

ABSTRAK

Tujuan penelitian ini ialah untuk menganalisis dan memahami bagaimana *collaborative governance* dalam pelaksanaan Peraturan Walikota Surabaya Nomor 41 Tahun 2015 tentang Pedoman Umum Pelaksanaan Program Rehabilitasi Sosial Daerah Kumuh Kota Surabaya. Kota Surabaya merupakan kota terbesar kedua di Indonesia yang memiliki pertumbuhan penduduk yang cepat, mobilitas penduduk, urbanisasi, kelurga miskin, serta luas wilayah dan kepadatan penduduk yang tidak seimbang sehingga menyebabkan munculnya kawasan kumuh. Surabaya berhasil mengubah kawasan kumuh tersebut menjadi kawasan bersih dan sehat. Salah satu kawasan bersih dan sehat tersebut adalah Kampung Pelangi yang saat ini menjadi destinasi wisata dan berhasil mendapat penghargaan Tahu Panas (tak takut kehujan dan tak takut kepanasan) yang merupakan kegiatan perbaikan rumah tidak layak huni melalui program Rehabilitasi Sosial Daerah Kumuh. Untuk menjawab rumusan masalah digunakan teori *collaborative governance* dari Morse dan Stephens (2012) dan teori implementasi Michael Lipsky (2010). Penelitian ini termasuk penelitian kualitatif dengan tipe deskriptif dan berdiri pada paradigma *interpretive* karena penelitian ini berupaya memperoleh pemahaman dan interpretasi mengenai cara orang menciptakan dan mempertahankan dunia sosial mereka. Temuan penelitian ini menemukan bahwa *collaborative governance* dalam pelaksanaan Peraturan Walikota Surabaya Nomor 41 Tahun 2015 tentang program Rehabilitasi Sosial Daerah Kumuh di Kota Surabaya yang ada di Kampung Pelangi seluruh elemen aktor sudah terlibat dalam proses implementasi program RSDK. Elemen yang paling berpengaruh dalam program RSDK ialah elemen pemerintah dan masyarakat yang diwakilkan melalui Unit Pembinaan Keluarga Miskin (UPKM) dan Tim Pendamping karena keterlibatannya mulai dari perencanaan, persiapan, pelaksanaan, dan evaluasi. Sedangkan elemen swasta dari PT. Nippon Paint tidak banyak berperan. Tahapan *collaborative governance* dalam otonomi relatif dari otoritas organisasi program RSDK dinilai paling berpengaruh terhadap keberhasilan program RSDK. Tahap ini terdapat bagaimana keterlibatan masyarakat melalui UPKM terhadap program RSDK, diskresi yang digunakan UPKM dalam mempercepat keberhasilan program RSDK, sumber daya apa saja yang dimiliki setiap aktor yang terlibat, bagaimana komunikasi yang terjalin dan tahapan mengenai program RSDK. Meskipun pada komponen *initiation* dan *implementation* dalam otonomi relatif dari otoritas organisasi, perbedaan antara birokrat *street-level* dengan manajer, dan sumber daya untuk resistensi program RSDK elemen swasta juga tidak terlibat banyak, PT. Nippon Paint tidak memiliki struktur organisasi khusus untuk program RSDK. PT. Nippon Paint juga tidak mengikuti *monitoring* dan evaluasi yang diadakan di Kantor Dinas Sosial.

Kata Kunci: *collaborative governance*, implementasi kebijakan, rehabilitasi sosial daerah kumuh

ABSTRACT

The purpose of this study is to analyze and understand how collaborative governance plays a part in the implementation of Surabaya Mayor Regulation Number 41 of 2015 concerning General Guidelines for Implementation of the Social Rehabilitation Program for Slum Areas of Surabaya City. The city of Surabaya is the second largest city in Indonesia, which means it has a fast population growth, population mobility, urbanization, poor families, as well as an unbalanced area and population density, which causes slum areas to emerge. Surabaya has succeeded in transforming the slum into a clean and healthy area. One of these clean and healthy areas is Kampung Pelangi which is currently a tourist destination and has been awarded the Tahu Panas (not afraid of the rain and not afraid of overheating) which is an activity to repair houses unfit for habitation through the Slum Area Social Rehabilitation program. To answer the problem formulation, collaborative governance theory from Morse and Stephens (2012) and Michael Lipsky (2010) is used. This research is a qualitative research with a descriptive type and stands on the interpretive paradigm because this research seeks to gain an understanding and interpretation of how people create and maintain their social world. The findings of this study found that collaborative governance in the implementation of the Mayor of Surabaya Regulation Number 41 of 2015 concerning the Slum Area Social Rehabilitation program in the City of Surabaya in Kampung Pelangi, all elements of the actors have been involved in the implementation process of the RSDK program. The most influential elements in the RSDK program are the government and the community elements represented through the Poor Family Development Unit (UPKM) and the Assistance Team because of their involvement starting from planning, preparation, implementation, and evaluation. Meanwhile, the private sector from PT. Nippon Paint doesn't really do much besides providing the paints needed to transform the houses. The stage of collaborative governance in the relative autonomy of the RSDK program organizational authority is considered to be the most influential on the success of the RSDK program. This stage includes how the community is involved through the UPKM in the RSDK program, the discretion used by the UPKM in accelerating the success of the RSDK program, what resources each actor involved is in, how communication is established and the stages regarding the RSDK program. However, in the initiation and implementation components of the relative autonomy of organizational authority, the differences between street-level bureaucrats and managers, and resources for the resistance of the RSDK program, the private sectors are also not much involved. PT. Nippon Paint as the private sector representation in this study does not have a specific organizational structure for the RSDK program. PT. Nippon Paint also did not participate in the monitoring and evaluation held at the Social Service Office.

Keywords: *collaborative governance, policy implementation, social rehabilitation of slum areas*