

## KNOWLEDGE PROBLEM OF COLLABORATION IN REGIONAL DEVELOPMENT PLANNING (CASE IN MAMUJU REGENCY)

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**Abstract:** *This study examines the basic values of collaboration that development planning area that can inspire the government, public and private sector as an actor in local development planning in Mamuju. This study aims to identify, analyze and synthesize the basic values (core value) is required to inspire actors in collaborative planning of regional development in the District Mamuju. This research is descriptive kualitatif. Penelitian uses fenomenologi approach. The primary data sources from government, public and private and secondary data from the planning documents. The focus of this research is the core values that inspire the actors in the process of local development planning in Mamuju. The technique of collecting data through observation and in-depth interview about the core values in regional development planning has been documented and then analyzed using qualitative descriptive. Technical analysis of the data consists of data collection, data reduction, data presentation and conclusion. The findings of this study after analyzing seven core values, namely respect for people, honor and integrity, ownership, consensus, full responsibility and accountability, trust-based relationship and the recognition and growth. In the planning process has embraced the values of mutual respect and respect the freedom of expression, the value of integrity by involving the community to participate in decision-making is done jointly (consensus), and the community recognizes have enjoyed and tasted the fruits of development. But other than that, there is still a sense of community values less towards development results, the decision produced by the community was not fully accommodated by the government and public confidence in the government is still lacking.*

**Keywords:** Collaboration, Planning and Development

### INTRODUCTION

Normatively, has no rule that requires the involvement and active participation of the actors good governance in the policy formulation process of planning, namely the Minister of Home Affairs Regulation No. 54 Year 2010 on the Implementation of Government Regulation No. 8 of 2008 on Stages, Procedures Preparation, Control, and Evaluation of the Regional Development Plan, which requires planning process

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starts at the bottom level (Village) to the district level with the involvement of stakeholders in the area. In this regard, Bappeda (as part of good governance actors) was originally only dominant in initiatives and facilitating development planning process, and minimize the effects on the dialectic between stakeholders related to the process of policy formulation/planning program.

Efforts made by the Government of Mamuju to perform collaborative mechanism in the process of local development planning in Mamuju district where the collaboration of the two parties interact and mutual contributions between the government and society in the achievement of the vision of the region on the one hand while on the other side of the community problems can also be solved. It can be seen that planning is planning technocratic government as the party putting absolute authority to plan and carry out development for the public interest, based on technical considerations of the government that its implementation be formulated in the form of Work Plan and Budget of the SKPD. While participatory planning involving all citizens in the construction of the village, is a method or way of planning real functioning of community institutions in planning development. Planning done more based on studies of the problems they face and the potential available in the community. In this way the community is expected to give birth to the initiative of the community and be able to implement, maintain, and follow up the results of development. Cooperation and synergies between the two, as well as multi-stakeholder from the private sector, it can be said to be a collaborative development planning. In synergy can be known problems faced by the community based on facts and reality, occur equality parties involved, the government is merely supports the initiative of the community, and the lack of mutual trust between the community and the government. This is in line with Suzetta (2007: 21), as a further reflection of democratization and participation as part of good governance, the development planning process as well as through a participatory process. Thought participatory planning starts from the realization that the performance of a community development initiative is determined by all parties associated with the initiative.

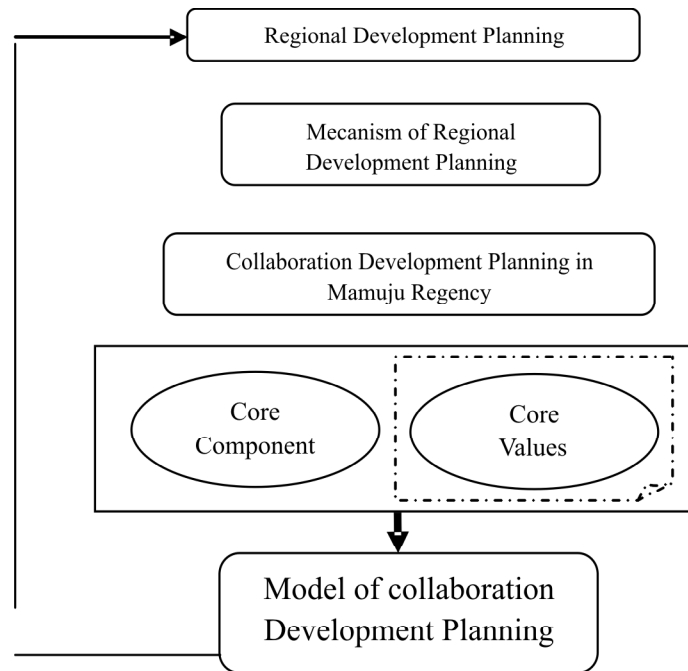
Collaboration was born from the real conditions of participatory planning to see the reality of regional development planning in Mamuju, in the implementation of collaborative deliberations which in reality is a dynamic participatory undertaken by stakeholders. The condition is objective rationality in regional development in Mamuju that on one side of participatory planning is mandated by Law No. 25 of 2004 and on the other hand the implementation of collaborative planning of obtaining a positive response in the community through the successful implementation of specific programs such as the Program achieved construction of 3 km long canal in the Polo Pangalevillage of Mamuju District Fiscal Year 2011, which is the result of the planning program of the introduction of the annual flood issues undertaken by the community / society facilitated by government officials.

To that end, the focus of this research analyzes and synthesizes core values that inspire stakeholders as actors in the process of local development planning in Mamuju. The indicator is used, namely; Respect for others at each level of Musrenbang, Awards and integrity, gives awards for the ideas and opinions of others and able to implement the agreement set together, Ownership, a sense of belonging to the region perform maintenance development outcomes, consensus, decisions are made on the basis of mutual agreement, full responsibility and accountability, have a sense of full responsibility for any decision made together internally and responsibilities towards stakeholders, trust-based relationship, mutual trust among stakeholders musrenbang in various stages of planning discussion forums, and the recognition and growth, the results achieved show an increase both in terms of quantity and quality in the process musrenbang.

## **RESEARCH METHODS**

This research is qualitative descriptive fenomenologi, which began on 14 May 2014 on 15 July 2014 in Mamuju. Informants were interviewed is the Regent Mamuju, Head of Bappeda, Secretary of the Department of Public Works, the health department secretary, village heads, community leaders and NGOs. The technique of collecting data through observation and in-depth interviews related to core values and technical analysis of the data consists of data collection, data reduction, data presentation and conclusion. Focus this research analyzes and mensistesa core values that menginpirasi stakeholders as actors in the process of local development planning in Mamuju. The indicator is used, namely;

1. Respect for others (respect for people), at each level of musrenbang
2. Awards and integrity (Honor and integrity), gives awards for the ideas and opinions of others and able to implement the agreement set together.
3. Pain has (ownership), has a local flavor to perform maintenance development outcomes
4. Consensus (consensus), decisions are made on the basis of mutual agreement
5. A full sense of responsibility (full responsibility) dan Akuntabilitas (accountability), has a full sense of responsibility for decisions made jointly internally and responsibility towards stakeholders.
6. Mutual trust (trust-based relationship), mutual trust among stakeholders Dlm musrenbang in various stages of planning discussion forums.
7. Recognition and growth (recognition and growth), the results achieved show an increase both in terms of quantity and quality in the process musrenbang.



 = Focus of research

**Figure: Conceptual Framework**

## RESULTS AND DISCUSSION

This study analyzes the extent to which core values serve as basic values that underpin the successful implementation of cooperation and collaboration among stakeholders in formulating regional development planning Mamuju district.

### 1. Respect for People

Implementation of collaboration in development planning in Mamuju district conducted with the involvement of stakeholders. In the planning process is expected to awaken the value of mutual respect in expressing their opinions and suggestions. Everyone who will collaborate wanted a strong position and the similarities and still emphasizes the value of mutual respect on ideas and opinions expressed in the deliberations (a compilation of interviews; Grace, Hasrul, Rusnani and ZainalAbidin, June 2014). In this regard the findings of this study showed that in the implementation of the framework Musrenbang in development planning in Mamuju known the values of mutual respect in the expression of every stakeholder.

Added by informants; (Salihi Saleh and JufriBadau, in June 2014 that all elements of the stakeholders who attended the discussion forum from government, public

and private has always upheld the principle of mutual respect among stakeholders. As such of these findings can be interpreted that the planning process is carried out through deliberation represented by each stakeholders still consider the values of mutual respect and the opinion submitted proposals without distinguishing between the other. Based on this interpretation is found that in the process of deliberation woke up the value of mutual respect other people's opinions.

The findings of this study indicate that in the process of local development planning in Mamuju stakeholders involved in the implementation of Musrenbang (government, public and private) to build the value of mutual respect for opinions and ideas and proposals put forward is a form of the value of mutual respect for others. This finding is in line with the views of Marshall (1995) on the importance of togetherness in the collaboration. Togetherness will be born if everyone who collaborated respect for others. This is due to the collaboration gives a spirit of togetherness to involve all members in the work, because the basic values and beliefs are the foundation for building trust-based relationships.

It is also known that the implementation of the collaboration in the development planning in Mamuju involving stakeholders such as between stakeholders woke up the value of mutual respect in expressing their opinions and suggestions. The main foundation of any organization is the satisfaction of each individual. Marshall (1995) asserted that the main foundation of any organization is the satisfaction of each individual. It means that everyone who wants to collaborate strong position and similarities. They want the high personal satisfaction or working environment support and encourage him satisfaction. In this regard the findings of this study showed that in the implementation of the framework Musrenbang in development planning in Mamuju known the values of mutual respect in the expression of every stakeholder.

If everyone respect to the other, then the collaboration will be the higher of interdependence between actors or organizations either vertically or horizontally. Agranof and Mc. Guire (2003: 35) confirm that such interdependence will result in actions that are made together and worked together well. Togetherness is of course only be realized if everyone respect between oneanother.

## **2. Awards and Integrity**

Establish collaboration can be successful if in the process adheres to the system and the integrity of the award value for both is a matter of inter-related. In Musrenbang found that there are inclinations everyone gives awards for the ideas and opinions expressed in the deliberations. This is diferent with the value of mutual respect the opinions and suggestions put forward during the execution musrenbang.

The study's findings indicate that decisions are taken that involve the community as a participant in the forum accommodated by discussion forum. This means that there is an appreciation of new ideas and put forward by the participants

of the representation of the involvement and collaboration of stakeholders including the public in determining the direction of development in Mamuju. Description of the informer H. Aruchul Tahir, May 2014 states that the appreciation of the idea of an impact on the integrity of every person where there is a benefit that is perceived by the public. This expediency foster trust, although in the formulation of regional development planning decisions are not all government programs to accommodate the suggestions and proposals put forward, but most can not touch as many as 167 villages throughout the region, especially related to the program free education and free health can be felt thoroughly. It can be a symbol that what stakeholders have proposed a positive response from the participants of the deliberations so that stakeholders feel rewarded for their ideas and proposals submitted.

Results of deliberation can be implementing of decision in accordance with the agreements that have been made to be very important because it will affect how each person can build the integrity of the series respectively. Based on information from informants (Muh. Ali Rahman and JufriBadau, June 2014) can be seen that the collective agreement that has been made by the participant discussion forum can be justified internally, it can be seen by meeting and coordinating with Mamuju district SKPD discuss the results musrenbang proposed by the village head and the community to conduct a review of SKPD technically respectively.

Other findings related to how to build integrity is done through accountability to the decisions taken in fora where decisions that have been agreed upon by the participants accountable to stakeholders by SKPD each to explain in detail to the public the causes are not accommodated the proposal. There was also an informant (H.Bahri AR Siga and Dervish, June 2001) explained that the public should be given an explanation regarding the proposal of the public who are not accommodated ideally created for institutional or container so that people do not come to the office to get the explanation.

The value of collaboration in the form of upholding the integrity of the award and in the community through involvement in decision-making in determining the direction of development in Mamuju into the findings of this study. Based on the analysis on the information respondents note that in the implementation of Musrenbang found that there is a propensity of each person giving awards for the ideas and opinions expressed in the deliberations. This means that aspects of honour and integrity in the form of community engagement and create opportunities for every member of the community to participate in development planning elapsed areas in Mamuju. This finding is in line with the views Denhardt and Denhardt (2003: 121-122), that the best way to unify the government and the community to create opportunities for participation and collaboration in achieving public objectives. The aim is to ensure that government is open and accessible, responsive and serve the population as well as creating opportunities for citizenship in all phases of the policy process.

Although this is different from the values of mutual respect the opinions and suggestions put forward during the execution musrenbang. But there is a tendency it remains a consideration from the government in conducting musrenbang. According to the UNDP study covered by the LAN (2000: 7) that this portion has actually become characteristics of good governance, where community participation can be enhanced due to uphold the respect and integrity of the community. Eventually every citizen feels have a voice in decision-making, either directly or by the intermediary institutions that represent their interests legitimacy. Such participation is built on the basis of the validity of the association and speak and participate constructively in the implementation process Musrenbang in Mamuju. Thus, the findings of this study upholds respect for the ideas and the ideas put forward by the participants of the representation of the involvement and collaboration of stakeholders including the public in determining the direction of development in Mamuju.

Other findings indicate that there is a collective agreement that has been made by the participants of the forum can be accounted for by internal deliberation. This is evidenced through meetings and coordination with SKPD within the scope of Mamuju discuss the results musrenbang proposed by the village head and the community to conduct a review of SKPD technically respectively. This finding is in line with the view Thoha (2000: 12) in which the concept of "governance" which shows a process in which the people could organize their economic, institutional and social resources and political is not only used for development, but also to create cohesion, integration, and for the welfare of the people. Governance can be realized through a process of collaboration between government and communities through Musrenbang where the ability to achieve the country's goal of a region highly dependent on the quality of governance in which governments interact with the private sector and the public.

Governance can be realized through a process of collaboration between government and communities through Musrenbang where the ability to achieve the country's goal of a region highly dependent on the quality of governance in which governments interact with the private sector and the public.

Interpretation of the findings of this study is that the award is in the form of community engagement in decisions whether or not accompanied by an explanation of the proposal submitted to be accommodated while the value of integrity built through community involvement in determining the direction of development in Mamuju and implemented in accordance with the agreement that it has set. Thus it can be understood that the implementation of Musrenbang still uphold the value of the award and integrity in society. When linked with the concept of collaboration in public administration perspective can be explained by the concept of institutional building (Siffin, 1990: 10). This concept is related to the effort to design an organizational arrangement for the purpose of a more favourable with regard to effectiveness and managerial problems in the public administration.

### **3. Ownership**

Implementation of consultations involving stakeholders would require an important value is the value of having a sense of ownership that is embodied in every member of the forum discussion. It is important that any underlying submission of the proposal until the conclusion and decision-making based on a feeling that awakened that such decisions for the common good. According to the findings of this study were obtained from the information respondents note that public trust in government still good as seen from the enthusiasm of the participants followed the discussion forum. Although other findings states that the public has not been maximized foster a sense of belonging as the basis of their enthusiasm in the discussion forum.

This finding is in line with the informant (Muh.Ali Rahman, June 2014) which confirms that the confidence of people who are lacking can be grown through the development and Applying SIRENDA system (system of regional development planning). This system is expected to be a mechanism to foster a sense of community ownership is still lacking. In addition informants (Amri Mustafa, May 2014 and Rusnani, June 2014) says that the growing importance of these values has the sense that if all the decisions made submarine deliberation implemented, the public will participate in its maintenance. Other findings showed that the sense of community still needs to be improved because the flavor has been reduced because most of them feel that what is decided in the discussion forum are not in direct contact with what they need. This condition is caused by some of the proposals in the discussion forum delivered not be accommodated in its entirety. This is causing a lack of a sense of belonging. From the findings of the research note that there are some facilities and public facilities are built are not maintained and even dismantled as a drug warehouse in the village Karataun. This attitude due to the lack of benefits and functions perceived by the public to the existence of infrastructure and facilities.

The enthusiasm of the public/stakeholders to be present as a form of Community ownership. It is important that any underlying submission of the proposal until the conclusion and decision-making based on a feeling that awakened that such decisions for the common good. According to the findings of this study were obtained from the information respondents note that public trust in government still good as seen from the enthusiasm of the participants followed the discussion forum. Although other findings states that the public has not been maximized foster a sense of belonging as the basis of their enthusiasm in the discussion forum. This condition according to White in Minogue (1998: 97-98), that the basic process is the possibility of the State's relationship with the community organizations that occur due to pressured Provision, which the public can determine what they need and governments that provide those needs.

The opinion is consistent with the findings of this research that the confidence of people who are lacking can be grown through the development and Applying



SIRENDA system (system of regional development planning). This system is expected to be a mechanism to foster a sense of community ownership is still lacking. Besides the importance of growing the value of having this sense that if all the decisions made during the meetings held, the public will participate in its maintenance. In this context it has been confirmed by White in Minogue (1998: 97-98), that aspect of delegation in the process of collaboration or cooperation between the government and the society, in which the government determines the services provided but hand over full responsibility to the community to maintain.

Other findings showed that the sense of community still needs to be improved because the flavor has been reduced because most of them feel that what is decided in the discussion forum are not in direct contact with what they need. This condition is caused by some of the proposals in the discussion forum delivered not be accommodated in its entirety. This is causing a lack of a sense of belonging. From the findings of the research note that there are some facilities and public facilities are built are not maintained and even dismantled as a drug warehouse in the village Karataun. This attitude due to the lack of benefits and functions perceived by the public to the existence of infrastructure and facilities.

The result research can be interpreted that the Community ownership is still lacking despite the enthusiasm and presence in high discussion forum but some proposals and suggestions is not be accommodated, as well as the ineffectiveness of the results of decisions made bring a sense of community does not have. This means that require a high degree of trust between stakeholders in Musrenbang. According Goddars (2006: 26-28), a partnership is a key characteristic of the Trust, namely the trust of stakeholders / participants together in achieving their respective goals. It is necessary by creating regional development planning system which can encourage people to be able to foster a sense of belonging. The findings of this study can be concluded that the public has a sense of belonging to a decision in a discussion, but still very weak. When all employees feel they have work, work and the cooperate then they will keep well.

#### **4. Consensus**

Consensus is general agreement as a basic value that should be an important part in establishing collaboration between all stakeholders in local development planning. Informants (Rachmat Tahir, Salihi Saleh and Dervish, June 2014) says that after doing a good discussion forum or forums musrenbang SKPD every decision is accompanied by news events and results musrenbang SKPD forum signed by representatives of each element sebagai participants sign that the decision agreed and approved jointly. It also obtained information that the agreement signed after musrenbang events and forums on education was only between the program is only limited accommodated only in planning but can not be realized due to budgetary considerations pemerintah area and setting priorities of development

programs. It is also caused because some of the program after the review of the technical aspects of SKPD, can not be implemented.

Decisions agreed in the discussion forum agreed by all participants who attended the event, where before it was decided, Bappeda read the results of the decision in front of the participants, once approved, the decision was signed by the representatives of some elements of the participants (government informants; Muh. Hasrul, May 2014). These findings indicate that based on the decision-making procedures carried out in accordance with the mechanism should be, although in other aspects, not all participants agreed.

The resulting decision of the planning process is the result of a joint decision as a form of value consensus. In this research note that after doing a good discussion forum or forums musrenbang SKPD every decision is accompanied by news events and results musrenbang SKPD forum signed by representatives of each element sebagai participants sign that the decision was agreed and approved jointly. It also obtained information that the agreement signed after musrenbang events and forums on education was only between the program is only limited accommodated only in planning but can not be realized due to budgetary considerations pemerintah area and setting priorities of development programs. It is also caused because some of the program after the review of the technical aspects of SKPD, can not be implemented.

The findings of this study are consistent with the analysis of UNDP (LAN, 2000: 7) that one of the characteristics of good governance which develop of partnership and collaboration between the government's society is Orientation Consensus; where Good governance mediates differing interests to acquire the best choice for the wider interests, both in policies and procedures.

Other findings indicate that the decisions agreed upon in the discussion forum agreed by all participants who attended the event, where before it was decided, Bappeda read the results of the decision in front of the participants, once approved, the decision was signed by the representatives of some elements of the participants. These findings indicate that based on the decision-making procedures carried out in accordance with the mechanism should be, although in other aspects, not all participants agreed. This finding is in line with the findings of the UNDP (LAN: 2000) that is actually in the process of collaboration Accountability decision makers in government, the private sector and the public (civil society) is responsible to the public and institutions of stakeholders. Accountability depends on the organization and the nature of the decisions made, whether the decision is internal or external to the interests of the organization. This also means that the general agreement that the enormous usefulness is a working relationship that is based on the desire for a win. Dalam tempat collaborative working 100% decision must be fully agreed to achieve a win. This means that they have to go through disagreements as strong efforts in achieving the objectives.

## **5. Full Responsibility and Accountability**

Basic values of collaboration is also important to be upheld in order to carry out cooperation in regional development planning is a value *Tanggung* responsibility and accountability. Informants Amri community leaders Mustafa (May, 2014) that in addition to any other value in development planning stakeholders show a sense of responsibility for the decisions taken. In a program note that contribute to improving society through mutual cooperation. These findings mengidikasikan bahwa people feel responsible for the results of decisions that have been taken in the discussion forum. However, a sense of responsibility must be supported by a growing feeling of community that the decisions taken are the result of a joint decision and accountable accountability.

Added another informant from Yasmib Foundation (Rusnani, June 2014) that public trust in government grow well if the government can ensure transparency and accountability such as government / village head of the community, for example in the use of the funds (funds ADD) at the village level. The study's findings reinforce the value which the agreement resulting from the deliberations pembangunan container should be made to escort result of the agreement so that it can be said that the agreement is implemented and adhered together also with the community and improving the quality of human resource. It is also intended to provide a guarantee of government accountability in the public eye.

The responsibility of the public / stakeholders as well as the accountability of government is a form of the value of responsibility and accountability to the decisions made jointly. A basic value of this collaboration is important in order to carry out cooperation in regional development planning is *Tanggung* value of responsibility and accountability. The study's findings indicate that in addition to any other value in development planning stakeholders menunjukkan sense of responsibility for the decisions taken. This finding is in line with the view Alter and Hage, (1993) cited by Sullivan and Skelcher (2006: 105) in his research that the individual contribution to the collaboration is not sufficient if it is not supported by the broader commitment of agencies and groups to develop new ways of working and set. Collaboration requires partners who have shared values, which in turn supports the operations that led to the development of a culture of new activities, roles and relationships.

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Another finding of this study, according Skelcher (2006: 105) that this requires harmony between the partners in terms of roles and functions and the need for

organizations such as the resources and support the development of a collaborative culture through decentralized decision-making and access to the necessary infrastructure. It means that the public trust in government grow well if the government can ensure transparency and accountability such as government / village head to society, for example in the use of the funds (funds ADD) at the village level. In the hierarchical paradigm, people become closed to each other, because of his job description, duties and because of its organizational units. Each person in fact only responsible in the task list pekerjaannya. Collaborative workplace, placed back in the context of accountability. There is some level of accountability, namely (1) Accountability as the integrity of the person, (2) accountability as direct offers, (3) Accountability as kegiatanadministratif evidence, namely that the full responsibility and accountability aligned yang merupakan integrity of each individual and collective integrity as a people and professional.

## **6. Trust-based relationship**

Basic values of collaboration is also important is the growing mutual trust between each other. After all, everyone wants their trust and openness in the work, including all the individual wants to be trusted. This study found that there is a trend of public trust in his government have started to emerge along with the increase of knowledge society. People still feel valued in accordance with the ethical gave the trust in the form of representation in conveying their aspirations through the village head. This indicates a change of values and people's trust in their leaders (Village Head Topore, ZainalAbidin, June 2014).

Furthermore informant Tahir Rahmat Head of Planning Agency (June 2014) that if the value of the trust will be built must consider all aspects of planning simple, not too wide as if the government would guarantee people's lives completely so created. If this condition continues, it will create a gap between expectations and reality in the community and that it will cause people's distrust of the government. To that end, the pattern of bottom-up approach musrenbang separately agree to revamped with deeper FGD pattern by looking directly priority not just a list of wishes of some people who bekepentingan.

Public confidence, then mutual trust can be achieved through the willingness of people to accept a mechanism through village heads or representatives of public figures although there are some pros and cons of the process and the results of decisions taken on discussion forum. Thus it can be assessed that the local development planning in Mamuju district there is the value of mutual trust, although still weak (community leader, Mustafa Amri, May 2014).

Trust society / stakeholders in the government / representatives in the forum is a form of mutual trust value. This study found that there is a trend of public trust in his government have started to emerge along with the increase of knowledge

society. This finding is consistent with the view that asserts that every individual with valuable skills for collaboration because they are trusted by the various partners. Trust is a very important component of the capacity for collaboration and is a key feature of their interpersonal informal partnerships between organizations whose network supports formal (Skelcher et al, 1996). People still feel valued in accordance with the ethical gave the trust in the form of representation in conveying their aspirations through the village head. This indicates a change of values and people's trust in their leadership.

Other findings also menghedaki that if the value of the trust will be built must consider all aspects of planning simple, not too wide as if the government would guarantee people's lives completely so created. If this condition continues, it will create a gap between expectations and reality in the community and that it will cause people's distrust of the government. To that end, the pattern of bottom-up approach musrenbang separately agree to revamped with deeper FGD pattern by looking directly priority not just a list of wishes of some people who concerned.

According to the findings of this study that in order to instill trust for the people it is important to realize that not all of the same character, there are pros and cons to the government. There are some people who lack confidence because of the knowledge and insights are not informed about the planning process so that the government has always blamed while the pro to the government because of his knowledge, his experience and education and adequate understand the local planning process. This finding is in line with the view of Mayer et al. (1995) cited by Sullivan and Skelchter (2006: 103) that ability - confidence in the skills, professional expertise and knowledge. This may be particularly important in those collaborations where the confidence came from different backgrounds and have limited knowledge and technical skills required. Included is a virtue - the belief that the elected representatives working to prioritize the wider public interest. It is important in collaboration where there is an opportunity for individuals to make a personal profit without having to contribute to the broader goal.

Everyone wants their trust and openness in the work, they also want to be trusted. But trust does not come easily. In fact, many of them less trusting. This is difficult in an organization. Individuals with valuable skills for collaboration because they are trusted by the various partners. Trust is a very important component of the capacity for collaboration and is a key feature of their interpersonal informal partnerships between organizations whose network supports formal (Skelcher et al, 1996). Trust is a way to address the risk or uncertainty in relationships with others, which may be very obvious feature in a collaborative context in which the partners have not traditionally worked together.

The most important thing in a collaborative kerjayang is to encourage people to want to work, and immediately gave recognition to the work of a person for all members of the team or group.

## 7. Recognition and Growth

The most important thing in a collaborative kerjayang is how to encourage people to want to work, and soon gave pengakuan terhadap results of one's work for all members of the team or group. Rusnani NGO informants, community leaders and legislators Amri Mustafa H. Bahri AR Siga (June 2014) says that the value of the recognition and growth can be demonstrated through the results of the planning process, demonstrated by an increase in both the quality and quantity of segia. The findings show that people already enjoy development such as road construction, and other fields that can significantly improve the lives of people born. This is recognition if people can feel the results of the planning process.

The findings of the research requires that the increase can be measured on whether or not people enjoy the fruits of development such as road construction and aid given to farmers so that it can automatically improve people's lives. It also can encourage the progressive increase in the welfare of the community, especially from the village Tarailu, for example, at times of heavy rain that flooded flooded while cocoa farming is still small brown fruit fall, but once there it does not happen again levees failed harvest, and ultimately may impact on the level of social welfare.

Results are enjoyed by the community in terms of both quality and quantitative is form of recognition and growth values. There is recognition and growth perceived by the public. The findings of this study suggest that build recognition and growth value can be shown through the results of the planning process, demonstrated by an increase in both the quality and quantity of segia. The findings show that people already enjoy development such as road construction, and other fields that can significantly improve the lives of people born masyarakat. The mean is recognition if people can feel the results of the planning process. The findings of the research requires that the increase can be measured on whether or not people enjoy the fruits of development such as road construction and aid given to farmers so that it can automatically improve people's lives. It also can encourage the progressive increase in the welfare of the community, especially from the village Tarailu, for example, at times of heavy rain that flooded flooded while cocoa farming is still small brown fruit fall, but once there it does not happen again levees failed harvest, and ultimately may impact on the level of welfare.

Factors that contribute to collaborative nonprofit organization (Vernis, 2006: 85), namely; (1) A shift collaboration culture sector, (2) Creation of collaboration-specific internal areas, (3) Training, (4) Public sector actions, (5) Second-tier structure consolidation. Collaboration can also be caused by 20 factors of success (Parkinson, 2008: 7), which are grouped into six (6) groups, namely; (1) Environment, (2) Member characteristics, (3) process and structure, (4) Communication, (5) objective, and (6) Resources.

## CONCLUSION

Conclusion of the study is to analyze the core values in the process of regional planning in Mamuju is that the planning process has embraced the values of mutual respect and respect the freedom of expression, the value of integrity by involving the community to participate in decision-making is done jointly (consensus), and the community recognizes have enjoyed and tasted the fruits of development. Nevertheless, there is still a sense of community values less towards development results, the decision produced by the society not fully accommodated by the government and public confidence in the government is still less because most of them feel that what is decided in the discussion forum are not in direct contact with what they need. Therefore, this study recommend / advise to accommodate suggestions from the community that fit their needs.

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