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## Government Collaboration in Empowerment? A Collaborative Framework for the Government in Empowering Coastal Communities

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### ABSTRACT

*The pendulum of the development at the global level moves to the extent of collaborative work between government, society and third parties. Today, in Indonesia a collaboration model is also implemented with the aim of presenting long-standing welfare in coastal areas. The poverty that surrounds coastal communities is an anomaly in the midst of the abundance of wealth stored in the sea of Indonesia. The Regional Government of Tangerang Regency encourages to collaborate with external parties to resolve the troubles. This article tries to use the modified Triple-Helix model as an analytical framework, which is useful for knowing the role of actors involved in creating development innovation. This study uses qualitative methods to see and find out how political, social, and academic actors interact and integrate into overcoming public problems that arise from the perspective of collaborative governance. The findings of the study found, first, collaborative work is useful to improve governance, second, to provide opportunities for actors to find effective solutions, and thirdly, to increase trust between government and citizens. This article argues that the success of collaborative work depends on the synergy between actors and the extent to which each program can demonstrate its sustainability.*

**Keywords:** collaborative work, triple-helix model, coastal area, Tangerang Regency

### INTRODUCTION

Community participation is one of the key supporting elements in sustainable development. The form of community involvement can also take the form of empowerment with its involvement in decision making (Arnstein, 1969; Irvin & Stansbury, 2004). Community participation can lead to the government in reaching honest decisions and in conformity with the needs of existing problems in the evolution.

In this era of openness, the government must set out to involve other sectors as a form of collaboration, especially the community in order to promote innovation in policy. In terms of development, the approach of the single subject of the government as the only actor, has been proven to close the spaces of innovation in development policies which result in failure to achieve the objectives of development (Evans, 1996; Krueger, 1990). Whereas in fact development is an overall transformation of society towards a better direction (Stiglitz, 2002). Based on these arguments, it is impossible that development

will proceed without a shared change from the community and the government in the form of policy innovation (Etzkowitz & Leydesdorff, 2000).

Local government collaboration, in which all efforts and responsibilities are shared with all stakeholders involved, is an increasingly popular approach to addressing problems in the community (Warm, 2011). Through a collaborative approach, it is ensured that cooperation has been carried out between the government- community- third parties, and this is a key element in the development agenda which also encourages efforts to modernize the government in the regions (Akbar, Pilcher, & Perrin, 2012).

However, in the development process the government will play a significant role. They are “drivers” of development, which means that policies that come from the government have a big impact on development. The government plays a central role both in creating economic and institutional conditions that can adapt to the market and bureaucracy. So the key to the role of government in development is to guide policy (Martini, Tjakraatmadja, Anggoro, Pritasari, & Hutapea, 2012).

In the case of the development sector in coastal area of Tangerang Regency, the role of local governments can be seen by their policies to support sectors that live in coastal areas, such as being facilitators and providers of funds. The government has a responsibility to create macroeconomic conditions conducive to accelerating and expanding investment. Participation or involvement of civil society or more popular with forms as non-governmental organizations have become more significant in current development. Participation in this development can be based on the adoption of the triple helix model, by involving academic groups as government assistants or partners, so that development becomes closer to its objectives. Community development can be done by involving other sectors, organizations and government agencies to work in partnership to improve the quality of the community to participate in fostering the concept of good governance.

In terms of developing coastal areas in Tangerang Regency, we can find variant actors who can contribute to poverty. The actors involved are the Government, community groups and academics. Each actor has their own duties and functions. The regime has tried to respond by emphasizing services, supporting infrastructure, increasing training opportunities and shifting policies that can sustain growth.

The triple-helix model is known to be a framework at the national policy level to encourage innovation in development. This paper tries to modify the triple-helix model to be adopted at the regional level. “National level” terminology will be replaced by the term “region” which represents various actors and activities, which focus on the activities of grassroots development initiatives in the region. Therefore, the main focus of the integrated framework focuses on the interactions that occur, as demonstrated by actors in the region which aims to support and facilitate and explore the process of knowledge development, learning collaborative social interaction, and elaborating values local wisdom

in the grassroots to encourage development initiatives in an effort to prevent obstacles with the transfer of scientific knowledge that is considered new. (Rho, 2014; Wellbrock, Roep, & Wiskerke, 2012).

Civil society in terms of development has an important role as social capital. Guidance on social capital, usually has been seen as a duty of policy in economic reform; but unlike economic policies or even economic institutions, social capital is not easily made or shaped by public policy (Fukuyama, 2001). This means that social capital or civil society is an instant informal norm that promotes cooperation between individuals. Cooperation cannot be made by policy, which is reflected in the sense of individual selfishness. This paper attempts to analyze using the analytical framework developed by Wellbrock et al. (2012) to examine collaborative management efforts in the development of coastal areas in Tangerang Regency through community empowerment efforts.

## LITERATURE REVIEW

### **Government Collaboration through Adoption of Triple-Helix Model**

The conception of collaborative work between the government and other sectors in encouraging development began to be an interesting study. One form of collaboration is a collaboration between government - industry - and universities or known as the triple helix model (Etzkowitz & Leydesdorff, 2000; Farinha & Ferreira, 2013; Leydesdorff & Etzkowitz, 1996). Collaboration as outlined in the triple helix model is believed to be one of the solutions to encourage the growth of innovation in regions that have been the main carrying capacity in regional development. (Johnson, 2008).

Government collaboration is an interesting phenomenon in the dynamics of government studies. Forms of government collaboration that open space for other parties to engage in public management in the form of collaboration can result in governance accountability in the public sphere (Gazley, 2010). In developmental studies, the components of diversity and sustainability that occur are empowered in decision making with social and environmental conditions in the community. In this case, community participation is one of the main factors for sustainable development (Koontz, 2006).

Development encourages change in several sectors not only in economic growth. In development, this is always related to several parties and other sectors, which sometimes also have their own interests. These differences in interests then become a barrier to achieving the common goal of development. Collaboration is one solution to overcome conflicts of interest. The Triple Helix concept is a theoretical framework for programs and policies that encourage mutually supportive relations between public-private (Jacobs, 2006). However, despite the concept of collaborative work created by the triple helix in making and regulating the direction of innovation in regional development, still, this

does not remove its own interests which influence cooperation among the elements within it (Johnson, 2008).

The triple helix framework is actually made in the structure following the level of the central government, while the study of its application in adopting the work of government collaboration at the regional level to encourage innovation in regional development is still very limited, especially in rural areas (Wellbrock, Roep, & Wiskerke, 2012). Although basically, the argument regarding the development push in the region at this time, should be more emphasized to rural areas that have had access to networks, business, knowledge improvement, and innovations that are still very minimal (Shucksmith, 2010; Singh & Siahpush, 2014).

Based on the argument of Wellbrock et al., (2012), in encouraging rural area development by implementing the triple helix conception in its entirety it is impossible. This is based on entities in different rural areas. Differences in roles are more informal, but still have important values, especially in matters that are paternalistic and ethnic (Castells, 1997; Reimer & Markey, 2008).

Therefore, to adopt the triple helix model so that it can be applied in promoting development in rural areas, a component of the framework needs to be adjusted to take into account the diversity of actors and activities that contribute to place-based development in rural areas (Wellbrock et al., 2012).

### **Community Empowerment**

There are many definitions for empowerment and some of them, empowerment means releasing an individual's internal power to achieve extraordinary results. Empowerment has received attention in many disciplines, especially on development literature. One definition, defines empowerment as construction that connects individuals and competencies, natural assistance systems, and proactive behavior towards social policies and social change. Based on this opinion empowerment requires a reaction from existing policies or social phenomena (Rappaport, 1987; Zimmerman & Rappaport, 1988).

Another definition defines empowerment as a process of transition from a state of helplessness to a state of relative control over one's life, destiny and environment. "The common theme among these definitions is that individuals get "control" or "control" of their environment (Sadan, 1997). Some definitions of empowerment do not only link the empowerment process at the individual level but also in terms of group or community level. Empowerment at the community level may include participation in organizational actions in others such as collective action from community members. The community is the perfect environment for raising awareness, to help each other, to develop social skills, to carry out problem-solving, and to experience interpersonal influence.

Amanah&Farmayanti(2014) argue, empowerment relates to unequal structures and to overcome these inequalities, empowerment is carried out so as to be able to increase strength, access, and also the ability to act, because in the unequal structure there are those who have the power, opportunity, and willingness to fulfill their needs. while there are other parties, which are very difficult to meet the needs because they have limited power because the system and structure are not in favor of the needs of others or the community, therefore, those who are difficult to fulfill the needs due to limited power that is the target of the empowerment process. In this case community empowerment is expressed in the community's ability to create a new human, existential, economic, social and political values for its inhabitants, as an alternative to dysfunctional values that penetrate into society from capitalist economics, such as separate intensive consumption. from everyday life(Friedmann, 1987).

Another definition of empowerment states that empowerment is an activity that is carried out continuously, dynamically and energetically to encourage the involvement of all existing potentials evolutionarily by involving all these potentials (Suhendra & Kadmasasmita, 2006). From the above definitions, it can be seen that empowerment is a series of activities carried out systematically, dynamically, energetically by utilizing the power or ability of the community to be transformed into an independence so that inequality no longer occurs which causes limitations in action.

### **Coastal Area Development**

The discourse on the development of coastal areas is an interesting topic to be discussed in the effort of equitable development and poverty alleviation (Dahuri & Dutton, 2000; Rudyanto, 2004). Coastal poverty, even resulting in the economic marginalization of coastal areas. However, even though economically marginalized, coastal areas with their superiority, especially in terms of their fishing industry, cannot be underestimated in food security, nutrition, livelihoods, rural development, and poverty alleviation (Jentoft & Chuenpagdee, 2015).

Inversely proportional to the poverty that occurs, it turns out that the fishing industry which is owned by the coastal region is precisely one of the sectors of the food industry that is experiencing the fastest development (Bostock et al., 2010; Ting et al., 2015). This shows that the coastal area with the fisheries sector has significant potential if it can be managed properly.

The coastal area is the largest area owned by Indonesia with abundant resources in the form of natural resources and human resources around the coastal area. In addition to the economic and ecological value of the coastal region, it cannot be denied that the geographical area of the deep coast is a meeting area between land and sea, towards the terrestrial coastal area covering the land area in the form of both dry and submerged

areas which are still influenced by the properties of the sea. Whereas the seaside coastal areas cover the sea which is still affected by natural processes that occur on land such as sedimentation and freshwater flow as well as things caused by landed human activities such as deforestation and pollution (Dahuri, 2003).

The complexity of the function and role of the coastal region, encouraging the occurrence of various activities that involve the utilization of resources within the coastal area, so that in the coastal area management process must know in detail about the characteristics of coastal areas in each region, because coastal areas have different characteristics due to geographical conditions the region.

## **RESEARCH METHODS**

The method used in this article is to use a qualitative approach. Through qualitative research methods, researchers must be able to explain things related to research subjects. Qualitative research is a method used to explore and understand the meaning of individuals or groups of people who are thought to originate from social problems or humanitarian problems (Creswell & Creswell, 2017).

Researchers use qualitative methods in this study to see and analyze the collaborative work of the Government in Empowering Coastal Communities. The analysis in this study attempts to adopt the phenomenon of coastal area development through the perspective of government collaboration based on the modification of the Triple-Helix scheme model based on the opinion of Wellbrock et al. (2012). Wellbrock et al. (2012). The phenomenon of coastal area development through community empowerment is based on coastal community empowerment programs carried out by the government of Tangerang Regency policies through the Coastal Community Development Movement program (Gerbang Mapan).

## **RESULT**

### **The Role of Local Governments in the Development of Coastal Areas**

The implementation of the autonomy policy for the local government is expected to improve regional administration which aims to accelerate the realization of public welfare through improving services, empowerment, and community participation, as well as improving regional competitiveness by taking into account the principles of democracy, equality, justice and peculiarities of a region.

The right of autonomy granted to the government to make the local government have full authority to make and implement policies, but still within the permissible limits in accordance with the rights that have been granted to local governments in the regulations. Through this autonomy right, the local government has the main role to express its desire

in the regional development efforts that can be carried out in the form of development policies.

Functions as government policy makers can also be expressed in the form of development plans. In practice, the government takes careful planning with hope in practical work as expected or achieving a goal. Involve all stakeholders not only in planning, but also in the implementation and supervision that must be carried out.

The plan provides the goals and objectives to be achieved and the plan also sets out the steps to achieve these goals as well as possible. Therefore, without a plan there is no clear goal to achieve. The main reason for planning is to provide direct objectives for individual actions from various government agencies in achieving the main objectives. The government takes their role in development by providing policies that can support development.

The Coastal Community Development Movement Program is one of the twenty-five priority programs in Tangerang Regency that were formed due to several strategic issues that exist in the Tangerang Regency area and are outlined in the form of the 2013-2018 Regional Medium Term Development Plan (RPJMD) which refers to the Law No. 23 of 2014 concerning Local Government and is adjusted to the vision and mission of the regional head. As stipulated in Law Number 23 of 2014 concerning Government in article 261 paragraph (4) which states that regional development planning uses a political approach carried out in translating the elected regional head's vision and mission into a medium-term development planning document discussed with the DPRD.

In the preparation of the plan, the document refers to the National Medium-Term Development Plan, the Provincial Medium-Term Development Plan and the National and Provincial Spatial Plans, therefore the medium-term development planning of the regions is compiled based on national issues that are adapted to the regional head's vision and mission. Therefore, the 2013-2018 Regional Medium Term Development Plan was prepared based on strategic issues in the Tangerang Regency area.

The Coastal Community Development Movement Program, known as *Gerbang Mapan*, is the flagship program of the Tangerang Regency government contained in the 2013-2018 Regional Medium Term Development Plan (RPJMD) and involves a joint collaboration with the Center for Coastal and Marine Resources Studies, Bogor Agricultural Institute (PKSPL IPB) in preparing plans and strategies through RoadMap of the *Gerbang Mapan*.

*Gerbang Mapan* is a program that targets the coastal population of Tangerang Regency as the object of its development, it is necessary to know about the flow of accountability from the implementation of the program activities, in order to find out the extent of the involvement of stakeholders involved in the effort to succeed the three development pillars of *Gerbang Mapan* itself which is acceleration economic development, accelerating infrastructure development, and strengthening community empowerment.

Based on the roadmap of *Gerbang Mapan*, which is compiled based on strategic issues contained in the coastal area by observing the three pillars of development, which are discussed based on needs and excavation of the potential of the coastal area of Tangerang Regency between the community, village, sub-Regency, and involving the Bogor Agricultural Institute it was found to be involved 20 (two twenty related Regional Work Units (SKPD) from the Tangerang Regency Government in the success of the Coastal Community Development Movement Program (Gerbang Mapan).

The executors and Partners involved in the Coastal Community Development Movement from the Road Map which contains the three pillars of development in the Mapan Gate, among others consist of: Marine and Fisheries Office, Bina Marga and Aquatic Office, BKP3M, Tourism Office, Environment Agency (BLH), Forestry Office, Sanitation Office, Youth and Sports Office, Cooperative Office, Public Planning Office, National Unity and Community Protection Office (Diskesbanglinmas), Regional Planning Agency (Bappeda), Health Office, PU Cipta Karya, PU Pengairan, BPBD, SAR, PMI, Local Revenue Office, Regional Secretariat, Industry and Trading Office, Agriculture Office, Office of Social Affairs, and involving village parties, Village Community Empowerment Institutions, Educational institutions, and Private parties (PKSPL IPB, 2013).

However, based on the results of the study, it was found that in the implementation of Gerbang Mapan did not involve all parties as stated in the Road Map that had been agreed as a reference for the implementation of the Coastal Community Development Movement in carrying out economic and community development and procurement of supporting infrastructure for the coastal areas of Tangerang Regency.

The government's decision to make the Marine and Fisheries Office as the leading sector of Gerbang Mapan, is considered very inappropriate because administratively in the existing governance structure, the Marine and Fisheries Office has equal position with other agencies so that they cannot regulate other services because of the similarity should be incorporated in building coastal areas through Gerbang Mapan in accordance with the roadmap that has been compiled.

The lack of involvement of other agencies and other partners in the Gerbang Mapan program has caused the flow of implementation and monitoring of the sustainability of the program to be considered as less influential on the success of the program as measured by the success of establishing three pillars of development in Gerbang Mapan in accelerating economic growth, infrastructure development and strengthening community empowerment in developing coastal areas especially coastal communities in the Tangerang Regency.

The inconsistency between all parties involved in the implementation of the *GerbangMapan* program can be concluded because the egocentrism attitude between the Local Government Work Units (SKPD) in Tangerang Regency is to synergize in carrying out and running the flagship program of Tangerang Regency so that in its implementation the activities in the Coastal Community Development Movement cannot run optimally because it is only coordinated by one party only, which is charged to be the responsibility of the Tangerang Regency Fisheries Office in implementing the Coastal Community Development Movement program.

### **Community Empowerment in Coastal Community Development Movement Program**

The *GerbangMapan* program was originally a program that emerged based on strategic issues in the Tangerang Regency region by referring to the second mission of the Tangerang Regency Government to improve and develop the regional economy and the economy of the community towards increasing regional and community competitiveness that contained in the Regional Medium Term Development Plan 2013-2018. Therefore, the *GerbangMapan* Program in carrying out its development is centered on the community and coastal areas, which are expected to have a direct impact on improving the economy of the community accompanied by an increase in community empowerment in managing the potential and resources in the coastal area of Tangerang Regency.

In the implementation of the *Gerbang Mapan* Program, in the aspect of human development is emphasized more by way of empowering the community by referring to the Road Map that has been made with the Government of Tangerang Regency by involving the Center for Coastal and Marine Resources Studies (PKSPL) from the Bogor Agricultural Institute to support the needs of coastal communities to achieve the condition of the people who are empowered, independent, and prosperous both materially and immaterially. By knowing and being aware of its potential, it is hoped that it can overcome the problems faced so that it can achieve fulfillment of needs by adhering to the management principles of the *Gerbang Mapan* program, Independent, Sustainable, and Prosperous.

In the implementation of activities empowering coastal communities in *Gerbang Mapan* is directed to make the community empowered in accordance with their abilities and potential in order to create economic and social capacity enhancement of the community. Especially the coastal community of Tangerang Regency which still depends on the livelihoods of fishermen, both capture fishermen and pond fishermen, as well as the processing industry. In this case, the steps taken by the fisheries and maritime service in conducting the qualifications for the *Gerbang Mapan* recipient group in the coastal area of Tangerang Regency are to ensure that the implementation of economic improvement activities through empowerment can be truly targeted and accountable so that it can

stimulate other groups to participate actively in a series of fisheries activities without relying on the assistance that will be provided by the government from the implementation of the *Gerbang Mapan* which is carried out alone but motivated by its own initiative in utilizing and managing the potential available in the coastal area of Tangerang.

In the activity of empowering the community to improve the ability to manage the existing potential, it can also be accompanied by increasing the ability and skills of the community in productive economic business activities to create prosperity in people's lives. A form of basic capacity enhancement carried out in activities to improve the economy through community empowerment in *Gerbang Mapan* which is carried out to community working groups which include fishpond groups, mangrove cultivation groups, and fishery products processing groups. But, the implementation of government agency alignments to some coastal communities, especially cultivation groups, is deemed incompatible with the goal of establishing a *Gerbang Mapan* roadmap by gathering communities and village groups to conduct Focus Group Discussion (FGD) to formulate community needs with plans to be carried out by the Tangerang Regency Government in implementing the flagship program of *Gerbang Mapan* but emphasizes more on the compatibility between the results of the FGD and the priority programs of the *Gerbang Mapan*.

Although the classification of activity focus contained in the framework of the implementation of *Gerbang Mapan* is based on the roadmap divided into 4 stages consisting of 2014 as the year of planning and preparation of the road map, in 2015 focused on implementing the priority program results formulated from the roadmap by involving the community so that it was chosen to focus on the fields of pond and mangrove cultivation, clean water supply, and processing groups, in 2016 is focused on improving the capacity and capabilities of the cultivation and mangrove groups, processing groups, and coastal teaching program, while in 2017 it focused on the implementation and stages of achieving the targets of the activities of mangrove cultivation groups, processing groups, and coastal teaching program (PKSPL IPB, 2013).



**Figure 1. Implementation Stages Focus of Gerbang Mapan**

## ANALYSIS AND DISCUSSION

A form of government collaboration that opens space for other parties to be involved in public management. In development studies, a key component of sustainability from development is the involvement of stakeholders in decision-making by shaping social and environmental conditions in the community (a collaboration between government and society). In this case the collaboration model is in the form of a modified Triple-Helix model based on the argument Wellbrock et al. (2012) to apply the triple helix conception based on the entities (actors) in the area.

Therefore, to adopt the triple helix model so that it can be applied in promoting development at the regional level, a component of the framework needs to be adjusted to take into account the diversity of actors and activities that contribute to place-based development at the regional level (Wellbrock et al., 2012).

In the development of coastal areas in Tangerang Regency, we can find actors who contribute directly or indirectly to the problem of poverty. These actors are the Government, Community Groups, and Academic Organizations which in this case are represented by the Center for Coastal and Marine Resources Studies (PKSPL) Bogor Agricultural Institute. Each actor has their own work desk. The government has tried to respond by emphasizing the general policy of coastal development by providing services, supporting infrastructure, increasing training opportunities, and changing policies that can support development.

During the development process, the government plays an important role. They are “drivers” of development, which means that policies that come from the government have a big impact on development. The government plays a central and pervasive role both in building economic and institutional conditions such as market regulation and bureaucracy. So the key role of government in development is the direction of their policies. The main function of the government as a foothold in the development of coastal areas through its policies has been stated quite well through what is contained in the 2013-2018 Regional Medium Term Development Plan.

In the Tangerang Regency Regional Medium Term Development Plan (RPJMD) 2013-2018, the *GerbangMapan* Program is a program formulated to realize the mission of the Tangerang Regency government in enhancing and developing the regional economy to create competitiveness between regions and communities with the aim of increasing growth, and the role of increasing regional economies in the regional economy and supporting economic activities with several existing targets including increasing economic growth and equity, reducing poverty, and increasing employment opportunities.

Civil society participation or more popular through the community groups has become more significant in current developments. In this case, community participation should be emphasized as an assistant or government partner, so that the course of development policy becomes closer to its objective. A community empowerment process that involves many people, organizations, and government agencies to work in partnership for improving the communities and foster good governance. Based on the results of research, community participation based on civil society is very limited. The problem of the low quality of education is a major problem that has an impact on the limited knowledge of coastal communities. So that its main function in coastal development is very limited.

In general, society is still more involved as an object of development than as a subject. Empowerment programs that exist in coastal community development policies through empowerment programs are still dominant emphasizing development at the base level, so that innovations that are expected to emerge from the empowerment process become very minimal and tend to be limited. So that one of the causes of the condition of the Tangerang coastal Regency community is still lagging behind in development due to the undeveloped economic activities of the community caused by the lives of helpless people.

An interesting finding from the coastal area development program through community empowerment is the involvement of academic groups, in this case the Center for Coastal and Marine Resources Studies, Bogor Agricultural Institute (PKSPL IPB). In its implementation, the Coastal Community Development Program, the aspect of human development is emphasized by way of empowering the community by referring to the Road Map that was created with the Tangerang Regency Government by involving the Center for Coastal and Marine Resources Studies (PKSPL) from Bogor Agricultural Institute. The involvement of these academic groups in general has an impact on the development policy through the established Gate RoadMap which has an impact in supporting the fulfillment of the needs of coastal communities to achieve the conditions of an empowered, independent, and prosperous society both materially and immaterial by knowing and being aware of the potential that they have so as to overcome problems faced so that it can achieve fulfillment of needs by adhering to the management principles of the Mapan Gate program, namely Mandiri, Sustainable, and Prosperous. Although the implementation of the PKSPL IPB involvement is still very minimal, because it is more focused only on making the roadmap.

Based on this, the results of the study show that coordination and collaboration between local governments, community groups and academic organizations is still very minimal. All parties work by only being fixated on their respective duties and roles and very minimal in coordination with each other.

**Table 1. Summary of the Role and Form of Collaboration between Government-Community-Academic**

Activity	Government	Civil Society	Academic
RoadMap	Policy makers to support the development program and leading sector for the collaboration process	As the main target and actor in the implementation of the development program	As an assistant in Planning and Knowledge sharing in the empowerment process
<i>Roles and Forms of Collaboration</i>	<ul style="list-style-type: none"> <li>• In general, policies regarding development have been thoroughly arranged.</li> <li>• The sharing program process is still very minimal and only fixated on one side of the Fisheries and Maritime Affairs Office</li> </ul>	<ul style="list-style-type: none"> <li>• Community involvement is still minimal and more only acts as an Object.</li> <li>• In the process of implementing the program only based on certain groups and not comprehensive to all coastal areas</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration is limited to the creation of Road Maps and has not yet been formulated to Sharing Knowledge in real terms to solve problems in the form of community empowerment</li> </ul>

## CONCLUSION

The involvement of other sectors outside the government in the form of community participation and knowledge sharing in the form of community empowerment from academic groups is very important in coastal area development programs. Collaboration carried out by the Tangerang Regency Government with the Coastal and Marine Resources Study Center, Bogor Agricultural Institute (PKSPL IPB), is a pattern that has begun to be well developed, only a more in-depth collaboration is needed, especially in terms of implementing empowerment programs. Participation from the community that is still very minimal needs to experience optimization, especially in terms of suppressing fundamental problems that still occur in society.

This paper seeks to build a framework for modification of the Triple-Helix Model in the level of regional development based on the collaboration of entities in the area of coastal area development based on research results which are then developed to further

direct researchers to a specific set of variables for deeper analysis. Based on the analysis through the existing framework, this paper recommends several things. The role of government in implementing policies must be increased, especially in the case of socialization must be improved and updated to maximize its function. Policies to boost basic levels such as knowledge and education must be carried out because these problems are fundamental problems to maximize development community involvement. The role of academic groups can be more optimized, especially to carry out ongoing guidance and consultation to the community through an empowerment process, which aims to strengthen the readiness and independence of the community in order to maximize the function of civil society in the development of coastal areas in Tangerang Regency.

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