

# Collaboration Strategy in the Cross-Border Utilization of the springs of Senjoyo in the Border Area of the City of Salatiga and the Regency of Semarang, Indonesia

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**Abstract-** In Indonesia, the inter-regions cooperation between the adjacent regions of the cross-border government services, have to be formally performed if the services have cross-regions externalities; and the provision of the services will more efficient if managed together. Therefore, the cooperation utilization of the Springs of Senjoyo between the Regency of Semarang and the City of Salatiga, which has a cross-regions externalities, have to be performed in formal cooperation. However, as there is not any cooperation agreement between, the cooperation is only based on a tradition which is done for a long time ago. The purpose of the research discussed in this article is to examine how inter-regional collaboration strategies are used in the interaction of the parties involved in the management of water utilization of the Springs of Senjoyo, and what matters that influence it. The research used the grounded theory research method, in particular Straussian mainstream, as the method is suitable for the intends of the research. Based on the research findings, it can be concluded that the City Government of Salatiga uses functional assertive collaboration strategies in the region interaction, because utilizing resources from neighboring areas, to meet the water needs of the population in the region. Meanwhile, the Regency Government of Semarang uses a strategy of cooperative collaboration between functional areas, because the government gives permissions to neighboring areas to take advantage of the resources available in the region. The strategy is a proper solution to solve the problem that the interaction is not a formal cooperation agreement. Both the interaction regions for the interaction of long-standing and become a tradition.

**Index Terms-** collaboration strategy, collaborative planning, border area, cross-border public service

## I. INTRODUCTION

Having an area only 56.781 km<sup>2</sup>, the City of Salatiga is the second smallest regions in the Central Java Province, after the City of Magelang which is the first as it only has an area of 18.12 km<sup>2</sup>. Because it is located in the central part of the Regency of Semarang, the entire border area of the city is directly adjacent to the regency. This indicates that the development of the city is strongly influenced by its neighbor. One of the influences is the provision of some natural resources by the regency, which cannot be provided by the city. Among them is the water resource.

Because it has only a small territory, the City of Salatiga has limitations in natural resources, including water resources. To meet the increasing clean water needs, which follow the increasing number of people of the city, the Drinking Water Company (PDAM-Perusahaan Daerah Air Minum) of the city utilizes water resources originating not only from within the city own territory, but also from its neighbor. The water resources within the city region are surface spring waters, which are the Springs of Kalisambo, Kaligetak, Kalitaman, Kaliputri, Kaligedangan and Kalibenoyo. The springs are part of the slope of the Mount of Merbabu. However, their available capacities are relatively small, which is between 30 to 120 liters/Sec. The available discharge of the springs is insufficient to meet the needs of the population of the city.

Therefore, besides utilizing their own resources, the PDAM also utilizes the resources of the neighboring region, that is the Regency of Semarang. The springs of the regency, which are utilized, are the Springs of Senjoyo and Kaligojek. Compared with other springs, the Springs of Senjoyo, which also often called Umbul Senjoyo, has the largest available capacity, which is about 1,655 liters/Sec. While, the Springs of Kaligojek has only a capacity of about 30 liters/Sec.

Because of its large discharge capacity, the Springs of Senjoyo is utilized not only by the PDAM of Salatiga City, but also by some other parties. Among them is, certainly, the PDAM of Semarang Regency, which usage the water from the springs for serving the villages surrounding the springs. The other party is the people from surrounding the springs that usage the water for a variety of everyday purposes, such as washing, cooking and bathing. Besides, for the farmers, the water is utilized for irrigation in their paddy fields. Meanwhile, for a textile company, PT. Damatex, the water is utilized as industrial raw water for their production processes. The other beneficiary is the military barracks of Infantry Battalion 411 Salatiga, which use the water for its dormitories.

Besides, because of having several tourist attractions, the area surrounding the Springs of Senjoyo has been developed as a tourist destination by the Regency Government of Semarang. Some of the major available tourist attractions are the beautiful scenery, the area surrounding the Lake of Senjoyo which can be used for camping ground, and the lake which can be used for bathing and practicing the kungkum (soaking) ritual. The kungkum ritual is a ritual performed by someone by soaking in the lake, in order to ask something to the God, as they believe that the water of the springs contains certain magical properties. They just emulate the ritual of Joko Tingkir, the historical figure having supernatural powers, to obtain the powers by performing the kungkum in the lake.

Unfortunately, the utilization of the Senjoyo Area is not optimally managed, as the increasing various activities exploiting the area led to a variety of environmental problems. Among them are the accumulation of garbage and the decreasing forest area surrounding the springs. The destruction of the forest has led to diminishing of the water catchment area of the springs. Consequently, the environmental damages can reduce the supply of natural water to the springs. As a result, the discharge capacity of the springs have reduced.

The utilization of the Springs of Senjoyo is chosen to be studied, because it involves various parties with different purposes and backgrounds. As the formal authority of the Senjoyo area, the Regency Government of Semarang seeks to manage all parties involved in the usage of the springs. The management needs to be given that the springs needs to be protected so that there is a sustainable source of water. One of the efforts is set in the area around the spring has been a conservation area.

According to the Law No. 23/2014 on the Local Governance, the cooperation between neighboring regions are mandatory. The cooperation shall be developed jointly between the adjacent areas for the implementation of government affairs which have cross-regions externalities; and the provision of public services will more efficient if managed together. Under the provisions of these regulations, the use of water from the Springs of Senjoyo by the City of Salatiga included in the delivery of government affairs which has a cross-regions externalities. Therefore, the implementation must be undertaken in the form of inter-regions cooperation.

In fact, not all parties involved in the usage of the water of the Springs of Senjoyo possess a clear formal cooperation. The cooperation which has been guided by a formal cooperation is the cooperation between the PDAM of Semarang Regency and the textile company, PT. Damatex in 1975. The cooperation includes the agreement of the fee compensation, which have been paid by the company. The fee compensation had been paid, but then stopped, because the money has not been used in accordance with the objective being to the maintenance environment around the springs.

This illustrates that although it has been expressed through legislation that the interaction between regions that are externalities is an obligation, actually, it cannot be undertaken easily in the border area of regions. This is caused by the difficulty to bring direct inter-regions autonomy interaction in the region. Given that the interaction between the regions is a collaborative planning process, it is necessary the explanations of inter-regions collaboration strategies used in the interactions.

Based on the background of the problems explained above, the research discussed in this article has the following research questions: How inter-regional collaboration strategies used in the interaction of the parties involved in the management of water utilization of the Springs of Senjoyo, and why? Based on the research question, the purpose of the research discussed in this article can be formulated that is to examine how inter-regional collaboration strategies are used in the interaction of the parties involved in the management of water utilization of the Springs of Senjoyo, and what matters that influence it.

## II. INTER-REGIONS COLLABORATION STRATEGIES

Inter-regions planning, particularly that occurs in the interaction between regions in urban areas in the border cities in Indonesia, aims to develop inter-regions collaboration. This approach is needed to develop the synergies of the potentials of the regions, that can be used for the development of the border area together. To achieve the objective, the process of planning needs to be based on the collaborative planning approach. The collaborative planning approach is a practical approach to communicative planning theory, which emphasizes the building process of agreement or understanding between the involved parties involved (O'Leary and Vij, 2012; O'Flynn and Wanna, 2008; Healey, 2006).

Gray (1989) stated that collaborative action is the process of interaction between the parties who see a problem from different sides, explore the differences between them, and find solutions together through of the agreement. The solution is a joint opinion adopted by all parties involved in the planning as discussed and negotiated. The development of the solution becomes the focus in collaborative planning process for not only to share information, but also to create an innovative and creative action to develop the solution together. The solution is not only built through sharing of information, but also a variety of ideas, thoughts, potentials, power authorities, and political power.

Recently, planners have used the collaborative planning for involving parties, such as the government, private and public, in accommodating the interests of the public (Healey, 2006; Margerum, 2002). In the metropolitan region, especially in inter-regions cooperation in urban areas, the planners use the planning on the interaction between the regions for building the cooperation between regions (McCarthy, 2007). Because the interactions between regions are varied, the planning also has various kinds of characteristics of with different collaborative natures. In order for the right kind of action, planners using the collaborative strategies to determine the type of collaborative action.

Undertaking the collaborative planning approach requires collaboration strategies. In this research, the definition of the inter-regions collaboration strategy is the collaborations between the regions to build solutions to overcome the problems in urban areas in the city border. The strategy is the general direction to take an action. Therefore, the strategies need more various operational directions, that are action plans and execution managements. An action plan is operational directives will be implemented. While the execution management is needed to direct the implementation.

Based on Healey (1991), the inter-regions strategic collaboration in the border area of the city, can be grouped into five styles of action planning, namely: 1) the social reform planning style, which is planning oriented to meeting the needs and interests of the community, as part of social reform process in a particular region; 2) the policy analysis planning style, namely planning oriented planners oriented expertise as a policy analyst; 3) the managerial planning style, including planning which intends to manage the fulfillment of the needs and interests of the community, both in the region itself and its neighbors; 4) the intermediation planning style, including planning oriented to the tasks of government, who regard the city as its own regional interaction with its neighbors; and 5) the bureaucratic planning style, the planning is oriented to the tasks of government to meet the needs and interests of their own city or region. In short, the strategy of inter-regions collaboration is a collaborative action plan utilized by planners to build a joint of agreement, through the bureaucratic approach, intermediation, social reform, or managerial and policy analysis styles.

Based on Thomas (1976, 1992), the management styles of interaction has two strategies namely: 1) the assertive management, which focuses only to promote their own interests; and 2) the cooperative management, which is more concerned with the interests of other parties. Based on the concept of Thomas (1976, 1992), then the types of inter-regions collaboration strategies can be as follows: 1) the avoiding management style, which sees the existence of the border area is not important; 2) the competition management style, which exploits the potential of the border area for the benefit of their own region; 3) the accommodation management style, namely the desire to accommodate the management of its neighbors to jointly exploit the border area; 4) the collaborative management style, the building management and the neighboring city of agreement to establish joint border area; and 5) the compromise management style, that put forward a compromise between the city and its neighboring blood in the development of border areas. In short, from the view of management styles, the collaboration strategy consists of assertive management that emphasizes its own country, consisting of the avoiding management style and competition management style; the cooperative management, consisting of management style accommodation and collaborative management style; as well as the management style compromise.

Besides the collaborative planning, the inter-regions collaboration strategy also requires management mediation. Mediation is a process of engaging a third party, called a mediator in an interaction (Horowitz, 2007). In the border areas of the city, the mediator bridging the interaction between the city and its neighbors. According Riskin (1996) style of mediation consists of two types, namely facilitative and evaluative mediation. Facilitative mediation is a mediation that provide an atmosphere conducive to helping the parties to beinteraksi build consensus. In this mediation, planners act as intermediaries that bridges the interaction in the process of planning (Healey, 1991). While evaluative mediation is mediation that mimics the trial in court. Mediator is like the judge who issued decisions that must be made by the parties to the dispute. In this case, the planner uses his expertise to evaluate the conflict, and provide solutions to resolve the conflict.

### III. OVERVIEW OF THE SPRINGS OF SENJOYO UTILIZATION

The Springs of Senjoyo is located approximately 2 km from the main arterial road of Semarang-Solo in eastward. Administratively, the Springs of Senjoyo is located in the authority area of the Villages of Tegalwaton and Bener, the District of Tengaran, the Regency of Semarang. The springs are right in the middle of the area that divides the two villages, and into the separator between them. The border area of the Senjoyo area is located in the north of the Village of Bener, the east of the Village of Tegalwaton, the west of the Village of Bener and the south of the Village of Tegalwaton. The Village of Tegalwaton is directly adjacent to the the Village of Tingkir Tengah, the District of Argomulyo, the City of Salatiga.

The Springs of Senjoyo is located on the slopes of Mount Merbabu, with a height of approximately 608 m above sea level. The springs is located in the hills of the valley between two hills that flank the west and east side. Hill in the west has a height of approximately 670.5 m dpal. While the hill to the east has a height of 706 m dpal. The hills are filled with large and old trees in the area surrounding the springs, used as a camping ground.

The Springs of Senjoyo has a large water discharge. In the year of 2006, its discharge was recorded at 1156.00 m<sup>3</sup>/sec. However, In 2011, the discharge has decreased relatively sharp, at 1,023 m<sup>3</sup>/sec, due to the conversion of agricultural land and forests in its surrounding area into residential areas. The large discharge of the springs are utilized as water sources for the irrigation of agricultural land in the surrounding area, and also utilized by various parties. The PDAM of Salatiga utilizes the water of springs approximately 190 liters/second as a source of clean water for the city and its neighboring region. Meanwhile the PDAM of the Regency of Semarang take about 30 liters/sec to be distributed to villages around Salatiga. Water of the springs is also utilized as the industrial raw water, that taken by the textile company, PT. Damatex, of approximately 53 liters/sec. It is also utilized by the Infantry Battalion of 411 of Salatiga, took about 11.8 liters/sec for the needs of their dormitories. The rest is taken directly by the surrounding villages for irrigation, bathing and washing, and partly taken by the Village of Karang Gondang, the Districe of Pabelan, the Regency of Semarang.

Actually, the joint utilization of the water of the Springs of Senjoyo has occurred since the President Soekarno era. The joint usage of the springs was established between the Regency Government of Semarang with the textile company, PT. Damatex, since the company's founding in 1961. For the usage, PT. Damatex have to pay compensation for environmental conservation Rp. 7.500.000,- for a period of 4 years starting in 2005 and payment for water usage with the calculation of Rp. 500,-/m<sup>3</sup>. However, conditions on the ground that the compensation fee had not even realized by the Regency Government of Semarang for environmental conservation in the Senjoyo area. It reflects the government's indifference to manage the Senjoyo area, besides a lack of coordination between the fields that deal with water use areas that deal with environmental problems.

Another partnership that is being sought is the cooperation between the Regency Government of Semarang with the City Goverment of Salatiga. This cooperation scheme to some joint decision between the PDAM of Salatiga City and the PDAM of Semarang Regency not between the regions that have the force of law. In this cooperation, the the PDAM of Salatiga pay certain royalties based on the amount of water flow taken to the PDAM of Semarang Regency. However, until now, this cooperation progress is still in a dicussion, so that there is not any final agreement. Utilization the springs by the PDAM of the Regency of Semarang as raw water is utilized to serve the the Tingkir area which are parts of the City of Salatiga and Tegalwaton village which is part of The Regency of Semarang. While the use of water by the PDAM of Salatiga City for raw water utilized to serve most areas of Salatiga and parts of The Regency of Semarang. Exchange of services based on the proximity of the service area in order to improve the raw water distribution operations.

Utilization of water sources for the raw water needs more enjoyed by the City of Salatiga. This was due to the geographical location of the city that is lower than the Springs of Senjoyo. Thus, the springs is a strong supporter in the development of the City of Salatiga through providing clean water infrastructure. In the direction of spatial planning, the provision of raw water in the development of any industrial area, in particular in the District of Tengaran, is not allowed to take from the direct ground water, but they have to use the water from the Lake of Rawapening and the Springs of Senjoyo through the taps networking of PDAM. The ground water drilling is feared could lead to a decrease in water discharge of the springs in this region.

The Regency of Semarang Regulation Number 6/2011 on the Regional Spatial Plan of Semarang Regency Year 2011-2031, directed that the Senjoyo Area has been designated as a conservation area, and the forest surrounding the springs has been protected as the water catchment area for the springs. Thus functioned as Senjoyo Region there are several springs that have a large enough flow so as to supply the water needs of the surrounding area. To protect the Senjoyo area, the spatial regulation directs the need for protection of the existing dam and reservoir construction of the Village of Lebak, the District of Bringin.

Meanwhile, according to the City of Salatiga Regulation Number 4/2011 on the City of Salatiga Spatial Plan Year 2010-2030, the Springs of Senjoyo area is directed as a source of raw water to meet the needs of the PDAM of the city. The Springs of Senjoyo geared to serve the Villages of Tingkir Lor, Tingkir Tengah, Ledok, Tegalrejo, Mangunsari, Kalicacing, Kecandran, Sidorejo Lor, and Pulutan Mangunsari. The policy shows that although the springs is located and formarly owned by the Regency of Semarang, but has become one of the important resources of raw water for the PDAM of the City of Salatiga.

Moreover, the Regency of Semarang Spatial Plan Year 2011-2031 directs the Springs of Senjoyo Area as a tourist area. Aside from being a protected area, the Senjoyo area also is a place for recreation and perform kungkum (soaking) rituals of certain people who visit the area because of their religious beliefs. In the Regency of Semarang Tourism Master Plan, the territory of the regency is divided into four Tourism Development Regions (WPP-Wilayah Pembangunan Pariwisata) and ten Tourism Development Area (KPP-Kawasan Pengembangan Pariwisata). The Senjoyo area is included in the WPP-4 and KPP-1. The KPP-1 includes the Districts of Tengaran, Suruh, Susukan and Kaliwungu with the service centers in the District of Tengaran. The focussed attractions of the KPP-1 is the Senjoyo area with its water springs, natural attractions, and cultural folk art.

The Senjoyo area is developed to become a tourist attraction based their visit people who believe in the mystical value of springs Senjoyo. They visited on certain nights like Tuesday and Friday night kliwon, 1 Shura night, the night of 15 in the Javanese calendar and visit occurred on the night to 21 Ramadan. They visited to perform rituals in the the Springs of Senjoyo kungkum this in order to obtain a blessing and welcome the arrival of the Lailatul Qodar. The soaking ritual in the Springs of Senjoyo, called as kungkum is in order to seek blessings by giving offerings at Joko Tingkir ruins located near the ponds ritual.

#### IV. RESEARCH FINDINGS AND DISCUSSIONS

There are some different parties involved in the interaction between regions that occur in the cross-border utilization of the Springs of Senjoyo in urban areas on the border of the City of Salatiga. The water of the Springs of Senjoyo is utilized as raw water by different parties, which are the PDAM of the Regency of Semarang to serve the Village of Tegalwaton of the District of Tengaran and the Villave of Tingkir Tengah of the City of Salatiga. While the PDAM of Salatiga utilizes the raw water to serve most parts of the south of the city, and the District of Tuntang of the Regency of Semarang. While the textile industry, PT. Damatex utilizes the raw water for industrial purposes. Meanwhile, the Infantry Battalion 411 Salatiga utilizes the raw water to meet the needs of their soldier housing and other military activities.

As an irrigation water along the River of Senjoyo, the water from the Springs of Senjoyo is utilized to flood the rice fields in the Villages of Bener and Tegalwaton, the District of Tengaran and most of the flow through the rice fields in the Districts of Suruh, Pabelan, Bringin and Bancak, of the Regency Semarang as well as a small part of Salatiga region. Besides, the people of the surrounding villages utilized the water for washing, bathing and other activities. Some persons use the springs for recreational activities, such as camping, playing games and enjoying the beautiful panorama surrounding the springs. Some persons undertake kungkum (soaking) ritual at a certain time. As it has been explained before, the kungkum ritual is a ritual which some person soaks in the lake of the Senjoyo in order to ask something to the God, as they believe that the water of the springs contains certain magical properties. They just emulate the ritual of Joko Tingkir, the historical figure having supernatural powers, to obtain the powers by doing the kungkum in the lake.

However, as the Springs of Senjoyo is on the authority area of the Regency of Semarang, all activities must obtain permissions from the authority. In other word, the utilizations should be based on the consent of the Regency Government of Semarang. This is necessary because local governments have a responsibility to maintain the sustainability of the use of the springs. The formal cooperation that has been done, is with PT. Damatex, which has been done since 1975. However, the legal cooperation between the

Regency government of Semarang with the City of Salatiga or the PDAM of Salatiga have not been completed. While the cooperation permit with the 411 Infantry Battalion Complex Salatiga has not been initiated at all.

Borrowing a term of Selden, Sowa, and Sandfort (2002), the interaction that occurs in this object research is the cooperative interaction, because the Regency Government of Semarang allows the parties who use water the Springs of Senjoyo, including from neighboring towns. Meanwhile, the use of cross-border raw water occurs has not been guided by a clear cooperation agreement for all parties. Utilization the Springs of Senjoyo itself together is a tradition that lasted a long time (since 1960). Policies allow various parties to utilize the Springs of Senjoyo is a form of respect for the tradition.

In the interaction between the regions of the research object, the City of Salatiga considers that its border area has potentials in the form of the large discharge of the Springs of Senjoyo to meet the needs of the raw water of its PDAM. Borrowing a term of Blatter (2006), the City of Salatiga considers the border area as the frontier area, for being able to be utilized for the development of the city. Meanwhile, the Regency Government of Semarang that allows potential Springs Senjoyo utilized by the PDAM of Salatiga considers the border area as a backyard, because it allows the natural resources is utilized by its neighbors.

The attitude of the City Government of Salatiga in general and the PDAM of Salatiga in particular the view that the neighboring areas have the potential to supply raw water for water supply, so it needs to be utilized, showing their attitude, to borrow a phrase Thomas (1976, 1992), is assertive strategy. The assertive strategy is the strategy that leads directly to the destination, honest, open, confident, and resolute stance. Thus, the city has high confidence to get approval in the use of natural resources that are in the neighboring regions, in particular the use of the Springs of Senjoyo in Regency of Semarang.

Meanwhile, the Regency Government of Semarang considers that the Springs of Senjoyo is a natural resource that is needed by some parties, including by the PDAM of Salatiga, so it needs to be managed by cooperative approaches, including taps allow Salatiga come to use it as a source of raw water. In the words of Thomas (1976, 1992), the attitude of the Government of Regency of Semarang was called as cooperative. The cooperative strategy is the strategy that is willing to meet the needs and interests of individuals/ groups. In this research object, the Regency Government of Semarang to cooperate against various parties who utilize the Springs of Senjoyo, including from the PDAM of Salatiga.

When viewed from the utilization planning process, the parties who use the water the Springs of Senjoyo do individually. The planners involved in the interaction are from the PDAM of Salatiga, the PDAM of Semarang, and the Office of Public Works of the Semarang Regency. The results of the planning is done individually coordinated through the regular meetings forum by the PDAM of Semarang and the Office of Public Works of Semarang Regency. The Office of Public Works should have developed and implemented planning, monitoring, control and coordination of the use made by all beneficiaries. However, the agency has not been able to perform its role optimally.

Borrowing a term Healey (1991) that such an attitude planners, including planning policy studies, IE oriented planner to planner expertise as a policy analyst. Utilization plan Springs Senoyo carried along through policy studies PDAM Semarang and Regency of Semarang Department of Public Works. Planning is done for to implement the tradition of cooperation between the parties that use water the Springs of Senjoyo. Planning policies are assessments that bring The Regency Government of Semarang policy with the policy beneficiaries Senjoyo Springs, based on inter-regional policy.

Judging from his management, the substance of the research object management is the management of the utilization of the Springs of Senjoyo as a source of raw water for water services in the border area Salatiga and Regency of Semarang. Interaction between the managed area is the use of shared water the Springs of Senjoyo as raw water. Business activity is in fact composed of several institutions, namely taps Regency of Semarang, Department of Public Works for Water Resources and Energy and Mineral Resources of Semarang Regency and villages that have territory in the Springs of Senjoyo.

For the City of Salatiga, the border area is a frontier area, because it has the potential to support the supply of raw water for the provision of clean water through the PDAM of Salatiga. The Regency of Semarang considers the border area as a backyard area, because it allows neighboring regions to obtain the raw water supply of water resources in the border areas in the region. This can occur due to the inability of the Regency of Semarang in support of its development, particularly in the provision of clean water in their villages in the border area with Salatiga. Besides, the management of such shows appreciation for the tradition of the regency joint use the Springs of Senjoyo.

When viewed from the position of urban management, the interaction found in middle management and management first. Interaction in middle management is the interaction between several regional institutions, which are the PDAM of Salatiga City, the PDAM of Semarang Regency, and the Office of Public Works for Water Resources and Energy and Mineral Resources of Semarang Regency. The nature of the interaction management is technically implementation of the government policies. At the first level of management, the management performed by village governments that manage the Springs of Senjoyo to meet the needs of the people of the villages. In addition, the village governments are firstly role in allowing a variety of users, such as the PDAM of Salatiga and other beneficiaries.

In this research, the PDAM of Semarang Regency and the Office of Public Works for Water Resources and Energy and Mineral Resources of Semarang Regency have roles in planning and control of water supply services across the regions. The Office has specific tasks, that is monitoring the utilization of the Springs of Senjoyo, within the framework of preserving these springs. While the PDAM role is coordinating utilization. Meanwhile, the Tegalwaton Village, Tengaran District, Semarang Regency contributes directly supervise the use by various users, both from the public living surrounding the springs, or by the PDAM of Salatiga and Semarang.

From the analysis of the roles and functions of the parties involved in the interaction between the regions in the Springs of Senjoyo utilization, it can be concluded that such the interaction is cooperative, the interactions made by an area that gives permission to the

neighboring regions to provide cross-border services entry into the border area in the jurisdiction. The permission was given in honor of joint use of water from the Springs of Senjoyo has become tradition, as it has been done for a long time.

According to Thomas (1976, 1992), the cooperative interaction occurs because one of the parties that interact is to accommodate the wishes or authorize others to exploit its potential. In general, this can happen because the party providing the license, in this case the Regency Government of Semarang sees its border area as the backyard because it allows the utilization of its resources, in this case is the Springs of Senjoyo utilized by neighboring regions. In this case, based on the criteria of Thomas (1976, 1992), the Regency of Semarang cooperative towards its neighbors. Meanwhile, for the City of Salatiga, resources the Springs of Senjoyo is a potential that can support the fulfillment of clean water. Thus, the City of Salatiga is assertive in the management of the interaction between these regions.

From the analysis of the management of water supply services cross-border areas, it can be formulated that interaction occurs between regions that are informal coordination interaction. Such interactions are not based on a formal cooperation agreement, but based on the tradition that has been going on for a long ago. Meanwhile, the Regency Government of Semarang, in particular the policy determinants is not actively involved. In other words, the interaction is not based on any formal cooperation among local governments concerned.

Meanwhile, based on the characteristics of urban management, the Regency Government of Semarang use property management, due to accommodate the wishes of the PDAM of Salatiga City to use water from the Springs of Senjoyo as raw water. According to Thomas (1976, 1992), property management is management that allows the involvement of other parties in exploiting the potential contained within his own party. The accommodation management style may occur due to self-consciousness that its potential can also be utilized by others who need it. In this research, because the capacity of the Springs of Senjoyo contained in the border area, the Regency Government of Semarang to allow the PDAM of Salatiga City to use.

In the terms of the characteristics of mediation management, interaction between regions in this research do not involve any third party as a mediator that bridges the interaction. Interaction without mediators also performed during the conflict. The shape of the conflicts that have occurred are between groups of people who use the water for irrigation, because of the presence of groups of people who feel they have an unfair supply. The conflict is resolved through inter-village meetings..

## V. CONCLUSIONS

Under the Law No. 23/2014 on the Local Government, the utilization of water from the Springs of Senjoyo cooperation is mandatory, because it is undertaken in the form of inter-regions cooperation in the border area, and has a cross-regions externalities. In addition, the cross-border cooperation of the governance affairs causes the provision of public services more efficient if managed together. To carry out the mandatory cooperation, the Regency Government of Semarang should translate the inter-regions service into a formal cooperation agreement with the users of the springs. At the time this article was written, there is no formal cooperation agreement that is set as the foundation utilization of the springs.

The beneficiaries of the Springs of Senjoyo are varied. The PDAM of Salatiga City utilizes it to meet the needs of the raw water for servicing the people of the city. The textile company, PT. Damatex usage it as a source of raw water for the process industry. While the 411 Infantry Battalion Salatiga uses it as clean water to meet the needs of housing troops. Meanwhile, people around the springs used for many daily needs, such as for drinking, cooking, washing and bathing. While the Department of Irrigation and Water Resources of Central Java province uses it as irrigation water for a wide area around the city of Salatiga and the Regency of Semarang. Interaction between regions in the research discussed in this article is the use of cross-border Senjoyo Springs area in the border region Salatiga. This case is driven by the cross-border use of the Springs of Senjoyo located in the district he Semarang. Spring Senjoyo used as a source of raw water by the PDAM of Salatiga City to provide clean water for the people. Semarang regency government, as the official owner of the spring, allowing the use by its neighbors as a tribute to the tradition of the use of the eye by various parties that have lasted for a long time, since 1961.

On the basis of the interaction between regional background, can be determined that the neighboring areas around the Springs of Senjoyo, especially the City of Salatiga which gets the raw water supply services cross-border view that the border area is an area of the front page, as it allows regions of the services they get from the area their neighbors. The main reason is argued such area is due to their inability to provide services to the community. Meanwhile, Semarang regency government sees the area as a border region behind the region, because it allows its neighbor utilize its natural resources to meet the needs of its population.

Based on the perspective of these areas, it can be concluded that the City Government of Salatiga uses functional assertive collaboration strategies in the region interaction, because utilizing resources from neighboring areas, to meet the water needs of the population in the region. Meanwhile, the Regency Government of Semarang uses a strategy of cooperative collaboration between functional areas, because the government gives permissions to neighboring areas to take advantage of the resources available in the region. Unfortunately, these interactions have not been guided by a formal cooperation agreement. Both the interaction regions for the interaction of long-standing and become a tradition..

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