
Unlocking Sidoarjo's Clean and Green Potential: Stakeholder Analysis

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Abstract

Waste is still a significant problem in Indonesia, with conditions spread in almost all districts/cities, including Sidoarjo District. In Sidoarjo District, waste problems occur because there is no effective management system, so collaboration between parties is needed in implementing waste management policies. This research uses a descriptive qualitative method to analyze who are the parties collaborating in waste management through the Clean and Green Sidoarjo program. This research used data collection techniques of interview, observation and documentation. The data analysis model that researchers used was the interactive Miles, Huberman, and Saldana (2014). The results showed that the parties collaborating in waste management include the district government, the Sidoarjo Environment and Hygiene Office (DLHK), the Kenongo village government, the community and the private sector. However, the concept of collaboration as the basis for synergy in policy implementation between parties has not been effective. Therefore, it is necessary to take advantage of and optimize opportunities for cooperation between parties and/or with other parties to improve the effectiveness of waste management.

Keywords: Stakeholder analysis, policy innovation, implementation, waste management.

Introduction

Waste is one of the most crucial issues in Indonesia. Waste has become a very complex problem in Indonesia, both in cities and villages. Waste generation continues to increase along with population growth and changes in people's consumption patterns. The Indonesian government has tried to manage waste effectively, but still faces many challenges. For example, there is a lack of public awareness about the importance of good waste management. To achieve the goal of waste reduction and handling, a mental revolution and collaboration between stakeholders including the government, private sector, community organizations, and the community itself are needed.

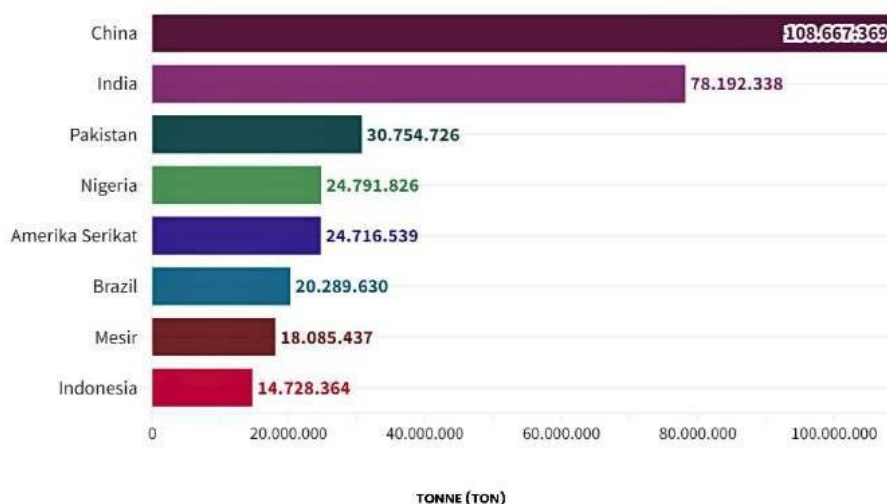


Figure 1. The Global Garbage Gauntlet: 8 Countries with the Highest Amount of Food Waste from Household Consumption Source: United Nations Environment Program (UNEP)

Food waste from households is one of the most common types of waste generated in many countries. The larger the population in a country, the higher the amount of waste. According to the figure above, China produces around 108.67 million tons of household food waste every year. India is in second place with 78.19 million tons per year, followed by Pakistan and Nigeria with 30.75 million tons and 24.79 million tons per year. The United States is estimated to generate 24.72 million tons, Brazil 20.29 million tons, and Egypt 18.09 million tons. Indonesia is in eighth place with an estimated 14.73 million tons per year (Amalia and Pratiwi 2024).

Stakeholder collaboration plays a very important role in contributing to better and more effective waste management. *Stakeholder* collaboration in waste management is in fact also faced with several obstacles, including lack of government support, limited budget and facilities, and lack of counseling and training (Artha, Nurasa, and Candradewini 2023). In addition, the lack of public awareness and the lack of supporting facilities are obstacles in managing waste effectively (Hutabarat and Mulyani 2022). (Hutabarat and Mulyani 2022; Qaderi, Muradi, and Haqiqat 2021). Waste is a common phenomenon that can affect both developed and developing countries, and it is a serious challenge for the government to solve this problem (Addahlawi et al. 2019). (Addahlawi et al. 2019; Harmana, Wargadinata, and Nurdin 2021; Ikhlayel 2018). The Sidoarjo District Government is one of the most important governments in Indonesia, especially the Sidoarjo District Government.

To overcome problems related to waste management, the central government has established various waste management policies including Law No. 18 of 2008 concerning Waste Management and PP No. 81 of 2012. At the local government level, the Sidoarjo district government has also established several waste management policy tools, including Sidoarjo

district head regulation number 66 of 2019 concerning the status of environmental management performance in Sidoarjo district and Sidoarjo district head regulation number 1 of 2023 concerning amendments to Sidoarjo district head regulation number 28 of 2022 concerning the position, organizational structure, duties and functions and work procedures of the environment and hygiene office of Sidoarjo district (Sidoarjo District Government 2023; Sidoarjo District Government 2019).

The presence of the above policy products has not been able to make Indonesia, especially Sidoarjo Regency, free from waste problems. This condition is indicated by the problem of the Sidoarjo Regency Government wanting all levels of society to care about the surrounding environment by building Sidoarjo Regency towards a clean and green city and free of waste. However, it is unfortunate that this program is still not well realized.

Kenongo Village implemented the Clean and Green Sidoarjo program by establishing a waste bank, however, the number of members has declined since the establishment of the waste bank and the level of community awareness is still low. Kenongo villagers initially thought that waste had no economic value, but after learning about the program, they came to understand that waste can have value and make money. However, there are still many villagers who do not care about environmental cleanliness and are less active in the program. The location of Kenongo Village, which is crossed by many rivers, is a target for people who lack awareness to dispose of waste in the right place, so that garbage accumulates on the banks of the river which flows less swiftly and disrupts the activities of the village community. Rice fields and residential areas are also littered with garbage, and some people burn garbage in their yards without cleaning up after themselves. Good cooperation between the community and stakeholders in Kenongo village is crucial to the success of the Clean and Green Sidoarjo program, but if there is no commitment to do the program well, all activities will be in vain.

Based on the issues raised, researchers are interested in analyzing who are the parties collaborating in waste management through the Clean and Green Sidoarjo program. The basic concept that researchers choose is the basic concept by Nugroho, Zauhar, and Suryadi (2014) which divides the role of stakeholders into *policy creators*, coordinators, facilitators, *implementors* and *accelerators*.

Research Methods

This research uses a qualitative approach with descriptive methods (Creswell 2010). Researchers used this method to analyze the process and meaning of program implementation, with a focus on the reality in the field and a stakeholder analysis approach. This research was conducted in Kenongo Village, Tulangan Sub-district, Sidoarjo Regency. This location was chosen as a place to obtain the data needed to achieve the research objectives. The selection of informants in this study used purposive sampling technique. In this technique, informants are people who are used to provide information about the situation and conditions of the research background, as described by (Moleong 2007). In this case, researchers chose informants who were considered to know the problems to be studied and were able to provide information that could be developed to obtain data. Data collection techniques are the main step in this research, with the aim of obtaining accurate data. This research uses data collection techniques of interviews, observation, and documentation to describe the actual situation. The data analysis model that researchers use is interactive Miles, Huberman, and Saldana (2014). (2014). According to Miles, Huberman, and Saldana, including a) Data condensation, is the process of selecting, focusing, simplifying, abstracting and transforming data on field notes in research. b) Data Presentation, an organization, unification, and information that is concluded. Presentation of data here aims to help researchers to conduct in-depth data analysis. c) Drawing

Conclusions, in research in the form of concluding data in accordance with the formulation of problems that have been found and researchers at the final stage can conclude the overall data they have obtained (Miles et al., 2014).

Results

Stakeholders can be divided into three main elements, namely Government, Community, and Private. The following are the stakeholders in this study:

1. The government has an important role in providing protection, developing infrastructure, and organizing and distributing things. In the context of the Clean and Green Sidoarjo program, the Kenongo village government plays a role as a level 2 government.
2. The community is the group between the government and individuals, including individuals and community groups that interact socially, politically and economically. In the Sidoarjo Clean and Green program, the community and SDN 3 PUCANG.
3. The private sector is a sector actor that runs interactions, such as industry, trade, banking, cooperatives and other informal sector activities. In this research, Radar Sidoarjo Newspaper is identified as a private party involved in the Clean and Green Sidoarjo program.

In analyzing the role of this stakeholder, researchers used the basic concept by Nugroho, Zauhar, and Suryadi (2014) which divides the role of stakeholders into *policy creators*, coordinators, facilitators, *implementors* and *accelerators*. The data presentation in this section will focus on the involvement and roles of stakeholders in the Clean and Green Sidoarjo program policy process, from program formulation, program implementation and program evaluation.

A) Policy Creator

Policy creators are stakeholders who play an important role as decision makers and determinants of a policy. They play a major role in making and evaluating policies. Policies that have been made serve as guidelines that guide the course of a program. Thus, policy makers can create a conducive and stable environment for the program. In accordance with the previous explanation, policy makers are at the policy formulation and evaluation stages.

The Clean and Green Sidoarjo program, initiated as an annual program, involves cooperation between the Cleanliness Office and Radar Surabaya. The program was designed by the Department of Environment and Hygiene (DLHK) as a solution to the waste problem. The program received support from Radar Surabaya, Kenongo Village Government, Kenongo Village community, and SDN Pucang 3 Sidoarjo. The following are the results of an interview with Mr. Angga, as the Head of the cleaning sector at DLHK, he revealed:

"This program focuses on the environment and cleanliness. The goal of the program is to change the mindset of the community to be more active in improving the environment. The main target is the community, especially in slum areas. In Sidoarjo, there are still slum villages. In our opinion, the program is working as intended and has received support from several parties, including the radar. Some villages keep the environment clean, so this program has a positive impact on the communities around Sidoarjo."

Kenongo village government also supports socialization programs as part of the implementation of the Clean and Green Sidoarjo program. The socialization aims to raise public awareness of the importance of participating in the Clean and Green Sidoarjo program. The community is also expected to be able to manage waste effectively through the 3R method, which includes *reuse*, *reduce* and *recycle*. This is in line with the statement of Mr Kustono, Kenongo village secretary, who confirmed the formulation of the program;

"I admit that before SBH, the people of Kenongo Village thought waste had no benefits. However, after socialization, they understand the benefits. Kenongo Village is not a competition, but with the commitment of SBH and 3R. The village government launched a waste bank program, which helped reduce the waste pile. This program is effective, as people are starting to care about the environment."

The following narrative was conveyed by Mr. Angga, as the Head of the cleaning sector at DLHK, he added:

"The SBH program starts by selecting a common area, then arranging and beautifying the village to look clean and beautiful. Activities that support the SBH program include environmental cleanliness, greening, waste management innovation, availability of cleaning facilities, and community awareness."

Based on the interview results, the purpose of this program is to change people's perception of waste from worthless to objects that have economic value. In addition, the program aims to make Sidoarjo Regency a clean, green and shady area, and to create a clean and healthy environment. The program also focuses on training the community to be more capable of protecting the surrounding environment and increasing public awareness to care about the surrounding environment. As the mobility level of the community continues to increase with each passing year, the volume of waste is also expected to continue to increase.

The Sidoarjo Clean and Green Program has been implemented in all villages in Sidoarjo District, including Kenongo Village. The program has a significant role for the Kenongo community, especially in raising awareness of the surrounding environment. The community is the main target in implementing this program. In addition, the Clean and Green Sidoarjo program has a competitive nature, where each village is represented by one of its RTs to compete with other villages from all sub-districts in Sidoarjo. The program was designed with the aim of making Sidoarjo a waste-free district through community empowerment. In each competition, the representative village receives an award, which motivates other villages to be more enthusiastic about environmental activities. Thus, the program can raise public awareness and improve environmental quality in Sidoarjo.

The Sidoarjo District Government, which has a role as a policy creator because they play a role in developing and implementing policies related to waste management in Sidoarjo District. The Sidoarjo district government helped develop effective and sustainable waste management policies. Policy creators in this study created the Clean and Green Sidoarjo program, which aims to manage waste more effectively and increase public awareness about the importance of environmental cleanliness. Coordination between Policy Creators and other stakeholders Coordination between Policy Creators and other stakeholders includes cooperation with the Sidoarjo Environmental and Hygiene Agency (DLHK) and the Kenongo Village Government. The Sidoarjo district government also facilitates cooperation between parties and provides support for the Clean and Green Sidoarjo program.

The Policy Creator in this research is the Sidoarjo District Government, which has an important role in developing and implementing waste management policies in Sidoarjo District. They created the Clean and Green Sidoarjo program and facilitated cooperation between parties to achieve more effective waste management goals.

In making policy decisions, the party with the authority to become a policy creator, in this case the Sidoarjo District Government, also needs input or ideas to improve the policy that comes from the Sidoarjo Environment and Hygiene Office (DLHK) and the Kenongo Village Government is involved as a party to seek the establishment of the program.

B) Coordinator

Coordinators, in the context of stakeholder management, act as stakeholders who coordinate and connect other stakeholders involved in a program. They are expected to be able to integrate relevant strategic resources to facilitate the smooth running of the program. Thus, coordinators play a key role in managing stakeholders who have interests and influence on a program, as well as ensuring that all stakeholders are involved and participate effectively in the decision-making process and program implementation.

In the Clean and Green Sidoarjo program, the Environment and Hygiene Office (DLHK) acts as a coordinator. In implementing a program that involves various parties, DLHK functions as a mediator and coordinator to coordinate activities. In its capacity as coordinator, DLHK has performed several tasks, including: The program was implemented with the assistance of the DLHK team for 4 months. This assistance was done regularly, i.e. two weeks before the award ceremony, and was only given to representatives of the competition participants. The assistance included mentoring on waste management and processing, hands-on practices applied based on the previous explanation, as well as supervision and evaluation of activities carried out in the previous stages.

The Clean and Green Sidoarjo program is an environmentally oriented government program that requires the participation of all parties, including the community, in the treatment of the surrounding environment. This program provides environmental insights to the communities selected for the competition. The implementation of this program is carried out with assistance for 4 months by the DLHK team. Assistance is carried out approximately once every two weeks before the peak night of the award and is only given to competition representatives. Assistance includes assistance related to the explanation of waste sorting and processing, direct practice of what was explained in the first assistance, and monitoring and providing input, and innovation. Socialization from DLHK for the community is felt to provide less socialization. This may be due to various factors, such as the mentoring time feeling too fast and differences in the perception of the mentoring team. The following is an explanation of the mentoring team given by Mr. Angga, Head of the DLHK Hygiene Division.

"Well, we provide support for four months through our team from DLHK. We divided 14 teams into small groups. The goal is to introduce, guide, direct, and provide information on waste management. We hope this program can change the mindset of the community to care more about the environment. Initially, we from the agency provided socialization about the process of sorting and processing waste. Then we practice what we have explained before. For the third and fourth sessions, we focused on evaluation, giving feedback, innovation, and how to receive feedback from the jury. We conduct these sessions regularly, approximately every two weeks."

Mr. Angga's interview was supported by Mr. Kustono, Kenongo Village Secretary, who said that the program was complemented by assistance from DLHK.

"In this program, there is a companion team that socializes the SBH program provided by DLHK. However, to reach the community, the promotion is less effective. Therefore, from our side (village), we decided to promote the program. Thus, we created a waste bank activity."

In addition to Mr. Kustono, Mrs. Ika, the village head of Kenongo Village, also revealed:

"Yes, there was an initial briefing on the cleanliness program in the village, but as I remember, the socialization was only done once and there was no subsequent meeting. The initial meeting was held at the kecamatan. We here only implement

what has been socialized. So, in my opinion, the socialization was less effective. Because people in the village are not all forward-thinking and open to new things."

In the interviews conducted with Mr. Angga, Mr. Kustono, and Ms. Ika, several themes emerged related to the cleanliness program in Kenongo Village. The SBH program is supported by assistance from DLHK. The mentoring team from DLHK divides itself into small groups to introduce, guide, direct, and provide information on waste management. This shows that professional mentoring can help improve program effectiveness. The socialization of the hygiene program in Kenongo Village was less effective, so the village decided to promote the program by creating a waste bank activity. Furthermore, community awareness, mentoring, and effective socialization can help increase community awareness and change mindsets.

In conclusion, the SBH program in Kenongo Village is supported by professional assistance from DLHK, but the socialization of the program is less effective. Community limitations can also be an obstacle in program implementation. To improve the effectiveness of the program, more intensive mentoring and more effective promotion strategies are needed.

The coordinating party is the Environment and Hygiene Office (DLHK). They have the role of coordinator in coordinating activities and connecting other stakeholders involved in the Clean and Green Sidoarjo program. DLHK functions as a mediator to coordinate and connect other stakeholders involved in the Clean and Green Sidoarjo program. Coordination between the coordinator and other stakeholders includes cooperation with the mentoring team: DLHK acted as coordinator and provided assistance for 4 months to a team of 14 members who were divided into small groups. This assistance includes an explanation of waste management, hands-on practice, monitoring, and providing input. DLHK was present to facilitate cooperation between parties and provide assistance to coordinate activities related to the Clean and Green Sidoarjo program.

C) Facilitator

In the Clean and Green Sidoarjo program, the facilitator that plays an important role is the Kenongo Village Government. Kenongo Village Government functions as a liaison between the Environment and Hygiene Agency (DLHK) and the community. In its role as a facilitator, Kenongo Village Government has the responsibility to help the community and provide assistance to them in implementing the Clean and Green Sidoarjo program.

The Sidoarjo Clean and Green Program (SBH) is a program that focuses on environmental cleanliness and greening. The program involves communities represented by one RT (neighborhood association) in an effort to address environmental problems in Sidoarjo district. The program began in 2008 and is one of the efforts of the Sidoarjo district government to address environmental problems in the region. With the SBH program, the government hopes to reduce the amount of waste disposed of in landfills.

Therefore, the SBH program aims to increase community awareness in managing waste and reducing the environmental burden generated by human activities. This is in accordance with the statement of Mr. Kustono, secretary of Kenongo Village:

"We started the SBH program in 2008, but it was only implemented in 2010. The main goal is to change the mindset of people around Sidoarjo about the importance of the environment. Many people think that waste is meaningless or unusable, but if they know how many benefits can be obtained from waste, they will definitely care more about their own environment and change their way of thinking about waste."

He also added:

"The Sidoarjo government is working with DLHK (Department of Environment and Hygiene) in establishing the SBH program. Although the target of 'zero waste' or no waste may be difficult to achieve, we can reduce the volume of waste disposal in Sidoarjo to achieve the goal of a waste-free government program."

Mr Kustono's statement directs In 2008, the Saka Bakti Husada (SBH) program in Sidoarjo began, but was only effectively implemented in 2010. The main goal of the program is to change the mindset of the local community about the importance of the environment. Many people think that waste has no value or cannot be used anymore, but if they understand the benefits that can be gained from waste management, they will care more about their own environment and change the way they think about waste. Thus, the SBH program in Sidoarjo focuses on better environmental management and raising community awareness about the importance of the environment.

Facilitators in the Sidoarjo Bersih dan Hijau (SBH) program include those who play an important role in coordinating and implementing the program. Kenongo Village Government, as a facilitator, has a role as a liaison between the Department of Environment and Hygiene (DLHK) and the community. In its role as facilitator, the Kenongo Village Government has the responsibility to assist the community and provide assistance to them in the implementation of the SBH program. The Kenongo Village Government serves as a liaison between DLHK and the community, ensuring that the SBH program can run effectively and achieve the set objectives. Another facilitator involved in the SBH program is the Department of Environment and Hygiene (DLHK) which acts as a resource provider and technical assistance to the community. DLHK also assists in coordinating activities related to the SBH program. Coordination in the SBH program involves cooperation between the Kenongo Village Government, DLHK, and the community. The Kenongo Village Government facilitates communication between DLHK and the community, ensuring that the information and technical assistance required by the community is well received. In this case, the Kenongo Village Government plays the role of an effective liaison, ensuring that the SBH program can run smoothly and achieve the set goals. In the SBH program, facilitators facilitate activities related to environmental management and community awareness on the importance of the environment. Facilitators assist the community in managing waste and reducing the environmental burden generated by human activities. Thus, the SBH program can achieve the set objectives, namely increasing community awareness and reducing the amount of waste disposed to landfills.

D) Implementor

Implementers are the parties responsible for implementing policies, including related target groups. Implementers have a role as the frontline that brings the program towards the predetermined goals, with steps or methods that are in accordance with previously agreed provisions. Implementers have a close relationship with the stages of program implementation.

Implementor is the role played by the Kenongo Village Community and SDN Pucang 3 Sidoarjo. In the implementation, they also involve several parties such as Neighborhood Associations (RT), Community Associations (RW), and PKK mothers. Kenongo Village Community acts as an implementer by providing education to increase community awareness of the surrounding environment. SDN Pucang 3 Sidoarjo also acts as an implementer in the Clean and Green Sidoarjo program. Community participation has a positive impact on policy success. Additional support came from Pucang 3 primary school, which implemented cleanliness in the school environment and directed students to participate in activities relevant to the Clean and Green Sidoarjo program.

The Clean and Green Sidoarjo program received a positive response from the Kenongo village community when it was introduced. For the program to run well, community support and participation is needed. The Kenongo community supported the program by engaging in activities such as waste banks and community service, and understood the program well. However, the support and enthusiasm of the Kenongo Village community began to decline. Many people did not care about the program and preferred not to participate in activities related to the program. Because the program is a competition and only one village can represent the kecamatan, the enthusiasm of villagers who were never selected as representatives began to decline. To increase the success of this program, a good commitment is needed from the village government, the environmental agency, and most importantly, the people of Kenongo Village who implement the program. The following is what Mr. Kustono, Secretary of Kenongo Village, said.

"This program is actually for the community, especially in the village. I know it's a competition, but I want the community to care about the environment and the beneficial results. I did not stop hoping to find a way for Kenongo Village to implement the program, even though it was not chosen. Initially, the community was very enthusiastic. For example, this waste bank has been running since 2018. Initially, the elderly and the community in this village took care of this waste bank. But, because it was not taken care of, now it is the village head who takes care of it."

In addition, the community of Kenongo Village acts as the main actor or the owner of the most dominant role in this program. Mr. Kustono, as a resident, emphasized the community as a very important element for the implementation of this program:

"I think everything is important for this program. But for the sustainability of the program, the village is important. Especially in my opinion the village community in Kenongo Village."

This was confirmed by Mr. Angga, Head of the Cleaning Division (DLHK) revealed:

"This program has a main target that is primarily aimed at the community, especially in the village. He also emphasized that the implementers of this program are the villagers, as they are the ones implementing the program."

Thus, based on the interviews above, it can be concluded that this program has objectives that are very relevant to the interests of the community, especially in the village, and the Kenongo Village community plays a role as implementers of this program. The Sidoarjo Bersih dan Hijau (SBH) program also functions as a motivation for residents to protect the environment and create a clean and green environment. Waste bank activities, community service and others in Kenongo Village have positive implications for the village as they can increase village income. Although the program has not yet reached the university level, some schools such as SDN Pucang 3 that have been recognized as adiwiyata schools have been reached. However, due to the limited outreach, the program is still not well known by some parties.

SDN 3 Pucang provides support in the form of socialization to students and teachers to participate in zero waste activities, which is a development of the SBH program. This program aims to teach useful character values, such as responsibility, independence, love of cleanliness, and care for the environment. In addition, the program also focuses on taking good care of school facilities. This was confirmed by Mr. Eddy as the principal of SDN Pucang 3.

"I have confirmed that SDN Pucang 3 is a school that focuses on the environment and has a clear program to integrate environmental conservation in its teaching and learning activities. SDN 3 Pucang also

takes care of the environment by conducting activities that support environmental cleanliness, such as community service once a week, as well as conducting environment-based activities such as planting, maintaining and managing the school environment."

Based on the interview results above, it is revealed that SDN Pucang 3 has made efforts to integrate environmental conservation in its teaching and learning activities through the zero waste program developed from the SBH program. This present program aims to teach useful character values and focuses on taking good care of school facilities.

The implementers of the SBH Program in Kenongo Village include several parties, including the Kenongo Village Community and SDN Pucang 3 Sidoarjo. They act as implementers who bring the program towards the predetermined goals. These implementers have a close relationship with the stages of program implementation. Kenongo Village Community acts as an implementer by providing education to increase community awareness of the surrounding environment. SDN Pucang 3 Sidoarjo also acts as an implementer in the Clean and Green Sidoarjo program. They conduct activities such as waste banks and community service and understand the program well. Additional support comes from SDN Pucang 3, which implements cleanliness in the school environment and directs students to participate in activities relevant to the Clean and Green Sidoarjo program. These implementers also involved other parties such as the neighborhood association (RT), community association (RW) and PKK women. They act as the main actors or the most dominant role holders in this program. The support provided by SDN 3 Pucang is in the form of socialization to students and teachers to participate in zero waste activities, which is a development of the SBH program. This program aims to teach useful character values, such as responsibility, independence, love of cleanliness, and care for the environment. In addition, the program also focuses on taking good care of school facilities.

E) Accelerator

An accelerator is a party that acts as a support and contributor to accelerate and increase the effectiveness of a program in order to achieve the set goals, even faster than expected. Accelerators are *stakeholders* that can help accelerate the success of policies and programs. The accelerator in the Clean and Green Sidoarjo program is Radar Surabaya. Radar Surabaya, as an event organizer (EO), provides support for each roadshow event on the night of the award through the allocation of CSR funds. This activity is a form of Radar Surabaya's responsibility to the community. The Department of Environment and Hygiene (DLHK) cooperates with Radar Surabaya in the Clean and Green Sidoarjo program. Radar Surabaya acts as sponsor and media partner. In addition, Radar Surabaya also sought other sponsors such as Teh Pucuk and Yamaha, and publicized every activity related to the program through electronic and print media. The following is the result of the narrative by Radar Surabaya, Mr. Vega as the editor, explaining about his role and function:

"We have the responsibility to publicize and disseminate information about the SBH program to the wider community through electronic and print media. In addition, they also act as the event organizer (EO) for each roadshow held, and work with other parties such as Teh Pucuk and Yamaha as sponsors to fund each event."

DLHK and Radar Surabaya keep in touch and coordinate. DLHK sends a schedule of program activities to Radar Surabaya if there is an event related to the Clean and Green Sidoarjo program. However, government communication with village communities is less effective. This can be seen from the lack of socialization and assistance to the community. Mentoring is only done close to the competition time, and supervision is rarely done. In addition, the village government does not have good coordination and communication with stakeholders such as lurah, RT, RW,

PKK mothers, and the community to monitor the course of program activities.

The accelerator of the Clean and Green Sidoarjo program is Radar Surabaya. They act as a support and contributor to accelerate and improve the effectiveness of the program in order to achieve the set goals, even faster than expected. The role given to the Accelerator in the Clean and Green Sidoarjo program includes sponsorship and media partners. Radar Surabaya also acts as a sponsor and media partner in the Clean and Green Sidoarjo program. They provide support in every roadshow event on the awarding night through the allocation of CSR funds. Furthermore, the accelerator has a role in accelerating and improving the effectiveness of the program in order to achieve the set goals. Coordination between the Accelerator and other stakeholders in the Clean and Green Sidoarjo program includes cooperation between Radar Surabaya and DLHK in the Clean and Green Sidoarjo program. DLHK sends a schedule of program activities to Radar Surabaya if there is an event related to the Clean and Green Sidoarjo program. The facilitating party in the Clean and Green Sidoarjo program is Radar Surabaya, which facilitates cooperation between parties and provides support in every roadshow event on the awarding night through the allocation of CSR funds.

Supporting and inhibiting factors in implementing the Clean and Green Sidoarjo program

A. Village Government Support

The support provided by the Kenongo village government is very important in achieving the success of the Clean and Green Sidoarjo program. This includes helping to socialize the program to the community and participating in waste bank activities with the 3R concept (Reuse, Reduce, Recycle) to support program development.

B. Environment and Hygiene Agency Support

The Cleanliness and Environment Office supports waste management in Sidoarjo District through socialization and facilities and infrastructure. They also provided assistance to village representatives who participated in the competition, maintained good communication with Radar Surabaya as the sponsor of the Clean and Green Sidoarjo event, and put up billboards on the side of the road to introduce the program.

C. Kenongo Village Community Support

The community of Kenongo Village is the object of the Clean and Green Sidoarjo program. The support provided by the community can be seen from their enthusiasm in accepting the program and participating in activities related to this program. The community also gained new knowledge about programs that can solve waste problems in their area. This is in accordance with research (Ruhjana, Nurfindarti, and Essa 2021; Sari, Sobari, and Marianti 2020) that communities have an important role in managing environmental resources, including clean water and waste management, and have a better awareness of the importance of environmental hygiene.

D. Radar Surabaya Support

Radar Surabaya, as a private party/media, provided support through cooperation with the Cleanliness and Environment Office. They publish activities related to the Clean and Green Sidoarjo program in electronic and print media. Radar Surabaya also acted as an EO (event organizer) in every Roadshow event and provided funding for every Clean and Green Sidoarjo program award event.

E. Support for SDN Pucang 3 Sidoarjo

The support provided by SDN Pucang 3 Sidoarjo is through socialization to students to participate in zero waste activities which are the development of the Clean and Green Sidoarjo program.

Obstacles in Implementing Clean and Green Sidoarjo Program

A. Coronavirus

Coronavirus is a group of viruses that infect the respiratory system and can cause mild to severe respiratory infections. Due to the ban on crowding, community activities are also limited, hampering the Clean and Green Sidoarjo program. The office cannot conduct socialization related to these activities because of the COVID-19 virus. In addition, research results (Nur Hidayah and Rodiyah 2022; Ramadhan, Indriyany, and Godjali 2021) that any obstacles to the consistency of the Department of Environment and Hygiene (DLHK) in waste management are caused by a lack of budget during the pandemic and the participation of actors who have access to public policy.

B. No Good Synergy

Initially, DLHK collaborated with BLH and DHO, but midway through the program, BLH and DHO resigned and handed over all responsibilities to DLHK. The lack of synergy and good cooperation between these agencies caused the implementation of the Clean and Green Sidoarjo program to not run optimally. The results of this study are in accordance with previous research by (Adler and Heckscher 2018; Dhamotharan 2009; Marpaung, Sugianto, and Yolanda 2021; Syafrawati et al. 2023) (Adler and Heckscher 2018; Dhamotharan 2009; Marpaung, Sugianto, and Yolanda 2021; Syafrawati et al. 2023), which show that lack of synergy can be an obstacle in program implementation, so the key to successful program development lies in unity of purpose, joint commitment, and coordination between stakeholders.

C. Lack of Awareness from Every Community about the Importance of Protecting the Environment

Community participation through the maintenance of environmental cleanliness shows that not all people maintain the cleanliness of their residence, such as the example of the owner of the rice field area who does not provide cleaning facilities. The results of this study are not in accordance with Sidoarjo Regent Regulation Tahun 2019 and Law of the Republic of Indonesia Number 23 of 1997 article 5 which explains that every human being has the right to enjoy and utilize the environment, as well as the obligation to maintain, prevent and overcome the impact of the use of rights on the environment. Based on this regulation, every community must have a high awareness to protect and preserve the environment. However, the people of Kenongo Village still have a low level of awareness of the environment, so efforts need to be made to increase public awareness and consciousness in protecting the environment.

D. The Absence of Strict Sanctions for People Who Dispose of Garbage Carelessly

The Clean and Green Sidoarjo program emphasizes waste management, so the Sidoarjo district government needs to make strict rules and sanctions for people who throw garbage in any place. However, until now, the Sidoarjo district government has not imposed sanctions on people who litter. The results of this study are not in accordance with (Desi Listyaningsih and Hidayat 2023; Kesuma, Yulianto, and Dwi S 2023; Kurniawan and Sanapiah 2021), which explains that the government must have the ability to influence the community to dispose of garbage in any place. which explains that the government must have the ability to issue policies that are in accordance with the needs of the community, such as legal regulations, budgeting, technology, networks, information management systems, and education about policy decisions that will be carried out in the development process. This is because, to date, there is a lack of sanctions that have a significant impact on people who continue to violate regulations.

E. The number of people urbanizing in Sidoarjo Regency

Problems arising from the high level of urbanization in Sidoarjo Regency cause a lot of waste generation that is still unable to be overcome by the local government of Sidoarjo Regency. The

higher the number of urbanites who live in Sidoarjo Regency, the greater the potential for waste generation. According to Ralph Linton (in Bere, Nursalam, and Toda 2020) According to Ralph Linton (in Bere, Nursalam, and Toda 2020), society is a group of people who have grouped and worked together regularly, so that they can organize themselves and see themselves as a social community with clear and defined boundaries. However, because they have the ability to organize themselves, they can move around as they wish without considering the implications of their actions.

Stakeholder Analysis and Degree of Stakeholders in SBH Program Implementation

Stakeholder analysis in the implementation of the Clean and Green Sidoarjo program shows that there are three main elements that play a role in the waste management process: Government, Community and Private. The following is a further analysis of the degree of stakeholders and their respective roles in the program.

a.) Government

The government plays an important role in implementing the Clean and Green Sidoarjo program. They play a role as the level II government in Kenongo village and have the responsibility to provide protection, develop infrastructure, and organize and distribute various matters related to waste management. In the stakeholder category, the Sidoarjo district government can be categorized as a "*policy creator*" because they have a role in formulating policies and developing the infrastructure needed for this program.

b.) Community

The community is a group that lies between the government and individuals, including individuals and community groups that interact socially, politically and economically. In the Sidoarjo Bersih dan Hijau program, the community and SDN 3 PUCANG play a role as "implementers" because they have the responsibility to implement policies and programs that have been formulated by the government. The community also plays the role of facilitator because they can assist in the waste management process in more effective ways.

c.) Private

The private sector is a sector actor that runs interactions, such as industry, trade, banking, cooperatives and other informal sector activities. In this study, Radar Sidoarjo is identified as a private sector actor involved in the Clean and Green Sidoarjo program. The private sector can be categorized as "accelerators" because they can help improve the effectiveness of the program in more effective and efficient ways.

It can be seen that the Sidoarjo district government has the highest degree in implementing the Clean and Green Sidoarjo program. They have the role of "*policy creator*" and have the responsibility to provide protection, develop infrastructure, and organize and distribute various matters related to waste management. Communities and the private sector have a lower level of involvement in the program but still play an important role in its implementation.

The Sidoarjo district government is the dominating party in the implementation of the Clean and Green Sidoarjo program. They have the role of "*policy creator*" and have the responsibility to provide protection, develop infrastructure, and organize and distribute various matters related to waste management. The Environmental and Hygiene Office (DLHK) also has an important role as the "coordinator" as they have the responsibility to coordinate activities related to the program. Communities and Private Sector have a more limited role in this program, but still have an important role in its implementation. The following are the simplified results in tabular form, based on interview data and field facts:

Table 1. *Stakeholders Classification*

<i>Policy creator</i>	<i>Coordinator</i>	<i>Facilitator</i>	<i>Implementor</i>	<i>Accelerator</i>
Sidoarjo District Government	Department of Environment and Hygiene (DLHK)	Kenongo Village Government	Kenongo Village Community SDN Pucang 3 Sidoarjo	Radar Surabaya

Source: primary data, 2024

Table 1 shows that the government, community and private sector have significant roles in the policy process, program implementation and evaluation. The Sidoarjo district government acts as the policy creator, while the Environment and Hygiene Office (DLHK) acts as the coordinator. Radar Surabaya acts as facilitator and accelerator. The community of Kenongo Village and SDN Pucang 3 Sidoarjo act as implementers. Thus, this stakeholder analysis helps to understand the roles and involvement of stakeholders in the Clean and Green Sidoarjo program.

Conclusion

The Sidoarjo Clean and Green Program is a professionally supported program from the Department of Environment and Hygiene (DLHK) and aims to change people's mindsets to care more about the environment. The program involves cooperation between various parties, including the community, and has a competitive nature that motivates villages to improve environmental awareness and quality. However, the socialization of the hygiene program in Kenongo Village was less effective, so the village decided to promote the program by creating a waste bank activity. To improve the effectiveness of the program, more intensive mentoring and more effective promotion strategies are needed.

The Sidoarjo Clean and Green (SBH) program aims to change people's mindsets about waste and achieve a clean Sidoarjo. The Clean and Green Sidoarjo program has the potential to address the waste problem in Sidoarjo district, but limited resources, lack of community awareness and urbanization rates can hinder its implementation. To improve the effectiveness of the program, the government should increase community awareness, resource development, adaptation to local conditions and monitoring. Most importantly, the government is committed to increasing collaboration with various related parties to care about waste and cleanliness issues and instill the value that urban cleanliness is a shared responsibility.

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