The Era of Collaborative Management: Navigating the Challenges Faced by Indonesian Local Governments

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ABSTRACT

The purpose of this research is to investigate the difficulties that Indonesian local governments experience when implementing a collaborative management plan. Recently, there has been a greater appreciation for the need of teamwork in government management. It is also acknowledged that managing collaboration is a difficult task due to the involvement of numerous parties. We collect evidence from past research that assess local governments that carry out specific cooperation projects using a systematic review. As a result, four main clusters of obstacles exist, beginning with networking complexity, followed by a lack of resources, a lack of enthusiasm in collaboration, and political context limits. From mapping the obstacles that are preventing the realization of this future collaboration, we propose plans that the local government can apply in the future to deal with them. This starts with develop strategic framework, fostering culture of partnership, building capacity-building programs and adopt flexible approach.
Keywords: Collaborative management, Collaborative challenges, Local goverments, Local management

ABSTRAK

Tujuan dari penelitian ini adalah untuk menyelidiki kesulitan yang dialami pemerintah daerah di Indonesia ketika menerapkan rencana pengelolaan kolaboratif. Baru-baru ini, terdapat apresiasi yang lebih besar terhadap perlunya kerja sama tim dalam pengelolaan pemerintahan. Diakui pula, mengelola kolaborasi merupakan tugas yang sulit karena melibatkan banyak pihak. Kami mengumpulkan bukti dari penelitian sebelumnya yang menilai pemerintah daerah yang melaksanakan proyek kerja sama tertentu dengan menggunakan tinjauan sistematis. Akibatnya, terdapat empat kelompok hambatan utama, dimulai dengan kompleksitas jaringan, diikuti oleh kurangnya sumber daya, kurangnya antusiasme dalam berkolaborasi, dan keterbatasan konteks politik. Dari pemetaan kendala-kendala yang menghambat terwujudnya kerjasama ke depan tersebut, kami mengusulkan rencana yang dapat diterapkan oleh pemerintah daerah ke depan untuk mengatasinya. Hal ini dimulai dengan mengembangkan kerangka strategis, menumbuhkan budaya kemitraan, membangun program peningkatan kapasitas dan mengadopsi pendekatan yang fleksibel.
Kata Kunci: Pengelolaan kolaboratif, Tantangan kolaboratif, Pemerintah daerah, Pengelolaan daerah

284 INTRODUCTION

Since the pandemic has affected the entire world, the Indonesian government has implemented collaborative management to address the challenges faced by local governments ina variety of fields, including education (Arifin et al., 2022), environmental protection (Colfer & Prabhu, 2023), economic development (Pratiwi et al., 2021) and other fields (Depari, 2021; Winarna et al., 2022). The term "collaborative management" refers to a style of management in which several different stakeholders, including governmental organizations, private businesses, and communities, work together to accomplish shared objectives (Fatmawati et al., 2022). Local governments around the world are increasingly turning to collaborative management (Jae-Hyuck & Yoon-Hoon, 2017; Uddin & Parr, 2018; Winter et al., 2021), as they face an increasing number of complex challenges that cannot be solved by traditional bureaucratic approaches (Jae-Hyuck & Yoon-Hoon, 2017; Uddin & Parr, 2018; Winter et al., 2021). Collaborative management is defined as the practice of facilitating training and collaborating with multiple actors to tackle problems that cannot or cannot bereadily solved by a single organization (Kerret & Menahem, 2016; Matsiliza, 2016; McGuire & Silvia, 2010), including government agencies, private organizations, and communities, to achieve common goals. In the case of local governments, collaborative management can help to address issues such as environmental degradation (Gallemore et al., 2015; Harada et al., 2015) up to economic development (Manaf et al., 2018).

Local governments can harness the collective knowledge and resources of various stakeholders (Maryudi, 2014; Wang, 2021), which allows for an exchange of capacities for improved management (one of the key benefits of collaborative management). This is one of the key benefits of collaborative management for local governments (Kismartini & Pujiyono, 2020a). According to Damayanti et al., (2020), there are additional advantages to using collaborative management. These advantages

include improving stakeholder understanding, trust, and capacity; getting stakeholders to work together; establishing a communication network and profit-sharing system; and more. Traditional bureaucratic methods frequently rely on decision-making processes that are imposed from on high and can be both time-consuming and rigid. On the other hand, collaborative management is characterized by its promotion of participatory decision-making and its cultivation of a culture that values cooperation and partnership (Manaf et al., 2018). This can lead to solutions that are both more innovative and more effective in tackling difficult problems. Policymakers are typically drawn to collaboration since it has the potential to strengthen the capacities of communities and local governments (Colfer & Prabhu, 2008). To build a more comprehensive knowledge of situations, according to a variety of sources, Margerum & Whitall (2004) mentioned that Collaboration has the capacity to bring information and analysis from a wide range of sources together to generate a more thorough knowledge of challenges. The participants in a collaborative effort are more likely to trust one another, and the parties involved are better able to resolve conflicts and develop decision-making guidelines based on consensus (Agranoff, 2006; Ansell & Gash, 2008; Kerret & Menahem, 2016).

Nevertheless, despite these advantages, Collaboration is seen as a complicated and challenging undertaking both inside and between organizations (Nurdin et al., 2014). The efforts that are being made to build collaboration between communities, the government, and NGOs are being met with challenges and call for an approach that is more persuasive and more long-term (Maring, 2022). Previous research has been studied for a long time about this challenge. For example, in Margerum & Whitall (2004), the authors discussed the challenges that the regional government in southwest Oregon faced when creating a river basin strategy to evaluating ecological health and determining restoration priorities. This research can be found in Margerum

286 & Whitall (2004). Then there are also studies that review the challenges faced by the government in conservation and resource management (Scarlett, 2013), traceability and trace link management (Wohlrab et al., 2016), to urban commons (Parker & Johansson, 2012). In the context of Indonesia, some of the difficulties associated with collaborative management have been mentioned in several different case studies, beginning with forest protection project (Gallemore et al., 2015; Harada et al., 2015; Herawati et al., 2019), tourism promotion (Depari, 2021; Manaf et al., 2018) to digitalization in government (Surya Adhitama et al., 2021). However, there has only been a limited amount of research done on the examination of this challenge in the context of local government, particularly in Indonesia. The location in Indonesia was chosen because Indonesian Local Governments' Collaborative Management is innovative and unique. Geographic diversity, resource constraints, and complex political factors in the vast Indonesian archipelago make collaborative initiatives difficult (Purnomo, 2016; Silayar, 2021).

In the meantime, it is essential to recognize this as a valuable lesson to be applied to the subsequent project of putting collaborative management into practice by the local government. As a result, the reason for conducting this research is to investigate the difficulties that Indonesian local governments face when utilizing collaborative management scheme. It will look at the challenges that collaborative management faces from a variety of angles. As a result, the findings of this study could provide the government or other stakeholders with some lessons learned that they can apply when implementing a collaboration scheme in their program. The paper will also include recommendations for local governments on how to overcome these challenges and develop successful collaborative management.

LITERATURE REVIEW
COLLABORATIVE MANAGEMENT

Collaboration engages key stakeholders in domain-future decision-making, and it considers the organization's stake-holders' interest in the outcome as well as the organization's perceived interdependence with other groups in resolving the do- main problem (Gray, 1989; Manaf et al., 2018). All parties participating in the process must ensure that they will profit from the collaborative process (Manaf et al., 2018). The agreement of two or more stakeholders to share information, duties, functions, and responsibilities in a mutually agreed upon relationship and partnership mechanism is referred to as collaborative management or co-management (Borrini, 2000; Yatim et al., 2023). Co-management focuses on interactions between actors, from differences to similar aims (Fatmawati et al., 2022), or power and responsibility sharing between the government and local resource users (Berkes, 2002; Yatim et al., 2023). Collaboration becomes a strategic management activity in organizational settings with a high level of autonomy, and harmonization is essential to foster coordination and cooperation to accomplish effective innovation implementation. As a result, knowing these components is an essential component of organizational collaboration (Nurdin et al., 2014). local government agencies applied in this collaborative platform to improve cooperation in the development, implementation, monitoring, and assessment of cross-border infrastructure across the urban region (Hudalah et al., 2014). Therefore, communication and trust between collaborative enterprises are critical (Hartono & Sobari, 2016; Kottila & Rönni, 2008). Coalitions having at least some shared or convergent values, some coordination across coalitions, shared access to decision-making authorities without significant bias, and an emphasis on finding "win-win" solutions through compromise are all components of collaborative systems (Ravikumar et al., 2018).

288 RESEARCH METHOD

This study used the systematic review technique to create a thorough description or overall identification of challenges that faced by Indonesian local government in applying collaborative management. Several systematic reviews were used in previous studies with a similar topic (Friday et al., 2018; Mubarak et al., 2019; Varela et al., 2023). This method following PRISMA method in social science (Abusaada & Elshater, 2022; Clemente Falco et al., 2021; Elshater & Abusaada, 2022). To start this study, we collecting data from Scopus and Google Scholar for papers relating to the research subject for this piece of work. Those platforms have been chosen to represented various literature from national and international source. The term related with collaborative management by government and these synonym words such as cooperation or partnership also used to expand the literature searching (Ankrah & Al-Tabbaa, 2015; Petticrew & Roberts, 2008; Saint-Pierre et al., 2018). This step has been done and found 702 publications. Following that, the researcher developed thescreening procedure by classifying the literature studied. It is should be publications in last 10 years, open accessed, having entire documents, matching the given keywords as the inclusion. This study will be excluding literature that does not suit the categorization. This step results in 100 publications. To maintain thequality and eligibility of sources, and the relevance of topic, we only include the research articles that brought the case of collaborative management in Indonesian local government. The screening was then proceeded and at this point, only 23 publications were included. The data is then extracted and analyzed to find answers to research questions about the challenges that will be discovered in collaborative management as figurebelow.
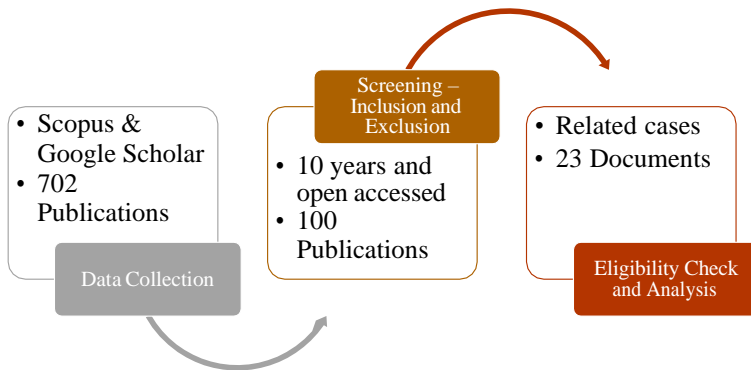
Figure 1. Research Flow using PRISMA

RESULT AND DISCUSSION
NAVIGATING THE CHALLENGES

Collaborative Management by Indonesian Local Governments will continue to be an essential strategy to solving a wide range of social, economic, and environmental concerns. As the government seeks to achieve sustainable development goals and improve public services, collaboration with community groups and private sector entities will be the key to success. Therefore, it is important to address the challenges that will be faced in the future. The results of our analysis by mapping the literature found that there were several challenges faced in implementing collaboration in local government. We cluster these challenges as follows: (*See Table 1*)

In the context of the collaboration program, networking with a diverse range of stakeholders, including other government agencies, community groups, corporate sector companies, and other organizations, is included as an activity. Because of this, there is a possibility that a complex web of interactions will emerge, which will be difficult to manage effectively. One of the challenges that comes with networking in the context of collaborative management is the requirement to find a middle ground between competing interests and priorities. This is evident in the collaboration to Reduce Emissions from Deforestation and Forest Degra-

290 dation (REDD+), which faces challenges in fostering relation-
ships between different organizational types, including donor
government agencies, firms, host country governments, interna-
tional agencies, civil society, and forest landholders (Gallemore
et al., 2015; Harada et al., 2015). Difficulties in coordinating
multi-actor were faced by this collaborative program. It may be
difficult to find a solution that satisfies the needs of all parties
involved when various stakeholders have goals and aspirations
that are in direct opposition to one another. Another case of
networking complexity may be seen in the installation of RAD-
GRK in the provinces of Bangka Belitung and West Nusa
Tenggara. There are horizontal and vertical authority disputes

Table 1. Type of Challenges in Implementing Collaboration

Type of challenges	Detailed	Sources
The complexity of networking	• Distinct priorities or objectives across governance levels • Conflicts of interest • Lack of coordinated information between levels • Low commitment between stakeholders • Different organizational cultures • Miscommunication • Problems with the allocation of responsibilities • Sectoral ego • Discrepancy in actors location	(Adnan et al., 2021; Artisa, 2017; Astika et al., 2020; De Laurentis & Pearson, 2021; Di Gregorio et al., 2019; Friedman et al., 2020; Gallemore et al., 2015; Harada et al., 2015; Kismartini & Pujiyono, 2020b; Matitah et al., 2021; Nikmah & Manar, 2019; Rahayu et al., 2021; Sambodo et al., 2022; Sayogo & Yuli, 2018; Utami et al., 2022; Wijaya et al., 2018)
Lack of resource	• Limited capabilities of high qualities personnel • Inadequate budgets • Lack of market access knowledge • Deficient infrastructure	(Adnan et al., 2021; Artisa, 2017; Astika et al., 2020; Dhewanto et al., 2020; Friedman et al., 2020; Herawati et al., 2019; Rahayu et al., 2021; Sayogo & Yuli, 2018; Surya Adhitama et al., 2021; Utomo et al., 2021)
Poor interest in collaboration	• The difficulty of maintain sustainability • Unwillingness to involve external parties in development planning • Absence of citizen involvement • Weak collaborative abilities	(Astika et al., 2020; Manaf et al., 2018; Maring, 2022; Nikmah & Manar, 2019; Utomo et al., 2021)
Political circumstance constraints	• Regulations are inadequate • Legality issues • Poor political will • The dilemma of leadership rotation	(Massiri et al., 2020; Nikmah & Manar, 2019; Rahayu et al., 2021; Sambodo et al., 2022; Sayogo & Yuli, 2018)

among provincial, district, and central governments (De Laurentis & Pearson, 2021). In addition to these conflicts, the low commitment among stakeholders is also another restraint from the collaborative program carried out by the local government. This is experienced in cocoa partnership projects in Indonesia (Wijaya et al., 2018). In the same program, the problems it also faces are regarding different organizational cultures, miscommunication to problems with the allocation of responsibilities. While the thing that is quite a challenge in the variety of public sector management is sectoral ego. Local governments with high sectoral egos have more significant challenges than local governments with low sectoral egos (Adnan et al., 2021). It would encourage an unhealthy competitive spirit among sectors inside a government bureaucratic structure riddled with sectoral egos (Matitah et al., 2021). This is also an inherent challenge in collaborative management that occurs in e-government advancement by Semarang and Depok local government (Adnan et al., 2021; Matitah et al., 2021), as well as the construction of Bus Rapid Transit (BRT) (Nikmah & Manar, 2019). Sectoral egoism is sometimes associated with organizational resistance, which causes difficulties when implementing new technologies in institutions (Adnan et al., 2021). Regional egoism is distinguished by a powerful feeling of autonomy and dominate and feel as a more superior area so that they think there is no need for cooperation with other regions, because problems can be solved internally in their own region (Matitah et al., 2021; Nikmah & Manar, 2019).

Another challenge that is unique and influenced by Indonesia's vast geography is the complexity of networking due to the range of location distances. Pandeglang Regency government stakeholders, for example, play an important role in joint management of Tanjung Lesung tourism. Communities and officials are in Tanjung Lesung, a 120-kilometer-long tourist attraction, where they rarely have stakeholder meetings to follow up on development plans (Kismartini & Pujiyono, 2020a). Meanwhile in other programs, long distances also hinder government-

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course collaboration in supervising and assessing course venues in areas that require vehicles and operational funds in the collaborative program to improve students' English skills through the Course Institute in Bungo District (Astika et al., 2020).

Then, another challenge category faced by collaborative management of local governments is the possibility of insufficient resources to back up collaborative initiatives. Because of this, there may be a significant obstacle in the way of productive collaboration, which may include a shortage of capable personnel with high standards. This happened at the initiation of the SIAP Online program in Probolinggo which had a lot of workloads, there were employee mutations, to the number of personnel who did not understand the SOPs prepared (Surya Adhitama et al., 2021). Activities that involve collaboration require the availability of human resources, such as time, knowledge, and skills from staff members. It is possible that local governments don't have the personnel resources necessary to effectively manage collaborative initiatives, particularly if those initiatives involve working with a number of different parties, especially pada program-program based on information technology (Sayogo & Yuli, 2018). The distribution of skilled individuals is another major challenge, particularly for governments in rural regions with limited access and resources (Adnan et al., 2021). Then there are the inadequate budgets. To successfully support collaborative endeavors like, infrastructure construction, gathering and similar activities, financial resources are frequently required. It is possible that local governments don't have the money they need to sup- port these initiatives, which will make coordinated efforts more difficult. This kind of situation is often experienced in collabo- ration programs by local government, such as the developmentprogram of Forest Management Units. Funding contributions from the APBN, APBD, and donors are insufficient to cover the implementation of all forest planning initiatives (Massiri et al., 2020). The same thing happened to the bamboo enterprise development program in Gunungkidul (Utomo et al., 2021) to the

national Low-Carbon Development (LCD) program (Sambodo et al., 2022). Further, there is an absence of knowledge about market access, which is a resource problem. This is an issue confronting the *Hutan Desa* plan in Borneo, where a lack of access to markets for forest products is regarded as a major impediment to successful community-based forest management (Friedman et al., 2020). The next issue is inadequate infrastructure. It is possible that collaborative projects will necessitate the establishment of both digital and physical infrastructures. Technology is used extensively to simplify various aspects of collaboration, including communication, data management, and others. Several collaborative programs by local governments show how the government does not possess the necessary technological resources to support these responsibilities, especially regarding enhancement of public service technology (Surya Adhitama et al., 2021).

Another limitation is a poor of interest in collaboration. Some local government officials may not see the value in collaborating with other parties because they do not see themselves as having a stake in the outcome or do not want to. This could be due to a misunderstanding of the benefits of collaboration, a belief that collaboration is time-consuming or expensive, or a belief that the government should make many decisions. Therefore, local government feeling the unwillingness to involve external parties in development planning, as happened in Bamboo Enterprise Development (Utomo et al., 2021). As a result, it may be more difficult to successfully establish connections with other stakeholders and manage collaborative projects. The same program also faces problems related to how there is an absence of citizen gathering aspirations from the grassroots. Collaboration-related activities, on the other hand, require a diverse set of skills and knowledge, such as communication, negotiation, and dispute resolution. It is possible that some local government officials lack these skills or have not received the necessary training to develop them. We then identified that some local governments have weak collaborative abilities (Astika et al., 2020). Local gov-

ernments do not yet understand the affairs under their authority which can be used as objects of cooperation, and the subjects who will be invited to carry out cooperation and the benefits obtained because of cooperation (Nikmah & Manar, 2019). Meanwhile, if the collaboration program is running, the next challenge that must be faced is the difficulty of maintaining sustainability, which is also a concern for several community empowerment programs (Manaf et al., 2018; Maring, 2022). This is because sustainability requires ongoing efforts and commitment, which can be difficult to sustain over time.

The final type of challenge associated with collaborative management is imposed by political circumstances. What often happens is how the regulations are inadequate (Sayogo & Yuli, 2018) Still about the regulation, the development of forest management unit also facing legality issues. The KPH's legitimacy as a government institution is hindering corporate development, even while manufacturing is underway. This is specified in Ministry of Environment and Forestry Regulation Number P.49/ MENLHK/SET/KUM.1/9/2017, which specifies that KPHs that engage in forest utilization cooperation must use a BLUD financial management pattern or other financial patterns that are further controlled in government regulations (Massiri et al., 2020). Others, is poor political will. Low of political support often happened in collaboration program (Nikmah & Manar, 2019; Rahayu et al., 2021). This often happens and is also related to leadership rotation. When there is frequent turnover in leadership, the institution risks losing its memory and knowledge of previous collaborative efforts. Changes in leadership sometimes hinder program sustainability due to development goals. Employee transfers without attention to field competency criteria are also affected by this. Sure, the program's viability is threatened by staff incompetence and inefficiency (Sambodo et al., 2022). As a result, building on past successes and learning from past failures may be more difficult. It may take some time to establish collaborative endeavors, and when leadership changes frequently,

collaborative projects may lose momentum. This may make it more difficult to achieve the partnership's objectives. Officials may find themselves in precarious political positions because of leadership turnover. They may be hesitant to invest their time and resources in a collaborative effort that may be abandoned before the end of their terms.

The government must understand collaborative challenges to achieve sustainable development goals and improve public services. Those previous research shows how Indonesian local governments face several collaboration issues. Complex networking, resource constraints, lack of collaboration, and political conditions are these challenges. Because governance levels have different priorities and objectives, networking is complicated by conflicts of interest, miscommunication, and responsibilities. Different organizational cultures and sectoral egos can also hinder stakeholder collaboration. Local governments may lack staff, budget, and market knowledge. Technology-driven projects require digital and physical infrastructure, so poor infrastructure can hinder collaboration. Lack of understanding of collaboration's benefits may discourage outside involvement in development planning. Local government officials' lack of citizen involvement and collaboration skills can also hinder collaboration programs. Poor regulations, legal issues, political will, and leadership turnover are political constraints. These issues can hinder collaboration and learning from successes.

PLANNING FOR THE FUTURE

The challenges faced by local governments previously did not exist without solutions. We are trying to develop a planning strategy that the government can prepare to face these challenges in several important stages as shown in Figure 1.

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Figure 2. Strategic to handling the challenges in collaborative management program by local government

A strategic framework can assist local governments in developing a clear plan for networking with stakeholders, ensuring that all parties are engaged and working toward a similar objective (Abels, 2012) . Creating a strong multi-level governance structure is one method to increase participation and perhaps limit the capacity of powerful organizations to dominate the policy process (Gallemore et al., 2015; Korhonen-Kurki et al., 2012). Allocation of responsibility is a critical risk management criterion, and to manage transboundary hazards, it is required to establish which legal entities are competent to be liable(Bendz & Boholm, 2019; Lidskog et al., 2011). Understanding the responsibilities and interests of various stakeholders allows local governments to establish methods for interacting with them and creating good relationships, managing conflicts of interest, and developing strategies for finding common ground and attaining mutually beneficial outcomes. This framework is represented by well-planned agreement contracts, and its purpose is to handle these dynamics and guarantee that all stakeholders have an equal voice in decision-making processes. These legal

agreements serve as a risk management tool (Bendz & Boholm, 2019). Local governments may guarantee that all stakeholders are working toward a shared goal and that progress is being recorded and assessed by creating clear goals, objectives, and performance indicators.

Then, fostering culture of partnership encourages stakeholders to share their resources, such as skills, information, and financing (Kismartini & Pujiyono, 2020a). This can serve to alleviate the load on local governments, who may have limited resources to devote to collaborative management projects. It can also assist local governments in leveraging external resources from corporations, non-profit groups, and other stakeholders. Because identification, legitimization, and acknowledgment of all possible stakeholders, as well as the involvement of important stakeholder groups participating in the planning process, are critical accomplishments of partnership initiatives (Manaf et al., 2018). This can assist to prevent duplication of work and ensure that resources are used properly. Local governments may construct collaborative management programs that are more robust and flexible to changing conditions by forging strong relationships and using external resources.

Next, Collaborative management programs necessitate expertise in a wide range of areas, including conflict resolution, communication, and project management (Kerret & Menahem, 2016). Capacity-building programs can assist municipal officials and staff in developing these skills and becoming more effective collaborators. Local governments can ensure that all parties involved have the knowledge and skills needed to participate effectively in collaborative processes by providing training and education to stakeholders, and by developing the skills and expertise needed to effectively manage collaborative processes, local governments can ensure that these programs are more successful in achieving their intended goals (Bhagavathula et al., 2021). This movement also can help to ensure the long-term sustainability of collaborative management programs.

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Collaborative management initiatives include several stake-holders and are prone to changing priorities and unpredictable circumstances. Flexible regulation permits local governments to respond to these developments and amend their policies. Flexible regulation helps municipal governments to accommodate these varied opinions and create solutions that satisfy all stakeholders. Due to resource constraints, local governments may need to prioritize initiatives. To maximize resource efficiency, they can alter their restrictions via a flexible regulatory strategy. Innovative and sustainable solutions can result from flexible legislation (Sørensen & Torfing, 2011). Local governments can learn from their triumphs and mistakes and change their rules. Stakeholders who must comply with regulations can benefit from flexible regulation. It can help local governments decrease administrative costs and customize rules to stakeholders' requirements.

CONCLUSION

The findings demonstrate how diverse the challenges in collaborative management by local government. Starting with the network's complexity, which is related to the difficulty of finding a middle ground between various interests, goals, and cultural differences. The existence of sectoral ego, which is still a disease of bureaucracy until now, is an impediment as well as a challenge that will frequently be encountered in future collaboration programs. On the other hand, as with other programs or policies, resource problems are classic, but they persist long enough to be a barrier in the implementation of cooperation between the government and various parties. However, a closer examination reveals that the problem of a lack of resources is also closely related to a low ability to organize collaborations and skepticism about the long-term viability of the collaborative programs that are implemented. This is exacerbated further by the continued lack of political support and regulation. As a result, these challenges must be met with proper planning. We recommend sev-

eral approaches to overcome these challenges, beginning with developing a strategic framework, fostering a partnership culture, capacity-building programs, and adopting a flexible approach. This future can help local governments prepare extensive collaboration programs on an ongoing basis. As a result, the likelihood of failure in implementation and sustainability of the Collaboration program can be reduced in the future. As a result, this research is still limited to the use of single-methods with systematic review, future evaluation with various data collection methods, can add notes to the evidence of challenges and what needs to be prepared in managing collaboration programs by local governments.

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