



Hybrid Actor Capacity in Collaborative Governance

Nilah Wahyuni, Desna Aromatica, Maryam Jamilah

Universitas Andalas, Limau Manis, Pauh, Padang, 25175, Indonesia

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CORRESPONDENCE

Name: Nilah Wahyuni
E-mail: nilawahyuni@soc.unand.ac.id

A B S T R A C T

So far, studies conducted by scientists in the field of public administration have only grouped stakeholders or actors involved in collaborative forums into state and non-state stakeholders. Whereas in the contemporary era, many institutions were formed and were hybrid. Empirical facts in the field identify other forms outside the two entities that the researchers call hybrid actors, namely actors who act inside and outside the state system. One of the actors showing these characteristics in a collaborative forum is the Padang City Children's Forum (FORANDANG) in the Padang City Child-Friendly City Task Force (KLA). The Children's Forum is a children's organization formed and fostered by the government to bridge communication and interaction between the government and children. This makes the Children's Forum a top-down institution. However, on the other hand, this organization demands active participation and initiation from its members, who are more bottom-up in nature. This study aims to determine hybrid actors' capacity to carry out joint actions in the Padang City KLA Task Force collaborative forum. To find out this, this research was designed using descriptive qualitative research methods with informant selection techniques using purposive sampling. Data collection techniques were collected through interviews, observation, and documentation review. The results showed that FORANDANG's capacity as a hybrid actor in the KLA Task Force for the City of Padang needed to run optimally, as indicated by the four main components: procedures and institutional structure, leadership, knowledge, and resources.

INTRODUCTION

This study discusses collaborative governance with a focus on the form of stakeholders or actors involved in it. Collaborative research still needs to improve, such as identifying stakeholders or actors involved in collaborative forums. Earlier research only grouped stakeholders or actors involved in the collaboration forum into state and non-state stakeholders (Ansell & Gash, 2008; Ansell & Gash, 2018; Ansell et al., 2020; Emerson et al., 2012; Roth & de Loë, 2017 and Woldesenbet 2020). Whereas in the contemporary era, many institutions were formed and were hybrid.

The failure of previous studies in photographing this third actor will undoubtedly provide a less comprehensive understanding understand collaborative governance. This paper argues that the current conditions of conceptualizing the division of actors in collaborative governance must be revised in the context of recent developments and calls for reconceptualization. So far, state and non-state actors have only been divided based on their nature, not necessarily according to their institutional form; however, fact empirical in the field identify that there are other forms outside the second entity earlier (Lecocq, 2020). Thus, the researcher presents the concept of a hybrid actor, i.e., an acting actor both inside and outside the state system.

Actor sort of This own characteristics particular such shape so that give reason for creation category new actor playing in collaborative governance. On base framework typological, we can define it as a typed actor who has an interest in politics and goals economy at the same time and constitutes type "inner" organization characterized by traits type different structures (Janků & Zelinka (2009). This hybridization process, among other things, is influenced by probability influence and cooperation with actor other. In practice, the Padang City Children's Forum (FORANDANG) within the Padang City

Child-Friendly City Task Force (KLA) is one actor who exhibits the characteristics the researcher calls a hybrid actor in a collaborative forum. FORANDANG is a children's organization formed and fostered by the Government of the Republic of Indonesia through the Ministry of Women's Empowerment and Child Protection to bridge communication and interaction between the government and children throughout Indonesia to fulfill children's participation rights. This concept will make FORANDANG a top-down institution. However, on the other hand, this organization demands active participation and initiation from more of its (bottom-up).

Research conducted by researchers previously Wahyuni et al. (2021) shows that FORANDANG's role tends to be less than optimal in cooperation forums. Furthermore, the study by researchers Wahyuni et al. (2022) shows that FORANDANG's role is limited to being a subject in a collaboration forum, namely actors who have high interests but have low power. Emerson et al. (2012) explained that the capacity of actors in cooperation is determined by four components: procedures and arrangements, institutions, leadership, knowledge, and resources.

Children's Forum is an institution formed by law at the central and regional levels, and it should have a much more strategic position than that. Then the practical problems in this study will be formulated; applicable laws and regulations bind FORANDANG on the one hand, and the state finances all of its activities, but on the other hand, it has participatory principles and initiatives that demand flexibility and independence in its implementation, which shows the characteristics of non-governmental organizations (Kawer et al., 2018).

The theoretical problem is that previous studies on collaborative governance have been limited in conceptualizing hybrid actors. Only a few studies have discussed this hybrid actor, namely Kivisaari et al. (2013); Jha (2019); Lecocq (2020);

Kawer et al. (2018), while the practical problem is that FORANDANG in previous research tends to fail in carrying out the vision given by the state and does not participate optimally in cooperation forums. Therefore, the researcher intends to make this research a step in overcoming this achievement. Researchers want to see how hybrid actors can collaborate with other actors in a collaborative forum.

Here the researcher conducts a critical review to describe the position of this research between research earlier studies of collaborative governance. Ansell et al. (2020); Arantes et al. (2020); Douglas et al. (2020); Scott et al. (2019); Johnston et al. (2011) in his research propose a conceptual model to form an empirical analysis of what can contribute to the process of inclusiveness among stakeholders in a collaborative process. They propose that incentives, interdependence, and trust are essential to stakeholder inclusion. In almost the same study, Woldesenbet (2020) analyzes the process and the results of structured multi-stakeholder collaboration on collaborative governance. However, this study only looked at inclusion and structure in collaborative governance as a whole, without looking into the different conditions of actors carrying out different positions and functions simultaneously in the collaboration forum.

Meanwhile, Roth & de Loë (2017) balance the legitimate needs of the government with the desired group collaboration to influence decisions. Study This, like other studies, also does not see the existence of an actor hybrid in collaborative governance.

As for the studies that intersect directly with the research focus of researchers, namely studies conducted by Jha (2019), Kawer et al. (2018), and Low (2015), Jha (2019) in his research focusing on "hybrid domains" which refer to the middle area between the two, these newly emerging domains overlap with public and private interests. The hybrid domains have beyond the state and nation to reach a flexibility scalar called "cross-scalar" hybridity. Then, Kawer et al. (2018) focus on the hybrid approach as something method of implementing something policy. Furthermore, Low (2015) explains non-governmental organizations and explores how they obtain hybrid forms and behavior due to policy changes.

Concept hybridity refers to immersion in public civil, market, and state. The objective is to describe the development of obscure empiricism limits between domains or sectors. Some undergraduates (esp. Europe) enthusiastically occupy the concept of hybridity concept. At the same time, inviting a lot of criticism on theoretical and normative grounds. Theoretically, the concept tends to be fuzzy and needs more definition. Normatively, some writer believes hybridity is a form of moral corruption. However, there is increasing evidence that this concept cannot be easily dismissed.

Development latest in the administration of the welfare state, related to service reform public, has pushed the appearance of many hybrid organizations (Brandesen, 2010). This study about organizations has researched why they appear, how they work, and how performance they must be rated.

This is what then makes this research necessary to do. The conceptualization of actors/stakeholders has not been much discussed in collaborative governance research (Bianchi et al., 2021; theme Ansell et al., 2020b; Berardo et al., 2020). In comparison, actors play an essential role in the success of a collaborative forum. Therefore, to build an argument against that, the researchers in this study looked at the role of actors who belong to the hybrid domain, namely the Padang City Children's

Forum (FORANDANG) who work together in collaborative governance (Child-Friendly City Task Force of Padang City).

METHOD

This study has researchers do from August 2022 till with November 2022. The researcher used 3 (three) techniques in data collection: observation, interview, and review documentation. Next, this research uses a semi-structured and in-depth approach in conducting interviews and observations to include parties in the category that has been identified. This choice was made because it is the right tool for gathering information from an individual perspective, focusing on experiences, beliefs, and perceptions (Guest et al., 2013).

Selection technique informant with purposive sampling ie election data informant with consideration specific belief own knowledge and resources information. Because of it, this study's object is the Padang City Children's Forum (FORANDANG), which is a hybrid actor in the collaborative forum of the task of KLA of Padang City and other stakeholders involved. As for informants in this study, detailed as follows: 1. Chairman of the Padang City Children's Forum 2. Former Chairman of the Padang City Children's Forum 3. Supervisor of the Children's Forum 4. Facilitator of the Children's Forum 5. Facilitator of the Children's Forum 6. Member of the Children's Forum 7. Head of DP3P2KB Padang City.

Data validation techniques used in this study is technique triangulation source. Method analysis in this study uses interactive analytical models consisting of three stream activities simultaneously: data reduction, data presentation, and withdrawal conclusion or verification.

As for the stages research that researchers do shared into 6 stages namely: first, set scope the phenomenon studied: researchers try understand perspective philosophy behind approach used, especially the concept about how study hybrid actor capacity for do action together in a collaboration forum of the task of KLA City of Padang. Second, compiling a list of questions: researchers write question revealing research meaning experience for individuals and groups within FORANDANG, as well ask to they for decipher experience important every the day.

Stage third, data collection: Researchers collect the data from individuals and groups within FORANDANG who experience the phenomenon studied. Data was obtained through quite a long and in-depth interview, then observation (direct and participant), and tracing document. Fourth, the cluster of meaning stage: the researcher classifies statements earlier in themes or units of meaning and set aside overlapping statement overlapping or over and over again. At this stage, carried out: (a) textural description: researcher writes what happened to individuals and groups within FORANDANG; (b) structural description: the author writes how the phenomenon experienced by individuals and groups within FORANDANG. Researchers are also looking for all possible meanings based on reflection researcher itself, from opinion, judgment, feeling, and hope subject study about phenomena experienced.

Next, stage fifth, description essence: the researcher constructs (builds) a description thorough about the meaning and essence subject experience. Sixth, researchers report results research: this report gives a better understanding of how individuals and groups within FORANDANG experience something phenomenon. The report study shows unity meaning single from experience, where throughout the experience that has a substantial "structure".

RESULTS AND DISCUSSION

FORANDANG as Hybrid Actor in the Child-Friendly Task Force

Since the ratification of the Convention on the Rights of the Child, various strategies have been developed by the government to create policies and programs to uphold children's rights. The Child-Friendly City (KLA) is one of the central and regional government programs, including the City of Padang, which was proclaimed a CFC in Indonesia.

It is noted that the ratio of the child-age population to the population of Padang City in the last five years is at 30% or one-third of the total population (see Table 1). Of course, this relatively large proportion of the population needs to be considered a subject of development, not just an object of development. Children's involvement and active participation is needed as a basis and input for the future development of CFCs.

Table 1. Percentage of The Population Aged Children in Padang City (2018-2022)

Year	Total Population	Child population	Percentage
2018	939,112	338,641	36%
2019	950,871	340,624	36%
2020	909040	306010	34%
2021	913,450	297,292	32%
2022	997,356	314,026	31%

Source: 2022 Research Data (Processed)

The Padang City Children's Forum (FORANDANG) was first formed in 2009. Based on the studies of previous researchers, FORANDANG showed low strength but high interest in the task force. This is because the FORANDANG organization is a government body, so its activities tend to be top-down. However, its implementation is based on active participation and initiation, which is more of a bottom-up nature. Actors like this can then be identified as hybrid actors. The identification that the researcher did was following the hybrid actor concept developed by Denis et al. (2015), which explains that an institution/organization has a two-way form both in terms of the hierarchy and the network that composes it or the form of the organization means that the organization has a hybrid nature. Furthermore, FORANDANG researchers describe the hybridization into 3 (three), namely: aspects, budgeting, and organization.

Budgeting

Based on the Memorandum of Association documents, FORANDANG's financial resources come from the budget of the relevant departments in the Municipal Government of Padang, non-binding donations, and businesses that do not conflict with FORANDANG's Memorandum of Association. However, the results of the research conducted by the researchers found that FORANDANG did not have a specific budget. The form of budget is sourced from Local Government Budget, which is attached to the existing budget in official programs that involve FORANDANG in its activities. Meanwhile, those originating from unrestricted donations are usually in the form of aid activities or other accommodation assistance.

This shows that the public budget is an important management tool for planning and control, as indicated by financial statements, regarding objectives, costs, actions, funded from revenues, evaluation results, and economic efficiency (Cretu et al., 2010). The policy budget is a real commitment from the

government and legislature to its citizens. Functionally, the budget is an instrument for fulfilling state obligations as a logical consequence of the social contract made within the framework of the nation-state (Rofikoh, 2006).

Organization

The Padang City Children's Forum (FORANDANG) was first formed in 2009 and is an official children's organization under the Padang City Government which is fostered by the Field of Fulfilling Children's Rights DP3P2KB Padang City. The nature of this organization is open to all children aged 18 and under who are domiciled in the city of Padang. The management comprises the Trustees and Persons in Charge, the Core Managers, and the Field Managers. The basic foundation of FORANDANG is Pancasila and the 1945 Constitution in its activities.

As is known, the general task of government is regulating, directing, protecting, encouraging, supervising, and controlling. Meanwhile, the apparatus is the other most crucial factor, especially from the point of view of state organizations. The FORANDANG organization fostered by the DP3P2KB of Padang City consists of children who are a maximum of 18 years old and does not consist of government officials, which is a characteristic of a government organization (state organization) (Nurasa, 2013).

Role

This forum aims to accommodate and bridge all children's aspirations to the government to fulfill children's rights in Padang City, educate children about their rights and responsibilities, and ensure the fulfillment of their rights. At the same time, its function is as a pioneering agent and reporter in accommodating and advocating for all children's aspirations. Pioneers are children who are expected to have the ability to initiate positive actions/contributions and be involved as agents of change at the national and regional levels to address various child problems in the regions. At the same time, it is hoped that children can report all issues related to realizing children's rights through channels of various countries. This shows that FORANDANG in The Task Force KLA of Padang City is more of a non-state actor because it is more participatory and initiative.

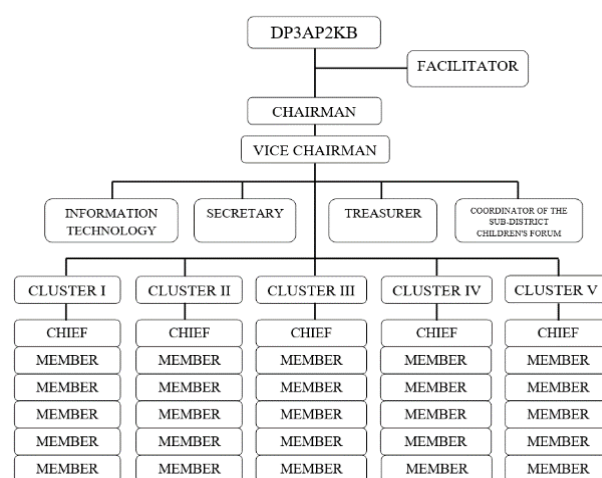


Figure 1. Structure of Padang City Children's Forum Organization (FORANDANG)

Children's Forum Capacity as a Hybrid Actors in Collaborative Governance

In collaborative governance so far, there is a classification of actors involved in government and non-government. However, the facts on the ground indicate that there is a possibility that actors "move" between the two. The researcher identifies the actor as a hybrid actor. The Padang City Children's Forum (FORANDANG), which is the object of this research, has something in common with the hybrid actor. This will affect work methods to form existing collaborations with other stakeholders. According to Emerson et al. (2012), the capacity to work together in collaborative forums has at least four components: institutional procedures and structures, leadership, knowledge, and resources. Then, based on the researcher's identification, several limitations exist on the capacity of the children's forum institutionally.

The first component is procedures and institutions, FORANDANG, in its capacity as a member of the KLA task force as an organizational structure, is fostered by the Padang City DP3P2KB. Besides that, it also makes all forms of funding related to the Children's Forum sourced from the Local Government Budget. However, in practice, FORANDANG's activities and implementation are often based only on the participation and initiative of the children's forum members. Limited independence in determining circumstances and positions that are not tied to anyone is one of FORANDANG's obstacles.

In 2012 the Government of the City of Padang issued a Decree to the Mayor of Padang Number 5 of 2012 concerning the Regional Action Plan (RAD) for the Development of a Child-Friendly City. In 2018, Mayor Regulation Number 53 2018 concerning Child Participation in Development was issued, and Regional Regulation Number 12 of 2019 concerning Child-Friendly Cities, which regulates the preparation of RAD. However, until now, there has been no RAD-KLA as a follow-up to the previously issued regional regulations. The function of the KLA RAD itself is as a reference document by agencies or local governments containing goals, strategies, and focus on priority activities in KLA development.

The FORANDANG management decree (SK) for 2022-2024 has yet to be ratified. Convoluted bureaucracy and lack of attention from related agencies are why this Decree has not appeared until now. This will hinder the activities of the children's forum because it does not yet have clear legality. Technical instructions related to the implementation of FORANDANG have also not been made.

Of course, this is unclear because the implementation of the children's forum has the principle of participation and initiation while they are structurally tied to the relevant agencies. The absence of clear rules and regulations will reduce the quality and level of dynamics of the actors involved during the collaborative process. Several cases show that inclusion has decreased or collaboration has stalled, often due to changes in government administration, institutional arrangements, policy directions, and associated funding commitments (Ansell et al., 2020). Following are some highlights from existing interviews that shed light on this condition.

"then to invite related parties to the event, for example, the mayor or governor, it is usually the officials who invite them directly because our positions are not too high." (FORANDANG Member).

"from my point of view, there is no clarity from this children's forum. So far, the children's forum has been on and off more often, especially during the Covid period and was active again during the KLA assessment period. Activities that have not been carried out in fulfilling KLA points are usually requested by the agency to arrange them, but the evaluation and realization are not followed up." (One of the facilitators).

Leadership which is the second component in determining the level of cooperation on this issue is still low. In practice, many of the decisions made are indeed returned to the FORANDANG chairman and management, the relevant agencies only direct and assist, but of course this can be biased because the children's forum administrators are not free to act and make decisions. As stated in the FORANDANG AD/ART document, it is explained that supreme sovereignty resides in member deliberations which are carried out based on the FORANDANG management meeting which has been approved by the council of facilitators, supervisors, and persons in charge of the relevant agencies.

The existence of FORANDANG is structurally assisted by several other stakeholders, such as facilitators, assistants, and children's forum supervisors. The facilitator, a former administrator of the children's forum, is a mediator between the children's forum and the government. However, in practice, most of these facilitators are grade 3 (three) high school students/equivalent or first-year college students. This creates problems in the field because grade 3 high school students/equivalents tend to focus on final exams. At the same time, first-year college students are also preoccupied with activities and adapting to a new environment.

"I feel that the leadership of the current facilitators is better than before, it is easier to mingle with the members, but sometimes they are too busy because they are still new students, and there are also those in grade 3 high school who are busy preparing for their final exams if they do not can accompany them usually monitoring from social media. (FORANDANG member).

FORANDANG Facilitators from Padang City DP3P2KB have also experienced problems in the last few years. Several FORANDANG administrators complained about this because they felt that their activities and aspirations had not been fully accommodated and that this new companion had not established a strong emotional bond. This, of course, hampered the activities and organization of the Children's Forum because the leadership of the FORANDANG assistants needed to be more optimal.

Facilitative leadership should be key in collaborative processes. The facilitative leader functions to attract and maintain collaborative commitment among stakeholders by working towards intelligently structured networks, encouraging shared motivation among participants, ensuring that authentic and constructive dialogue takes place, and building capacity in collaboration (Emerson et al., 2012). Such leadership includes maintaining the integrity of the collaborative process by ensuring that stakeholders comply with the rules of the game and ensuring the ability of weaker stakeholders to participate more (Ottens & Edelenbos, 2019). The following are some highlights from existing interviews explaining these conditions.

"as if the companion is currently only close to the core board, if there is an activity event, only they are included, but the other members are not. Unlike the previous companion, before every event, there was always information shared in the group, but now only know there is an event

from friends, all members' activities must know about it. Then our SK also has not been ratified because of problems with the previous companion." (Member of FORANDANG)

The third component is knowledge. *Knowledge sharing* is a process that supports personal understanding and creates or enhances a store of knowledge accessible to others. Within this framework, the term "knowledge" refers to social capital, namely general knowledge that has been weighed, processed, and integrated with the values and assessments of all participants.

Social capital is a relationship created and bound by trust, mutual understanding, and shared values that bind group members to enable effective and efficient collective action (Field, 2010). *Social capital* is a relationship that arises from social norms that become social glue, creating unity in-group members. Shared knowledge can be explicit (procedures or documents) or implicit (intuitive and experiential).

In practice, FORANDANG's knowledge is quite good. Every FORANDANG administrator has documents related to organizing a children's forum, and they also often have discussions with both the facilitator and assistant. However, this is quite different from mutual understanding, which needs to be improved by the head of the KLA Task Force, namely the Head of the Regional Development Planning Agency (Bappeda), the Children's Forum supervisor, and other stakeholders involved. The nature of collaboration requires data and information aggregation, disaggregation, rearrangement, and a new generation of shared knowledge.

According to several FORANDANG administrators, the accompanying party usually only coordinates via the Whatsapp chat application, and only some administrators know the latest information. If there is information about activities, the companion usually contacts the management concerned and only provides this information to some members. The following are some highlights from existing interviews explaining these conditions.

"we attended Musrenbang (development planning discussion) and then formed a group with moms; when we conveyed our aspirations, the moms were busy with their affairs...our voices were not heard, even though previously they asked us to suggest what activities the children's forum would carry out and the amount the budget after we finalized the design and we asked mom for advice, but no one seemed to listen to us. (FORANDANG Member).

The fourth component is resources. One of the benefits of collaboration is its potential to share and utilize scarce resources (Thomson & Perry, 2006). As regulated in Memorandum of Association documents, funding comes from the APBD (public budgeting) and other non-binding sources and businesses. The lack of budget often "forces" the Padang City DP3P2KB to request support from various stakeholders such as the business world, companies, and other related SKPDs. However, the high inflation rate and current budget refocusing have impacted the shrinking of the funds provided, especially by the business world, such as corporations. Efficiency considerations became one of the obstacles to the decline in funds from these companies. Good budgeting and other necessary resources also play a role in successful collaboration (Lubell et al., 2009).

The implementation of FORANDANG is based on the programs and activities carried out by the Padang City DP3P2KB.

In 2018, the implementation of FORANDANG was included in the program to improve the welfare and protection of women and children, which was divided into several activities such as developing KLA and increasing the creativity of children throughout Padang City with a total budget of 725,438,650 million and the realization was 690,661,650 million.

Furthermore, in 2019 the implementation of FORANDANG was included in the same activities with a total budget of 725,750,000 million. In 2020 there has been a change seen from its activities; the implementation of FORANDANG is included in two activities, namely increasing children's creativity and participation and also strengthening activities for the KLA Evaluation System Task Force Team, each of which has a budget of 173,784,250 million with a realization of 173,363,650 million and 202,080,000 million with a realization of 199,928,800 million.

Then in 2021, it will be included in the Fulfillment of Children's Rights program with a total budget of 587,548,896 million with a realization of 570,427,246 million. From the data above, it can be concluded that the budget realized every year tends to decrease, and in the Draft Central government Ministry/Agency Work Plans and Budgets DP3P2KB Padang City in 2023, there is no longer any funding for FORANDANG. Following are some highlights from existing interviews that shed light on this condition.

"This year, large activities have also begun to be reduced due to budget cuts from the government. We never handle the budget unless it is given directly by the person in charge/assistant, for example, to fulfill consumption and transportation. Officials have provided details of the budget for FORANDANG, but this is limited to core management, while other officials are not aware of it." (One member of the Children's Forum).

A part from financial resources, other resources include technical support, logistics, and skills. This further support also experienced obstacles in the implementation of FORANDANG. The following are some highlights from existing interviews explaining these conditions.

"in my experience as an administrator for a children's forum, the government is not very enthusiastic about how to break down the KLA system so that it is better in the future because the ministry does not give awards, usually when there is competition, they expect gifts or grants, but the appreciation from the center is lacking so that the government's enthusiasm and the mayor are also lacking; as a result, the realization of the budget spent on this KLA is not optimal." (FORANDANG Facilitator).

Furthermore, there is a time resource as an indicator of the ability to carry out this joint action. The time that FORANDANG management has is not always flexible, considering that, on average, they are still at school. However, according to interviews conducted by the research team, FORANDANG administrators will try and carry out the mandate as best they can by arranging the time between school and FORANDANG activities.

Many problems arose from other stakeholders, namely the Padang City DP3P2KB, facilitators, and coaches. These actors did not have enough time to carry out FORANDANG activities, it was evident that the meeting activities were only carried out when filling out the KLA indicators.

This proves that FORANDANG's capacity as a hybrid actor within the KLA Task Force has yet to run optimally. Especially from the structural and institutional components, shared knowledge, and budgeting, which causes this hybridization to run slowly. Meanwhile, according to Matland (1995), a combination of top-down (macro variables) and bottom-up (micro variables) approaches should be used to benefit from both approaches, reduce the weaknesses of both, and allow regular interactions between different levels.

CONCLUSION

The implementation and development of Child-Friendly Cities (KLA) in Padang City cannot be separated from the role of FORANDANG, one of the actors. In practice, the FORANDANG organization shows characteristics of hybrid actors who act inside and outside the state system. The existence of FORANDANG as a hybrid actor certainly also affects its capacity to work in a collaborative forum.

Based on the first component, namely structure, and institutions, FORANDANG as a hybrid actor in Collaborative Governance, shows that there are limitations to independence in determining circumstances and positions that are not tied to anyone, which later becomes one of FORANDANG's obstacles in collaborating. Then the second component, namely leadership, also shows the same thing. There has yet to be a facilitative leader who should be the key to building cooperation capacity.

The third component is knowledge. Most FORANDANG administrators have good knowledge of their organization but do not have the same knowledge as other stakeholders, especially in the government section of the City of Padang, who needs help understanding children's participation and the role of the Children's Forum in the development of KLA, which certainly hinders the formulation process and child-friendly policies. The fourth component is resources. The lack of budget and technical and logistical support is still an obstacle for FORANDANG in establishing cooperation.

Therefore, it can be concluded that the hybrid form of FORANDANG hindered him in developing his capacity, ultimately impacting his ability to collaborate. This study's limitations are observations that need to be improved in budgeting, organization, and roles to identify actor hybridization. Furthermore, more in-depth observations are needed on the hierarchy, network, and market sections which were not carried out in this study.

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