Policy Network Analysis and Stakeholder Synergy in Public Policy Implementation in Subang Regency

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Abstract : Policy networks and synergies among stakeholders are key factors in the effectiveness of public policy formulation and implementation at the local level. This study aims to analyze the structure of policy networks and the level of synergy among actors in public policy in Subang Regency, as well as to identify the obstacles encountered. The study uses a qualitative approach with a descriptive-analytical method. Data were collected through in-depth interviews, observations, and documentation studies of local government, non-governmental organizations (NGOs), the private sector, and the community. The results show that collaboration among actors is still limited, the distribution of resources and influence is uneven, the capacity of non-governmental actors is limited, coordination and communication are less than optimal, and regulatory support that encourages participation is still minimal. This study concludes that strengthening policy networks and synergies between actors through collaborative forums, capacity building, sustainable collaborative mechanisms, regulatory simplification, and shared learning can improve the effectiveness of public policy, strengthen cross-sector collaboration, and support participatory and accountable governance in Subang Regency.

Keywords: policy networks, synergy among stakeholders, public policy, Subang Regency

1. Introduction

Public policy at the regional level emerges from complex interactions among diverse stakeholders, including local governments, the private sector, Non-Governmental Organizations (NGOs), and local communities. The concept of policy networks highlights that public policy is shaped through interdependent relationships where the exchange of information, resources, and influence is crucial for effective policymaking and implementation (Ilhami, 2023). Collaborative governance plays a crucial role in this process, as it encourages cooperation among diverse actors to address complex challenges and achieve shared goals (Zuhdi et al., 2024). Furthermore, Public-Private Partnerships (PPPs) enhance these networks by leveraging resources and expertise, thereby improving service delivery and policy outcomes (Sukandi, A, 2024). Effective network governance is crucial for managing these collaborations, ensuring inclusiveness, accountability, and responsiveness to community needs.

In Subang Regency, optimizing synergy among stakeholders within the public policy network is crucial to address challenges such as resource constraints and diverse community needs. Effective stakeholder analysis can identify key players and enhance collaboration, ensuring that policies are responsive to community expectations (Ilhami, 2023). Cross-sector collaboration is crucial for leveraging the strengths of multiple organizations, which can lead to more effective implementation of development programs (Rosmalawati et al., 2024). Furthermore, community engagement fosters trust and ownership among citizens, which are crucial for the success of public services. By focusing on resource optimization, policymakers can allocate resources efficiently, reducing waste and increasing productivity (Ilhami, 2023). Without this synergy, policies can become unresponsive, leading to slow implementation and low public accountability, ultimately undermining the effectiveness of development initiatives in the region.

This study of policy networks in Subang Regency aims to improve understanding of stakeholder interactions and synergies, which are crucial for effective public policy governance. Using policy network analysis, researchers can identify key actors and their roles within the network structure, thereby revealing patterns of collaboration that can lead to improved policy outcomes (Ilhami, 2023). Effective stakeholder engagement is crucial,

as it ensures that the needs and expectations of various actors are considered throughout the policymaking process, fostering inclusivity and accountability (Gani & Suparman, 2023). Furthermore, analyzing the level of synergy among stakeholders can uncover opportunities for collaboration, ultimately contributing to more effective governance. This study aims not only to provide theoretical insights into policy networks but also to offer practical recommendations to improve the effectiveness of public policies in the region, thereby addressing the complexities of governance in Subang Regency.

2. Literature review
1. Policy Network

Policy networks are an analytical framework that explains how public policy is formed through interactions and relationships between interdependent actors. Rhodes (1997) states that policy networks encompass relatively stable patterns of relationships between governmental and non-governmental actors, in which information, resources, and influence are distributed among them. This approach emphasizes the importance of collaboration, coordination, and information exchange in the process of public policymaking and implementation.

Marsh and Rhodes (1992) identified several characteristics of policy networks, including membership structure, intensity of interaction, distribution of power, and stability of relationships. In the context of local governance, policy networks involve local governments, the private sector, NGOs, communities, and other actors. Effective networks enable information exchange, cross-sector coordination, and shared learning, thereby improving the quality of public policy.

2. Synergy between stakeholders

Synergy between stakeholders is a condition in which different actors are able to work together harmoniously to achieve common goals in public policy. Ansell and Gash (2008) emphasize that effective collaboration in policy networks requires trust, transparency, open communication, and participatory mechanisms for shared decision-making.

Synergy between stakeholders is crucial at the regional level, where the complexity of public issues demands cross-sector coordination. Stakeholders with differing interests, resources, and capacities must be able to align their roles to achieve responsive, innovative, and sustainable policies. In practice, effective synergy will enhance the accountability, transparency, and legitimacy of public policies.

The integration of policy networks and synergies between stakeholders provides a foundation for understanding how interactions between actors influence the formulation, implementation, and evaluation of public policy. This analysis is crucial for identifying coordination barriers, collaboration opportunities, and strategies for strengthening policy governance at the regional level.

3. Research methods

This study uses a qualitative approach with a descriptive-analytical research type. The qualitative approach was chosen to understand in depth the pattern of policy networks, interactions between actors, and the level of synergy between stakeholders in public policy in Subang Regency. The research was conducted in Subang Regency with a focus on public policy networks involving local governments, Non-Governmental Organizations (NGOs), the private sector, communities, and other related actors. The focus of the study is directed at the network structure, interaction patterns between actors, and the level of synergy in the formulation and implementation of public policies.

4. Results & Discussion

The findings in the field revealed empirical problems that can be identified as follows, including:

Interactions between stakeholders in the public policy network in Subang Regency remain sectoral. Local governments, NGOs, the private sector, and the community tend to

work separately, resulting in suboptimal information exchange and coordination of public policy programs. This situation hinders the creation of effective synergy in policy formulation and implementation.

The distribution of resources and capacity among actors within policy networks is uneven. Local governments still dominate decision-making, while NGOs and communities have limited access to information and policy processes. This inequality limits the ability of non-governmental actors to contribute strategically.

Some non-governmental actors, including NGOs and civil society, face limited technical capacity and resources to keep up with the dynamics of policy networks. This impacts the effectiveness of their participation in public policymaking, implementation, and evaluation.

Coordination mechanisms between actors are still limited to formal or ad hoc meetings, resulting in less routine and transparent communication within policy networks. Weak communication hinders collaborative learning, innovation, and collective problem-solving.

The absence of regulations or policies explicitly encouraging the involvement of non-governmental actors in policy networks leaves NGOs, the private sector, and communities less protected and dependent on government initiatives. This undermines the legitimacy and sustainability of synergies between actors.

Discussion

Research findings indicate that the public policy network in Subang Regency faces several obstacles that impact the effectiveness of synergy between stakeholders. Limited collaboration between actors reflects a network structure that is still sectoral and not fully inclusive. Rhodes (1997) emphasized that the success of a policy network depends on interdependent relationships between actors and effective information distribution. When interactions between actors are limited, information exchange and coordination are less than optimal, thus reducing the network's capacity to produce responsive policies. The Subang Regency Government needs to establish or strengthen a public policy network forum that involves all stakeholders, including relevant agencies, NGOs, the private sector, academics, and the community. This forum serves as a space for coordination, dialogue, and regular policy consultation, thereby facilitating information exchange, program alignment, and collective learning.

Unequal access to resources and influence within networks also poses a significant obstacle. Local governments dominate decision-making processes, while NGOs, the private sector, and communities have limited access to information and participation mechanisms. According to Marsh and Rhodes (1992), the unequal distribution of power within networks can limit the contributions of non-governmental actors and reduce the legitimacy and accountability of public policies. The capacity of NGOs, the private sector, and communities within policy networks needs to be enhanced through training, technical assistance, and organizational capacity building. Ansell and Gash (2008) emphasize that actors with adequate capacity are able to participate more strategically, produce more inclusive decisions, and strengthen the effectiveness of synergies between actors.

The limited capacity of non-governmental actors, such as NGOs and communities, reinforces their subordinate position in networks. Ansell and Gash (2008) emphasize that effective collaboration requires actors with the technical skills, organizational capacity, and resources to participate strategically. Without adequate capacity, their participation becomes symbolic and less impactful on decision-making. Collaboration mechanisms need to be established in a formal, transparent, and sustainable manner. Every policy stage, from planning to evaluation, must involve network actors with clear communication and systematic coordination flows. This will encourage policy innovation and responsiveness to community needs.

Furthermore, weak coordination and routine communication mechanisms hinder collective learning, innovation, and collaborative problem-solving. The lack of regulations that encourage collaboration exacerbates the uncertainty surrounding the position of non-governmental actors, making synergy between stakeholders fragile and easily disrupted by changing government priorities. Regional regulations need to be strengthened to explicitly encourage the participation of non-governmental actors in policy networks. Simplifying bureaucratic procedures and providing legal certainty will enhance the legitimacy, sustainability, and quality of synergy between stakeholders.

Overall, these findings confirm that the effectiveness of public policy in Subang Regency is significantly influenced by the quality of policy networks and the level of synergy between actors. An inclusive, collaborative, and capacity-based network will enhance policy coordination, innovation, and responsiveness to local community needs. Regular meetings, collaborative evaluations, and the exchange of best practices between actors need to be institutionalized. This collective learning will strengthen policy networks, encourage innovation in public programs, and improve the effectiveness of policy implementation in Subang Regency.

5. CONCLUSION

This study shows that policy networks and synergy between stakeholders play a strategic role in the formulation and implementation of public policy in Subang Regency. However, the effectiveness of these networks and synergy is still limited by limited collaboration between actors, unequal distribution of resources, limited capacity of non-governmental actors, weak communication and coordination mechanisms, and minimal regulatory support that encourages the participation of non-governmental actors. As a result, policy innovation and cross-sectoral coordination are not optimal, so that public policy is often less responsive to community needs. The results of this study confirm that strengthening policy networks and synergy between stakeholders requires strategic steps, namely: the establishment of formal and routine collaborative forums, increasing the capacity of non-governmental actors, developing sustainable collaborative mechanisms, simplifying regulations, and institutionalizing shared learning. These steps are expected to increase the effectiveness of public policy, strengthen collaboration between actors, and encourage participatory, transparent, and accountable governance in Subang Regency.

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