



Analysis of the Collaborative Management Implementation of Conservation Area of the Sultan Syarif Hasyim Forest Park, Riau Province

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ABSTRACT

The conservation forest area of Sultan Syarif Hasyim Forest Park, Riau Province an area of 6,172 hectares in the administrative area of Siak Regency, Kampar Regency, and Pekanbaru City. The views (perceptions) of the people that live around this forest area, can provide benefits for economic and social improvement. On the other hand, it cannot be ruled out that the existence of people who have already lived and worked in this forest area have a perception that the area that they control is a place of survival and death. This condition has caused 79% of the total area of this forest to be degraded and converted into oil palm plantations, settlements, social facilities, public facilities, and community business facilities. This research method applies a naturalistic paradigm - qualitative approach design. The data collection technique is through interviews, observation, and documentation study. The data analysis techniques is descriptive with the formal and informal results of the study. The implementation of collaborative management is analyzed from four elements of collaboration, namely; institutional procedures and agreements, leadership, knowledge and resources. The research result shows that the implementation of collaborative management in the conservation forest area of Sultan Syarif Hasyim Forest Park, Riau Province is running optimally on the elements of procedures and institutional agreements, leadership, knowledge and resources. Such conditions can be an example for other forest area managers how to manage forests in a sustainable, ecologically fair manner and provide positive impacts for the community.

INTRODUCTION

Conservation forest is a forest area with certain characteristics that are determined for nature protection, preservation of flora and fauna, natural tourism, and scientific purposes (Fatima et al., 2018; Pusparini et al., 2023; Oktivana, 2023). Classifying forest functions into protection, conservation, and production functions does not change the natural function of forests, namely to maintain a balance of oxygen and carbon dioxide, maintain soil fertility, balance regional water systems, and preserve soil from erosion (Safe'i et al., 2020; Alam et al., 2023; Han et al., 2023). The general objective of conservation function forest area management refers to Law Number 5 of 1990 concerning the Conservation of Biological Natural Resources and Their Ecosystems which mandates

conservation as an effort to manage natural (biological) resources by utilizing them wisely and ensuring the sustainability of supplies while maintaining and improving the diversity value quality (Sulistiyowati et al., 2023; Fekadu et al., 2021; Shepherd et al., 2020).

Sultan Syarif Hasyim Grand Forest Park, Riau Province, is part of a forest area with a nature conservation function, at the beginning, the idea of its formation was based on building a forest area with natural tourism purposes (Sukma, 2019). In 1985, the Riau Provincial Government through the Decree of the Governor of Riau Number: 367/IV/1985 dated 24 April 1985 proposed the Takuana Minas River forest group as a forest area with a natural tourism area of 1000 hectares, which at that time was part of the Hakuana concession

area. Forest Concession (HPT) of PT. Sindotim in the function of production forests (HP).

To strengthen its management status, this forest area was then upgraded to a Grand Forest Park with the aim of management as a natural tourist spot, a park for collections of other endemic

plants and animals. In 1995, the Riau Provincial Government through a letter from the Governor of Riau Number: 677 /XII/1995 dated 15 December 1995 again proposed the area addition of the Takuana Minas River forest area for a Grand Forest Park of 5,920 hectares.

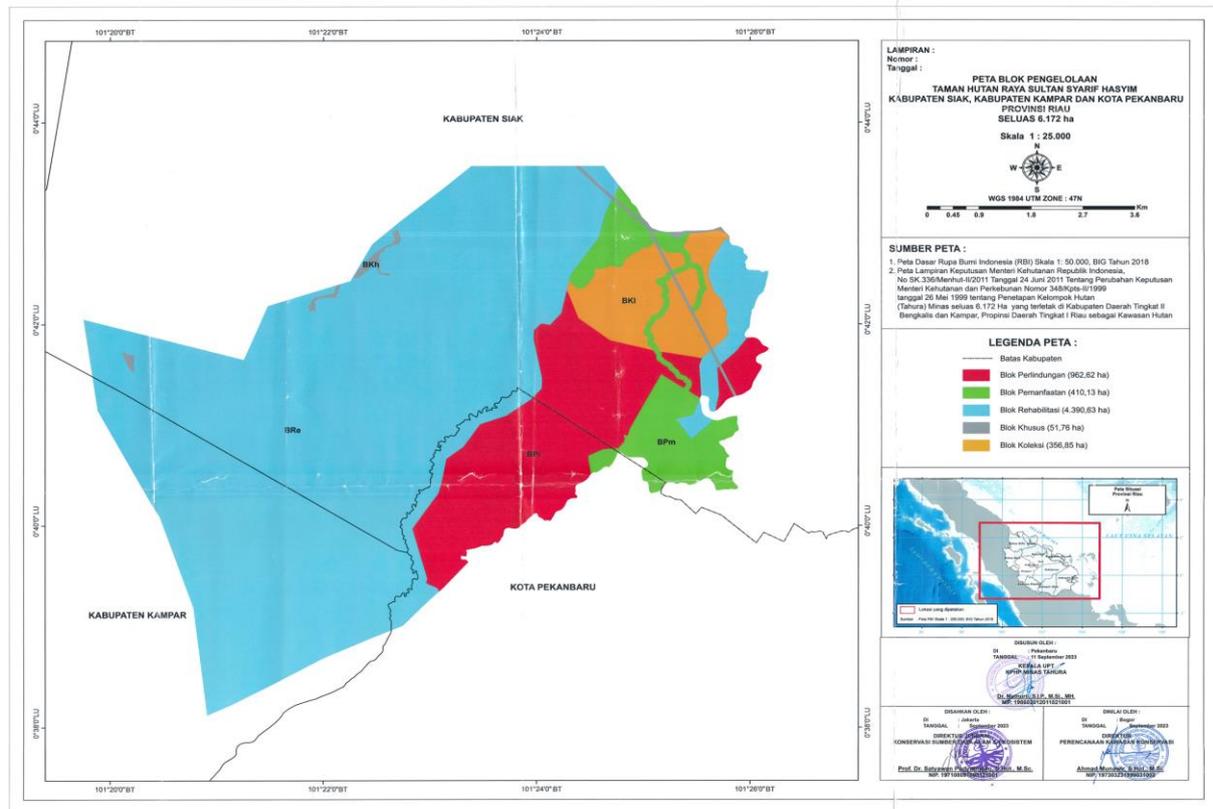


Figure 1. Tahura SSH Map

The government through the Decree of the Minister of Forestry of the Republic of Indonesia Number: 349/KPTS-II/1996 dated July 5 1996 determined the Takuana Minas Forest Group covering an area of 5,920 hectares as the Sultan Syarif Hasyim Grand Forest Park, Riau Province and determined the area boundaries. Furthermore, in 1999 the Government through the Decree of the Minister of Forestry and Plantations of the Republic of Indonesia Number: 348 /KPTS-II/1999 dated 26 May 1999 established the Takuana Minas Forest Group covering an area of 6,172 hectares. The last time, the Government through the Decree of the Minister of Forestry of the Republic of Indonesia Number SK.336/Menhut-II/2011 dated 24 June 2011 concerning Amendments to the Decree of the Minister of Forestry and Plantation of the Republic of Indonesia Number: 348 /KPTS-II/1999 dated 26 May 1999 concerning Group Determination The Takuana Minas Forest covers an area of 6,172

hectares located in Bengkalis Level II Regional Regency and Kampar Level II Regional Regency, Riau Level I Province as a Forest Area.

Since the enactment of Regional Regulation Number 5 of 2015 concerning the Management of the Sultan Syarif Hasyim Grand Forest Park, Riau Province, the management of this conservation forest area has been carried out by the Technical Implementation Unit (UPT) of the Minas Tahura Production Forest Management Unit (KPHP) under the Riau Province Environment and Forestry Service. Regional Regulation 5/2015 mandates the following seven management objectives; 1) ensuring the sustainability of the Tahura area and preserving the germ plasma of Indonesia's forests; 2) maintaining plant and animal collections and the potential of the Tahura area; 3) optimizing the use of Tahura for the collection of plants and/or animals which can be used for natural tourism and recreation, research, science and to support

cultivation for the welfare of the community; 4) improving the hydrological functions of the Siak watershed; 5) maintaining natural beauty and creating a microclimate; 6) natural tourist attractions as a means of recreation and development for nature lovers; 7) increasing local original income.

Administratively, the Tahura Sultan Syarif Hasyim conservation forest area is located in the Siak Regency, Kampar Regency, and Pekanbaru City. The Siak Regency area is within the administrative area of Kampung Rantau Bertuah and directly borders Minas Jaya Village. Then in the Kampar Regency area in the administrative area of Garo City and directly borders Sukamaju Village. Meanwhile, the Pekanbaru City area is within the administrative area of the Rantau Panjang Subdistrict and directly borders Muara Fajar Barat Subdistrict. The perceptions of the people who live around this forest area can provide benefits for economic and social improvement (Garekae et al., 2017; Astuti et al., 2020). On the other side, the people who have already lived and worked in this forest area have the perception that the area they control is a place of survival and death. This condition has caused 79% of the total area of this forest has been degraded and converted into oil palm plantations, settlements, social facilities, public facilities, and community business facilities.

The aim of managing the Sultan Syarif Hasyim Grand Forest Park conservation forest area is in contrast to facts on the ground which shows that forest cover continues to decline due to encroachment. The conflicts arise from communities who have already lived and worked in the area as a form of resistance to the goal of preserving forest cover and function. They are struggling to maintain the use of natural resources that they have controlled for a long time as the basis of their economy. Social jealousy also comes from people who live around the area over the use of natural resources that they do not get, such as the case in the area. The condition of conflict over the important values of area use due to the unsynchronized perceptions between communities to manage the conservation forest area of Sultan Syarif Hasyim Forest Park creates a combination and diversity of environmental damage. The consequence area management unit faces complex

management problems that are clearly not easy (Suhada et al., 2019).

MATERIALS AND METHODS

This research applies a naturalistic paradigm with a qualitative approach design. This research design was implemented because it has techniques and (specific) instructions on how to act to achieve the research objectives, and has strong relevance to the paradigm applied. The first stage, analyzing and describing the role of the management unit in implementing collaborative management of the Sultan Syarif Hasyim Forest Park conservation area using the Eden & Eckermann (1998) theoretical approach which includes; (1) stakeholder identification; (2) grouping and categorizing stakeholders; (3) investigating the relationship between stakeholders. The second stage, applying triangulation techniques to map the obstacles that is faced and the mitigation that is applied then channeled and analyzed again using a problem approach model (Bakri et al., 2023).

RESULTS AND DISCUSSION

Institutional Procedures and Agreements

The collaborative management that is implemented in the Tahura Sultan Syarif Hasyim conservation area, Riau Province, adopts a strategic resource management approach that develops long-term planning to manage effectively from the environmental opportunities and threats that occur. This can be clearly seen from the results of the identification, grouping, and stakeholder relationships found, namely; (a) Key stakeholders; (b) Key stakeholders; and (c) Supporting stakeholders.

1. Key stakeholders

The key stakeholder is the Ministry of Environment and Forestry (KLHK) which has the authority to carry out the role of policy maker, policy implementer, and implementer of policy evaluation on cooperation in managing conservation forest areas. These key stakeholders have a high degree of influence and a high degree of interest. The influence that has been had is directed at giving orders to restore environmental functions by following the regulations that govern it. The collaboration is the best effort to realize the same vision, mission, and goals for environmental restoration in the Tahura Sultan Syarif Hasyim

conservation area. Meanwhile, the interests that is held are directed in implementing the governance standards for the restoration of environmental functions and collaboration mechanisms between collaborating parties (Tando & Haryanti, 2022; Roengtam & Agustiyara, 2022). In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, Riau Province, the relationships that are built are influenced by the classification of cooperation supported by the management unit, in this case, the Technical Management Unit (UPT) of the Minas Tahura Production Forest Area Management Unit (KPHP) as a site level stakeholder. The key stakeholders provide administrative approval and technical direction for the collaboration carried out based on the same vision, mission, and objectives with the conservation area management objectives which have been outlined in the cooperation agreement proposal and application letter.

2. Main stakeholders

The main stakeholder is UPT KPHP of Minas Tahura as a site-level stakeholder under the parent organization of the Riau Province Environment and Forestry Service. UPT KPHP of Minas Tahura as the management unit has regulatory authority as a facilitator, but in the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, it carries out multiple roles as a driving force (discussion initiator, mediator of conflicts of interest at site level). In his position as “middle management” or in other words as a subordinate to “upper management” namely the Head of the Environment and Forestry Service, the head of the management unit carries out his strategic function of initiating the concept of long-term planning based on multi-party participation. The main stakeholders have a low degree of influence and a high degree of importance. The influence of these main stakeholders is directed at efforts to obtain priority support from “upper management” on issues of restoring environmental functions in the Tahura Sultan Syarif Hasyim conservation area. The ability of key stakeholders to obtain priority support from “upper management” is proven by the achievement of multi-party collaboration that exceeds targets. Meanwhile, the interests of the main stakeholders are mobilized in efforts to rationalize and harmonize the programs contained within the scope

of cooperation so that they are in line with the main performance indicators (IKU) of the Head of the Riau Province Environment and Forestry Service. In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, Riau Province, the relationships that are built are influenced by the priority of “upper management” support. However, it was found that the ability of key stakeholders to rationalize and harmonize programs can also influence the priority of “upper management” support.

3. Supporting stakeholders

Supporting stakeholders are parties who collaborate with the main stakeholders. In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, this collaboration partner is the party that provides resource support, in the form of budget resources, human resources, and technology. Even though it is classified as a supporting stakeholder, this party has the same strategic position as the main stakeholder due to its role as a resource provider.

These supporting stakeholders have a high degree of influence and a low degree of interest. The influence that these supporting stakeholders has been directed at rationalizing and agreeing on the distribution of resources, especially budget resources. Meanwhile, the importance is to gain recognition from key stakeholders and key stakeholders that the institution has contributed positively to the mission of environmental preservation (Wirdani et al., 2023; Babar Taj, 2019; Aponte et al., 2016). In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, Riau Province, the relationships built by supporting stakeholders foster public trust in the conservative values that they invest in.

Stakeholders are involved in informal and formal communication over a long time to discuss and determine procedures and cooperation agreements. Each stakeholder (key, main, supporting) jointly reviews and carries out the cooperation regulatory procedures. The basic guideline used is the Minister of Forestry Regulation Number P.85 of 2014 in conjunction with the Minister of Environment and Forestry Regulation Number P.44 of 2017 concerning

procedures for cooperation in organizing natural reserve areas (KSA) and nature conservation areas (KPA). Various meetings are pointed on producing formal agreements that were held with the full involvement of stakeholders. Starting from discussing cooperation proposals, meetings have been held by the main stakeholders and supporting stakeholders. After the proposal is agreed, a discussion of regional technical considerations is carried out, a draft cooperation agreement is carried out, followed by assistance to key stakeholders. Proposals, regional technical considerations, and draft cooperation agreements are documents that must be attached as requirements for requests for cooperation approval to the Minister of Environment and Forestry through the Directorate of Natural Resources and Ecosystems (KSDAE).

The policy product that will be produced is a letter of cooperation agreement issued by key stakeholders, namely the KSDAE directorate. Based on this cooperation agreement letter, the main stakeholders and supporting stakeholders signed a cooperation agreement and determined the program implementation plan (RPP), five-year work plan (RKL), and annual work plan (RKT). RPP, RKL, and RKT are documents that contain formal institutional agreements regarding programs, activities, financing, implementation time, success indicators, monitoring, and evaluation that will be implemented. The RPP has a long-term time span of 10 years and can be evaluated in the 5th year. RKL has a shorter time span of 5 years and can be evaluated every 1 year. Meanwhile, the RKT are programs and activities carried out in the current year according to the scope of cooperation and are evaluated at the end of the year while determining the RKT for the following year.

Implementation of the current year's RKT is carried out collaboratively by main stakeholders and supporting stakeholders. Programs and activities are discussed in formal meetings before being implemented in the field. Including the involvement of other parties in assisting the implementation of programs and activities decided jointly by the main stakeholders and supporting stakeholders.

Even though the collaboration structure is flexible and not hierarchical, regulations are important and needed as illustrated by the implementation of collaborative management of the Tahura Sultan Syarif Hasyim conservation area.

The head of the management unit as the main stakeholder actor carries out his function as a distributor of knowledge about regulations, mediating conflicts of understanding in formal and informal discussions, motivating human resources from main stakeholders, and supporting stakeholders. Based on the results of the deepening and analysis carried out on Milwar and Provan's opinions, it was found to be relevant in the implementation of collaborative conservation management at Tahura Sultan Syarif Hasyim from the aspects of procedures and institutional agreements.

Actions related to how "middle management" actors manage their organizational units to initiate collaboration are well confirmed by "upper management" (Maryudi & Fisher, 2020; E. P. Purnomo et al., 2021; Marques et al., 2020). However, the opinion about the flexibility of the collaboration structure that was stated by Milward and Provan didn't tend to be convincing enough at the supervisory and implementing levels among the main stakeholders (Roengtam et al., 2023; Sabar et al., 2023; Henderson et al., 2021). The ranks of human resources in the management unit are still very dependent on the direction and orders of actors in the organization's leadership structure, not as collaborators. Meanwhile, Milward and Provan actually provide an overview of the flexibility of collaboration structures, interpreted as the absence of hierarchy in collaborative management, only collaborators or coordinators (Patadjenu et al., 2023; Singapore Institute of International Affairs, 2017; Rahim, 2018).

Leadership

Based on the deepening and analysis of leadership aspects in the implementation of collaborative management of the Tahura Sultan Syarif Hasyim conservation area, it leads to the views of Ansell & Gash (2007) regarding the main criteria for collaboration, namely the existence of forums that was initiated by the public institutions. Because public institutions are formal and structuralist institutions, the aspects of institutional leadership play an important role in implementing collaboration (Jalil et al., 2021; Amelia et al., 2019). The head of the area management unit as the main stakeholder actor carries out the communication function to obtain collaboration support (Putri et al., 2021; Winarno et al., 2019). The position of the

head of the management unit is as “middle management” within the institutional scope of the Riau Province Environment and Forestry Service so the leadership role carried out is to initiate (give ideas/ideas/ beliefs) to “upper management” (Goib et al., 2019).

Ideas and concepts that are initiated by the head of the management unit are carried out formally and informally. Formally, such as official notes, invitation letters, and technical considerations prepared to obtain collaboration support. Informally it is also carried out in unscheduled discussion meetings. This condition occurs for both parties, main stakeholders and supporting stakeholders.

The dynamics of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area cannot be separated from conflicts of interest, especially those related to determining the scope, size of the intervention area, methods which will be applied and scheduled for implementing activities (Manurung et al., 2017). In situations like this, the head of the area management unit carries out his role as a facilitator and mediator to provide alternative solutions. The steps that are often implemented by the head of the regional management unit are to offer several alternative solutions and discuss them in discussions and meeting forums.

In this way, the parties that are involved in the activity can choose or develop alternative solutions that are most beneficial to the collaborating parties. They can get the knowledge and wisdom needed by other parties along with the opportunity to provide constructive development. In the role of facilitator and mediator, the key is dialogue between individuals, discussion, and learning together, this is the main motivation for the head of the area management unit. Goals that are too rigid and too detailed contribute to stagnant activity stages. This situation can be facilitated and mediated by the head of the management unit so that collaboration goals can be achieved according to the target.

Ambiguity and uncertainty in the policy situation contribute to the slowdown in targets for collaboration activities (Yesi et al., 2022). In dealing with the dynamics of the policy situation, the head of the regional management unit plays the role of knowledge distributor to describe the policy situation to stakeholder actors. If the policy situation meets all the criteria that support

collaboration, then a strategy to accelerate the implementation of activities is carried out (Hidayat et al., 2020). However, if the policy situation does not meet all the criteria that are required for collaboration, then adaptation and mitigation strategies are carried out (Anggiani & Hikmawan, 2022).

Technology is needed to obtain accurate data and information at certain stages or activities in collaboration. For example, to find out the cause of disease in leaves, certain technology is needed in the laboratory. The data and information that are obtained from the laboratory become important material in certain stages or activities to proceed to the next stage or activity. The use of this technology has been confirmed and has been encouraged by the head of the area management unit in collaborative activities taking place in the Tahura Sultan Syarif Hasyim conservation area.

Not enough to support the use of technology. Public advocacy that seeks positive participation from the external environment is carried out in collaborative management in the Tahura Sultan Syarif Hasyim conservation area, Riau Province. This is done with the belief that more positive participation will bring more information and views to help define important issues concerning the goals of collaboration (Wulandari et al., 2021).

Another reason the head of the management unit carries out public advocacy is the belief that if more people are involved in preparing the collaboration program, they will have the motivation to make it a success and develop it. It doesn't stop there, public advocacy carried out by the head of the regional management unit provides opportunities for creativity and enthusiasm so that there is no longer too much waiting for instructions and control. This is a characteristic of collaborative management. It is no longer based on a uniform management pattern that may not be appropriate to regional conditions. Management with the creativity and enthusiasm of “middle management” actors is carried out by the head of the Tahura area management unit, Sultan Syarif Hasyim, to adapt to the unique conditions of the area. In this context, the main motivation is the belief in an adaptive approach that teaches people to “learn while doing” rather than mechanistically following guidelines that may not be appropriate to the local situation.

Knowledge

In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, knowledge is a conception believed and applied by the head of the area management unit that there is no universal best way to implement a forest area management policy, instead, there is adaptation followed by collaboration. In fact, regarding the philosophical basis of the policy of establishing Forest Management Units (KPH), from the perspective of the head of the area management unit, it is an effort to build collaborative services that involve parties in providing services in the forestry sector at the site level, so that they no longer rely on hierarchy and command (Budiandrian et al., 2017).

However, along the way, deviations in knowledge emerged which caused ambiguity and confusion in forest area management. Knowledge about this is the basic capital for the head of the Tahura conservation area management unit, Sultan Syarif Hasyim so that he can collaborate. Knowledge of the importance of collaborative management was born from the perspective of the head of the “middle management” unit in the form of ideas and ideas that were confirmed to “upper management” and well coordinated with stakeholders (key, main, supporting). Furthermore, knowledge of the importance of agility is believed and applied by the head of the regional management unit to foster motivation to “initiate” collaboration (Wijayanto & Muin, 2020). However, in its implementation, there are consequences, namely excessive work, because to get to the “initiating” level it takes more time to analyze and map actors, internal and external environments, task lines, clear authority, institutional interests, and desired indicators of success. For example, the action implemented by the head of the Tahura conservation area management unit, Sultan Syarif Hasyim, is to prepare time for discussions with experts and academics and hold FGDs at each stage of collaborative activities.

The implication of the knowledge that is believed and applied by the head of the management unit in the collaborative management of the Tahura Sultan Syarif Hasyim conservation area is the development of knowledge and motivation of actors and human resources, both within the main stakeholders and supporting

stakeholders. The ability to initiate a collaborative activity must be based on knowledge, not only knowledge of the technical side but also knowledge of the philosophical, administrative, and juridical sides. Armed with this knowledge, attention is directed to the “liking for challenges” because collaboration basically starts from differences in resources and interests which have implications for obstacles or challenges (Pasaribu et al., 2020). In general, the knowledge to build pre-conditions for collaboration is much more complicated because it involves the challenges of actor agreement and institutional agreement (Wulandari et al., 2021) (Edwards & Heiduk, 2015). However, in the context of implementing collaborative management in the Tahura Sultan Syarif Hasyim conservation area, it was found that there were advantages in carrying out the pre-conditions for this collaboration. The results of the deepening and analysis show that the head of the area management unit in 2023 has succeeded in achieving collaborative implementation of conservation area management with four different institutions such as; Pertamina Hulu Rokan (PHR) with a collaboration area of 814 hectares, the State Electricity Company (PLN) with a collaboration area of 32 hectares, the Belantara Foundation (YB) with a collaboration area of 65 hectares, and the Hutanriau Foundation (YHR) with a collaboration area of 12 hectares.

Resource

The effectiveness of resources in implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area is viewed from the capability approach of the collaborative elements, namely leaders, actors, and individuals. Institutionally, the stakeholders directly involved in the collaboration process are stakeholders (key, main, and supporting). Each stakeholder has the resources of leaders, actors, and individual implementers. Leaders carry out their role as decision-makers or policy-makers (Sidiq et al., 2022; Purnomo et al., 2019). In key stakeholders, namely the Directorate General of Conservation of Natural Resources and Ecosystems, the leadership position is occupied by the Director General with the rank of echelon I official. Below him is the Directorate of Conservation Area Planning, the leadership position is occupied by the Director with the rank of echelon II official as well as an actor who controls the main tasks and

functions in the field of cooperation in a conservation area. As an actor, the Director of Conservation Area Planning plays a dominant role both up and down. The upward role is carried out to provide research, initiation, ideas and ideas as well as provide considerations in making decisions on cooperation agreements in conservation areas (Sentanu & Kumalasari, 2020). Meanwhile, the downward role is carried out to provide direct direction and orders to the resources below, especially the cooperation sub-directorate (Fiulaizi et al., 2021). The implementation context for collaborative management of the Tahura Sultan Syarif Hasyim conservation area, key stakeholder resources, has been effective. All cooperation requests and agreements that are submitted by main stakeholders and supporting stakeholders in 2023 will be processed according to the specified time.

In the main stakeholder, namely the Environment and Forestry Service of Riau Province, the leadership position is occupied by the Head of Service with the rank of echelon II official. Below him is the Head of UPT KPHP Minas Tahura, the leadership position is occupied by the Head of UPT with the rank of echelon III official as well as an actor who controls the main tasks and functions of managing the Tahura Sultan Syarif Hasyim conservation area. As an actor, the head of the regional management unit plays a dominant role both to the leadership above him, to the ranks below him as well as to supporting stakeholders as collaboration partners. The role of the leadership above is to provide reviews, ideas, suggestions, and considerations to obtain support (Riniati et al., 2017; Handoko et al., 2020). The role of the lower ranks is carried out in the form of transferring knowledge, discussions, and directions as well as providing motivation. For example, when collecting information or hypotheses about the sustainability of oil palm plantations in forest areas. Individuals as program implementing resources require adequate knowledge of rapid rural appraisal (RRA) techniques so that they can assess life around forest areas systematically, structured, and quickly.

In the context of implementing collaborative management of the Tahura Sultan Syarif Hasyim conservation area, the knowledge of individual program implementing resources regarding RRA still experiences many weaknesses. Even the program supervisory resources at UPT KPH Minas

Tahura do not have sufficient knowledge about rapid rural appraisal (RRA) and participatory rural appraisal (PRA). It is for reasons like this that the leadership role of key stakeholders is needed as a knowledge distributor. The practical values that might emerge in collaboration should not damage the ecosystem (He et al., 2020). Realizing this, the head of the regional management unit implemented a study group consisting of several superior individuals as a work team in every collaboration carried out. These individuals usually consist of 3-5 people who are tasked with initiating the stages of collaboration activities. Resource management at the level of supervisors and program implementers based on the development of scientific knowledge has shown success in the Tahura Sultan Syarif Hasyim conservation area. In fact, to encourage the development of individual knowledge of supervisory resources and program implementers, the head of the regional management unit applies expert assistance from academics at every stage of collaborative activities (Bakri et al., 2023; Hergoualc'h et al., 2018; Tonsing & Tonsing, 2019).

CONCLUSION

Based on the results and discussion of the implementation of collaborative management of the Tahura Sultan Syarif Hasyim conservation area, Riau Province, it was concluded that; (1) The procedural elements and institutional agreements covering the roles and functions of key stakeholders, main stakeholders and supporting stakeholders have been running optimally; (2) The leadership elements which include the criteria for exploring collaboration support, initiating meetings, facilitators and mediators, representing actors and collaboration as a whole, distributing knowledge, using technology in collaboration and public advocacy are implemented optimally; (3) On the knowledge elements that are applied and developed to initiate collaboration runs optimally and is accepted by stakeholder actors (key, main, supporting); (4) The resource element covering leaders, actors and individuals shows that at the leader and actor level they are able to carry out the collaboration process optimally, while at the individual level as resources for supervisors and program implementers, still shows weaknesses in the collaboration process.

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