

Partnership As The Key To Successful Stakeholder Collaboration In Strengthening Coastal Community Resilience

By

Herlina Juni Risma Saragih

Faculty of National Security, Indonesia Defence University, Indonesia

Pujo Widodo

Doctoral Program, Republic of Indonesia Defence University, Indonesia

Eko G. Samudro

Faculty of National Security, Indonesia Defence University, Indonesia

Lilly S. Wasitova

Faculty of Defence Strategy, Indonesia Defence University, Indonesia

Abstract

Stakeholder collaboration through community participation and other sectors is an important element of sustainability in regional development. One form of community participation that is increasingly popular is collaborative management with a good governance approach. The purpose of this study is to find out how partnership become the key to the reach the success of stakeholder collaboration in strengthening the resilience of coastal communities. This research uses descriptive-explanative research with a qualitative approach. This study uses content analysis techniques and library research. The search focused on the literature published until 2022. The results in this study explain that coastal area management strategies and planning, resulted on the collaborative governance approach that emphasizes the environmental protection efforts as not only the duties and responsibilities by one party. However, it is the duty and responsibility of all related parties. The state, extractive industry and society have their respective roles in it. Collaborative governance shows that the limitations of one party are not the reason for the failure of an environmental protection effort. Failure occurs because of the absence of a good stakeholder management system. The modified form of the triple helix in an effort to support the learning and innovation process in the region is a key partnership for the success of stakeholder collaboration in strengthening the resilience of coastal communities.

Keywords: Partnership, Collaboration, Coastal Communities

I. Introduction

The management of coastal and marine areas in small islands (KDP) is currently a crucial problem. In general, KDP has the potential to experience habitat damage, changes in natural ecosystem processes and pollution. In particular, KDP is also vulnerable to natural disasters and human activities, such as; sand mining and destructive fishing practices (fishing with poison and fish bombs).

There are 15 basic principles that should be considered in the management of coastal and marine areas. These fifteen basic principles mostly refer to(R. Clark, 1994): “(1) resources system; (2) the major integrating force;(3) integrated.; (4) focal points; (5) the boundary of the coastal zone (6) conservation of common property; (7) degradation of conservation; (8)

inclusion of all levels of government; (9) character and dynamic of nature; (10) economic benefits; (11) conservation as main purpose; (12) multiple-uses management; (13) multiple-uses utilization; (14) traditional management; (15) environment impact analysis”

In general, coastal areas can be defined as a meeting area between land ecosystems, marine ecosystems and air ecosystems that meet each other in a fragile balance.(KAY, 1999)The coast is a unique area, because in the context of the landscape, the coastal area is where land and sea meet. Furthermore, the coastal area is an important area from various planning and management perspectives. The Ministry of Maritime Affairs and Fisheries in the draft Integrated Coastal Area Management Act defines a coastal area as a transitional area that connects land ecosystems and marine ecosystems located between the landward boundary as far as the highest tide and towards the sea as far as the influence of activities from the mainland. Coastal areas have high economic value, but their sustainability is threatened. The transition between land and sea in coastal areas has created diverse and highly productive ecosystems and provides tremendous economic value to humans. In line with population growth and increasing socio-economic development activities, the “value” of coastal areas continues to grow. The consequence of this pressure on the coast is management problems that arise because of conflicting uses arising from various interests that exist in the coastal area (Nurmalasari, 2013)

Marine governance is built systemically through the development and understanding of integration between managers in coastal and marine areas and related parties, the existence of goals and objectives, values and ethics in development, as well as efforts to resolve disputes and cooperation among coastal communities, government and stakeholders.(Auty, 1997) called this condition as one of the characteristics of the "resources curse". Resources Curse or often referred to as the Paradox of Plenty is described as a condition where the natural resource wealth owned by a country cannot guarantee a better state condition. In fact, it has a tendency to slow economic growth, high conflict and low democracy compared to countries that have little or no natural resource wealth. Resources Curse can also take the form of internal and international conflicts, corruption, prolonged conflicts between the community and the government, environmental problems and violations of human rights. Several related studies have shown that,(Komarulzaman, Ahmad and Alisjahbana, 2006)

The need for partners and assistance shows the urgency of good governance that is integrated with a collaborative governance approach. Collaborative governance emphasizes cooperation between related actors whose emphasis is on dialogue and the sustainability of coordination and cooperation. Until now, there is still no guideline for the application of a collaborative approach in environmental management, especially in coastal and marine areas on small islands, which is comprehensive and applicable. Collaborative approach in guidance such as ISO is still general in nature and requires derivative rules that are specific and detailed. In this context,

II. Research Methodology

This research uses descriptive-explanative research with a qualitative approach. This method is used to obtain more detailed and accurate information about a research problem. Moleong (2013) says that qualitative research is research that uses the natural environment to interpret events that occur and are generated by participation. Descriptive research aims to obtain more detailed information to describe events (Sugiyono, 2010). Descriptive method is also used to examine the data as it is (Irawan, 2007).

This study uses content analysis techniques and library research. Content analysis technique is a research method used to draw conclusions from a text. In other words, content analysis is a research method that seeks to uncover the public and hidden thoughts of the author. While the literature research uses the types and sources of secondary data. According to Sugiyono (2011) secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents. Secondary data is obtained from open sources such as books, internet, journals, and various literature sources from the researched institution. The search was focused on literature published until 2022. From the results of the search, it was then reduced and data that was in line with the research topic was taken as reference material in writing this journal article, which is related to successful collaboration in strengthening the resilience of coastal communities.

III. Results And Discussion

III.1. Results

1. Definition of Community-based Integrated and Sustainable Coastal Management

1.1. Integrated Coastal Management

Integrated Coastal Management (ICM) is a dynamic process that runs continuously, in making decisions about the use, development and protection of coastal and marine areas and resources. An important part of integrated management is the design of institutional processes to achieve harmonization in a politically acceptable manner.

1.2. Sustainable Coastal Management.

An activity is said to be sustainable, if the development activities are economically, ecologically and socio-politically sustainable. Economically sustainable means that a development activity must be able to produce economic growth, capital maintenance, and efficient use of resources and investment. Ecologically sustainable means that the activity in question must be able to maintain ecosystem integrity, maintain environmental carrying capacity, and conserve natural resources including biodiversity, so that it is hoped that the use of resources can be sustainable. Meanwhile, socio-political sustainability requires that a development activity should be able to create equitable distribution of development outcomes, social mobility, social cohesion,

1.3. Community Based Coastal Management.

Community-based management can be interpreted as a system of natural resource management in a place where the local community in that place is actively involved in the process of managing the natural resources contained therein. (Nurmalasari, 2013) In Indonesia, community-based resource management has actually been stipulated in Article 33 of the 1945 Constitution which states that the earth and water and the natural resources contained therein are controlled by the State and used as much as possible for the prosperity of the people. These provisions expressly desire that the implementation of State control over natural resources, especially coastal and marine resources, is directed at achieving the maximum benefit for the prosperity of the people, and must also be able to realize justice and equity while at the same time improving the lives of coastal communities and advancing villages. beach.

2. Utilization and Management of Coastal Potential in the Region

Naturally, the coastal potential in the area is utilized directly by the people who live in the area, which generally consists of fishermen. Fishermen on the coast take advantage of the wealth of the sea ranging from fish, seaweed, coral reefs and so on to meet their life needs. In

general, the coastal and marine potential utilized by fishermen is limited to efforts to meet the needs of life. Utilization of the potential of coastal areas on a large scale to gain economic benefits in the context of increasing people's economic growth has not been done much. Utilization of the coast for economic business on a large scale has only been carried out in some districts and cities located in coastal areas. In general, the economic business of utilizing this coastal area is engaged in the tourism sector. In line with the implementation of regional autonomy, the Regional Government seeks to utilize the potential of this coastal area to increase Regional Original Income (ROI). In addition, the local government also utilizes the potential of this coastal area to increase the growth and economy of the local community. Considering that the regional authority to manage the marine sector which includes the coastal area is still a new authority for the region, the utilization of the potential of this coastal area has not been fully implemented by the Regency or City located on the coast. So not all regencies and cities are utilizing the potential of coastal areas. The Regional Government seeks to exploit the potential of this coastal area to increase Regional Original Income (ROI). In addition, the local government also utilizes the potential of this coastal area to increase the growth and economy of the local community. Considering that the regional authority to manage the marine sector which includes the coastal area is still a new authority for the region, the utilization of the potential of this coastal area has not been fully implemented by the Regency or City located on the coast. So not all regencies and cities are utilizing the potential of coastal areas. The Regional Government seeks to exploit the potential of this coastal area to increase Regional Original Income (ROI). In addition, the local government also utilizes the potential of this coastal area to increase the growth and economy of the local community. Considering that the regional authority to manage the marine sector which includes the coastal area is still a new authority for the region, the utilization of the potential of this coastal area has not been fully implemented by the Regency or City located on the coast. So not all regencies and cities are utilizing the potential of coastal areas. In addition, the local government also utilizes the potential of this coastal area to increase the growth and economy of the local community. Considering that the regional authority to manage the marine sector which includes the coastal area is still a new authority for the region, the utilization of the potential of this coastal area has not been fully implemented by the Regency or City located on the coast. So not all regencies and cities are utilizing the potential of coastal areas. In addition, the local government also utilizes the potential of this coastal area to increase the growth and economy of the local community. Considering that the regional authority to manage the marine sector which includes the coastal area is still a new authority for the region, the utilization of the potential of this coastal area has not been fully implemented by the Regency or City located on the coast. So not all regencies and cities are utilizing the potential of coastal areas.

3. *Problems of Coastal Utilization and Management*

Utilization and management of coastal areas carried out by the community and some regions have not fulfilled the provisions for sustainable and sustainable use of natural resources. This will affect the condition and sustainability of the coast and its environment. The cause of the degradation of the condition of the coastal area is also indirectly caused by the management of natural resources upstream which affects the estuary on the coast. Reclamation policies that are not based on environmental impact analysis in several areas also affect coastal ecosystems. So far, most of the business development permits have been the authority of the central government. Sometimes in this case the granting of such permits without regard to the interests of the region and the local community.

- The utilization and management of the area has not been regulated by clear laws and regulations, so that the region has difficulty in establishing a policy.

- Utilization and management of coastal areas tends to be sectoral, so that sometimes policies overlap with each other.
- Utilization and management of coastal areas have not paid attention to the concept of coastal areas as an ecosystem unit that is not limited by the administrative area of government, so this can lead to conflicts of interest between regions.
- The local authorities in the context of regional autonomy have not been comprehensively understood by the stakeholders, so that in each region and each sector various understandings and different interpretations arise in the utilization and management of coastal areas.
- According to Apakasi (Association of All Indonesian Regency Governments) important issues that need to be addressed in the future utilization and management of coastal areas include:
- There is an impression that some areas are dividing their sea and coastal areas. For this reason, it is necessary to implement guidelines for the implementation of regional authority in the maritime sector.
- Utilization of the area of the coastal area as an ecosystem unit that is not limited by the administrative boundaries of the government.
- Natural and sustainable use and management of coastal areas

III.2. Discussions

Intervention is a form of involving individuals and organizations to achieve certain goals. This intervention is carried out in the context of managing coastal areas that not only involve the government, but also the private sector and academia. The government functions as a policy control related to the management of coastal areas. According to Hobley (1996) in (Djuhendi., 2000) defines stakeholders as people or organizations involved in a development activity or program as well as people or organizations affected by the activities concerned, while according to Suporahardjo (2005) are people who have rights and interests in the system, in the form of individuals, communities, groups, social, or organization that is affected or affected by the system. Stakeholders involved in the management of coastal areas are essentially multi-stakeholder, meaning, not only one service or organization, but also several forms of inter-stakeholder collaboration, both from government and private backgrounds or NGOs (Non Government Organizations).

1. Policy, Strategy and Planning for Coastal Zone Management

Coastal community development strategies can be carried out through two approaches, namely, structural and non-structural. The structural approach is a macro approach that emphasizes the arrangement of systems and socio-political structures. This approach prioritizes the role of authorized agencies or organizations established for marine coastal management. In this case the role of the community is very important but will be less strong because the structural aspect is usually more effective when carried out by parties who have the authority, at least at an early stage. On the other hand, the non-structural approach is a subjective approach. This approach prioritizes mental community empowerment in order to improve the ability of community members to participate in marine coastal management and issues.

The main target of the structural approach is the arrangement of the structure and system of relationships between all components and systems of life, both in coastal and marine areas and related supporting components, including social, economic and physical components. By structuring the structural aspects, it is hoped that the community will have wider opportunities to utilize natural resources in a sustainable manner. In addition, the arrangement of the structure and system of social and economic relations is expected to create opportunities

for the community to participate in protecting natural resources from threats that come from within and from outside. This step is expected to reduce and even eliminate the main social and economic problems that have been continuously placing the (local) community in a difficult position. The subjective or non-structural approach is an approach that places humans as subjects who have the freedom to take the initiative and act according to their will. The approach assumes that local communities with knowledge, local communities in the management of natural resources and coastal and marine areas is to increase knowledge, skills and public awareness to do something to protect natural resources. Such knowledge and skills do not have to be directly related to efforts to overcome the problem of damage to natural resources but also matters related to economic business, especially in the context of equipping the community with alternative economic businesses so as not to damage the environment, including:

- Increased knowledge and insight into the environment
- Community skills development
- Community capacity building
- Self-quality development
- Increasing community motivation to participate
- Exploration and development of traditional community values.

The concept of coastal area management is focused on the characteristics of the coastal area itself, where the core of the concept of area management management is a combination of adaptive, integrated, environmental, economic and social system development. The strategies and policies taken are based on the characteristics of the coast, its resources, and the need for its use. Therefore, in the process of planning for coastal areas, it is possible to make decisions directed at the maintenance of future generations (sustainable development). Ideally, in a coastal area management process that includes planning, implementation and evaluation, it must involve at least three elements, namely scientists, government, and the community. The natural process of the coastal environment and ecological change can only be understood by scientists and then this understanding becomes the basis for consideration for the government to implement development programs that place coastal communities as actors and the goal of improving the socio-economic area of the region. Integrated coastal development planning must pay attention to the three principles of sustainable development for management decisions, which include environmental parameters to see the cost benefit analysis. For example, the construction of factories in coastal areas must take into account the level of pollution to the sea, the need for fish waste management in fish auctions, and others.

- Environmental issues such as biodiversity conservation are a major concern in decision making.
- Sustainable development is very concerned about the quality of human life now and in the future, including educational facilities for coastal communities, provision of adequate health and sanitation facilities, and disaster mitigation. The management strategy is an effort to solve the problems of coastal areas that must be solved through development programs. Furthermore, it can be concluded that the factors that must be considered with regard to coastal resource management programs are;
- The government must have the initiative in responding to various problems of resource degradation that occur and conflicts involving many interests.
- Geographical boundaries of the legal area must be determined (covering water areas and land areas)

- Characterized by the integration of two or more sectors, based on the recognition of nature and interconnected public service systems in coastal use and the environment.

2. *Strengths and weaknesses in the pattern of stakeholder intervention strengthen the resilience of coastal communities*

Each type of stakeholder intervention pattern certainly has its own advantages and disadvantages. These weaknesses and strengths can be used as recommendations for the future related to overcoming the shortcomings of each existing pattern of stakeholder intervention. Here is an explanation of the advantages and disadvantages:

Coastal community development strategies can be carried out through two approaches, namely, structural and non-structural. The structural approach Each type of stakeholder intervention pattern certainly has its own advantages and disadvantages. These weaknesses and strengths can be used as recommendations for the future related to overcoming the shortcomings of each existing pattern of stakeholder intervention. Here is an explanation of the advantages and disadvantages:

Table 1. *Strengths and Disadvantages of Intervention Patterns Stakeholders*

Type of Intervention	Advantages	Deficiency	Solution
1	2	3	4
Non-collaborative government intervention	The process of concept creation to execution is faster	<p>The focus of the form of assistance is only 1 linear (according to the field of service)</p> <p>The target or target of aid becomes narrower</p> <p>The problem assessment process tends to be limited</p> <p>Monitoring and evaluation are not carried out continuously because of limited human resources</p>	<p>Assistance must be purposive. This means prioritizing quality over quantity of the desired target later.</p> <p>Focusing on deeper assistance assessments starting from the root of the problem to the biggest impact so that all problems are resolved.</p> <p>There should still be the involvement of an expert or someone who is in charge of the area of the objective of assistance in problem assessment. Although the execution is independent.</p> <p>Improve the quality of existing human resources so that they can work multifunctionally.</p>

Type of Intervention	Advantages	Deficiency	Solution
1	2	3	4
Collaboration between governments (between agencies)	<p>The form of assistance becomes multi-disciplinary fields</p> <p>Opportunities for the funding process. (funding) to be faster and wider due to the many involvements of the department.</p>	<p>Equating concepts and ideas becomes more complicated</p> <p>Monitoring and evaluation is less focused, because each agency has its own monitoring and evaluation pattern</p>	<p>First, the stakeholders jointly examine the existing problems and what is needed by the target or target, so that when equating the concept, they already know what to do</p> <p>There must be a concept that discusses how to carry out Monitoring and evaluation as well as what indicators are the goals of achieving the provision of assistance. And there must be one field that acts as monitoring and evaluation whose members consist of each stakeholder</p>
Multi-stakeholder collaboration	<p>The form of help becomes multi complex</p> <p>Citizen participation is increasing because there are many stakeholders who are involved and care about the condition of the community</p>	<p>It takes more time to coordinate</p> <p>The implementation process tends to be longer</p>	<p>The existence of technology must be able to be used optimally, such as the concept of virtual meetings through various platforms (example: google hangout, skype and zoom)</p> <p>There must be an implementing agency/structure as a regulator or supervisor of the course of activities for the accuracy of goals and objectives (time, targets, outputs)</p>
Private sector through CSR program	<p>Increasing the awareness of the private sector towards social and the surrounding environment</p>	<p>The benefits and targets of CSR have not been fully achieved</p>	<p>At the stage of formulating goals and processes prior to execution, careful assessment must be carried out, in other</p>

Type of Intervention	Advantages	Deficiency	Solution
1	2	3	4
	Generating a sense of shared responsibility for social conditions and the surrounding environment		words, not focused on the implementation of activities.

Source: *Analysis Results, 2022*

3. *Sustainable Mining Practices as an Integral Part of Social Responsibility*

Environmental management can no longer be seen as trivial, marginalized, or considered as a company's curative option in dealing with environmental demands and conflicts that arise. Environmental management companies as new members in a community, through company operations, have intervened in the lives of local communities. Here, the company's good attitude towards society is the company's responsibility. Companies must be able to adapt, spread positive effects, and improve environmental and social conditions in the areas in which they operate. In this case, the application of environmental and social responsibility becomes more than just a moral obligation. Therefore, implementation of sustainable mining practices becomes important as a form of environmental responsibility by environmental management companies. Sustainable mining practices focus on how companies operate responsibly and sustainably at all levels (Popovic, 2015). Through sustainable environmental management practices, environmental management companies are expected to create and share values and responsibilities related to economic, environmental and social issues as part of the company's competitive advantage. In relation to the environment, sustainable mining practices require that the company's operations meet good environmental standards such as reducing emissions, energy, waste and water use. As for mine closing, the company must be able to adapt and apply stricter standards in rehabilitation and reclamation, which means that management responsibilities are broader and take longer. To meet these demands, companies need to actively plan procedures for reducing the environmental impact of company operations in order to simultaneously secure and maintain company operating licenses. The implementation of sustainable mining practices is an integral part of the implementation of corporate social responsibility (CSR). CSR by definition is "the responsibility of all organizations for the impact of their decisions and activities on society and the environment, through transparency and ethical behavior that contributes to sustainable development, including public health and welfare.

4. *Strengthening Sustainable Mining Practice through Collaborative Governance*

In practice, stakeholder management within the CSR framework is generally more focused on improving social and economic conditions, and minimally on aspects of environmental management. Stakeholder involvement in environmental management tends to be in the form of soliciting ideas at the time of pre-mining and carrying out rehabilitation or reclamation in the nature of implementing company policies. This reality shows that stakeholder involvement, based on Arnstein's participation ladder, falls into the category of tokenism. (Walhi., 2013) In his study of the mechanism for community participation in natural resource management, he confirmed that the formal law related to community participation in Indonesia is still at the tokenism level or attenuation, both in regulations related to strategic environmental studies (KLHS), spatial planning, development planning and the determination of environmental management areas. This is the basis for the company's reference in community involvement related to environmental management. This kind of participation treatment is considered not in line with sustainable development goals in general and

sustainable mining practice in particular. Sustainable mining practices and consistent implementation of the mine closure planning approach require the development of partnerships between environmental management companies, spatial planners, investors, government and community institutions to identify and create creative, innovative, profitable, environmentally sound and responsible environmental management. This approach is called Collaborative governance.

Collaborative governance is an idea of the need for cooperation between stakeholders in solving a problem. Ansell and Gashl (2007) define collaborative governance as governance by involving many stakeholders in the collective decision-making process, consensus-oriented and deliberative, and aims to make or implement public policies or manage programs and public assets. In the perspective of environmental governance, collaborative governance is an inseparable part of environmental governance efforts to ensure the sustainability of environmental protection programs or environmental security (Figure 1).



Figure 1 Relationship between Environmental Security, Environmental Governance and Collaborative Governance

Source: Analysis results, 2022

Collaborative governance becomes important because even though the company and the government have a high commitment to environmental protection efforts, but it is not recognized and without the support of other stakeholders as a whole, the benefits of this commitment cannot be felt. This is in line with the studies conducted. (McDonald, S and Young, 2012) which shows that to be able to achieve best practice in the implementation of CSR, collaboration between stakeholders is needed. Where the basic idea is that each stakeholder has limitations in overcoming a problem. Furthermore, Ansell and Gash made a model by incorporating elements of starting conditions, institutional design and facilitative leadership in the collaborative process (Figure 2). Starting conditions begins with the question of whether there is asymmetry in the conditions of power, resources and knowledge that exist in the midst of society. In addition, it is necessary to see whether there has been a history of conflict or collaboration that has ever been initiated. This will then help identify and analyze related incentives and barriers to the participation process. This initial condition is a condition that will greatly affect the process of innovative governance. Institutional design is the establishment of basic rules in collaborative processes, such as participatory inclusiveness, forum exclusiveness, clear ground rules and process transparency. Meanwhile, leadership provides important mediation and facilitation for the collaborative process. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating

dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue. Institutional design is the establishment of basic rules in collaborative processes, such as participatory inclusiveness, forum exclusiveness, clear ground rules and process transparency. Meanwhile, leadership provides important mediation and facilitation for the collaborative process. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue. Institutional design is the establishment of basic rules in collaborative processes, such as participatory inclusiveness, forum exclusiveness, clear ground rules and process transparency. Meanwhile, leadership provides important mediation and facilitation for the collaborative process. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue. Leadership is essential for establishing and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual benefits. The collaborative process itself is a cycle consisting of trust-building, commitment to process, shared understanding, intermediate outcomes and face-to-face dialogue.

Trust building or efforts to build trust are efforts to build public trust in this collaborative process. The next process is commitment to process. Commitment to the process is an effort to convince the community to be committed to all possible processes. Commitment to the process is important to ensure because the collaborative process can take a long time and not a short time. Shared understanding is an effort to build understanding between various parties in the collaboration process. Therefore, in the process of understanding various technical aspects must be discussed in detail. These various technical aspects include: clear mission, common problem definition and identification of common values. Clear mission is an effort to build a common vision and mission among all stakeholders involved. In addition, it is necessary to create a common problem definition to equalize the perception of the main problems that need to be resolved first together. Meanwhile, intermediate outcomes are the outputs of the collaboration process which are usually in the form of “small wins”, strategic plans, and joint-fact finding. The overall collaborative governance as described above is built with face-to-face dialogue between stakeholders. As a consensus-oriented process, “thick communication” can be carried out through direct dialogue between stakeholders to identify opportunities for common goals and interests. Face-to-face dialogue is more than just negotiation and is at the heart of the process of removing stereotypes and other communication barriers that can hinder the exploration of mutual benefits in the collaborative process. Face-to-face dialogue is at the core of the process of building trust, mutual respect, mutual understanding and commitment to the process.

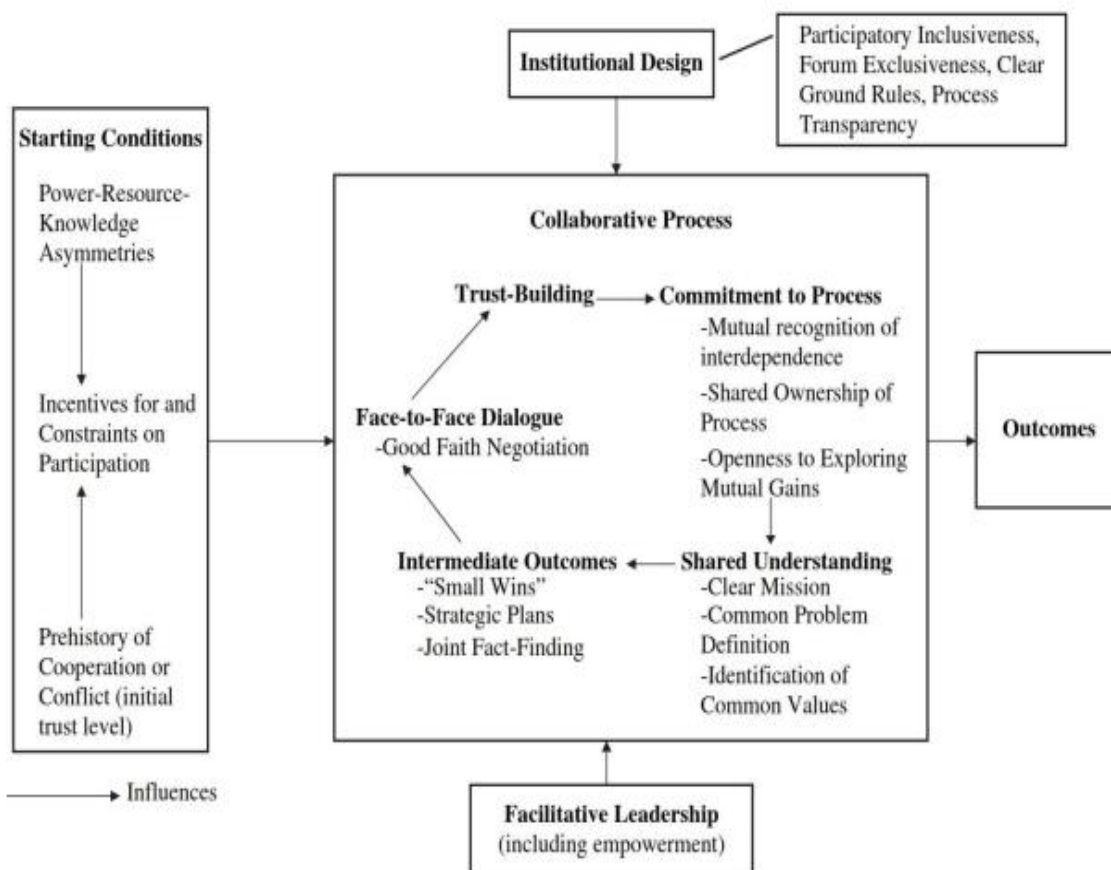


Figure 2 Collaborative Governance
Source: Ansell and Gash, 2007

In an effort to ensure environmental security in mining areas, collaborative governance with the stages as described previously can be carried out at three levels of activity, namely exploration (environmental planning), exploitation and reclamation and rehabilitation. The implementation of collaborative governance at every level of activity is emphasized on the intensity of dialogue aimed at ensuring the effectiveness of environmental management. At each level of activity, the implementation of the dialogue has a different purpose. In exploration activities, the implementation of the dialogue has the objective of environmental planning, namely ensuring the protection of human security and establishing an external monitoring system. In exploitation activities, stakeholder dialogue is intended to monitor and evaluate the real and occurring impacts during the process of environmental management activities. Collaborative action in the process of this stage is intended as a mitigation activity for the impact of environmental management as soon as possible. Meanwhile, post-mining dialogue and collaboration is an effort to evaluate and optimize the performance of environmental management closure activities that are not feasible. Besides intensive dialogue, real activities through 'planning, implementing and evaluating together' are carried out as an integrated part. The main objective of collaborative management is to provide clarity of direction and guidelines for the implementation of environmental responsibility by companies, optimize performance, and suit the needs of stakeholders. This activity is also intended to avoid bias and conflict due to discrepancies between planning and implementation. This collaborative process can be initiated either by the local government or by companies, namely institutions or organizations that have great power in policy formulation. This is intended to make the dialogue forum a stable, systematic and sustainable forum.

5. *Good Governance Partnership is the Key to Successful Stakeholder Collaboration in Strengthening the Resilience of Coastal Communities*

The concept of good governance is a topic that continues to be debated to this day. Since it was put forward by the World Bank as one of the most important and significant factors in poverty alleviation and development support (Grindle, 2004). Until now the debate on good governance continues and develops. In simple terms, good governance is a phrase composed of the words "good" and "governance". The development of this concept actually occurs in the notion of governance. Based on a simple understanding, governance is the administration of government, which then develops into a concept that is experiencing development based on existing phenomena by connecting the concept with social development. These developments generally return the government's role to its basic function of creating security, welfare, reducing community problems, and becoming the main sector in social development. In other words, good governance is the administration of government to achieve social development goals based on existing principles. Based on existing principles, to create and maintain sustainability in its implementation, good governance cannot be the sole responsibility of the government, but also requires other sectors as a counterweight to the government. (Cope, S., & Goodship, 1999)., (Hendriks, 2014)

Development is driving change in several sectors not only in economic growth, and it is related to several parties who have their own interests. These related parties sometimes experience overlapping interests between each other. This is then a barrier to achieving development goals and targets. Cooperation or collaboration is one solution to overcome conflicts of interest, especially in terms of making development policies. Development policy is something that is complex, the emergence of interesting new fields in development studies such as gender, ecology, democratization, good governance, empowerment, culture, communication, globalization is a point that is currently prominent in the development agenda (Nederveen Pieterse, 2012). This is also the reason why we need to limit the power of governments to share their power with others. Governments as policy makers cannot monopolize development only with their power, they also need support from other sectors for sustainable development. In this case, the government needs to involve other parties such as the private sector to develop markets as well as civil society to develop integrated human resources as an effort to achieve an open government relationship which is one of the points of implementing good governance. With this type of integrated partnership, hopefully the government can understand the problem more deeply and can produce effective policies as a solution to the problem. One model to support collaborative integration of government is the triple helix conceptualization framework. The Triple Helix concept is one of the efforts to form a theoretical framework for a program or policy that promotes public-private-academic relations (Etzkowitz & Leydesdorff, 1995, 2000, 2014; Jacobs, 2006). One of the triple helix models developed by Luis Farinha and João J. Ferreira in 2013. This model defines and develops a conceptual model of triple helix triangulation. Adopting this model can indirectly explain and enable a better understanding of the importance of innovation and entrepreneurship in the dynamic interaction of the triple helix as one of the factors in increasing regional competitiveness and development.

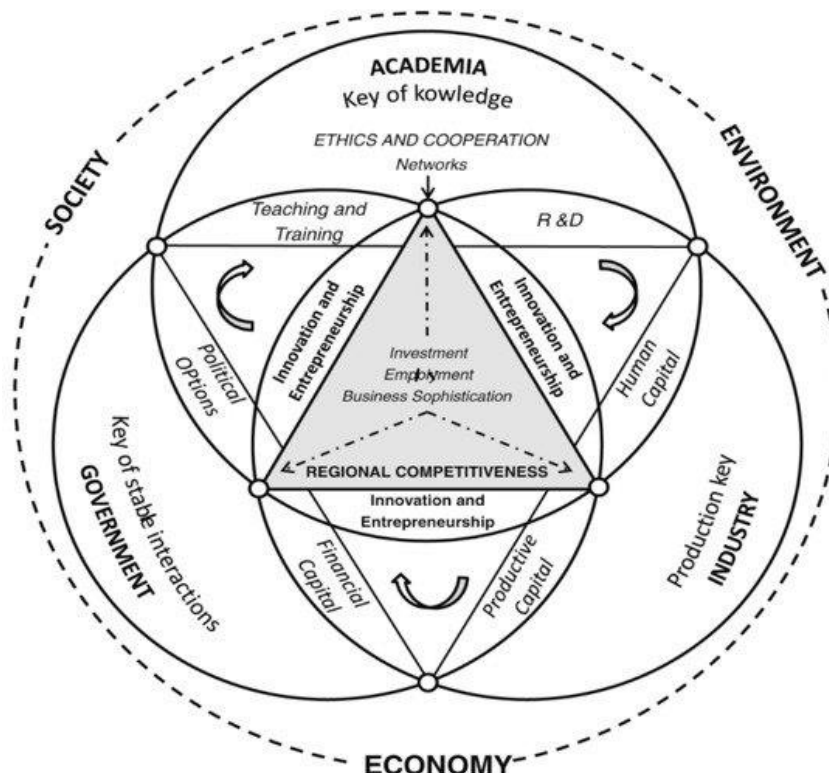


Figure 3 *Triple Helix Triangulation S*
Source: (Farinha, L., & Ferreira, 2013)

The relational triangulation Triple Helix model reflects the interaction of relationships between three institutional fields (university-industry-government) designed to increase the competitive advantage of a region in order to create interrelated actions in multi-level scenarios. The Triple Helix triangulation model serves as a starting point for designing and implementing empirically based and closely related research to provide responses related to interactions (between actors) that occur in various fields (social, economic, political, and cultural). This is based on the assumption of a positive relationship between the dynamics of innovation and entrepreneurship to increase competitiveness to encourage regional development.

The model framework of the triple helix is actually made based on the structural level of the actors involved at the state level (central government). To overcome the discrepancy between the existing triple helix framework to support support studies for regional and regional levels in a smaller scope, the existing model framework needs to be modified (Rho, 2014). According to the opinion expressed by Wellbrock, Roep, & Wiskerke (2012) as a form of triple helix modification in an effort to support the learning process and innovation in the regions there are several steps that must be followed. The components of the framework need to be adapted to take into account the diversity of actors and activities that contribute to rural area-based development.

IV. Conclusion

The intervention pattern of each stakeholder is certainly an important thing. Interventions or forms of stakeholder assistance are tangible evidence and are the 'executors' of all existing plans. So that if there are errors or weaknesses in the implementation, it will

affect the output of the goals and objectives that have been determined in the formulation of the previous plan.

The collaborative governance approach emphasizes that environmental protection efforts are not only the duties and responsibilities of one party. However, it is the duty and responsibility of all related parties. The state, extractive industry and society have their respective roles in it. Collaborative governance shows that the limitations of one party are not the reason for the failure of an environmental protection effort. Failure occurs because of the absence of a good stakeholder management system. The modified form of the triple helix in an effort to support the learning and innovation process in the region is a key partnership for the success of stakeholder collaboration in strengthening the resilience of coastal communities.

References

- Auty, R. M. (1997). Natural Resource Endowment, the State and Development Strategy. *Journal of International Development*, 9, 651-663. [https://doi.org/http://dx.doi.org/10.1002/\(SICI\)1099-1328\(199706\)9:4<651::AID-JID474>3.0.CO;2-4](https://doi.org/http://dx.doi.org/10.1002/(SICI)1099-1328(199706)9:4<651::AID-JID474>3.0.CO;2-4)
- Cope, S., & Goodship, J. (1999). Regulating collaborative government: towards joined-up government. *Public Policy and Administration*, 14 (2), 3–16.
- Djuhendi., T. (2000). *Manajemen Kolaborasi*. Pustaka Latin.
- Farinha, L., & Ferreira, J. J. (2013). Triangulation of the triple helix: a conceptual framework. *Triple Helix Association, Working Paper*, 1.
- Grindle, M. S. (2004). Good enough governance: poverty reduction and reform in developing countries. *Governance*, 17 (4), 525–548.
- Hendriks, F. (2014). Understanding good urban governance: essentials, shifts, and values. *Urban Affairs Review*, 50 (4), 553–576.
- KAY, R. and J. A. (1999). *Coastal Planning and Management*. London: E & FN SPON., 375 pp.
- Komarulzaman, Ahmad dan Alisjahbana, A. S. (2006). Testing the Natural Resource Curse Hypothesis in Indonesia: Evidence at the Regional Level. *Working Paper in Economics and Development Studies*.
- McDonald, S dan Young, S. (2012). Cross-sector Collaboration Shaping Corporate Social Responsibility Best Practice within Mining Industry. *Journal of Cleaner Production*, 37, 54-67.
- Nurmalasari, Y. (2013). Analisis Pengelolaan Wilayah Pesisir Berbasis Masyarakat. 2013. www.stmik%02im.ac.id/userfiles/jurnal_yessi.p
- Popovic, V. (2015). Sustainable Land Management in Mining Areas in Serbia and Romania. *Sustainability*, 7, 11857-11877.
- R.Clark, J. (1994). *Integrated management of coastal zones*. Senior Research Associate National Park Service Program Rosenstiel School of Marine Sciences University of Miami Miami, Florida, USA.
- Walhi. (2013). *Mengatasi Partisipasi Semu Warga Terdampak Wilayah pertambangan*. WALHI.