



Collaborative Strategies for Improving the Human Development Index

Mousche Willems Jullians Worja¹, Akmal Ibrahim², Hasniati², Didik Iskandar³

¹Doctoral Student of Public Administration, Faculty of Social and Political Science, Hasanuddin University, Makassar, Indonesia

²Department of Administrative Science, Faculty of Social and Political Science, Hasanuddin University, Makassar, Indonesia

³Public Administration, State University of Makassar, Indonesia

*Corresponding Author: Mousche Willems Jullians Worja

Email: mousneuthorgma@hotmail.com



Article Info

Article history:

Received 28 February 2026

Received in revised form 4

April 2026

Accepted 23 June 2026

Keywords:

Collaboration

Collaborative Strategies

Development

Human Development Index

Abstract

Cross-sectoral collaboration in improving the Human Development Index (HDI) requires not only the involvement of stakeholders but also a well-defined collaborative strategy to ensure effective cooperation. However, in practice in Tambrauw Regency, such a collaborative strategy has not yet been clearly formulated, resulting in development programmes being implemented in a fragmented and uncoordinated manner. This study aims to analyse collaborative strategies in cross-sectoral collaboration for improving the HDI in Tambrauw Regency. *Methodology.* The study employs a qualitative approach using a case study methodology. Data were collected through interviews, observations, and documentation, and analysed using an interactive model. The findings indicate that the formation of cross-sectoral partnerships has not been carried out systematically and remains dependent on the needs of specific programmes. The formulation of joint strategies has not yet been carried out collectively, meaning that each organisation continues to implement programmes based on its own sectoral interests. The implementation of collaborative strategies has not yet been carried out jointly, but rather in a piecemeal manner within each organisation. Furthermore, the implementation of strategies at the organisational level has not been aligned in a single direction, thus failing to generate strong synergies. This situation has resulted in suboptimal outcomes from collaborative strategies in improving the Human Development Index (HDI), as the programmes being implemented do not yet support one another and are unable to address issues comprehensively. Collaborative strategies within cross-sectoral collaboration in Tambrauw Regency have not been effective because they have not been formulated and implemented jointly; consequently, there is a need to strengthen integrated collaborative strategic planning that is oriented towards shared objectives.

Introduction

Efforts to improve the Human Development Index (HDI) in Tambrauw Regency face not only general challenges regarding cross-sectoral collaboration, but also more fundamental issues concerning how collaborative strategies are formulated and implemented (Mahmud et al., 2025; Ramlan et al., 2025; Sarkawi et al., 2024). In practice, collaboration to date has tended to be of an administrative nature and has not yet developed into a focused, joint strategy (Barker & Manning, 2024; Penuel et al., 2022; Dan et al., 2026)

Observations on the ground indicate that collaborative initiatives are indeed beginning to emerge, particularly in programmes related to basic services such as education and health (Mariani et al., 2022; Liu et al., 2026; Hricak et al., 2026; Jandrić et al., 2026). However, such collaboration remains sporadic, unstructured, and often dependent on individual initiatives or

specific programmes. There has yet to be a systematic effort to formulate a collaborative strategy capable of integrating various interests and resources in a sustainable manner (Shabbir & Salman, 2026; Farag, 2026; Harinurdin et al., 2025).

Furthermore, the development planning process in Tambraw Regency remains dominated by a sectoral approach. Each local government agency operates based on its own strategic plan, without strong alignment within a collaborative framework. Consequently, although there are interrelated programmes, their implementation is not well-coordinated and tends to proceed in isolation.

Another issue that has also come to light is the suboptimal nature of the partnership-building process amongst stakeholders (Kadio et al., 2025; Van den Berghe et al., 2024; Ferrario et al., 2022). Relationships between organisations are not yet based on a clear shared vision and objectives, but rather on short-term needs or policy directives. This results in a lack of collective commitment and low sustainability of the cooperation established.

In the context of implementation, collaborative strategies that should be carried out jointly are often not distributed evenly among the actors. Some organisations may be actively running programmes, whilst others lack a clear role. This imbalance indicates that collaborative strategies have not yet been fully internalised within each organisation (Shoha et al., 2026; Purwanti & Nurhayati, 2026; Xiao et al., 2025).

In general, these conditions indicate that the main problem lies not merely in the existence of collaboration, but in how collaborative strategies are formulated, agreed upon, and implemented by various cross-sectoral actors in order to effectively promote improvements in the HDI in Tambraw Regency.

In understanding how cross-sector collaboration can function effectively, the strategic aspect is an element that cannot be overlooked. Collaboration without a clear strategy risks becoming directionless and struggling to produce a significant impact. Therefore, the collaborative strategic management approach is essential for this study.

Clarke and Fuller (2010) explain that collaborative strategy is a process in which various organisations work together to formulate and implement strategies that cannot be achieved individually. This approach views strategy not merely as a formal document, but as a dynamic process involving interaction, negotiation, and learning amongst actors.

In this operational theory, collaborative strategy comprises several key elements, namely: (1) context and partnership formation, (2) formulation of a collaborative strategic plan, (3) joint implementation of the collaborative strategy, (4) implementation of the strategy within each organisation, and (5) the outcomes of the collaborative strategy.

The first element, context and partnership formation, emphasises the importance of understanding the initial conditions underpinning the formation of the collaboration. At this stage, the actors involved begin to build relationships, identify shared interests, and establish the basis for cooperation. This process is crucial as it will determine the direction and quality of the collaboration going forward.

The second element, the formulation of a collaborative strategic plan, is the stage at which the actors jointly devise the objectives, programmes and operational mechanisms to be implemented. At this stage, the strategy is not determined by a single actor, but is the result of a mutual agreement that reflects collective interests.

The third element, the joint implementation of the collaborative strategy, illustrates how the strategy that has been formulated is carried out collectively by the actors. This implementation

may be deliberate (planned) or emergent (developing adaptively in line with dynamics on the ground).

The fourth element, the implementation of the strategy within each organisation, emphasises that every actor has a role in translating the collaborative strategy into their internal policies and programmes. Thus, the success of the strategy depends not only on joint efforts, but also on the commitment of each organisation (Schotter et al., 2025).

The fifth element, the outcomes of the collaborative strategy, relates to the results achieved through the implementation of the strategy. These outcomes are not merely programme outputs, but also broader changes within the collaborative system and their impact on society.

In various works, such as those by Henry Mintzberg (1994), it is explained that strategy is not always formally planned (deliberate strategy), but can also develop naturally through processes of interaction and learning (emergent strategy). This perspective is relevant in the context of cross-sector collaboration, which is dynamic and not entirely predictable. Furthermore, Paula Jarzabkowski (2005) views strategy as a social practice shaped by the day-to-day activities of the actors involved. In the context of collaboration, strategy exists not only at the level of documents, but also in how actors interact and make decisions in practice.

From a collaborative perspective, Chris Huxham and Siv Vangen (2005) emphasise that collaborative strategies must be capable of generating a collaborative advantage—that is, added value that can only be achieved through cooperation. This suggests that collaborative strategies must be oriented towards collective outcomes, rather than merely the individual interests of organisations. Furthermore, Lawrence Susskind (1999) emphasises the importance of negotiation and consensus-building processes in formulating joint strategies. In the context of cross-sector collaboration, the success of a strategy is largely determined by the actors' ability to reach an agreement acceptable to all parties. Furthermore, Richard M. Emerson (2012) asserts that collaborative strategies must be adaptive and responsive to changes in the environment. Rigid strategies tend to be unable to survive in the context of complex and dynamic public policy.

Consequently, collaborative strategies in this study are not understood as static entities, but as processes that continually evolve through interactions between actors. This approach enables the research to understand how strategies are formed, implemented, and adapted in real-world contexts, particularly in efforts to improve the Human Development Index in Tandrauw Regency.

Methods

This study employed a qualitative approach with a case study design to obtain an in-depth understanding of collaborative strategies for improving the Human Development Index (HDI) in Tandrauw Regency. The qualitative approach was considered appropriate because the study sought to explore meanings, processes, actor interactions, institutional dynamics, and contextual factors involved in the formulation and implementation of cross-sectoral collaborative strategies. Rather than measuring collaboration statistically, this study focused on interpreting how collaboration is constructed, negotiated, implemented, and experienced by various stakeholders within a complex public policy setting.

A case study design was used because the research focused on a specific and bounded case, namely collaborative strategies for improving HDI in Tandrauw Regency. This design enabled the researcher to examine the phenomenon contextually and holistically by considering the relationship between government institutions, non-governmental actors, community representatives, and local development challenges. Tandrauw Regency was selected as the

research site because it represents a region with persistent human development challenges, particularly in the dimensions of education, health, and decent living standards. Therefore, the area provides a relevant empirical context for analysing the extent to which cross-sectoral collaboration has been formulated and implemented as a strategic effort to improve HDI.

Informants were selected using purposive sampling. The selection was based on the consideration that the informants had direct knowledge, experience, authority, or involvement in development planning, programme implementation, and collaborative initiatives related to HDI improvement. The informants included representatives of local government agencies concerned with education, health, economic development, planning, and community welfare; representatives of non-governmental organisations involved in development programmes; community leaders; traditional leaders; and other relevant stakeholders. Snowball sampling was also applied to identify additional informants recommended by the initial participants, particularly those considered to possess important information regarding the dynamics of inter-organisational collaboration in Tambrauw Regency.

Data were collected through in-depth interviews, observation, and document analysis. In-depth interviews were conducted to explore the perceptions, experiences, and interpretations of stakeholders regarding partnership formation, collaborative planning, joint implementation, organisational involvement, and the outcomes of collaborative strategies. Observation was used to understand the practical context of collaboration, including coordination patterns, institutional interaction, and the implementation of development programmes in the field. Document analysis was conducted by examining relevant policy documents, development planning documents, institutional reports, programme documents, and statistical data related to HDI indicators in Tambrauw Regency. The use of these three techniques allowed the researcher to obtain rich and comprehensive data from different sources.

The focus of data analysis was guided by the concept of collaborative strategic management proposed by Clarke and Fuller, which includes five main dimensions: context and partnership formation, formulation of collaborative strategic plans, joint implementation of collaborative strategies, implementation of strategies within each organisation, and outcomes of collaborative strategies. These dimensions were used as analytical categories to examine whether collaboration in Tambrauw Regency had developed into an integrated strategic process or remained fragmented within sectoral programmes.

Data were analysed using the interactive model of Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing or verification. Data condensation was carried out by selecting, simplifying, coding, and categorising interview transcripts, observation notes, and documents according to the research focus. Data display was conducted by organising findings into thematic descriptions based on the five dimensions of collaborative strategy. Conclusion drawing was performed continuously throughout the research process by identifying patterns, relationships, contradictions, and meanings emerging from the data. The analysis was conducted simultaneously with data collection, enabling the researcher to refine questions, clarify emerging findings, and deepen interpretation during the fieldwork process.

Results and Discussion

Research findings indicate that, in the early stages of partnership formation in the field of education in Tambrauw Regency, there have been no tangible efforts to bring various actors together in a collaborative endeavour. Education programmes are underway, but are still being implemented separately by local government organisations. This situation suggests that partnerships have not yet been established as a shared necessity; rather, each actor still views education as a sectoral responsibility. In the context of education indicators, this has resulted

in key issues remaining unaddressed, such as low average years of schooling and limited access to education in certain areas.

Clarke and Fuller (2010) explain that the initial stage of a collaborative strategy is defined by a shared awareness of a problem that cannot be resolved by a single actor alone. In these findings, such awareness has not yet manifested in concrete action. Educational issues relating to access, teacher distribution, and school sustainability are still understood only partially. This has resulted in a lack of impetus to build cross-sectoral partnerships.

This situation is also consistent with the view of Ansell and Gash (2008), who state that collaboration cannot be established without an initial initiative to build dialogue between actors. In this context, the absence of a cross-sectoral forum indicates that the dialogue process has not yet begun. Each actor remains within their own sphere of work without any interaction leading to a unification of objectives.

Furthermore, Bryson, Crosby, and Stone (2006) emphasise that the formation of collaboration requires the mapping of actors and interests from the outset. In the research findings, such mapping has not yet been observed. NGOs such as UNICEF have begun to become involved, but their involvement is not linked to local government programmes as a whole. This prevents the potential for collaboration from developing into joint work.

In the context of education indicators, this situation contributes to inequalities in access to education. Research findings indicate that children in certain areas still face difficulties in accessing schools, whilst conditions are better in other areas. These inequalities demonstrate that educational issues are not solely related to the education sector, but also to other factors such as infrastructure and economic conditions. However, as there are no partnerships linking these sectors, the problem persists.

Emerson and Nabatchi (2015) note that collaboration requires the involvement of various actors within an interconnected system. In this context, such involvement has not yet materialised. The community has not been involved in the formation of partnerships, meaning that on-the-ground needs are not incorporated into the initial planning process. This results in programmes that do not fully align with the conditions on the ground.

If this situation continues, efforts to improve education indicators will progress slowly. Existing programmes do have an impact, but they are not strong enough to address the problems comprehensively. The involvement of various parties in a shared vision is essential so that educational issues can be tackled collectively and in a more targeted manner.

In the health sector, findings indicate that activities remain focused on a single sector—namely the health department—without active involvement from other sectors. Programmes such as those addressing stunting are actively underway, but are not linked to other sectors that influence public health conditions. This suggests that partnerships have not yet been established in the form of collaborative work between stakeholders.

Clarke and Fuller (2010) explain that partnerships in the early stages should be built on the understanding that the problems faced are cross-sectoral in nature. In the health context, factors such as education, the economy, and community behaviour have a significant influence. However, the research findings indicate that these factors are not discussed collectively in a single forum involving various stakeholders.

This aligns with Kooiman's (2003) view that modern governance requires interaction among actors in addressing complex issues. In these findings, such interaction has not yet taken place. Each actor continues to operate within the bounds of their authority without clear links to other actors.

In the context of health indicators, this situation has led to unequal access to healthcare services. Data shows that life expectancy is increasing, but this increase is not evenly distributed across all regions. This indicates that health programmes are yielding results, but have not yet been able to reach the entire population equitably.

Provan and Kenis (2008) explain that the effectiveness of collaboration depends heavily on the involvement of actors within a coordinated network. In this study, such a network has not yet been established. NGOs have limited involvement and are not connected to local government programmes. This means that the potential for collaboration is not being utilised optimally.

Furthermore, the community is not involved in the formation of partnerships. Yet, in the context of health, community behaviour has a significant influence on the outcomes achieved. The lack of community involvement means that the programmes being implemented do not fully address existing needs.

If this situation does not change, improvements in health indicators will continue but will remain uneven. Existing programmes will continue to yield results, but they will not yet be able to reach the entire community comprehensively. The involvement of various stakeholders in a joint effort is essential to ensure that healthcare services are accessible to all.

In terms of a decent standard of living, the findings indicate that there are no partnerships linking various parties to improve the economic conditions of the community. Government programmes operate independently, whilst NGO activities also run separately. This suggests that partnerships have not yet been established in the form of collaborative work.

Clarke and Fuller (2010) emphasise that the formation of partnerships requires an awareness that the problems faced cannot be resolved by a single actor alone. In an economic context, issues such as poverty and limited market access clearly require the involvement of various parties. However, this is not yet evident in the research findings.

Agranoff and McGuire (2003) explain that collaboration in the public sector requires coordination between organisations to achieve more effective outcomes. In these findings, such coordination has not yet taken place. Economic programmes operate in isolation without any interconnection between parties.

In the context of indicators of a decent standard of living, this situation results in low per capita expenditure and high poverty rates. The data indicate that economic growth is proceeding slowly and has not yet been able to bring about significant change. This suggests that existing programmes are not yet robust enough to drive improvements in public welfare.

Powell (1990) states that a network-based organisational structure is essential when addressing complex issues. In this case, such a network has not yet been established. Each actor operates independently without any clear connections.

Furthermore, the community is not involved in the formation of partnerships. They merely act as recipients of the programme without playing any role in its planning or implementation. Consequently, the programmes implemented do not fully align with the community's needs.

To improve this situation, the involvement of various parties in a coordinated joint effort is required. Existing programmes need to be linked so that they can support one another. The community also needs to be involved so that the programmes implemented are appropriate to the conditions faced.

The research findings indicate that the formulation of strategic plans in the field of education in TAMBRAUW Regency has not yet been carried out jointly by various actors. Planning is still drawn up by each local government organisation without any cross-sectoral involvement. This

is evident from the absence of a forum bringing together the education department and other sectors to devise joint measures. In the context of education indicators, this situation has resulted in efforts to increase the average length of schooling and ensure equitable access to education remaining unfocused.

In the context of education indicators, this situation results in education programmes being disconnected from other factors that influence school retention. For example, the issue of children dropping out of school is not linked to family economic circumstances or access to transport. Consequently, the strategies devised are unable to address the problem comprehensively.

Bryson et al. (2006) emphasise that the formulation of collaborative strategies requires the utilisation of information held by various actors. The research findings indicate that data held by the Central Statistics Agency (BPS) was not utilised in the joint planning process. This suggests that the strategies formulated were not based on fully available information.

Emerson and Nabatchi (2015) state that collaborative planning must involve various actors to ensure that the resulting strategies can be implemented jointly. In this study, NGOs such as UNICEF developed their own programmes without being involved in local government planning. This resulted in existing strategies failing to support one another.

If this situation persists, efforts to improve education will continue to be fragmented. Existing programmes will continue to run, but they will not reinforce one another. To rectify this situation, planning needs to be carried out collaboratively by involving various parties, utilizing available data, and linking the various factors that influence education.

The formulation of development strategies in the sectors of health, education, and decent living standards still demonstrates a predominantly sectoral approach and lacks comprehensive integration. Each local government agency tends to design programs based on its own internal priorities without actively involving other sectors, non-governmental organizations (NGOs), or the community in a unified planning process. As a result, the strategies produced do not reflect a cross-sectoral approach, which is essential for achieving holistic and sustainable improvements in people's quality of life.

The absence of collaborative forums that bring together various stakeholders causes the planning process to remain fragmented. NGO involvement is still limited, and communities are not meaningfully engaged in determining policy directions. Consequently, the programs designed often fail to fully address actual needs on the ground. In addition, the use of data in planning has not been optimized as a shared basis for decision-making, resulting in strategies that are more administrative in nature and less responsive to socio-economic dynamics.

The impact of this lack of integration is evident across all sectors. In the health sector, strategies do not sufficiently incorporate critical determinants such as education, economic conditions, and environmental factors, even though these elements significantly influence public health outcomes. As a result, although certain indicators—such as life expectancy—have improved, access to healthcare services remains uneven across regions.

A similar pattern is observed in the education sector. Educational programs are implemented without clear linkages to other sectors, such as economic conditions and regional accessibility. This leads to persistent issues, including unequal access to education and relatively low average years of schooling in certain areas. While education programs continue to operate, they are not supported by complementary interventions from other sectors, such as economic assistance for families or improvements in transportation infrastructure, which are crucial for sustaining educational participation.

In the dimension of decent living standards, economic programs are also designed and implemented independently by different agencies without meaningful coordination or synergy. This condition contributes to the limited improvement in community welfare, as reflected in low per capita expenditure and high poverty rates. Existing programs have not been able to generate significant change because they are not implemented in an integrated and mutually reinforcing manner.

These challenges are not only present in the planning stage but also in the implementation of strategies. Program execution remains fragmented, with each agency operating independently and without clear interconnections. Coordination mechanisms are largely procedural, often limited to meetings or information sharing, and have not evolved into concrete joint actions. As a result, each organization carries out its own activities without alignment with others, preventing the realization of potential synergies.

NGO involvement in implementation also reflects a similar pattern. Organizations such as UNICEF and WWF tend to run their programs independently, without integration into broader local government initiatives. This indicates the absence of a collaborative system capable of aligning multiple stakeholders within a shared framework. Effective collaboration requires active engagement among actors within an interconnected system that is guided by common goals.

Meanwhile, communities are still positioned primarily as beneficiaries rather than active participants in strategy implementation. This limited role reduces the relevance of programs to local needs and conditions. Consequently, the impact of these programs remains constrained, unevenly distributed, and insufficient to produce sustainable change.

Overall, the core issue lies in the lack of integration among stakeholders, unclear role distribution, and the absence of an effective collaborative system. Programs continue to operate in isolation, without reinforcing one another in achieving broader development objectives. This results in suboptimal outcomes that fail to reach all segments of society equitably.

Therefore, a fundamental shift in both planning and implementation approaches is necessary. Development strategies should be formulated through participatory processes that involve multiple stakeholders, including cross-sectoral government actors, NGOs, and communities. Furthermore, it is essential to integrate programs within a coherent system, supported by clearly defined roles and data-driven decision-making. Such an approach would enable strategies to generate broader, more effective, and sustainable impacts in improving overall quality of life.

Conclusion

This study concludes that collaborative strategies for improving the Human Development Index in Tambrau Regency have not been implemented effectively. Development programmes in education, health, and decent living standards remain sectoral, fragmented, and weakly coordinated among stakeholders. Partnership formation is still unsystematic, strategic planning has not been conducted collectively, and implementation continues to follow the internal priorities of each organisation.

As a result, the impact of existing programmes remains limited and uneven. Although several HDI-related indicators have improved, these improvements have not yet addressed the interconnected problems of education access, health services, and community welfare comprehensively. Therefore, Tambrau Regency needs to strengthen collaborative strategic management through integrated planning, shared data use, clear role distribution, coordinated implementation, and continuous evaluation. Collaboration should function not merely as

administrative coordination, but as a substantive governance mechanism for achieving inclusive and sustainable human development.

References

- Agranoff, R., & McGuire, M. (2003). Collaborative public management: New strategies for local governments. Georgetown University Press.
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Barker Scott, B. A., & Manning, M. R. (2024). Designing the collaborative organization: A framework for how collaborative work, relationships, and behaviors generate collaborative capacity. *The Journal of Applied Behavioral Science*, 60(1), 149-193.
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The design and implementation of cross-sector collaborations: Propositions from the literature. *Public Administration Review*, 66(s1), 44–55. <https://doi.org/10.1111/j.1540-6210.2006.00665.x>
- Clarke, A., & Fuller, M. (2010). Collaborative strategic management: Strategy formulation and implementation by multi-organizational cross-sector social partnerships. *Journal of Business Ethics*, 94(S1), 85–101. <https://doi.org/10.1007/s10551-011-0781-5>
- Dan, B., Rosenbaum, P., Carr, L., Gough, M., Coughlan, J., & Nweke, N. (2026). Updated description of cerebral palsy. *Developmental Medicine & Child Neurology*, 68(4), 465-476. <https://doi.org/10.1111/dmcn.70149>
- Emerson, K. (2012). Collaborative governance of public health in low- and middle-income countries: Lessons from research and practice. *Public Administration Review*, 72(s1), S1–S10.
- Emerson, K., & Nabatchi, T. (2015). Collaborative governance regimes. Georgetown University Press.
- Farag, M. I. H. (2026). Sustainability as a Management Strategy: Integrating Environmental, Social, and Governance Practices into Business Administration. *Management Science Advances*, 3(1), 20-44. <https://doi.org/10.31181/msa31202630>
- Ferrario, F., Araujo, C. A., Belanger, S., Bourgault, D., Carriere, J., Carrier-Belleau, C., ... & Archambault, P. (2022). Holistic environmental monitoring in ports as an opportunity to advance sustainable development, marine science, and social inclusiveness. *Elem Sci Anth*, 10(1), 00061.
- Harinurdin, E., Laksmono, B. S., Kusumastuti, R., & Safitri, K. A. (2025). Community empowerment utilizing open innovation as a sustainable village-owned enterprise strategy in Indonesia: A systematic literature review. *Sustainability*, 17(8), 3394. <https://doi.org/10.3390/su17083394>
- Hricak, H., Ward, Z. J., Moraes, F. Y., Scott, A. M., Dako, F., Ngwa, W., ... & Loehrer, P. J. (2026). Cancer workforce—a global crisis: a Lancet Oncology Commission. *The Lancet Oncology*. [https://doi.org/10.1016/S1470-2045\(26\)00065-3](https://doi.org/10.1016/S1470-2045(26)00065-3)
- Huxham, C., & Vangen, S. (2005). Managing to collaborate: The theory and practice of collaborative advantage. Routledge.

- Jandrić, P., Knox, J., Rapanta, C., Hayes, S., Kostakis, V., Tolbert, S., ... & Lee, K. (2026). EdTech and the environment: a research program. *Postdigital Science and Education*, 1-32. <https://doi.org/10.1007/s42438-026-00635-7>
- Jarzabkowski, P. (2005). *Strategy as practice: An activity-based approach*. Sage Publications.
- Kadio, K., Blake-Hepburn, D., Song, M. Y., Karbasi, A., Noad, E. E., Abdi, S., ... & Di Ruggiero, E. (2024). Facilitators and challenges in collaboration between public health units and faith-based organizations to promote COVID-19 vaccine confidence in Ontario. *International Journal for Equity in Health*, 23(1), 254. <https://doi.org/10.1186/s12939-024-02326-w>
- Kooiman, J. (2003). *Governing as governance*. Sage Publications.
- Liu, L., Alzahrani, M. R., Wei, Y., Tavakoli Baghdadabad, M., & Savita, K. S. (2026). What Can Cooperative Learning Do? Embedding the SDGs in University Physical Education in China. *European Journal of Education*, 61(1), e70339. <https://doi.org/10.1111/ejed.70339>
- Mahmud, T. A., Untari, A. D., & Asmawi, M. (2025). Human Development Index and Sustainable Development Goals in Banten Province. *Jurnal Pemberdayaan Masyarakat*, 4(1), 99-110. <https://doi.org/10.46843/jpm.v4i1.361>
- Mariani, L., Trivellato, B., Martini, M., & Marafioti, E. (2022). Achieving sustainable development goals through collaborative innovation: Evidence from four European initiatives. *Journal of Business Ethics*, 180(4), 1075-1095. <https://doi.org/10.1007/s10551-022-05193-z>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Sage Publications.
- Mintzberg, H. (1994). *The rise and fall of strategic planning*. Free Press.
- Penuel, W. R., Allen, C. D., Manz, E., & Heredia, S. C. (2022). Design-based implementation research as an approach to studying teacher learning in research-practice partnerships focused on equity. In *Teacher learning in changing contexts* (pp. 217-237). Routledge.
- Powell, W. W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behavior*, 12, 295-336.
- Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252. <https://doi.org/10.1093/jopart/mum015>
- Purwanti, H., & Nurhayati, M. (2026). The Influence of Green Human Resource Management and Work-Life Balance on Environmental Performance Mediated by Green Innovation. *Asean International Journal of Business*, 5(1), 18-34. <https://doi.org/10.54099/aijb.v5i1.1517>
- Ramlan, P., Sukri, P., Abdullah, M. T., & Ibrahim, M. A. (2025). Leveraging Collaborative Governance Framework for Sustainable Stunting Reduction: An Analysis of Cross-sector Collaboration in Kabupaten Sidenreng Rappang, Indonesia. *KnE Social Sciences*, 10(18), 517-532.
- Sarkawi, M., Ibrahim, M. A., Ahmad, B., Muhammad, S., & Iskandar, D. (2024). Implementation of the Human Development Index Improvement Program in North Kalimantan Province. <https://doi.org/10.55885/jprsp.v4i1.809> *Journal of Public*

- Schotter, A. P., Maznevski, M., Stahl, G. K., & Doz, Y. (2025). Towards a dynamic theory of lateral collaboration across multinational enterprise structures: A collection of insights. *Journal of World Business*, 60(4), 101647.
<https://doi.org/10.1016/j.jwb.2025.101647>
- Shabbir, M. S., & Salman, R. (2026). Sustainable development policy interventions: Stakeholder engagement and environmental policy in practice. *Business Strategy and the Environment*, 35(2), 1997-2013. <https://doi.org/10.1002/bse.70274>
- Shoha, S. I., Dewi, A. T. A., & Rasyidah, Z. (2026). Curriculum renewal management in elementary schools: A case study of the implementation of the independent curriculum in schools. *Journal of Education Management and Policy*, 2(1), 61-71.
- Susskind, L., McKernan, S., & Thomas-Larmer, J. (1999). *The consensus building handbook: A comprehensive guide to reaching agreement*. Sage Publications.
- Van den Berghe, K. B. J., Rezikalla, M. M., Kim, Y., March, J., & Lavanga, M. (2024). FABRIX_Project Methodology Deliverable 1.2.
- Xiao, Q., Fan, X., Simon, F. M., Zhang, B., & Eslami, M. (2025, April). "It Might be Technically Impressive, But It's Practically Useless to us": Motivations, Practices, Challenges, and Opportunities for Cross-Functional Collaboration around AI within the News Industry. In *Proceedings of the 2025 CHI Conference on Human Factors in Computing Systems* (pp. 1-19).
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.