

**COLLABORATIVE GOVERNANCE DALAM PENGELOLAAN UNIT
USAHA GULA SEMUT (STUDI KASUS PADA BUMDES KABUL
CIPTAKU DESA LANGGONGSARI KECAMATAN CILONGOK
KABUPATEN BANYUMAS)**

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Abstrak

Penelitian ini dilatarbelakangi oleh praktik kolaborasi dalam pengelolaan unit usaha gula semut pada Badan Usaha Milik Desa yang memerlukan kajian untuk memahami proses dan bentuk kerja sama antaraktor. Penelitian ini bertujuan menganalisis penerapan *collaborative governance* dalam pengelolaan unit usaha gula semut pada BUMDes Kabul Ciptaku di Desa Langgongsari yang telah menembus pasar ekspor. Metode yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Informan dipilih secara *purposive* meliputi pemerintah desa, pengelola BUMDes, petani, dan mitra swasta Javari. Analisis data mengacu pada kerangka *collaborative governance* Ansell dan Gash. Hasil penelitian menunjukkan kolaborasi terbentuk karena adanya ketimpangan sumber daya dan kapasitas antaraktor sehingga masing-masing pihak saling melengkapi sesuai perannya. Kerja sama telah memiliki dasar formal melalui MoU dengan pembagian peran yang jelas antara pemerintah desa, BUMDes, petani, dan mitra swasta. Kolaborasi berjalan fungsional dengan capaian konkret berupa keberhasilan ekspor gula semut ke pasar internasional. Namun, proses kolaborasi masih didominasi koordinasi teknis dan keterlibatan petani dalam pengambilan keputusan belum optimal. Penelitian ini menyimpulkan kolaborasi bersifat pragmatis dan instrumental sehingga memerlukan penguatan kelembagaan dan peningkatan partisipasi aktor untuk mendukung keberlanjutan BUMDes.

Kata kunci: *Collaborative Governance*, Kelembagaan BUMDes, Partisipasi Aktor, Tata Kelola Desa.

Abstract

This study is motivated by collaborative practices in managing the palm sugar business unit of a Village-Owned Enterprise (BUMDes), which require further examination to understand the dynamics and patterns of inter-actor cooperation. The research aims to analyze the implementation of collaborative governance in managing the palm sugar unit at BUMDes Kabul Ciptaku in Langgongsari Village, which has successfully penetrated export markets. A descriptive qualitative approach was employed, with data collected through interviews, observations, and documentation. Informants were purposively selected, consisting of village government officials, BUMDes managers, farmers, and a private partner, Javari. Data analysis was guided by the collaborative governance framework proposed by Ansell and Gash. The findings reveal that collaboration emerged due to disparities in resources and capacities among actors, leading to complementary roles in production, management, and marketing. The partnership is formally grounded in a Memorandum of Understanding (MoU) with a clear division of responsibilities. The collaboration has functioned effectively, resulting in palm sugar exports to international markets. However, the process remains largely dominated by technical coordination, while farmers' involvement in decision-making is still limited. The study concludes that the collaboration is pragmatic in nature and requires institutional strengthening and broader actor participation to ensure sustainability.

Keywords: *Actor Participation, BUMDes Institutionalization, Collaborative Governance, Village Governance.*

