 'Crowd' has power in a program, where the success of a program depends on community participation and the key to reducing the volume of waste in Denpasar City is good waste management by the community.

There is a definition according to the four quadrants above as one of the efforts in developing synergy between stakeholders. For example in this program, *PT. Bali Tangi* as 'Subjects' who have full power/power and strong linkages but

their influence is not as strong as that of 'Players'. Therefore, actions are needed that can build strength and influence so that they have the same influence and power as 'Players'. In this program, *PT. Bali Tangi* can make/give suggestions to other stakeholders to change policies in the program which *PT. Bali Tangi* has more influence in the program without harming other stakeholders. Not only as a facilitator as a giver of rewards, but also as the main sponsor of every activity in the waste management program through the *SiDarling* application, for example.

DPD Asobsi as 'Context Setters' who have quite high power/power but their importance in a program is still low. This can be considered to increase their interest in a program by encouraging it to support organizational goals. The cooperation that exists between the *DPD Asobsi* and the Office in terms of socialization, education to the public can be developed, for example, the cooperation that exists is not only about socialization, education but is more focused on program interests by taking in the formation of a Waste Bank in Denpasar City, for example.

The community in this program is a 'Crowd', which means that they do not have any interest and interest in the waste management program through the *SiDarling* application. Efforts to create synergy among stakeholders by carrying out activities that can build interest from the community to participate. In addition, the existence of more intense communication is able to harmonize the wishes and complaints of the community towards a program.

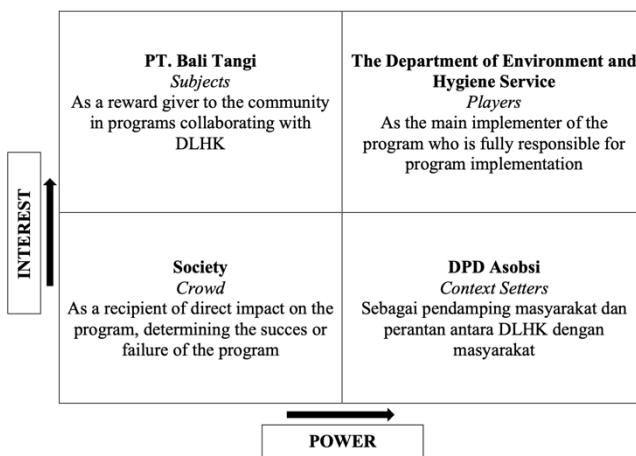


Figure 3. Stakeholder Mapping in Power/Interest Network Quadrant

Source: Primary Data Analysis

D. CONCLUSION AND SUGGEST

Conclusion

In implementing the program, the Department of Environment and Hygiene collaborated with several relevant stakeholders in Denpasar City, both from community organizations/institutions (*DPD Asobsi*), as well as from the private sector (*PT. Bali Tangi*) and the community as direct beneficiaries of the program. In collaboration with community organizations, namely *DPD Asobsi*, no binding agreement was found between the two, the memorandum of agreement aims to be more binding with clear rules, although in practice the relationship between the

two is harmonious, but it does not rule out the possibility that in the future there will be conflicts between the two sides. The existence of a memorandum of understanding will minimize conflicts between the cooperation of the two parties.

In realizing synergy, there are elements that must be met, namely communication and coordination among stakeholders, in the implementation of communication and coordination between the Department of Environment and Hygiene and *PT. Bali Tangi* and *DPD Asobsi* and vice versa are running well and effectively. However, the findings in the field stated that the communication and coordination that existed between the Environment and Hygiene Service, *PT. Bali Tangi* and *DPD Asobsi* have not been sufficient in realizing synergy between stakeholders, this can be seen from the results of interviews with 10 (ten) informants from the community who got the results that most of them were not aware of the existence of a waste management program through the *SiDarling* application. Even some of them know but have not participated in the program. Most of them have not done waste management, namely sorting, selecting and recycling waste. This indicates that communication and coordination with the community is still lacking so that synergy has not been fully realized. Considering that the community is the primary stakeholder who receives the direct impact of this program.

Suggestion

Based on the results of the research that has been carried out and taking into account the conclusions above, the recommendations that can be given are as follows:

Cooperation between the Department of Environment and Hygiene and the *DPD Asobsi* should have clear foundations and rules in the form of a memorandum of agreement such as the existence of an MoU or other memorandum of agreement that binds both parties so that cooperation is more focused and clear and minimizes conflicts in the future.

There needs to be communication and coordination between *PT. Bali Tangi* and *DPD Asobsi* in implementing the program, the communication model built between the two can be done by building the intensity of communication through deliberation, as well as access to information between the two parties. With the high intensity of communication and coordination between the two which affect the aspirations of both parties, it is hoped that it will bring impact and renewal of ideas in the waste management program through the *SiDarling* application in Denpasar City.

In terms of communication to the community that is lacking, the Environment and Hygiene Service should use a vertical downward communication channel, where *DLHK* can discuss with the Village District level in Denpasar City to inform program policies, how the process of using the *SiDarling* application and the benefits and the benefits of this program, which later from the Village District level will socialize to the village community through the website, bulletins, posters, or by going directly to the community by creating an activity that attracts public interest/hobby. That way, communication will be more focused and more reach the community.

There is a need for promotion of waste management education to the public because most of the informants still dispose of waste directly to the *TPS/TPA* and do not choose, sort the waste. This causes piles of garbage in several *TPS/TPA*, causing a pungent smell.

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