

Type of Collaboration In Management *Overstock* Rice 2 Million Tons of Sustainable South Sulawesi Provincial Government Between the Military Regional Command VII / Wirabuana

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Abstract: *Research on the collaboration between the two institutions, namely government South Sulawesi Provincial Government with Command Daerah Military (Military Command) VII / Wirabuana in order to increase overstock rice 2 million tonnes me n a rik to be studied mainly related to the type of collaboration management that is applied to both parties. In order to achieve the objectives of the study, the research approach used was qualitative. The research results indicate that the type of collaboration that is used in the management of collaborative management between the Government of South Sulawesi province with the Regional Military Command (Kodam) VII/Wirabuana to reach 2 million tonnes of rice overstock sustainable is "temporary task force".*

Keywords *Management Collaboration, temporary task force.*

1. INTRODUCTION

Indonesian state condition until sa at is still a net importer of rice showed the importance of strategic steps are mainly done by policy makers so that these conditions do not experience defis it rice. The Central Statistics Agency (BPS) has been launched in April 2014 that imports of rice from other countries as much as 31 145 tons, even in 2015 as an example Bulog Division North Sulawesi has been importing rice from Vietnam as much as 4,800 tons as well Sub Division Bulog Merauke bring / import rice from Vietnam as much as 3,000 tons ([http:// national .kompas.com](http://national.kompas.com), 11 November 2015). It was used as a stock of reserves, especially in areas that are less rice production. This is because the ways farmers in farming in general is still traditional, systems and patterns of cropping is not in accordance with existing technology (method legowo, the contribution of coal-BO, SRI, tile) but using sow seeds directly (seeded) and if there were already using methods legowo but in transplanting is supposed maximum of 3 rods in fact more of 10 stems and less diligent farmer in the treatment of rice, the widespread shift in the use of agricultural lands were converted, agricultural infrastructure (land, irrigation, reservoirs, ponds) were not adequate and equitable as well as lack of agricultural inputs (fertilizers, medicines, seeds) and agricultural machinery (tractors, *rice transplanter, combine harvester, power weeder, sprayer, rice thresher, rice milling, dryer*), unpredictable weather conditions will certainly affect the achievement of production, yet the policy coherence membidaan g i agriculture as well as the lack of competent human resources in agriculture both technical and skills to provide counseling. Of course, to address these conditions Air u marsh government has to increase agricultural production by printing new fields, increase the technical capabilities to farmers to be able to take measures against was an intensification of agriculture they have, seeks also to increase irrigated agricultural infrastructure by building both primary, secondary and tertiary facilities and increase agricultural production. But these efforts still have not shown optimal results.

Observations while carried out by the authors shows that these conditions are still not optimal Because not its integrated policy and management sec tors of agriculture professionally there is even a tendency still *egosektoral*. In the literature on public sector management looked at these conditions is still not the creation of a synchronization, harmonization and innovation in government management should be the responsibility responsible local authorities. Due to these conditions so that there is a desire of the South Sulawesi Provincial Government to collaborate with the Kodam VII / Wirabuana. The results of the agreement by both parties set forth in the Memorandum of Understanding (Mo U) which contains an effort to increase self-sufficiency in rice is so far in the region South Sulawesi has become one of the ten largest province rice production nationwide. But still it is necessary to be improved downloading so *overstock* rice 2 million tons, download South Sulawesi province has a very strategic position located in the middle of the territory of Indonesia and have a source of wealth natural large and vast and fertile land that the province of South Sulawesi is a national granary. If this condition is not achieved will certainly affect the national rice stock.

In doing collaborations, there are various options such as by movement partnerships with private organizations, non-governmental organizations, or with other government organizations. Several conceptual, cooperation in the government's efforts to improve development performance known by management collaboration where by O'Leary and Bingham (2009) have called "*The Collaborative Management*" and Agranof and McGuire (2003) have called "*The Collaborative Public Management*" or the management of public sector collaboration. Model collaboration The public sector is one approach that can be used by the government in partnership with the various parties, both from the government's own internal organization and between organizations which are outside government organization itself. The forms of collaboration can be in the form of cooperation between the government and the private sector (*public private partnership*), the relationship between a government to government (*Intergovernmental Relations / IGR*); *Intergovernmental Management (IGM)*, or invite the private sector to use its funds to assist the government in addressing the problems of development in the region and respectively. The collaboration forms called *Corporate Social Responsibility (CSR)* and various other forms of partnership.

Official data of the Central Statistics Agency (BPS) and the coordination with the Head of the Department of Agriculture and Horticulture South Sulawesi (2015), results for commodity agricultural production of rice in 2014 had a surplus of 2.24 million tonnes. However *overstock* 2 million tons of rice are not necessarily be sustainable if not properly managed in an effort to increase its rice productivity. Because the reality on the ground has shown an average yield of rice in the new society reached 5.1 tons / ha were assessed from all districts / cities in the province of South Sulawesi. While in the South Sulawesi provincial government pilot with *Regional Military Command (Military Command) VII / Wirabuana* in 100 hectares per Regency / City in 2014, the average results of its rice production has reached 8.1 t on / Ha.

It (harvest society in general) has reached 5.1 tons / ha caused by several problems, among others, the quality of human resources is still low, especially farmers, which farmers in the province of South Sulawesi to the current average is still not implementing a good planting and true (sow seeds directly) or do not use the cropping pattern is clear and the use of agricultural equipment was traditionally are not in line with the development of agricultural technology more advanced and modern, use of seeds is not qualified, do not understand the agro-climate and the lack of attention to environmentally friendly technologies and less can overcome the problems of plant pests (OPT) and the lack of discipline in the treatment of rice, the issue of irrigation that is not all existing wetland teraliri with water.

Conceptually, if the management type of collaboration that is in use between the South Sulawesi provincial government by *the Regional Military Command (Kodam) VII / Wirabuana* precise and consistently applied, then the condition is actually done in the context of collaborative programs that are not experienced anything like this. Departing from the phenomenon so that be the reason the study was conducted.

Problem Formulation and Objectives

Because conditions of collaboration management application used by the South Sulawesi provincial government by *the Regional Military Command (Kodam) VII / Wirabuana* her special is not optimal in increasing self-sufficiency in rice into *overstock* 2 million tons, the formulation of the problem in this research is "*the type of collaboration management what is used by the government of South Sulawesi province with the Regional Military Command (Kodam) VII / Wirabuana?* ". Based on the formulation of the research problem, the goal of this study was to describe and find the type of collaboration that took place between the management of the provincial government of South Sulawesi *Regional Military Command (Kodam) VII / Wirabuana*.

2. RESEARCH METHODS

Research methods used is a qualitative approach. The unit of analysis of this research is the organization in both government conduct collaborative management ranks of the South Sulawesi Provincial Government with *Regional Military Command (Kodam) VII / Wirabuana*. To represent the research area, the area that became the study sample was a pilot area to implement the program *overstock* 2 million tonnes of rice in 2014 is District Bone (representing the areas with the highest yields of 10.7 tonnes / ha), Takalar (representing regions with medium yield is 8.6 tons / ha), and Toraja regency (representing the area with the lowest yield is 5 tons / ha). Data collection techniques using interview techniques, while the key informants / *key informants* were: Governor of South Sulawesi, Regent, head of the Department of Agriculture Crops and Horticulture of South Sulawesi province and district, sub-district, the Agricultural Extension (PPL), Pangdam VII / Wirabuana represented by Assistant Territorial, district military commander, Koramil commander, and Babinsa in the research area.

3. RESULTS AND DISCUSSION

Management collaboration is an alternative approach that is deemed effective for use by all levels of local and central government. Resources are scarce or less controlled by one of the parties can be covered by cooperating with partners that are outside the organization so that excellence can be achieved. The benefits will be felt by both sides can form *a symbiotic mutual* benefits as well as benefits solely to support one of the parties. One aspect that is very important and help determine the success of collaborative management of collaborative management that is the type used by both parties to collaborate.

Collaboration that took place between the governments of South Sulawesi province in order peningkatan *overstock* 2 million tons of rice sustained in practice it turns out to have in common with the concept put forward by experts such as O'Leary and Bingham et al (2009). However, every level of management collaboration in practice often encounter obstacles.

Management collaboration of the government of South Sulawesi province by utilizing a network / *network*, make decisions together its networks (*Regional Military Command (Kodam) VII / Wiarabuana*), mene reforms introducing tasks and objectives shared networks, as well as to manage jointly the impact of the policy is made. The process in building this collaboration will certainly be in line with what is meant by O'Leary and Ga zley (2009) "*That the management of the collaboration is a process me m facilitation and multi-organizational arrangements to solve problems that can not be solved by one organization*".

P roses collaboration of the government of South Sulawesi province that is driven more by because the interests of both sides to improve the position of South Sulawesi as barns in the country and even reached 2 million tons of rice *overstock* sustainable. As for the *Regional Military Command (Kodam) VII / Wirabuana* to realize universal security defense system (Sishankamrata) through real devotion of the military to create oneness between the military and the people. Both interests collaboration in achieving self-sufficiency in rice. This is in line with what was stated by Han f, Hijern and Porter, 1978 and Hull in Hjern, (1987), and O'Toole, (1985).

Only a few aspects that are considered still not optimal in the implementation of which has not any organizations that deal specifically with the management of collaboration, lack of shared vision and mission designed specifically, there is no policy specifically made in the framework of collaborative management of public sector, as well as in the collaboration yet involve non-profit organizations, and the private sector. This condition must be mem p engaruhi collaboration management types are used.

In doing collaborative important things to note is el Emen-element resources that Diko l a borasikan. In the context of collaborative management to succeed *overstock* 2 million tonnes of rice were carried out by both sides *Regional Military Command (Kodam) VII / Wirabuana* has called Babinsa and resources of the provincial government in the form of Agricultural Extension (PPL). Only the use of resources experienced problems mainly related to the quantity and quality of resources. Field data indicates that the number of villages and villages in South Sulawesi province totaled 3037 while Babinsa available PPL still 2226 people and 2037 people. There should every village and village supervised by one person and one person Babinsa PPL. Thus there is still a shortage of non-commissioned officer and PPL in each village / wards. Lack of human resources, air quality, especially in terms of knowledge and skills Agricultural Extension (PPL) in providing engineering-related aspects of agriculture and education is still lacking. This condition is regarded as one of the causes less maximal achievement of targets in some areas. So in this aspect of the *Regional Military Command (Kodam) VII / Wirabuana* do help with seconded Babinsa which are in the jurisdiction of *the Regional Military Command (Kodam) VII / Wirabuana* to be involved in agricultural extension activities.

Resources are interchangeable according Barbara Gray (1989) is a form of a *danya* interplay between stakeholders as a form of responsibility collective responsibility of collaboration that has taken place. From the facts have shown that in terms of the dimensions of collaboration undertaken between parties that collaborate already relevant premises n what is expressed by cells den, Sowa, and Sandfort (2002), namely that the management of the collaboration is done is kolabo r ation dimension on public services.

According to O'Leary and Bingham (2009), as well as Provan and Milward (1995), a collaboration developed then collaboration can further be improved by providing the necessary resources for those who collaborate. In the context of k olaborasi which took place between the two sides so far show only lasted a year, but in practice always followed due consideration of the existence of the resources provided by the *Regional Military Command (Kodam) VII / Wirabuana* to program 2 million tons of rice *overstock* sustained increasingly felt its benefits and keberadaa n, and the Kodam VII / Wirabuana strives to provide its personnel (non-commissioned officer) in accordance with the expected competencies.

Type collaboration management that are used in the management of the collaboration undertaken between the governments of South Sulawesi province with *the Regional Military Command (Kodam) VII / Wirabuana* is "*temporary task force*". This means that this type of temporary task force is particularly relevant to one type of collaboration management proposed by Mendel and Steelman (2003). This conclusion is based upon information which states that collaboration is done merely the task force and temporary (Mandell and Steelman, 2003). In this collaboration activity occurred sharing resources (*resource sharing*) but only in a limited scope in

accordance deal ter pour in MoU. Collaboration that goes also relevant to what is meant by Schneider et al (2003) that collaboration between organizations can always occur in a formal context and arranged in a network and bound in a specific policy.

Type management collaboration that took place between the South Sulawesi provincial government by *the Regional Military Command (Kodam) VII / Wirabuana* apart form the type of *temporary task force* there is also a similarity with the type of *permanent and / or regular coordination*. It should be underlined that this type of collaboration with a *temporary management task force* that took place in the context of *overstock rice 2 million tonnes of sustainable* does not exactly follow the same traits as proposed o leh Mandell and Steelman (2003), karena the contracts (MoU) has annually updated so as to be air-continuity while in MoU only annually. The result is a continuous collaboration and also used resource continues (2010 -2015).This condition so that it seems to have in common with the type of *permanent and / or regular coordination*.

4. CONCLUSION

Based on the results of research and discussion that has been done can be concluded that the management of public sector collaboration that took place between the governments of South Sulawesi province with *the Regional Military Command (Kodam) VII / Wirabuana* in realizing the 2 million tonnes of rice *overstock* sustainable in the province of South Sulawesi su dah running since the year 2010 to 2015. Management collaboration is happening is a form of management that is still not optimal collaboration in the implementation, because there are various factors that cause the type of collaborative management that is used is "*temporary task force*", which the characteristics are relevant to one type of collaboration management proposed by Mandell and Steelman (2003). In collaboration occurs activities sharing resources (*resource sharing*) but only in a limited scope in accordance kesep akatan contained in MoU. Yet in reality the MoU which runs always updated and renewed every year. It seem to have in common with other types of collaborative management that is *permanent and / or regular coordination*, so it's not really pure using management type collaboration *temporary task force*. Once self-sufficient in rice reached the *overstock 2 million tonnes of rice* so this collaboration ended. Despite the fact his MoU continuously updated for reasons of collaboration is still required so that the target of rice *overstock 2 million tonnes of sustainable* can be achieved. However, in the context of collaborative management in order peningkata n *overstock rice 2 million tons* ongoing collaboration is not done within a certain time, but it takes a long time collaboration dimension that all aspects related to the low management such as improved collaboration agreement, the availability of supporting resources and the type of collaboration that is used should be relevant to the real needs.

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