



INTISARI

Kontribusi UMKM ekspor di Indonesia masih relatif rendah sehingga membutuhkan tata kelola kolaborasi yang mampu menghubungkan berbagai pemangku kepentingan dalam pemberdayaan UMKM. Klinik Ekspor Bea Cukai Malang merupakan inisiatif kolaborasi yang didasarkan pada Keputusan Menteri Keuangan Nomor 396/KMK.01/2022 untuk mendukung UMKM ekspor. Kehadiran klinik ekspor menimbulkan pertanyaan terkait bagaimana *Collaborative governance* yang terbentuk di program klinik ekspor dan tantangan yang muncul dalam menjalankannya.

Penelitian ini dengan menggunakan pendekatan kualitatif dengan studi kasus. Data diperoleh melalui wawancara mendalam terhadap informan yang dipilih secara *purposive*, observasi, dan dokumen kebijakan serta laporan kinerja. Analisis dilakukan dengan kerangka *Collaborative governance* model Ansell & Gash (2008) untuk memperhatikan kondisi awal, desain kelembagaan, kepemimpinan fasilitatif, dan proses kolaborasi. Sementara itu, pada dinamika dan tantangan dianalisis dengan model CG Emerson et al., 2012 yang dipengaruhi elemen *principled engagement*, *shared motivation*, dan *capacity for joint action*.

Hasil penelitian menunjukkan bahwa klinik ekspor Bea Cukai Malang telah mampu memenuhi karakteristik Collaborative Governance dan peningkatan sejumlah UMKM ekspor. Namun, pola kolaborasi yang terjadi masih bersifat asimetris dengan tantangan meliputi keterlibatan berprinsip yang belum sepenuhnya terlembagakan dengan baik, motivasi dan partisipasi yang belum merata, dan kesenjangan kapasitas teknis yang menimbulkan ketergantungan tinggi terhadap Bea Cukai Malang dan praktisi ekspor. Pada penelitian ini menegaskan pentingnya komunikasi kolaborasi dilakukan secara informal, Grup Whatsapp, dan peran komunikator dalam membangun kepercayaan, komitmen, dan pembelajaran bersama. Selain itu, temuan perlunya evaluasi proses yang dilakukan berkelanjutan, paradoks, serta asimetris yang memberikan kontribusi kajian Collaborative governance dalam konteks pemberdayaan UMKM ekspor di negara berkembang

Kata Kunci: UMKM ekspor, Klinik Ekspor, Collaborative Governance, Tantangan, Asimetris



ABSTRACT

The export contribution of Indonesian MSMEs remains relatively low, requiring collaborative governance capable of connecting multiple stakeholders in MSME empowerment. The Export Clinic of the Malang Customs Office represents a collaborative initiative mandated by the Minister of Finance Decree Number 396/KMK.01/2022 to support MSME export development. Its implementation raises questions regarding how collaborative governance is formed within the export clinic and what challenges emerge during its operation.

This study applies a qualitative case study approach. Data were collected through in-depth interviews with purposively selected informants, direct observation, and the examination of policy documents and performance reports. Data analysis employed the collaborative governance model of Ansell and Gash (2008) to identify starting conditions, institutional design, facilitative leadership, and collaborative processes. Meanwhile, the dynamics and emerging challenges were analyzed using the model of Emerson et al. (2012), particularly through the elements of principled engagement, shared motivation, and capacity for joint action.

The findings indicate that the Export Clinic has fulfilled the key characteristics of collaborative governance and has contributed to increasing the number of exporting MSMEs. However, the collaborative pattern remains asymmetric, characterized by challenges in institutionalizing principled engagement, uneven motivation and participation among stakeholders, and capacity gaps that generate high dependency on the Customs Office and export practitioners. The study confirms the crucial role of informal communication, WhatsApp groups, and boundary-spanning communicators in fostering trust, commitment, and collective learning. In addition, the study highlights the need for continuous process evaluation, the presence of collaborative paradoxes, and asymmetric roles which altogether enrich the scholarly discourse on collaborative governance in MSME export empowerment within developing-country contexts.

Keywords: MSME export, Export Clinic, Collaborative Governance, challenges, asymmetry.