



# Collaborative Governance in the Creative Economy Development Program in the East Java Super Corridor at Bakorwil IV Pamekasan

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**Abstract.** This article examines the implementation of the Creative Economy Development Program through a collaborative governance approach in the East Java Super Corridor (EJSC) implemented in Bakorwil IV Pamekasan. This study aims to analyze the effectiveness of collaboration between the government, private sector, and community in encouraging the development of the creative economy in Pamekasan. The collaborative governance approach developed by Chris Ansell and Alison Gash is used as a theoretical framework with a focus on four main indicators: starting condition, institutional design, facilitative leadership, and collaborative process. The research method used is qualitative with in-depth interviews and documentation studies as data collection techniques. The results of the study indicate that although there is quite good collaboration between parties, there are challenges in ensuring active community participation and understanding between stakeholders. This program is expected to further strengthen the synergy between parties in order to increase the empowerment of the creative economy in Pamekasan.

**Keywords:** Collaboration, Creative Economy, Facilitative Leadership, Institutional Design, Collaborative Governance.

## 1. Introduction

Amidst the increasingly rapid flow of globalization and the increasingly rapid development of the creative industry, Indonesia, as a country with abundant cultural wealth and great economic potential, has realized the importance of the creative economy sector as one of the main pillars in the country's economic development. This sector, which includes the fields of art, design, music, film, culinary, and digital technology, has grown rapidly in recent decades and has become the backbone of new job creation, social innovation, and increased global competitiveness (Aritenang et al., 2025). The creative economy offers the potential to strengthen the economic structure that is oriented towards added value, through innovation and creativity produced by individuals and local communities.

In this context, Pamekasan, as one of the regencies in East Java, utilizes the East Java Super Corridor (EJSC) Program to increase local economic competitiveness through empowering the creative economy sector. This program is expected to not only strengthen the role of the creative economy sector in the regional economy, but also encourage a more inclusive socio-economic transformation, based on local creativity potential. As part of the regional development strategy, this program aims to connect regions in East Java with economic corridor routes that integrate creative and innovation sectors with infrastructure, technology, and human resource development. Pamekasan, with its rich socio-cultural characteristics, is a strategic location to implement this program, given the great potential in the MSME sector which is dominated by creative businesses.

Received: May 19<sup>th</sup> 2025

Revised: June 04<sup>th</sup> 2025

Accepted: June 21<sup>th</sup> 2025

Published: June 24<sup>th</sup> 2025

Curr. Ver.: June 24<sup>th</sup> 2025



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However, the achievement of these goals cannot depend solely on the potential of local governments. The success of this program also requires the involvement of the private sector and the community working together in a solid collaborative system. Therefore, the collaborative governance approach is very relevant to be applied in the management of this program. As explained by Dupuy & and Defacqz, (2022), collaborative governance is a governance mechanism that involves one or more public institutions in collaboration with non-state actors, such as the private sector and the community, to achieve common goals that are collective in nature through a formal and deliberative decision-making process. This approach aims to create more inclusive decisions, where the interests of all stakeholders can be considered fairly and equally. One of the important values of collaborative governance is its ability to overcome differences in interests between various actors, while remaining focused on outcomes that benefit society at large.

As a form of governance that involves many parties, collaborative governance requires openness, trust, and active participation from all parties involved. In the context of the EJSC Program, collaboration between the government, private sector, and the community is key to driving the success of programs based on innovation and empowerment of the creative economy. However, the big challenge that must be faced is how to ensure that all parties, especially the community who are the main targets of this program, can participate actively and have the same understanding of the goals and benefits of the program (Tian & Wang, 2025).

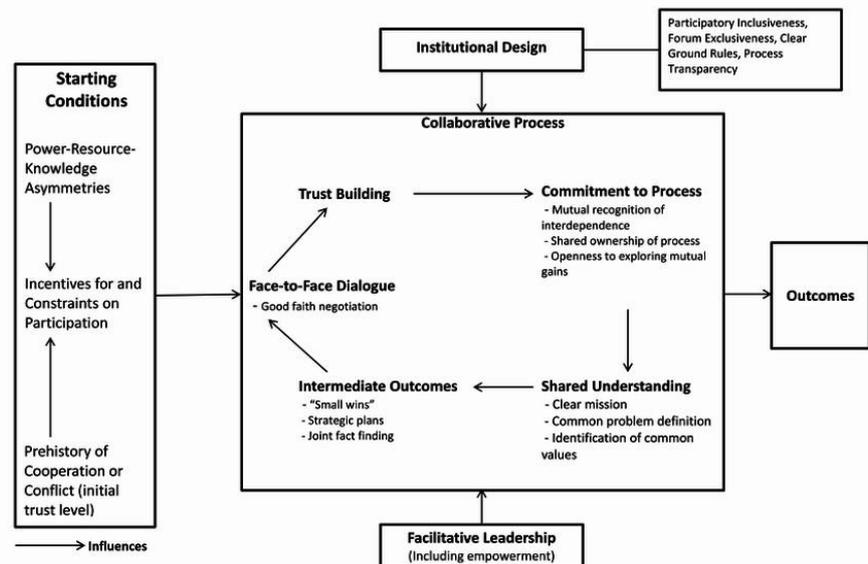
According to the collaborative governance theory developed by Ansell & Gash, (2007), there are four main elements that are the pillars in creating successful collaboration, namely: starting conditions, institutional design, facilitative leadership, and collaborative process. These four elements are interrelated and play an important role in ensuring that each stakeholder can work together effectively in achieving common goals. Good initial conditions, with a shared agreement on the vision and mission, will facilitate the collaboration. A clear and structured institutional design will provide a foundation for each party to work according to their roles and responsibilities. Good facilitative leadership will ensure that the collaboration process runs smoothly, by facilitating effective communication between parties. Meanwhile, a collaboration process based on open and transparent dialogue will help build trust and commitment among all parties involved.

This study aims to explore how collaborative governance is implemented in the Creative Economy Development Program in the East Java Super Corridor in Bakorwil IV Pamekasan. Using the theoretical model of Ansell and Gash, this article will discuss how the four main elements in the collaborative governance model, namely starting conditions, institutional design, facilitative leadership, and collaborative process, are applied in the context of this program. This study will also explore the challenges faced in implementing this collaboration, as well as the opportunities that arise in the collaboration process between stakeholders. Through this analysis, it is hoped that recommendations can be found that can help strengthen the effectiveness of this program, as well as contribute to the development of collaborative governance theory and practice in Indonesia, especially in the context of collaboration-based creative economy development.

## 2. Literature Review

Collaborative Governance Theory has been put forward by many experts along with the increasing attention and contribution to the public governance paradigm. Various theories and models have been put forward in scientific works expressing the strong attention and interest of experts in the concepts that emerge in the public governance paradigm. The theory among those that has had a major influence in the research of the collaborative treasure is put forward by Ansell and Gash (2007). Ansell and Gash (2007), describe that Collaborative Governance is a model of controlling one or more public institutions directly involving non-state stakeholders in a formal, context-based, deliberative collective decision-making process that aims to create or implement public policies, manage public programs or public assets. This definition includes six criteria: (1) a forum initiated by public institutions; (2) participants in this forum include non-state actors; (3) participants are involved in decision-making and not just “consulting”; (4) the

forum is officially held; (5) the forum aims to make decisions with context; and (6) the focus of cooperation is public policy or public management..(2007.) Based on this view, collaborative governance is a collaboration between actors, between organizations or between institutions and the community and the private sector in order to achieve goals that cannot be achieved or carried out independently. To provide a framework for understanding this collaboration, Ansel and Grash put forward a collaborative governance model that is based on 4 (four) main variables consisting of initial conditions, institutional design, facilitative leadership and collaborative processes. The interaction of these four variables is explained in the following model:



**Figure 1.** Ansell and Gash's Collaborative Governance Model.

Collaborative governance has become an approach that is increasingly gaining attention in public administration studies, especially in the context of policy formulation and implementation involving many actors with diverse interests. This approach is considered important because of its ability to create consensus-based decisions, as well as to involve various parties in a more inclusive and deliberative decision-making process. According to Ansell and Gash (2007), collaborative governance is a governance mechanism that integrates public and non-public institutions, such as the private sector, civil society organizations, and local communities, to achieve common goals through formal and open decision-making. In this framework, the success of collaboration depends on several important elements that are interrelated and influence each other.

### 2.1 Starting Condition (Initial Condition)

Initial conditions in collaborative governance are the determining factors in how effectively collaboration can be initiated and carried out. As explained by Ansell and Gash (2007), these conditions include several elements that can affect the course of collaboration, such as imbalances in power or resources between the actors involved, incentives to participate, and a history of conflict or cooperation between the parties involved. Imbalances in power, for example, can create tensions that slow down or hinder the collaboration process. If one party has greater resources or more influence, they may be able to dominate the decision-making process. In this case, it is important to ensure that all parties have an equal opportunity to participate and contribute to the process (Delgado-Baena & Sianes, 2024).

In addition, incentives to participate are a crucial factor in the initial conditions. The parties involved must have a clear motivation to contribute to this collaboration process. This incentive can be in the form of economic, social, or political benefits that are expected to be obtained from the results of the collaboration. On the other hand, conflict between the parties involved is also a major challenge in creating effective collaboration. A history of tension between the actors involved can shape negative perceptions of the potential for cooperation, thus affecting their readiness to participate actively (Ding et al., 2024).

## 2.2 Institutional Design (Institutional Design)

Clear and transparent institutional design is one of the important aspects in ensuring effective and sustainable collaboration. This design includes the arrangement of structures and basic rules that govern the course of collaboration, clarity of the roles of each party involved, and procedures that must be followed by all actors involved in the collaboration. According to Ansell and Gash (2007), good institutional design creates a solid foundation for collective decision-making, by establishing clear mechanisms and transparent procedures in carrying out collaboration.

This institutional design process includes several important elements, including: determining who has the right and authority to make decisions, how the communication mechanism between parties will be implemented, and how dispute resolution or conflict between parties can be regulated. Transparency in this design is very important to maintain trust between parties and ensure that each actor feels valued and involved in every step of decision making (Ansell & Gash, 2007). In the context of the Creative Economy Development Program in Bakorwil IV Pamekasan, a clear institutional design will provide the right direction for the parties involved, ensuring that every step taken is in accordance with the agreed common goals.

## 2.3 Facilitative Leadership

Facilitative leadership is a key element in facilitating collaboration between the various parties involved. In collaborative governance, leaders must be able to play a role as a mediator, facilitator, and empowerer for all parties involved in the collaboration. Facilitative leaders are not only responsible for managing communication between stakeholders, but also for defusing tensions, handling conflicts, and ensuring that the decision-making process can be carried out fairly and participatively (Wang & and Ran, 2023).

As explained by Ansell and Gash (2007), facilitative leadership has three main functions: (1) mediation – ensuring that differences of opinion between parties can be resolved through constructive dialogue, (2) facilitation – providing space for actors to actively participate in the collaboration process, and (3) empowerment – providing power and capacity to the parties involved to take a greater role in decision-making. In the implementation of collaborative governance in Pamekasan, facilitative leadership can facilitate the communication process between local governments, the private sector, and the community, and reduce the potential for friction between the parties involved.

## 2.4 Collaborative Process (Collaborative Process)

The collaboration process is at the heart of collaborative governance. This process must involve open communication, trust-building, and commitment to shared goals. Ansell and Gash (2007) emphasize that successful collaboration requires effective communication between the actors involved, so that shared goals can be achieved. This process begins with a face-to-face dialogue that allows all parties to express their opinions and concerns. The collaboration process also includes stages of building trust between the parties involved, where trust becomes the basis for more productive and sustainable cooperation.

In addition, it is important to have a commitment to the collaboration process. Without a strong commitment, collaboration will be half-hearted and will not achieve the desired results. In collaborative governance, actors must be committed to following the joint decision-making process, and be ready to make active contributions at every stage of the collaboration. Constructive feedback and continuous evaluation are also needed to ensure that the goals of the collaboration are achieved effectively (Waardenburg et al., 2025).

This study will use the collaborative governance theory of Ansell and Gash (2007) to analyze the implementation of the four elements in the Creative Economy Development Program in the East Java Super Corridor in Bakorwil IV Pamekasan. With this approach, it is expected to find a deeper understanding of how collaboration between government, the private sector, and the community can be carried out more effectively to achieve the goal of sustainable creative economy development.

### 3. Methods

This study adopts a descriptive qualitative approach that aims to describe in depth and detail the implementation of collaborative governance in the Creative Economy Development Program in the East Java Super Corridor (EJSC) implemented in Bakorwil IV Pamekasan. The qualitative approach was chosen because the nature of the phenomenon studied is related to the experiences, perceptions, and dynamics between the various actors involved in the collaboration, which cannot be adequately explained by a quantitative approach. As one of the regencies in Madura selected as the location for the implementation of this program, Pamekasan has a unique context that makes it an ideal place to study cross-sector collaboration between the government, private sector, and community in order to empower the creative economy and increase local economic competitiveness.

The selection of the research location was based on the consideration that Pamekasan is the only district in Madura that has this program, which is expected to develop the local creative MSME sector and strengthen the regional economic base. In addition, the diversity of stakeholders involved in the EJSC program provides an opportunity to examine the dynamics of collaboration in various interrelated sectors, both at the government, private, and community levels. Thus, this study aims to provide a comprehensive picture of how this collaboration takes place and the challenges faced by stakeholders in implementing the program, as well as to explore how collaborative governance functions in this context.

#### 3.1 Research Approach and Type

This study uses a descriptive research type that aims to describe and explain the phenomenon of collaboration that occurs in the Creative Economy Development Program in Bakorwil IV Pamekasan. This descriptive method allows researchers to provide a clear understanding of how collaborative governance is applied in the context of creative economy empowerment, as well as to identify factors that influence the success and challenges in its implementation. Descriptive research also allows for exploring the perceptions and experiences of actors directly involved in the program, such as government, private sector, and local communities (Creswell, 2019).

#### 3.2 Research Location

The location of this research was carefully chosen because Pamekasan is the only district in Madura that has the East Java Super Corridor (EJSC) program. This program is designed to integrate creative economic empowerment with infrastructure and technology development, which is expected to accelerate regional socio-economic transformation. Pamekasan has rich socio-cultural characteristics, as well as an MSME sector that has great potential for development. Therefore, Pamekasan is the right location to research the application of collaborative governance in the context of a creative economy based on collaboration between the government, private sector, and society.

#### 3.3 Data Collection Techniques

The data in this study were collected using two main techniques: in-depth interviews and documentation. In-depth interviews were conducted to explore the views, experiences, and perceptions of various stakeholders involved in the EJSC Program. The informants interviewed included the head of Bakorwil IV Pamekasan as a representative of the local government, private entrepreneurs who collaborated in the program, and MSMEs who benefited from the program. The interviews were conducted with the aim of obtaining in-depth information about the collaboration process, challenges faced, and the impact of the program on empowering the creative economy in the area. In addition to interviews, secondary data were also collected through documentation studies related to the EJSC program. This documentation includes program activity reports, socialization materials, and other relevant documentation that provides an overview of the program's structure, objectives, and achievements. This secondary data provides additional context that is important for enriching the interview results and for gaining a more comprehensive understanding of program implementation (Hansen et al., 2023).

### 3.4 Data Analysis Techniques

Data analysis was conducted using an interactive analysis model developed by Miles and Saldana, 2014). This model consists of four main stages: (1) data collection, (2) data condensation, (3) data presentation, and (4) drawing conclusions.

- a) Data collection: At this stage, the researcher collected data from in-depth interviews with relevant informants and related documents that provide insight into the EJSC program. These data were collected carefully and systematically to ensure the quality and relevance of the information obtained.
- b) Data Condensation: After the data is collected, the next stage is to analyze and summarize the relevant data, and group the information based on themes or categories that emerge from the interviews and documentation. This stage aims to filter out irrelevant or redundant data, so that only important information is retained for further analysis.
- c) Data Presentation: The condensed data is presented in a form that is easy to understand and further analyzed. The researcher will present the data in the form of a descriptive narrative that describes how collaborative governance is implemented in this program, as well as the challenges and opportunities that arise in collaboration between stakeholders.
- d) Drawing Conclusions: In the final stage, the researcher will draw conclusions based on the data analysis that has been conducted. This conclusion will include an understanding of how collaboration between government, private sector, and community in the EJSC Program can improve the empowerment of the creative economy in Pamekasan, as well as recommendations for improvements in the implementation of the program in the future.
- e) Validity and Reliability: To ensure the validity and reliability of this research, researchers will use data triangulation techniques, namely by comparing data obtained from various sources, such as interviews, documentation, and field observations. This triangulation helps ensure that research results do not only rely on one data source or one perspective, but include various points of view from various actors involved in the program. In addition, the reliability of the information will also be tested by conducting interviews with informants who have direct experience in the program, so that the data obtained can be accounted for (Lovley et al., 2025).

## 4. Research Results and Discussion

### 4.1 Starting Condition (Initial Condition)

The initial conditions in the implementation of the Creative Economy Development Program in Bakorwil IV Pamekasan showed that there was quite good synergy between the government and private sectors in the planning and implementation of the program. The two sectors support each other, with the local government providing supportive policies and the private sector providing financial support and access to markets and technology. The local government formulates relevant policies and provides the resources needed for the development of the creative economy sector, while the private sector plays a role in providing technical guidance, mentoring, and opening a wider market network for MSMEs. The strong collaboration between the two is a promising foundation for the success of this program, because it creates space for the development of the creative economy sector based on innovation and creativity.

However, despite the synergy between the government and the private sector, the biggest challenge that emerged in the early stages of program implementation was the low level of community participation, especially among MSMEs. Most MSMEs in Pamekasan do not fully understand the objectives and benefits of the program. This could be due to the lack of adequate socialization regarding the benefits of the creative economy, as well as a lack of understanding of how they can participate in the program. Some MSMEs are more focused on the sustainability of their more traditional businesses and do not have much information about the benefits they can gain from participating in the creative economy. In addition, this lack of knowledge is exacerbated by the lack of facilities that provide training on the program, as well as ways in which they can maximize the benefits of the program.

The inactivity of the community in participating in this program illustrates that even though there is good synergy at the government and private sector levels, the success of a program does not only depend on these two sectors, but also on the active participation of the community itself (Kurkela et al., 2024). In this case, it is important to further explore the barriers that cause community inactivity, such as a lack of understanding of the procedures to be followed or confusion related to the complexity of the program. Therefore, this starting condition indicates the need for more strategic interventions in socialization and counseling regarding the program, as well as increasing awareness among MSME actors so that they feel more confident in actively participating in this program (Widiastuti et al., 2024).

To improve this condition, the government and the private sector need to design a more intensive socialization program that is tailored to the needs of MSMEs, so that they can clearly understand the benefits they will get from participating in the creative economy and this program. Community-based learning that involves successful examples of MSMEs who have successfully implemented creative economy principles can be an effective strategy to increase participation (Zainuri et al., 2025).

#### **4.2 Institutional Design (Institutional Design)**

The institutional design applied in the Creative Economy Development Program in Bakorwil IV Pamekasan is designed to provide a clear structure for all actors involved. In this design, the local government is responsible for formulating policies, allocating funds, and providing basic facilities needed by MSMEs. The private sector, especially large companies and financial institutions, plays a role in providing technical support, access to markets, and training. The community, in this case MSME actors, is the party that directly benefits from this program, with an active role in developing and utilizing opportunities provided by this program. However, although this institutional structure is quite clear at the macro level, several problems arise in the implementation of this institutional design.

One of the main obstacles found in institutional design is the unclear procedures and stages that must be passed by each party involved. Although there are clear regulations and guidelines, many MSME actors feel confused about the steps they must take to be able to participate in this program. Complex and non-transparent administrative processes, as well as the lack of socialization regarding participation procedures, contribute to this obstacle. Several MSME actors also complained about the lack of information on how they can take advantage of the facilities or opportunities available in this program. This shows that good institutional design must not only pay attention to the division of roles between actors, but must also prioritize transparency in management and clear procedures that are easy for all parties to understand.

Effective institutional design must be able to create an open and inclusive system, so that all parties involved feel they have equal access to decision-making (Freeman & Koçak, 2023). Therefore, it is necessary to update the procedural structure that is simpler and more accessible to MSME actors. In addition, there needs to be a more effective communication system between the government, the private sector, and the community so that information regarding participation procedures can be conveyed clearly. Transparency and clarity in these procedures will accelerate the participation process and reduce the uncertainty felt by MSME actors, so that collaboration between actors can run more smoothly (Ansell & Gash, 2007).

#### **4.3 Facilitative Leadership**

Facilitative leadership in the Creative Economy Development Program at Bakorwil IV Pamekasan has a very important role in managing collaboration between the various parties involved. Good facilitative leadership is able to manage effective communication, reduce tensions that may arise, and facilitate collaboration between sectors that have different interests. A facilitative leader can act as a mediator between the parties involved, ensuring that every voice is heard and considered in the decision-making process (Bolden & Gosling, 2024). Leaders in this program not only play a role in providing direction, but also in creating space for all parties to participate actively, in a fair and equal manner.

However, despite efforts to implement facilitative leadership, the biggest challenge faced is ensuring that all parties, especially more vulnerable communities, feel valued and included in every step of the decision. Some MSME actors feel less involved in the decision-making process that is directly related to the development of their businesses. This shows that the role of facilitative leaders needs to be further enhanced in embracing all parties, including paying attention to the voices and interests of the community more comprehensively. Therefore, facilitative leaders must be able to create more open and continuous two-way communication to strengthen the relationship between the government, the private sector, and the community (Bukalova, 2024).

Facilitative leaders must also ensure that their leadership is not only instructional, but also able to provide effective guidance, mentoring, and coaching to MSME actors to take full advantage of the opportunities provided by this program. More active involvement of leaders in providing direct support to the community will strengthen the sense of ownership and commitment to the program, and encourage greater participation from the community (Rossignoli et al., 2024).

#### **4.4 Collaborative Process (Collaborative Process)**

The collaboration process in the Creative Economy Development Program in Bakorwil IV Pamekasan began with a series of meetings and face-to-face dialogues between the various parties involved. This dialogue became the basis for building a shared understanding of the goals and benefits of the program. However, despite efforts to build trust, the biggest challenge faced was the difficulty in ensuring that all parties, especially the community, had the same understanding of the program and the goals to be achieved. One of the main causes of this difference in understanding was the difference in perspective, background, and experience between the actors involved in the collaboration.

To ensure an effective collaboration process, open and continuous communication is needed between all parties. A clear understanding of the program's objectives will minimize tension and create synergy between parties (Schiefer et al., 2024). In addition, the success of the collaboration process also depends on the existence of a constructive evaluation and feedback mechanism, which allows all parties to provide input and adapt to existing dynamics. This evaluation-based collaboration process will provide an opportunity for each actor to identify emerging obstacles and formulate more effective solutions.

Commitment to a common goal is critical in maintaining the momentum of collaboration. (Ansell & Gash, 2007). Therefore, there needs to be an adjustment in the collaboration structure to be more flexible and responsive to the needs of each party involved. Through an inclusive approach and based on open dialogue, the program can more easily overcome challenges and achieve more optimal results.

### **5. Conclusion**

Overall, the implementation of collaborative governance in the Creative Economy Development Program in the East Java Super Corridor (EJSC) in Bakorwil IV Pamekasan shows that despite a number of challenges, this program has shown significant potential in driving the development of the creative economy sector in the region. The success of this program does not only rely on the existence of supportive policies, but is also greatly influenced by factors related to collaboration between various actors, including the government, the private sector, and the community. Although initial steps have shown positive results, the challenges faced, especially in terms of community involvement, require more attention to optimize the impact of this program.

Increasing community participation is one of the key elements in the success of this program. The community, especially MSMEs, are the main actors who are expected to be able to utilize the potential of the creative economy. However, even though this program is designed to empower them, most MSMEs still feel marginalized or do not have sufficient understanding of how they can participate effectively in the program. This increased participation can only be achieved if the collaboration process is inclusive and takes into account the diversity of needs and concerns of all parties involved. Through more intensive socialization, more targeted education, and providing space for MSMEs to

be more involved in decision-making, community participation can be significantly increased. Communities who feel involved will have a greater sense of ownership of the program and will tend to be more active in implementing initiatives resulting from the collaboration.

Furthermore, clarity of collaboration procedures is a determining factor in ensuring the sustainability and effectiveness of the program. Although the existing institutional design has established a clear structure between the parties involved, the biggest challenge that arises is the lack of clarity in the procedures to be followed. Uncertainty about the steps that need to be taken by each party in collaborating creates confusion and slows down implementation. Therefore, more transparent and easily accessible collaboration procedures are needed, so that all parties have the same understanding of their rights and obligations. This clarity will not only facilitate the collaboration but will also reduce the potential for conflict that can arise due to misunderstandings or disagreements in program implementation. Open information and clear documentation are important elements in accelerating the realization of common goals, as well as optimizing existing resources.

In addition, strengthening facilitative leadership in this program is very important to ensure the creation of harmonious collaboration. Facilitative leadership does not only focus on solving emerging problems, but must also be able to embrace all parties involved and ensure they feel heard and valued. One of the biggest challenges is ensuring that this leadership is able to defuse tensions that may arise between the government, the private sector, and the community, and create space for constructive dialogue. Effective facilitative leadership must be able to bridge differences in interests and ensure that each party has an equal opportunity to convey their views and contributions in the collaboration. Thus, strong and inclusive leadership will strengthen ties between stakeholders, encourage mutual trust, and lead to better resolution in joint decision-making.

Overall, this research is expected to provide significant contributions to collaborative governance practices in the development of the creative economy in Indonesia, especially in the regional context. This program shows that with cooperation between the government, private sector, and community, a region can develop its creative economy potential and increase economic competitiveness in a sustainable manner. However, to ensure that this potential can be realized optimally, it is important to continue to improve existing collaboration mechanisms, strengthen community participation, and ensure clear procedures and good leadership.

In addition, the Creative Economy Development Program based on collaborative governance can be used as a model for other regions that want to develop their creative economy sector. The experience of Bakorwil IV Pamekasan provides important insights into how good collaboration between the public and private sectors, as well as involving the community, can be the main driving force for the success of creative economy development. In the future, it is important for other regions to adapt and develop this collaboration model by considering local characteristics, challenges faced, and the potential of their communities.

The success of this program can be a mirror for similar efforts implemented at the national level, where collaboration between various sectors—both government, private sector, and community—plays a key role in creating inclusive, sustainable, and creativity-based economic development. By prioritizing the principle of more structured and transparent collaborative governance, the creative economy in Indonesia has a great opportunity to grow and develop, provide a wider positive impact on society, and become increasingly competitive at the global level.

In the future, similar programs can be expanded and adapted in various regions, while still considering the local context and characteristics of the local community. A collaborative approach like this can bring sustainable success if all parties feel involved in the decision-making process and share responsibility for achieving common goals. Therefore, collaborative governance based on the creative economy is not only a model for short-term development, but can also be part of a long-term development strategy that has a positive impact on the welfare of society as a whole.

This program can be used as an important marker in the journey of collaboration-based economic development in Indonesia, which not only improves the welfare of local communities, but also opens up opportunities to strengthen national competitiveness in an increasingly competitive global world.

## 6. Suggestions

Based on the findings of this study, there are several suggestions that can be given to improve the effectiveness of collaborative governance in the Creative Economy Development Program in the East Java Super Corridor in Bakorwil IV Pamekasan. First, increasing socialization and education to the community is an important step to increase community participation, especially MSMEs, who are the main target of this program. The community needs to be given a deeper understanding of the goals and benefits of the creative economy and how they can play an active role in this program. This can be done by designing a more intensive socialization program and using communication channels that are closer to people's lives, such as community-based training and the use of digital media that are more easily accessible to MSMEs. Effective socialization will strengthen their sense of ownership and increase their participation in the program.

Second, simplifying collaboration procedures is a very important element in ensuring smooth program implementation. Complicated and non-transparent procedures often hinder community participation and slow down the collaboration process. Therefore, the government and private sector must ensure that existing procedures are simpler, more transparent, and easier to understand for all MSME actors. Information regarding the rights and obligations of each party in this program needs to be conveyed clearly and openly so that all actors feel involved and know the steps they must take. Clarity in these procedures will reduce uncertainty, increase trust between parties, and ensure that the program runs more efficiently and effectively.

Furthermore, strengthening facilitative leadership is essential to manage relationships between the various parties involved. A facilitative leader is not only tasked with directing, but also creating an inclusive communication space, defusing any tensions that may arise, and ensuring that all parties feel heard at every stage of the program. Therefore, program leaders must be trained to have good facilitation skills and be able to manage dynamics between actors in a constructive manner. More inclusive leadership will strengthen collaboration, build trust, and accelerate the achievement of common goals in this program. Leaders who are able to facilitate active community participation will make this collaboration more effective and sustainable.

Continuous evaluation and feedback also an important aspect that needs to be strengthened. This study shows that good collaboration requires a transparent and systematic evaluation mechanism to assess progress, challenges, and achievements that have been achieved. Therefore, improving the evaluation system based on participation will provide a clearer picture of the successes and obstacles in implementing the program. Constructive feedback from all parties will help improve and adjust the program, so that the goals of collaboration can be achieved more optimally.

The program also shows great potential to be implemented in other regions in Indonesia. Therefore, replication and expansion of the successful collaborative governance model in Pamekasan can be a strategy to accelerate the development of the creative economy sector at the national level. However, to ensure the sustainability and success of the program at a broader level, it is important to develop an adaptive and flexible collaboration model that can accommodate the changing needs and challenges faced by each region. Similar programs must be tailored to the local characteristics of each, involving all stakeholders and maintaining open communication so that collaboration can continue to grow.

In addition, the role of the private sector must be strengthened in supporting the development of MSMEs and the creative economy. The private sector not only provides financial support, but can also play a role in providing training, market access, and innovation needed to empower MSME actors. Therefore, more intensive and sustainable private sector collaboration is very important to increase the success of this program, considering that the private sector has extensive capacity and networks that can be utilized to open up greater market opportunities for local creative products.

Overall, this program can be an important model in the development of a sustainable collaboration-based creative economy. This program not only provides direct benefits to the community and MSMEs, but also shows that with good collaboration between the government, private sector, and the community, the creative economy sector can grow rapidly and become a major driver for inclusive and sustainable economic development. Therefore, the implementation of this collaborative governance model needs to be applied more widely in various other regions to encourage more equitable creative economic development in Indonesia.

## 7. Contribution

This study makes a significant contribution to the development of collaborative governance theory and practice in the context of creative economy development in Indonesia, especially at the regional level. In this study, researchers not only identify various challenges faced in implementing inter-sectoral collaboration, but also provide new insights into how collaborative governance models can be applied effectively to achieve sustainable economic development goals. One of the main contributions of this study is to provide a deeper understanding of the dynamics of collaboration between government, the private sector, and society in the context of the creative economy, as well as how the basic elements in the collaborative governance model, such as starting conditions, institutional design, facilitative leadership, and collaborative process, can influence the success or failure of a program.

This study also provides a clearer picture of the roles and challenges of each actor in the collaboration. In the context of the Creative Economy Development Program in Bakorwil IV Pamekasan, this study reveals that despite the commitment and contribution from the government and the private sector, the main challenge lies in the low participation of the community, especially MSME actors. This finding emphasizes the importance of active community participation in the success of the collaboration, which is often overlooked in similar programs. Thus, this study contributes to the development of a more inclusive and community-based collaboration model, which allows the community, especially MSME actors, to play a more active role in every stage of decision-making and program implementation.

Another contribution of this research is to identify the need for clearer and more procedural institutional design, which can reduce uncertainty among MSMEs and other stakeholders. This study reveals that despite a clear institutional structure, ambiguity in collaboration procedures and lack of transparency often hamper program implementation. By providing suggestions for simplifying procedures and increasing transparency, this study also makes an important contribution to improving institutional design in future creative economy development programs.

In addition, this study provides important insights into the role of facilitative leadership in maintaining smooth collaboration between the parties involved. Effective facilitative leaders can serve as strong bridges between the public, private, and community sectors, and play a role in building trust and defusing tensions that may arise during collaboration. The findings on the role of this leadership provide a stronger basis for developing more inclusive and participatory leadership strategies in similar programs.

This study also contributes to the development of collaborative governance theory in Indonesia, especially in the creative economy sector. By looking at the application of collaborative governance in a more specific context, namely the development of the creative economy through the East Java Super Corridor, this study opens up space for further studies on collaboration models in different regional contexts. This study highlights the importance of adjusting collaboration models to local characteristics and the needs of local communities, as well as how elements in this model can be adapted to better suit existing social and economic dynamics.

In practice, this study contributes to policy makers and program implementers, by providing deeper insights on how to strengthen collaboration between government, private sector, and community in the context of developing the creative economy sector. This study provides clear recommendations on ways to increase community participation, improve collaboration procedures, and strengthen facilitative leadership in creative economy development programs in the regions. Thus, the results of this study are expected to be used as a reference for policies and implementation of similar programs at other regional levels, as well as encourage the development of a more effective and sustainable collaborative governance model in the context of creativity-based economic development.

Finally, this study also contributes to the literature that discusses the challenges in public-private sector collaboration, as well as the implementation of more inclusive strategies in achieving more equitable and equitable development goals. Through these contributions, this study is expected to provide a foundation for subsequent studies that examine more deeply the implementation of collaborative governance in various contexts of economic development in Indonesia.

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