

Collaboration for Safety: Analysis of Collaborative Governance in Traffic Management

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ABSTRACT

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This study aims to analyze Collaborative Governance in improving traffic safety in Medan City. The research method uses a qualitative approach with data collection in the form of in-depth interviews, field observations, and document analysis. The data obtained were analyzed using the variables of the collaboration process (face-to-face dialogue, building trust, commitment in the process, mutual understanding, and interim results) presented by Ansell and Gash (2008). The results of the study show that Collaborative Governance begins with a face-to-face dialogue involving various stakeholders, such as the Medan Police Satlantas, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representative. The dialogue was carried out through formal and informal coordination meetings, as well as discussion forums that discussed traffic safety strategies. Trust between stakeholders is built through transparency in the implementation of duties and routine collaboration, such as safety education activities for the community and the use of technology, such as the Polri Super APP application. Interim results of the collaboration include the implementation of educational programs, such as Police Go to School and Police Go to Campus, which have succeeded in raising traffic safety awareness among students and students. In addition, there are improvements to traffic facilities, such as signs and road infrastructure, to support smooth traffic. The main obstacles in this collaboration include differences in priorities between agencies and lack of community participation. However, collaboration has had a positive impact, especially in increasing public compliance with traffic regulations.

INTRODUCTION

One of the problems that requires special attention in Indonesia is the increasing problem of traffic safety which is getting worse from year to year, resulting in a high number of traffic accidents. Safety is an important factor in public transportation operations (Ramadhan, 2024). Based on Law of the Republic of Indonesia Number 22 of 2009 Article 1 Paragraph 24 concerning Road Traffic and Transportation. A traffic accident is an unexpected and unintentional incident on the road involving vehicles with or without other road users resulting in human casualties and/or property losses. Traffic accidents have a close relationship with traffic safety. Based on Law of the Republic of Indonesia Number 22 of 2009 Article 1 Paragraph 31 concerning Road Traffic and Transportation. Traffic safety is a circumstance that avoids the risk of accidents during traffic caused by humans, vehicles, roads or the environment.

Traffic accidents are one of the main causes of the high death rate in Indonesia and are among the most frequent types of accidents (Hidayati & Hendrati, 2016). Based on World of Statistics data, Indonesia ranks 19th in the world in traffic accidents, with a death rate of 11 per 100,000 population (Busurnusa.com, 2023). The main cause of traffic accidents is human error (Mubalus, 2023). Traffic accidents are influenced by various factors, such as human factors, vehicle factors, as well as road and weather factors, which together contribute to the high number of traffic accidents in Indonesia (Sairo et al., 2018).

Indonesia has 38 provinces, one of which is North Sumatra Province. This province ranks seventh with the highest number of traffic accidents in Indonesia. As many as 70.53% of traffic

accidents in North Sumatra involve motorcycles, with an average of 4-5 people per day being accident victims (Waspada, 2023). Reducing the number of traffic accidents is one of the government's priority programs, especially the North Sumatra Provincial Government, by involving various agencies to create a safe traffic environment.

This research will focus on traffic safety efforts in Medan City, especially in JL. Ringroad and JL. Captain Sumarsono, to see the extent of collaboration between the Medan City government in improving traffic safety (Waspada, 2023).

Table 1. Number of Accidents on Ringroad Road, Medan City 2018 – 2022

Year	Number of Cases	Victim			Material Loss (Million Rupiah)
		Death Cases	Cases of Serious Injury	Minor Injury Cases	
2018	350	67	191	213	774.070
2019	382	44	134	299	406.680
2020	409	62	214	264	387.950
2021	312	54	131	224	515.620
2022	438	59	157	358	1.174.805
Sum	1.891	286	827	1.358	3.259.125

Source: Sat Lantas Polrestabes Medan, 2023

Based on Table 1 above, data from the Medan Police Traffic Investigation Unit shows that between 2018 and 2022, the number of traffic accident cases in Medan City is still relatively high, especially in JL. Ringroad and JL. Captain Sumarsono.

Table 2. Number of Accidents on Jalan Kapten Sumarsono, Medan City 2018 – 2022

Year	Number of Cases	Victim			Material Loss (Million Rupiah)
		Death Cases	Cases of Serious Injury	Minor Injury Cases	
2018	138	8	44	116	84.750
2019	80	9	25	67	130.100
2020	201	10	78	161	267.950
2021	180	9	78	117	325.175
2022	178	6	66	233	221.200
Sum	777	42	291	694	1.029.175

Source: Sat Lantas Polresta Medan, 2023

Based on Table 2 above, data from the Medan Police shows that between 2018 and 2022, the number of traffic accidents on Jalan Kapten Sumarsono, Medan City is still relatively high.

Traffic accidents in Medan City is a serious problem that needs attention. Traffic accidents in the city are a serious issue and a material loss (Fauzi et al., 2024). To overcome this problem, appropriate efforts are needed to reduce the number of accidents that continue to increase every year in the city of Medan. One of the efforts made is through the collaboration of various related parties in terms of traffic safety (Kompas.com, 2023). This collaboration involves several government agencies, such as the Medan City Transportation Office, the Medan City Police Satlantas, and PT. Jasa Raharja Medan Representative. The purpose of this collaboration is to reduce the number of accidents, injuries, and deaths due to traffic accidents, as well as increase public awareness of the importance of traffic safety.

Based on the Presidential Regulation of the Republic of Indonesia Number 1 of 2022 concerning the National General Plan for Traffic and Road Transportation Safety, which is based on Law Number 22 of 2009 concerning Road Traffic and Transportation, especially in Article 203 concerning the preparation of the National General Plan for Traffic and Road Transportation Safety (RUNK LLAJ), it is stipulated that in Article 4 Paragraph 2, Prioritized activities or programs must include five pillars: safe systems, safe roads, safe vehicles, safe road users, and handling of accident victims.

In addition to involving several government agencies, this traffic safety effort also utilizes collaboration from the community and the private sector. The community plays an important role in realizing traffic safety efforts in the city of Medan. The role of the community can be seen through its involvement in programs designed to reduce the number of traffic accidents. The public can provide input, suggestions, or solutions to support the success of traffic safety efforts. The private sector also plays a supporting role in realizing traffic safety, through supporting policies and programs that can improve safety.

There is a problem in collaboration between government agencies, the community, and the private sector in overcoming traffic accidents, namely a lack of good coordination. This

leads to less effective communication in the collaboration. Therefore, the implementation of Collaborative Governance is needed as the right solution to answer these problems. Collaborative Governance is a government collaboration involving various stake-holders who work side by side with government officials to make joint decisions, with the aim of solving problems that cannot be solved alone (Sink in Diani & Simbolon, 2017). In the concept of Collaborative Governance, decision-making is carried out through deliberation to implement public policies and programs (Ansell & Gash, 2008a). In this case, government agencies can reconsider appropriate efforts to achieve the desired results (Noor et al., 2022).

Previous research that discusses Collaborative Governance in traffic safety efforts can be used as a reference to analyze this research, including the following. The first research was put forward by Tilano & Suwitri, (2019). The results of the study show that the implementation of Collaborative Governance in traffic safety and road transportation efforts in Semarang City in the collaborative process aspect has been running well. The second research was presented by Sahara Syamel et al., (2020). The results of the study show that coordination between the Transportation Agency and the Pamong Praja Police Unit in overcoming traffic congestion in Makassar City is still very minimal. The third research was presented by Gunawan & Ma`ruf Farid, (2020). The results of the study show that the implementation of Collaborative Governance in an effort to respond to public complaints related to traffic at Radio Suara Surabaya and the Surabaya Kota Besar Resort Police has not fully gone well. This is due to the fact that several indicators of the Collaborative Governance process have not been fulfilled. The fourth research was presented by Dorisman et al., (2021). The results of the study show that the Collaborative Governance process in managing traffic accidents in Tanjungpinang City still has obstacles in three main indicators. Some stakeholders do not always participate in regular meetings, the implementation of monitoring and needs support is not carried out consistently, and many infrastructures are no longer suitable for use. This results in a lack of mutual trust between stakeholders and the community. The fifth research was presented by (Wibowo, 2020). The results of the study show that collaboration in BRT Trans Semarang public transportation services has not gone well.

Based on the previous research that has been explained, it can be concluded that all of these studies have similarities with this study, namely both analyzing the situation of collaboration between stakeholders. These studies generally discuss collaboration between various stakeholders in improving traffic safety. There is a fundamental difference between the previous study and this study. The first difference lies in the location of the research, the time of the research conducted and the difference in the formulation of the problem raised by the researcher, so that the discussion in this study will not overlap with previous studies. This research is relevant to be carried out considering the high number of traffic accidents in Medan City, especially on Jalan Ringroad and Jalan Kapten Sumarsono. Based on the background that has been explained, the author is interested in conducting more in-depth research with the title "Collaborative Governance in Traffic Safety Efforts in the City of Medan.

RESEARCH METHODS

The research approach used by the researcher in this study is qualitative research with a descriptive approach. Qualitative research is a research procedure that can produce descriptive data in the form of written or oral data from people and behaviors that can be seen whose approach is aimed at the setting and individuals holistically (Bogdan and Taylor in Abdussamad, 2022). Then, the location of the research took place at the Medan City Transportation Office, Medan City Police Station, and PT. Jasa Raharja Medan Representative. The reason the researcher chose the location is because it has strategic data related to traffic safety policies and the implementation of programs related to reducing the number of accidents. Furthermore, the data collection techniques carried out in this study include observation, interviews, and documentation. The determination of informants in this study was carried out by purposive sampling and snowball sampling techniques. Purposive sampling is a data sampling technique based on certain considerations with which researchers have determined in advance which informants will be interviewed and are considered the most knowledgeable about the problem to be studied (Sugiyono, 2018). The data analysis techniques carried out in this study are data reduction, data presentation and conclusion drawn. In addition, the data validity techniques used are source triangulation, technique triangulation, and time triangulation.

RESULTS AND DISCUSSION

There are four main variables in Collaborative Governance, namely: initial conditions, institutional design, facilitative leadership, and collaborative process (Ansell & Gash, 2008). The following is an explanation of the four variables:

1. Initial Conditions

The initial conditions of the collaboration are implemented, including: the history of past events, potential, and the incentives expected from the Collaborative Governance process (Umabaihi et al., 2022). Based on the initial condition variables in Collaborative Governance according to Ansell and Gash (2008), the relationships between the agencies involved have different backgrounds. The Medan City Transportation Agency, as a government agency responsible for traffic facilities and equipment, plays a role in the installation of signs, markings, APILL, and the construction of the ITS UPT as a traffic control center. The Medan Police Traffic Unit, as a government agency that handles tasks related to traffic safety, carries out socialization of education, guarding, regulation, escort, patrol, community education, traffic engineering, registration and identification of drivers and motor vehicles, traffic accident investigations, and law enforcement to maintain security, order, and smooth traffic. PT. Jasa Raharja Medan Representative acts as an insurance provider that provides basic protection against the risk of traffic accidents. Seeing the background of these government agencies, they collaborated to strive for traffic safety in the city of Medan, especially in the area of Jl. Ringroad and Jl. Kapten Sumarsono, in order to reduce the number of traffic accidents that occurred.

2. Institutional Design

The dimensions of institutional design in collaboration according to the collaborative governance model by Ansell and Gash include participation, limited forums, basic rules as support for collaboration, and transparency (Lestari et al., 2022). With regard to active participation in institutional

collaboration forums, it is crucial to ensure that each party involved has a clear role and significant contribution. In addition, the basic rules that support collaboration, such as the principles of equality, mutual understanding, and mutual commitment, need to be enforced to ensure the smooth and successful collaboration. The process of implementing collaboration must be carried out transparently, where information and decisions taken can be accessed and understood by all parties involved. This will create a climate of trust, minimize potential conflicts, and encourage synergy between various stakeholders to achieve common goals that are more effective and efficient. Transparency in each stage of collaboration also serves to increase accountability and ensure that every decision taken has a positive impact on solving the problems faced.

Based on the results of the author's interviews with several informants regarding institutional design, it is known that at the Medan Police Station, the legal basis refers to the Law of the Republic of Indonesia No. 22 of 2009 concerning Road Traffic and Transportation, Presidential Regulation of the Republic of Indonesia No. 1 of 2022 concerning the National General Plan for Traffic and Road Transportation Safety, North Sumatra Governor Regulation No. 48 of 2023 concerning the Traffic and Transportation Safety Action Plan Roads in 2024-2028, as well as Government Regulation of the Republic of Indonesia No. 37 of 2017 concerning Road Transportation Traffic Safety.

The Medan City Transportation Agency refers to the Law of the Republic of Indonesia No. 22 of 2009 concerning Road Traffic and Transportation, the Regulation of the Mayor of Medan No. 48 of 2021 concerning the Strategic Plan (Renstra) of the Regional Apparatus for 2021-2026, the Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 26 of 2015 concerning Traffic Safety Standards and Road Transportation, and the Government Regulation of the Republic of Indonesia No. 37 of 2017 concerning Road Transportation Traffic Safety.

PT. Jasa Raharja Medan Representative refers to Law of the Republic of Indonesia No. 22 of 2009 concerning Road Traffic and Transportation, Government Regulation of the Republic of Indonesia No. 37 of 2017 concerning Road Transport Traffic Safety, Presidential Regulation of the Republic of Indonesia No. 1 of 2022 concerning the National General Plan for Traffic and Road Transportation Safety, as well as Law No. 33 of 1964 concerning the Compulsory Insurance Fund for General Passenger Accidents and Law No. 34 of 1964 concerning the Road Traffic Accident Fund.

Every stakeholder, namely the Medan Police Traffic Unit, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representatives, carry out their duties in accordance with the same laws and regulations, namely Law of the Republic of Indonesia No. 22 of 2009 concerning Road Traffic and Transportation.

3. Facilitative Leadership

Facilitative leadership can be seen as a key element in bringing all parties involved to the negotiating table, to direct them in the negotiation and negotiation process to prevent potential problems that may arise during the collaboration process. Facilitative leadership encompasses the leader's role in fostering communication among actors, encouraging open dialogue, and ensuring that all parties can contribute to the fullest extent (Husna et al., 2025). This facilitative leadership is closely related to the principle of deliberation, which is a fundamental need in community life or in interactions

involving many people. Through deliberation, a mutual agreement can be reached that allows the final decision to be accepted and implemented by all parties with a sense of responsibility.

The Collaborative Governance process in traffic safety efforts involves the responsibility of each government agency, namely the Medan Police Satlantas, the Medan City Transportation Office, and PT Jasa Raharja Medan Representative. The collaboration between these three agencies runs dynamically and organized, where each agency has a representative who functions as a leader. Each leader of these agencies has the ability to work communicatively and cooperatively to realize the vision, mission, and goals of collaboration. It can be seen that these government agencies have implemented one of the variables of Collaborative Governance, namely facilitative leadership.

4. Collaboration Process

The collaboration process starts with face-to-face, which can improve the quality of the collaboration. In the collaboration process, each party involved, namely the government, private sector, and society, must have the same objectives or, in other words, share a common goal to be achieved together (Maylani & Mashur, 2019). After frequent face-to-face dialogues, good trust was formed between the government agencies involved. This trust then affects the commitment to the collaboration process. When these commitments are established, a clear mutual understanding will be created. This understanding will then become the basis for formulating a vision and mission that focuses on identifying problems together. In the end, through this collaboration, solutions to existing problems can be found and the desired results can be achieved by all parties involved.

This Collaborative Governance process involves several elements that can assess whether the collaboration of government agencies in traffic safety efforts in Medan City is going well. One of the main elements is the face-to-face dialogue process which, if carried out repeatedly, will build a sense of trust among the parties involved. This built trust then affects the emergence of a commitment to the collaboration process. With this commitment, a mutual understanding is created, which will ultimately result in achievements from the collaboration carried out.

a. Face-to-Face Dialogue

Face-to-face dialogue, in which stakeholders meet to speak directly, allows for the exchange of various perspectives and helps build relationships (Ansell and Gash, 2007). This direct interaction is essential to create better understanding and facilitate honest and open communication. The collaboration process through this face-to-face dialogue not only involves stakeholders, but also the goals of the collaboration. Face-to-face dialogue with the government, the community, and the private sector needs to be carried out so that the goals to be achieved can be clearly conveyed and well accepted by all relevant parties.

The results of the author's interview with the Head of Sub-unit 1 of Kamsel regarding face-to-face dialogue are known that the collaboration process is carried out directly by involving activities related to traffic safety efforts, which are also carried out together with other government agencies. In this case, direct communication between stakeholders from various agencies such as the Medan Police Traffic Unit, the Medan City Transportation Office, and PT. Jasa Raharja is an important first step to start an effective collaboration.

Then the results of the interview with the Head of the Traffic Engineering Management Section of the Medan City

Transportation Office obtained that the face-to-face dialogue process was carried out directly between government agencies such as PT. Jasa Raharja Representative of Medan and Sat Then Medan Police. This dialogue usually takes place in the form of a meeting or focus group discussion forum that discusses traffic and road transportation issues. This meeting can take place in two formats, namely formal and informal. Formal meetings are generally held in meeting rooms provided by government agencies, where each party collaborates with each other and discusses topics in a more structured manner. Meanwhile, informal meetings are often held in more relaxed places such as cafes, which allows for more open and relaxed discussions, which can facilitate the exchange of ideas.

Before going to the field to take action related to traffic safety, PT. Jasa Raharja Medan Representative and Sat Then Medan Police cannot immediately carry out their duties without first obtaining a valid permit and letter of assignment. This process shows the importance of coordination between agencies, where the Medan Police Traffic Investigation Unit must accompany PT. Jasa Raharja in field activities to ensure compliance with applicable procedures and regulations.



Figure 1. Traffic and Road Transportation Coordination Meeting

Source: Instagram Sat Lantas Polrestabes Medan, 2024

This coordination meeting discussed the invitation to stakeholders who have a role in traffic safety and road transportation to join a pilot project that aims to be a trial or trial event before being widely implemented, in the hope of bringing the city of Medan in a better direction, especially in overcoming traffic problems. This pilot project carried out by a government agency contains Traffic Accident Data Analysis (evaluating accident statistics in the Medan area to identify vulnerable areas and main causative factors), Safety Improvement Strategy (formulating concrete measures to improve safety, such as education campaigns, improving road infrastructure, and stricter law enforcement), Roles and Responsibilities of Each Agency (setting specific tasks for each party in the implementation of traffic safety programs), Socialization to the Community (planning socialization programs to increase public awareness about the importance of traffic safety), Evaluation and Monitorin (determining success indicators and monitoring mechanisms to assess the effectiveness of the pilot project).

In conducting coordination meetings, government agencies experience obstacles, in the form of (a) Differences in Priorities and Interests where each agency has a different main mission. For example, the Transportation Department empha-

sizes more on the development of transportation infrastructure, while the Police focus on law enforcement, and PT Jasa Raharja on handling insurance claims for accident victims. (b) Data and Information in the form of Data Mismatch where data on accidents, traffic violations, or insurance claims may differ between agencies. (c) No Shared Platform in the absence of a system that allows real-time data exchange, making it difficult to analyze the shared situation.

Collaboration carried out by the government in traffic safety efforts in Medan City (Case study: Jl. Ringroad and Jl. Captain Sumarsono in Medan City), the Medan Police Satlantas plays a very dominant role, this is because the Medan Police Satlantas routinely takes action against traffic violations to improve driver discipline. This activity includes traffic regulation, patrols, and enforcement of violations that occur at various points in Medan City, the Medan Police Satlantas is active in providing education to the public about the importance of traffic safety. Counseling activities are carried out to various community groups, including early childhood, to instill awareness of traffic order from an early age, the Medan Police Traffic Police in collaboration with the Medan City Transportation Office in carrying out traffic engineering, such as road closures and flow diversion around certain areas to support traffic smoothness and safety, Medan Police Traffic Patrol personnel routinely carry out patrols and traffic arrangements in various prone points for congestion and violations.

Based on the results of observations made by researchers when they went directly to the field, there are still some people who do not know about face-to-face dialogue in Collaborative Governance in traffic safety efforts in Medan City (Case study: Jl. Ringroad and Jl. Captain Sumarsono in Medan City).

b. Building Trust

Trust is the foundation of all successful collaboration and must be developed through consistent action and transparency (Ansell and Gash, 2007). When trust is built, stakeholders are more likely to commit fully to collaboration. The results of the interview with the Head of Sub-unit 1 of Kamsel regarding building trust in Collaborative Governance in traffic safety were obtained that the collaborative process to build trust between parties is very important, because this will facilitate the implementation of the tasks given to the community.

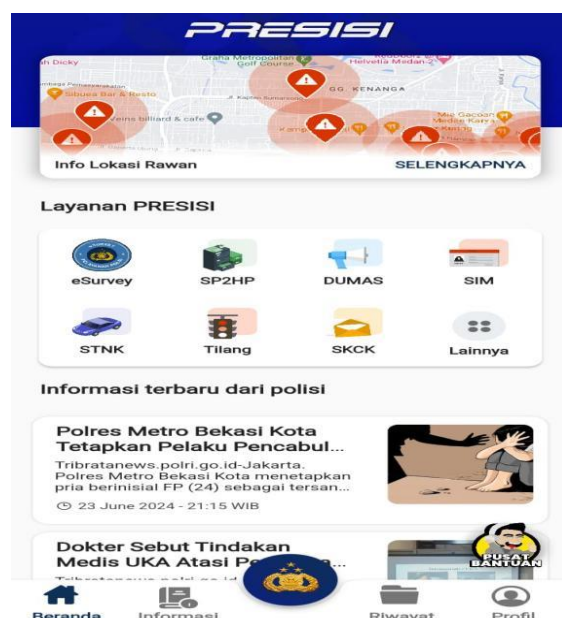


Figure 2. Super APP Police Application Profile
Source: Medan Police Traffic Application 2024

The image above is one of the ways carried out to provide information related to public complaints, the management of driver's licenses, STNK, SKCK, e-Tickets, SP2HP, online crowd permits, information about vulnerable areas, police stations, emergency calls (110), POLRI museums, health services, TV/Radio POLRI, Public Relations, E-Survey, and police reports.



Figure 3. Government Agencies Went to the Field
Source: Medan City Transportation Agency Instagram, 2024

Figure 3 above shows that when going to the field, the activity must be accompanied by the Medan Police Traffic Unit. The Medan City Transportation Agency and the Medan Police Station worked together to take to the streets to maintain the smooth and orderly flow of traffic. These two agencies continue to be committed to ensuring smooth traffic in the midst of heavy vehicle flows in Medan City. In an effort to overcome congestion and ensure the smooth flow of traffic, traffic regulation is carried out regularly.

Then, based on the results of interviews with several informants, it was obtained that the process of building trust in Collaborative Governance had been successfully built. This happens because of the attachment between the stakeholders involved. To build trust among the government agencies involved, it is carried out through coordination meetings that are held regularly, namely 2 to 3 times a month.

Building trust carried out by the Medan Police SatLantas, the Transportation Office, and PT. Jasa Raharja Medan Representative in efforts to ensure traffic safety in Medan City to the community is carried out in several ways, namely (1) the Medan Police Satlantas, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representative held educational and counseling activities to increase public awareness about the importance of traffic safety. (2) PT. Jasa Raharja explained the benefits of insurance for road users and ensured that the public knew their rights in the event of an accident. (3) The Medan Police Satlantas carries out traffic law enforcement consistently and transparently to foster trust that the rules apply to everyone. (4) The Medan City Transportation Office repairs and installs traffic safety facilities such as signs, road markings, and traffic lights. (5) Medan Police Satlantas, Medan City Transportation Office, and PT. Jasa Raharja Medan Representative ensures quick handling of traffic accidents as a form of concern for the community.

Building trust carried out by the Medan Police SatLantas, the Medan City Transportation Office, and PT. Jasa Raharja is considered important, this is because public trust is the main foundation in realizing traffic safety effectively. Trust in fair law enforcement encourages people to be more compliant with

traffic rules. When people are confident that the rules are applied consistently and without discrimination, they are more likely to comply with them, such as the Implementation of ETLE (Electronic Traffic Law Enforcement) where the Medan Police Traffic Enforcement recorded a 30% increase in compliance with traffic signs in areas equipped with ETLE cameras.

From several people interviewed, it is known that the existence of socialization, education, and information activities provided to the community creates trust in the community and some do not. The answers given also vary, in general most people feel that the efforts of stakeholders in building trust are quite good by providing appreciation and support because of the socialization, education, and information provided related to traffic safety efforts.

Public trust in the Medan Police Satlantas, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representative in traffic safety efforts in Medan City (Case study: Jl. Ringroad and Jl. Captain Sumarsono in Medan City) as evidenced by

- a. The public considers that the Medan Police Traffic Police has a dominant role in traffic law enforcement. Based on a survey conducted by 65% of respondents believe that law enforcement actions taken, such as raid operations and patrols, are effective in improving driver discipline. Satlantas education programs, such as the traffic safety campaign to schools, were appreciated, with 75% of respondents finding the program useful.
- b. The Transportation Agency has earned the trust of 60% of the public for their efforts in improving road infrastructure, such as the installation of traffic signs and the management of traffic engineering in congestion-prone areas such as Jl. Ringroad. The traffic engineering program carried out with Satlantas during the repair of the main road is considered to have succeeded in reducing travel time at several points, such as Jl. Kapten Sumarsono, by up to 20%.
- c. PT. Jasa Raharja has received high trust in terms of insurance claim settlement. Surveys show that 70% of people who have filed a claim are satisfied with the process, especially in terms of procedural clarity. The socialization carried out with Satlantas and the Transportation Department about insurance protection has succeeded in increasing public awareness, especially among public transportation drivers.

c. Commitment in Process

Joint commitment is also essential in the collaboration process (Ansell and Gash, 2007). All parties must have the dedication to work together in achieving the agreed goals. This commitment is often strengthened through formal agreements, such as Memorandums of Understanding (MoU), as well as Decree (SK) or other collaborative agreements.

A joint commitment between the Transportation Office, Satlantas, and related parties to improve and maintain the quality of road infrastructure is very important to reduce the risk of accidents. This includes improving accident-prone roads, adding lighting in dark spots, and installing clearer and more effective traffic signs. Komitmen PT. Jasa Raharja to provide fast and appropriate compensation to accident victims is part of an effort to ease the burden on the victims' families, as well as ensure better social protection for the community. Without commitment from PT. Jasa Raharja, many accident victims do not get their rights.

Commitment to collaboration between government agencies in the City of Medan, such as the Medan Police Traffic Unit, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representative, is not stated in a written agreement or Memorandum of Understanding (MoU) which is formal. Instead, on May 29, 2024, these agencies jointly signed the draft Decree of the Road Traffic and Transportation Communication Forum through a Zoom meeting. This activity refers to the Telegram Letter of the National Police Chief Number ST/904/V/HUK.9.1/2024, which is the basis for the establishment of a communication forum as a means of decision-making to create well-organized traffic. This Decree of the Traffic and Road Transportation Communication Forum cannot be accessed freely because it is considered confidential to avoid potential abuse. Access to this document is only given to government agencies that have a complete warrant with a clear purpose.

Based on the results of interviews with informants, it is known that the commitment process in Collaborative Governance involving the Medan Police Traffic Unit, the Medan City Transportation Office, and PT. Jasa Raharja Medan Representative shows that each party has the same view. This encourages them to be committed continuously in an effort to improve traffic safety in the city of Medan, especially on the Ringroad Traffic Road – Jalan Kapten Sumarsono. The commitment process has gone well. Although there are still differences of opinion among stakeholders, this is not an obstacle for them to continue to collaborate to achieve common goals.

In the commitment of this collaboration process, the stakeholders involved depend on each other. The Medan Police Traffic Investigation Unit has a major role in traffic regulation, the implementation of patrols, sambang, and enforcement of violations. The Medan City Transportation Agency serves as a supervisor as well as a provider of facilities and infrastructure that supports smooth traffic. Meanwhile, PT. Jasa Raharja Medan Representative plays a role in encouraging the improvement of safety and prevention of traffic accidents, as well as acting as the main guarantor for traffic accident victims.

The results of the observations made by the researcher when going directly to the field to the community, it can be concluded that the community sees the seriousness of the government in carrying out traffic safety efforts. This can be seen from routine activities carried out by the government, such as patrols and socialization on the road. This activity not only serves to maintain traffic order, but also becomes a form of direct communication with the community.

Regular patrols provide a noticeable surveillance effect on the ground, while socialization shows the government's efforts to educate and raise public awareness about the importance of traffic safety. This activity reflects the government's commitment to creating a safer and more orderly traffic environment. Although the public appreciates these efforts, it is important for the government to continue to improve the quality of socialization to be more inclusive and effective. With a more interactive approach, the public can better understand and be actively involved in supporting traffic safety programs, so that collaboration between the government and the community becomes more solid and has a positive impact.

d. Shared Understanding

This mutual understanding is one of the results of the dialogue stage, where after discussion, the parties involved in the collaboration will understand the purpose and purpose of

the collaboration, as well as the solutions that need to be implemented to achieve the desired goals.



Figure 4. Traffic Safety Discussion Meeting

Source: Documentation by Researchers, 2024

Based on Figure 4, a discussion meeting held by government agencies discussed traffic safety and took place in the PT. Jasa Raharja Medan Representative. The Traffic and Road Transportation Communication Forum serves as a means of discussion to discuss various traffic problems involving various sectors, with the aim of improving traffic safety. The results of this coordination meeting show that government agencies agreed to carry out socialization and education to the public about traffic safety, as well as take concrete steps to minimize traffic accident cases.

Based on the results of interviews with several informants, it was found that the process of mutual understanding in Collaborative Governance shows the activities carried out by stakeholders, such as the Medan Police SatLantas, the Medan City Relations Office, and PT. Jasa Raharja Representative of Medan, has the same purpose even though each agency has different main tasks and functions (tupoksi) in traffic safety efforts in the city of Medan. The three agencies regularly hold meetings in the Traffic and Road Transportation Communication Forum and go directly to the field to share understanding through socialization and education related to traffic safety in Medan City.

In addition, from several people interviewed, information was also obtained that the community can easily access or obtain information and data related to traffic safety in the city of Medan. This is evidenced by the information and data available through various platforms, such as official websites of government agencies, social media, and applications provided by government agencies. The application makes it easier for the public to obtain information related to public complaints, online management of driver's licenses, stnk, skck, e-Tilang, SP2HP, information on vulnerable areas, the location of police stations, and other services. However, not all people have the same level of understanding about traffic safety, especially if the information must be accessed through an app on a mobile device.

Meanwhile, certain documents, such as the Strategic Plan (Renstra), Work Plan (Renja), Government Agency Performance Accountability Report (LAKIP), financial reports, guidebooks, and Standard Operating Procedures (SOPs), cannot be easily accessed by the public. These documents are considered confidential and are feared to be misused if they are freely available. Therefore, access to these documents is limited to government agencies that have an official warrant with a clear purpose.

e. Provisional Results

The final stage of the collaboration process is the interim results, namely small achievements achieved along the way to the final goal (Ansell and Gash, 2007). These results are important to maintain momentum and show that collaboration is yielding tangible results. These small successes can increase the motivation and trust of all parties involved, encouraging them to continue working together towards the achievement of the ultimate goal.



Figure 5. Community Socialization Activities

Source: Instagram Sat Lantas Polrestabes Medan, 2024

Based on Figure 5, Medan Police Traffic Patrol personnel carry out patrols by providing socialization to the community regarding the importance of complying with traffic regulations. In this activity, personnel gave an appeal to road users to maintain a smooth traffic flow, obey traffic signs, and drive orderly. They also take action and reprimand against traffic violations found in the field. This patrol also includes visits to crowded places to provide socialization to the community, including conveying information about the Call Center 110 service. This effort is carried out to increase public awareness and compliance with traffic safety.

Then, there is the program "Police Friends of Children." This program aims to provide education to students about traffic rules and regulations in order to instill traffic discipline from an early age. In addition, there is also a "Police Go to School" activity, which aims to instill traffic discipline in children from an early age. Finally, there is the "Police Go to Campus" activity carried out by the Medan Police in collaboration with PT. Jasa Raharja Medan Representative aims to socialize the importance of traffic order to students, as well as introduce the role and function of Jasa Raharja. This activity is one of the efforts to prevent traffic accidents initiated by Sat Lantas and Jasa Raharja, in order to reduce the number of traffic accidents that often involve students as motorized vehicle users.

Based on the results of interviews with several informants, it was obtained that the collaboration process carried out by the government (Sat Lantas Polrestabes Medan, PT. Jasa Raharja Medan Representative, and Medan City Transportation Office) within the framework of Collaborative Governance has been running well. This is due to the implementation of duties in accordance with the main duties and functions (tupoksi) of each agency, as well as compliance with applicable rules.

In addition, from several interviews with the public, it is also known that the collaboration carried out by government agencies in traffic safety efforts in Medan City (Case Study: Jl. Ringroad and Jl. Kapten Sumarsono) has a positive impact on

improving safety. This collaboration has succeeded in increasing public awareness of the importance of obeying traffic sign regulations. In addition, facilities and infrastructure provided by government agencies also play an important role in improving traffic regulation in the area.

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that the face-to-face dialogue that aims to be able to produce a mutual agreement in Traffic Safety Efforts in Medan City in practice, not all stakeholders participate and the collaboration carried out does not involve the community. The role of the community in traffic safety efforts has not been exhausted so that the community only follows what has been desired by government agencies in traffic safety efforts. Then in building trust. This collaboration process is going well, as evidenced by coordination and communication carried out directly to the community to build awareness and strengthen the relationship between government agencies and the community in traffic safety efforts in maintaining order, security, and smooth traffic. Furthermore, in the commitment to process process, collaboration between stakeholders has gone well, although the duties and authorities are different from those of the Medan Police Traffic Office, Medan City Transportation Office, Medan City Transportation Office PKB, and PT. Jasa Raharja Medan Representative still has the same goal in traffic safety efforts. In addition, the process of sharing understanding, Stakeholders have different responsibilities in traffic safety efforts but have the same goal and in discussing traffic safety efforts, traffic and road transportation communication forum meetings are held regularly 2-3 times a month. Finally, the interim results process has achieved the goal of Collaborative Governance in traffic safety efforts, namely increasing awareness and concern from the public regarding traffic safety in accordance with existing regulations and rules by carrying out socialization directly and through the activities of the Children's Friends Police, Police Go to School, and Police Go to Campuses.

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