Collaborative Governance Models in Local Resource Management

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Abstract*: This Research Aims To Determine The Implementation Model Of Governance Collaboration In Local Resource Management In North Maluku Province. The Analysis Of Governance Collaboration Was Carried Out Because The Government In Cooperation Is Still The Dominant Actor And Ignores The Role Of The Private Sector And Other Stakeholders. This Research Is Qualitative Research With An Exploratory Approach; The Data Collection Is Done Through Interviews, Observation, And Documentation, While Data Analysis Uses A Spiral Model. Based On The Research Results, It Was Stated That This Collaboration Was Carried Out By Three Main Actors, Which Included Elements Of Government, Elements Of Industry And Entrepreneurs, And Elements Of Society. Governance Collaboration In Resource Management Requires Synergy Between Elements That Become Stakeholders In A Collaboration That Is Adjusted To The Role Of Each Stakeholder, The Government Element As Facilitators And Regulators, The Private Sector Has A Role In Distributing The Results Of Local Resources And The Community As A Proxy For The Results Of Resources. With The Role Of Each Stakeholder, A Systematic Collaboration Model Is Formed That Can Achieve Mutually Agreed Goals.*

Keywords: Collaborative Governance Model, Local Resources

I.   Introduction

Collaborative Governance Is Part Of A Governance Paradigm That Encourages Joint Efforts Of Stakeholders And Non-States To Work Together To Address Complex Problems Through Collective Decision-Making And Implementation,(Islamy, 2018), Davies And White (2012). Meanwhile, Yamamoto(2008), And Nurhadryani(2009)Revealed That Collaborative Governance Is A New Concept In Government Administration By Shifting The Concept Of Government To Governance As A Form Of Transfer Of Authority That Was Previously The Authority Of The Government Independently Moving To Joint Authority With The Non-Government Sector. Taylor And Loë(2012) Revealed That Collaborative Governance Emphasizes All Elements That Have An Interest In Participating In Joint Policy-Making So That There Is A Division Of Authority Tailored To Their Duties And Abilities.

The Development Of This Paradigm Encourages Local Governments To Collaborate By Involving Non-Government Actors To Manage Local Resources. One Of The Areas That Collaborates Is The Ternate City Government, The Tidore Islands City Government, And West Halmahera Regency In North Maluku Province, Which Is Geographically An Island Area But Has Regional Proximity And Common Interests So That A Collaborative Process Is Carried Out In The Form Of Governance Collaboration In Managing Local Resources Which Has Been Difficult To Overcome. (Hafel, Jamil, Umasugi, & Anfas, 2021).

The Collaboration Process Is Focused On Efforts To Optimize Infrastructure And Market Systems That Can Support The Utilization Of Agricultural Resources, Food Crops, And Fishery Products, Which Still Have A Degree Of Interdependence Between Regions. Based On Data From The Ternate City Industry And Trade

Office In 2016, 80.14 Percent Of The Basic Needs In Ternate City Are Still Imported From Outside The North Maluku Region, Even Though The Potential For Local Resources In Urban Districts In North Maluku Is Enormous But Has Not Been Managed Optimally(Yamin & Priyo Jatmiko, 2016).

The Need For Essential Commodities Imported From Outside The Area Triggers The High Inflation Rate In The City Of Ternate. Based The Regional Inflation Control Team (Tim Pengendali Inflasi Daerah/Tpid) Records For The City Of Ternate, The High Inflation Rate Was Influenced By Rising Food Prices Imported From Outside North Maluku. In Contrast, Increased Ship Fares Between Regions Heavily Influenced Food Prices Outside The North Maluku Region (Fatah & Yunianto, 2019).

Even Though The Collaboration Process Was Carried Out By The Ternate City Government, Tidore Islands City Government, And West Halmahera Regency To Reduce Dependence On Local Resource Management, Based On Records Fatah & Nikita S (2018)The Collaboration Process Has Not Had An Impact On Optimizing Infrastructure And Markets. Meanwhile, Based On The Submitted Notes Saleh(2017) Stated That The Implementation Of The Collaboration Process Was Not Yet Optimal Because There Was No Strengthening Of Regulations Governing The Collaboration Process. The Results Of Research Conducted By Hafel Et Al (2021) Stated That The Collaboration Between The Governments Of Ternate City, Tidore Islands City, And West Halmahera Regency In Its Implementation Was Still Limited To Concepts And Unification Of Perceptions.

As A Result, The Collaboration Model Between Stakeholders In Collaboration Has Not Been Carried Out Evenly. Based On Field Notes, The Ternate City Government, The Tidore Islands City Government, And West Halmahera Regency Are Still Developing A Collaboration Model By Considering The Role Of The Elements Which Are Stakeholders In This Collaboration. The Study's Results Hafel Et Al(2021) State That Elements Of The Government Still Dominate The Mapping Of Stakeholder Networks, While Private And Community Elements Are Represented By Farmers And Fishermen Who Have Yet To Be Evenly Involved.

The Lack Of Synergy Between Stakeholders Has Affected The Collaborative Institutional Model Of Local Resource Management. According To Ansell & Gash, (2008) Institutional Design In Collaboration Is The Primary Protocol And Rules Of The Collaboration Process, Which Is An Essential Matter Of The Procedural Legitimacy Of The Collaborative Process Involving Government, Private And Community Elements. Wang (2014)Mentions The Inter-Agency Collaboration Process Involving Government And Non-Government Actors (Private And Community), So The Collaboration Process Is Adjusted To The Authority, Capacity, And Resources They Have To Participate And Contribute In Designing, Implementing, And Evaluating Efforts To Increase Business Productivity Of Collaborating Stakeholders.

Emerson Et Al(2011), Hicks Et Al(2008)Broadly Define *Collaborative Governance* As Processes And Structures For Decision-Making And Public Policy Management That Involve All Components Of Stakeholders In Both The Public And Private Sectors. Likewise, Doberstein(2015), Davies & White(2012), Morse & Stephens(2012), Bryson Et Al(2006)Describe Governance Collaboration As Rooted In Arrangements Multi-Organization Involving State And Civil Society Actors Designed To Solve Public Policy Or Coordination Issues That Cannot Be Solved By A Single Agency, Department Or Civil Society Organization Acting Alone.

Based On The Theoretical And Practical Conditions Expressed Above This Research Is Focused On Analyzing The Collaboration Model By Looking At The Role Played By The Elements That Are Stakeholders, Both The Ternate City Government, The Tidore Islands City Government, And The West Halmahera Regency Government As Facilitators And Regulators As Well As Private Elements Represented By Entrepreneurs And Industry, Aswell As Community Elements Represented By Farmers And Fishermen Who Produce Local Resource Products.

II.   Literature Review

Nurhadryani(2009), And Yamamoto(2008), Revealed That Collaborative Governance Is A New Concept That Shifts The Concept Of Government To Governance As A Form Of Transfer Of Authority That Was Previously The Authority Of The Government To Become A Shared Authority With The Non-Government Sector Such As The Private Sector, Non-Governmental Organizations And Individual Communities So That The Non-Government Sector Is Increasing And Open Access In The Policy-Making Process And Policy

Implementation. Bevier(2007) Reveals That The Shift From Government To Governance Is Due To The Government's Inadequate Capacity To Meet Changes In The World's Organizational Order.

Islamy(2018)Reveals That Collaborative Governance Encourages The Effective Resolution Of Complex Problems By Involving Key Stakeholders And Alternatives To Top-Down Management, In Policy-Making And Implementation. Then Ansell & Gash(2008)Define Collaborative Governance As A Governance Arrangement In Which One Or More Public Institutions Directly Involve Non-State Stakeholders In A Formal, Consensus-Oriented, Collective Decision-Making Process To Make Or Implement A Public Policy Or Managing Public Programs And Assets. The Definition Of Collaborative Governance Developed Emphasizes Six Criteria. (1) The Forum Is Initiated By A Public Institution. (2) Participants In The Forum Must Include Non-Government Actors. (3) Participants Must Be Directly Involved In Policy-Making And Not Just "Consult" With The Government. (4) The Forum Must Be Formally Organized And Meet Regularly. (5), The Policy Must Be Based On Consensus. (6) Collaboration Focuses On Public Policy Or Public Management.

Doberstein(2015), And Kapucu(2014) Explicitly Mention That Governance Actors Themselves Consist Of State And Non-State Actors Including Business Or Entrepreneurial Actors, Civil Society, And Others. Davies And White (2012), Emerson, Nabatchi, And Balogh (2012)Also Emphasize That In The Concept Of Collaborative Governance All Elements Of The Level, Be It The State Or Non-State Level And Society, Work Together To Overcome Complex Problems Through Collective Decision Making And Implementation.

In The Collaboration Process In Local Resource Management, It Must Involve All Stakeholders Who Have Interests, But Based On Research Conducted By Hafel Et Al(2021)Related To Stakeholder Network Mapping In Local Resource Collaboration In North Maluku Province Using The Social Network Analysis (Sna) Method, It Shows That The Network Between Stakeholders Is Still Dominated By Government Elements While The Private Sector And The Community Have Not Been Fully Involved. Whereas According To O'leary And Vij(2012) In The Collaboration Process, There Must Be A Balance Of Power To Avoid Conflict So That The Balance Takes Into Account Accountability Between Stakeholders, Communication Between Stakeholders, Legitimacy From All Stakeholders, Trust From All Stakeholders As Well As Technology And Information To Support The Collaboration Process That Transcends Geographical Boundaries.

Amalputra Et Al(2023) Provide Recommendations For Collaborative Governance In Regional Management In Indonesia By 1) Improving The Institutional Design To Strengthen Coordination Functions And Strengthen Partnership Functions Through The Establishment Of Technical Implementation Units 2) Improving The Facilitation Leadership Dimension Through Strengthening Authority, 3) Refinement Of The Collaborative Process Dimension By Developing A Special Technical Mechanism For The Distribution Of Each Task, As Well As Providing Incentives In The Form Of Knowledge Support And Facilitation In The Form Of Sharing Data, Information, Knowledge, And Policies.

Ansell & Gash(2008) Developed A Collaborative Sfic Model Consisting Of Starting Conditions (S), Facilitative Leadership (F), Institutional Design (I), And Collaborative Process (C). In General, The Sfic Model Is Described In A Condition Where The Initial Condition (S) Stage Relates To The Relationship Between Different Stakeholders To Form An Asymmetrical Relationship In The Relationship That Is Carried Out. Leadership Facilitation (F) Ensures Sufficient Management Of The Collaborative Process By Making Decisions And Their Implementation In A Credible Manner That Is Convincing To All Actors. Institutional Design (I) Refers To Standards And Rules That Emphasize Procedural Legitimacy And Are Open And Inclusive. Collaboration Process (C) Is A Progression Of Stages Emphasizing Problem Definition, Goal Setting, And Implementation.

Wang (2014) Describes The Sific Governance Collaboration Model Developed By Ansell And Gash As A Basic Model In Governance Collaboration That Highlights Complex And Interactive Collaborative Processes. Wang Developed The Sific Model Into A Polycentric Collaboration Model Framework That Organizes Stakeholders Who Have Different Interest Backgrounds And Together Form A Systematic Collaborative Environment According To Their Functions.

III.   Method

The Research Used Qualitative Research Methods With A Naturalistic Approach That Involved The Researcher Directly As The Main Instrument That Adapted To The Research Location, Lincoln & Guba(1985). This Research Was Conducted In Ternate City, Tidore Islands City, And West Halmahera Regency Of North Maluku Province, To Obtain Data Researchers Used Interview Instruments, Observation, And Documentation. Informants In This Study Include The Regent And Mayor As Well As Leaders Of Regional Apparatus Organizations And Interested Stakeholders. To See The Degree Of Trust In The Research Results, Data Validity Testing Was Carried Out By Conducting Internal And External Validity Through The Criteria Of Credibility, Transferability, Dependability, And Conformability). Meanwhile, Data Analysis Refers To The Spiral Model Developed By Creswell(2007) Which Is Carried Out Through Several Procedures And Stages Of Data Analysis, Including The Data Collection Stage, The Data Management Stage, The Data Reading Stage, The Stage Of Describing, Classifying And Interpreting Data And The Stage Of Presenting And Visualizing Data.   The Procedure For The Stages Of Data Analysis Can Be Described In A Spiral Model As Follows.
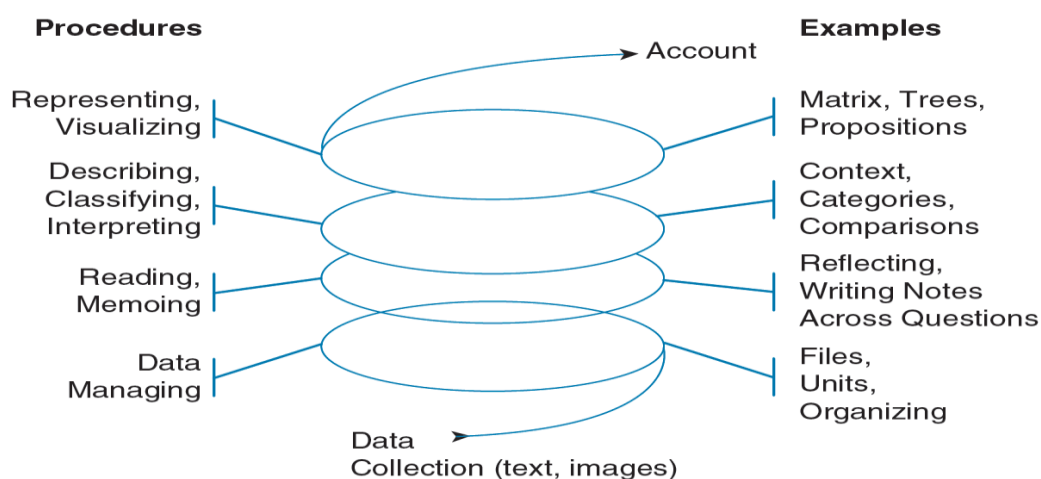

Figure 1: Spiral Data Analysis Procedure
Source: Creswell (2007)

IV.   Result And Discussion

The Collaboration That Was Carried Out Between The Ternate City Government, Tidore Islands City, And West Halmahera Regency Was Carried Out Due To The Geographical Conditions Of The Area Being Separated By Islands Which Had An Impact On The Difficulty Of Distributing Local Resource Management. Therefore, Collaboration Is Carried Out To Facilitate Farmers, Fishermen, And Tourism Workers To Maximize The Potential Of Each Region.

However, The Role Of The Three Local Governments Since The Agreement Was Made Has Not Provided An Overview Of The Synergy Model Between Stakeholders And The Collaboration Model, Even Though In Mapping The Elements That Become Stakeholders In Collaboration, It Has Been Determined But Has Not Been Implemented Because Government Elements Still Dominate (Hafel, Jamil, Umasugi, & Anfas, 2021). These Conditions Affect The Collaboration Model But Have Not Had An Impact. Therefore In The Discussion Of This Research, To See The Model Of Cooperation Between Stakeholders And The Model Of Collaboration That Is Carried Out.

1. **Stakeholders Synergy Model In Local Resource Management**

Ansell & Gash(2008), Purwanti(2016) States That There Are Six Characteristics Used In Collaborative Governance, Including (1) Forums Initiated By Public Bodies; (2) Forum Participants Including Non-State Actors; (3) Participants Are Involved In Decision-Making And Are Not Only Consulted; (4) The Forum Is Held Formally; (5) The Forum Aims To Make Decisions By Consensus; And (6) The Focus Of Cooperation Is On Public Policy Or Public Management. Meanwhile Wang(2014)Mentions The Collaboration Process Between Institutions Involving Government And Non-Government Actors (Private And Community), And The Collaboration Process Is Adjusted To The Authority, Capacity, And Resources They Have To Participate And Contribute In Designing, Implementing And Evaluating Efforts To Increase Business Productivity Of Collaborating Stakeholders.

Based On The Results Of Data Analysis, Several Elements Have A Role As Stakeholders In The Management Of Local Resources, Including Government Elements Represented By The City Government Of Ternate, The City Government Of Tidore Islands, And West Halmahera Regency; This Government Element Has A Vital Role In Regulating And Facilitating Collaboration Processes, Then Private Elements Represented By Entrepreneurs And Industry With A Role In Assisting The Government In Distributing Local Resources, And Community Elements Represented By Farmers, Fishermen, And Natural Tourism Management Groups Who Provide Local Resources. In Addition, There Are Also Supporting Stakeholders Who Have Yet To Have A Direct Interest But Have Concerns About The Distribution Of Thoughts And Ideas On Local Resource Management. These Supporting Stakeholders Include Academics Who Join Non-Governmental Groups.

Based On These Findings, Empirically, The Elements That Become Stakeholders In Collaborative Local Resource Management Represent Government, Private, And Community Elements, As Stated By Doberstein(2015), Kapucu(2014)Emphasizes That The Actors Involved In Collaborative Governance Consist Of State And Non-State Actors Which Include Business Or Entrepreneurial Actors, Civil Society And Others. The Elements That Become Stakeholders In Managing Local Resources Have Their Respective Roles But Mutually Reinforce Each Other To Create Collaboration Between Stakeholders. To See The Roles Can Be Described In The Table Below.

Table 1. Equality Ofstakeholders And Roles In Local Resource Management

Element	Stakeholders	Role
Government Element	❖ Ternate City Government ❖ City Government Of Tidore Islands ❖ West Halmahera Regency	➢ As A Strategic Partner Who Provides Support As Well As Designs Collaborations ➢ As A Partner In Accelerating Local Resource Management Through Strengthening Budgets And Regulations. ➢ As A Partner That Facilitates All Elements To Collaborate ➢ As A Strategic And Tactical Partner As Well As Being Responsible For The Implementation Of Collaboration
Private Element	❖ Collector Of Agricultural Products Entrepreneurs ❖ Fishery Product Collector Entrepreneurs (Fish) ❖ Hotel Entrepreneurs ❖ Sea Transportation Entrepreneur	➢ As A Strategic Partner Capable Of Facilitating Farmers, Fishermen In The Distribution Of Agricultural Products, Fisheries; ➢ As A Request That Can Decide The Dependence Of The Government On Other Regions ➢ As A Partner In Providing Tourism Infrastructure. ➢ As A Strategic Partner Providing Sea Transportation

Elements Of Society	❖ Farmers, Fishermen, (Distributors) ❖ Tourism Management Community (Pokdarwis)	➢ As A Strategic Partner That Provides The Needs Of Horticulture And Agricultural Products And Fishery Products. ➢ As A Partner That Supports Tourism Development
Supporting Elements	❖ Academics (College) ❖ Ngos	As A Supporting Partner By Providing Input And Thoughts In Developing Collaborative Local Resource Management.

Source: Adapted From Research Data Results

Based On The Mapping Of Stakeholder Roles Described Above, It Can Be Seen That The Model Of Collaboration Between Stakeholders In Managing Local Resources Is As Follows.
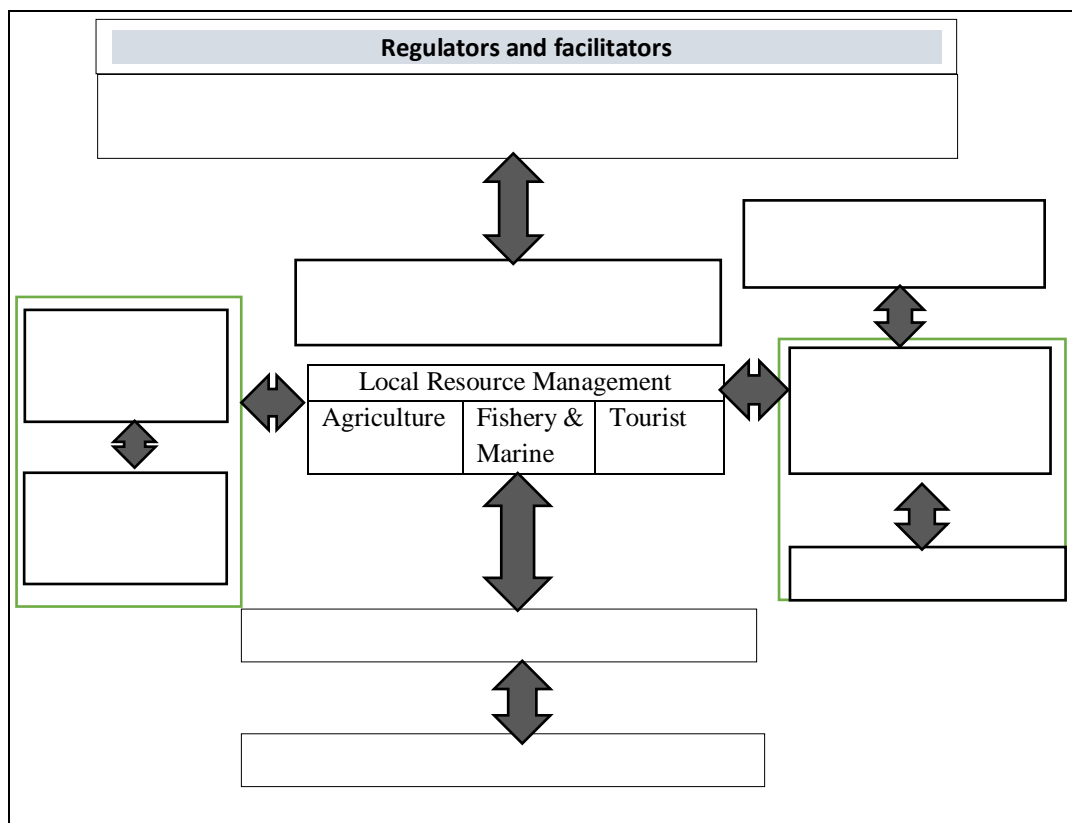

Figure 2: Collaborative Model In Local Resource Management.
Adapted From Research Data

The Description Above Is A Form Of Collaboration Model Built By The Ternate City Government, Tidore Islands City, And West Halmahera Regency In Managing Local Resources. Three Tasks Are Carried Out By Stakeholders, Namely First, Elements Of The Government, Which Serve As Regulators Who Make Operational Rules And Standards For Implementation And Facilitate Elements Of Society And Entrepreneurs And Industry To Collaborate In Managing Local Resources. The Two Elements Of Industry And Entrepreneurs Are Responsible For Distributing Local Resources Produced By Farmers And Fishermen. The Three Elements Of Society That Produce Local Resources. Meanwhile, Academics And Ngo Elements In This Collaboration Pattern Do Not Include Collaborating Actors But So Far Have Only Provided Input And Ideas To The Government Regarding Local Resource Management.

In Supporting The Implementation Process, The Elements That Become Stakeholders Provide The Same Role Both From Government Elements As Regulators And Facilitators, Private Elements That Have A Role In Distributing The Results Of Local Resources As Well As Community Elements Represented By Farmers, Pokdarwis Fishermen Are Involved Equally In Planning, Implementing And Evaluating So That All Stakeholders Are Together In One Forum By Prioritizing Consensus In Decision Making, (Ansell & Gash, 2008).

2. Local Resource Management Collaborative Implementation Model

The Implementation Of Collaborative Local Resource Management Facilitated By The Government Of Ternate City, Tidore Islands City, And West Halmahera Regency Refers To The Polycentric Collaboration Model Or (Polycentric Collaborative Governance Model), Which Is The Development Of The Sfic Model Put Forward (Ansell & Gash, 2008) Which Consists Of Of The Three Main Processes, Namely The Initial Conditions (Starting Condition), The Process Of Collaboration And Results (Outcomes).

Based On The Results Of Data Analysis, The Collaborative Model Process Developed Is Still Dominated By Government Elements, In This Case, The Ternate City Government, The Tidore Islands City Government, And The West Halmahera Government Concerning The Directions And Opinions Of Ngos And Elements Of Universities. At The Same Time, Groups Of Business Actors, Farmers, And Fishermen Have Yet To Be Directly Involved In The Process Of The Collaboration Model, Even Though The Development Of The Polycentric Collaboration Model Emphasizes Collaborative Cooperation Among Several Entities That Are Interconnected Systematically. In Constructing A Polycentric Collaboration Model, All Elements That Collaborate Work Together But With Different Functions To Form A Systematic Collaborative Environment, (Wang, 2014).

In General, The Institutional Model Of Collaboration In The Management Of Local Resources Places The City Government Of Ternate, Tidore Islands City Government, And West Halmahera Regency Government As The Main Element With The Role Of Facilitator And Regulator By Designing A Collaborative Institutional Model As A Form Of Legitimacy In Implementing Collaboration Both From The Management, Structural And Organizational Aspects. Goals, Implementation To The Evaluation Stage. Ibrahim (2019) Revealed That In Collaboration Carried Out In Order To Encourage Regional Growth Through Optimizing Infrastructure, The Government Must Strengthen Commitments That Can Prepare Regulatory, Infrastructure, Budgetary, Institutional, And Political Support Frameworks To Strengthen Collaboration. However, The Process Must Discuss Jointly Between Collaborating Elements Because In Principle The Role Of Government Elements As A Form Of Facilitating Leadership Is An Aspect In The Early Stages Of Collaborating. Vangen&Huxham(2003), And Hicks Et Al. (2008) Reveal Essential Leadership Facilitation To Embrace, Empower And Involve Stakeholders To Collaborate. Omoda Et Al. (2018)Revealed That Facilitative Leadership Could Be Described As A Behavior That Develops The Collective Ability To Collaborate Elements To Adapt, Be Able To Solve Problems, And Improve Organizational Performance.

Even Though The Government Is The Dominant Element In Facilitating Leadership And Preparing Infrastructure, It Must Recognize The Role Of Other Elements. For Example, Private Elements Represented By Groups Of Entrepreneurs And Industry Can Help The Government Distribute The Results Of Local Resources Produced By Community Elements, In This Case, Represented By Farmers, Fishermen, And Groups Who Must Be Directly Involved In Determining Collaboration Achievers. In Principle, According To Purwanti(2016), Collaboration Is Inseparable From The Discussion Of Public-Private Partnerships, So The Involvement Of Private Elements Is Significant In Collaboration Based On Objects And Shared Commitment. Judging From The Collaborative Model Process For Resource Management, The Government Element Has A Role As A Facilitator And Regulator, Private Elements Represented By Industry And Entrepreneurs As Stakeholders Who Play A Role In Distributing The Results Of Local Resources, And The Community As Producers Of Local Resources Together Collaborate To Distribute Local Resources. As Well As Reducing Dependence On Staple Food Needs From Other Regions As Well As Suppressing The Inflation Rate Which Is Affected By Limited Essential Commodities.

Collaborative Local Resource Management Is Designed Concerning A Participatory Collaboration Model. However, The Implementation Could Have Gone Better Because The Government Element Is Considered Dominant In Determining The Projected Implementation Of The Collaboration. The Results Of Research Conducted By Hafel Et Al (2021) State That Government Elements Still Dominate The Mapping Of Stakeholder Networks In Collaborative Local Resource Management, While Private And Community Elements Are Represented By Farmers And Fishermen Who Have Yet To Be Evenly Involved.

Wang (2014) States That In The Polycentric Collaboration Model, There Are At Least Five Parts That Must Be Worked On Jointly Between Elements That Are Stakeholders In Collaboration, Including 1) Process Input, Namely Fellow Stakeholders Have An Understanding That Is Interdependent And Joint Control In A Collaborative Process; 2) Consensus, Namely Having The Same Understanding Of The Problems And Goals Being Collaborated; 3) The Achievement Stage, Namely The Collaboration Process Is Carried Out Based On The Stages Carried Out Starting From The Plan, Implementation To The Impact Of Collaborative Governance; 4) Face To Face, Namely Good Communication Between Stakeholders; And 5) Building Trust Among Stakeholders Which Is A Combination Of Different Entities.

Meanwhile, According To O'leary & Vij(2012), In The Collaboration Process, There Must Be A Balance Of Power To Avoid Conflict, So There Must Be A Balance By Considering Accountability Among Stakeholders, Communication Between Stakeholders, Legitimacy From All Stakeholders, Trust From All Stakeholders And Technology And Information To Support Collaborative Processes That Transcend Geographic Boundaries.

V.   Conclusion

The Governance Collaboration Model In Local Resource Management Between The Ternate City Government, The Tidore Islands City Government, And West Halmahera Regency In North Maluku Province In Its Implementation Has Not Gone Well Because There Is Still A Dominant Role Of Government Elements, While Non-Government Elements Have Not Been Maximized, One Of The Factors Inhibiting Stakeholder Involvement In The Collaborative Process Of Local Resource Management Is Influenced By The Geographical Condition Of The Island-Shaped North Maluku Province Region Which Separates One Region From Another, Thus Hampering The Intensity Of Communication Between Stakeholders That Goes Poorly So That What Appears In The Implementation Of Local Resource Management Collaboration Is Still Partial Between Stakeholders. In General, The Division Of Roles In Collaborative Local Resource Management Is Divided Into Three Roles Carried Out By Each Element, First, The Government Element Which Acts As A Regulator That Makes Operational Rules And Implementation Standards And Facilitates Community Elements And Entrepreneurs And Industry To Collaborate In Local Resource Management. Second, Industry And Entrepreneurs Are Responsible For Distributing Local Resources Produced By Farmers And Fishermen. Three Elements Of The Community Represented By Farmers And Fishermen Who Produce Local Resources. And Academics And Ngos In This Collaboration Pattern Do Not Include Collaborating Actors But Provide Input And Ideas To The Government Regarding Local Resource Management. To Maximize The Collaborative Governance Model In Local Resource Management, The Government Element Places Its Position Only As A Facilitator And Regulator To Encourage The Collaboration Process And Optimize The Role Of The Private Sector In Distributing Local Resource Products That Have Been Experiencing Problems Due To Isolated Geographical Factors And Provide Strengthening To The Community, Especially Farmers And Fishermen, As Local Resource Producers. Thus, In The Future, Through Optimizing The Roles Of Each Stakeholder, A Systematic Collaboration Model Will Be Formed That Can Achieve Mutually Agreed Goals.

V.   Acknowledgments

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