



Ideal Model Collaborative Governance Parking Management in Makassar City

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Abstract:-This study aims to analyze the prototype of the ideal model of parking management collaboration in Makassar City. This study uses a qualitative research type with a phenomenological approach, data collection techniques through interviews, observations and documentation reviews related to the focus of the study, data analysis used is data reduction, data presentation and drawing conclusions. This research was conducted in Makassar City. The results of the study indicate that there is still weak supervision of operational business permits by ignoring ANDALALIN (Traffic Impact Analysis), recruitment of parking attendants that is not objective and not based on Standard Operating Procedures (SOP) so that this process does not provide a guarantee of the quality and professionalism of parking attendants, has not implemented the provision of rewards for parking attendants who excel and the provision of punishment/sanctions for parking attendants who violate and limited access to online complaints, the current collaboration model for parking management in Makassar City which implements a triple helix which is not yet effective so that Perumda Parkir Makassar Raya must initiate and hold regular meetings with all stakeholders involved in order to improve the supervision system for the way parking attendants work by implementing the "Penta Helix PAKONTAKI collaboration model" (Integrated Parking Management, Based on Education, and Technology Innovation) so that this model can be a new framework that is more effective in managing the parking system by combining aspects of integration, education and technology innovation in parking management in Makassar City.

Keywords: *Ideal Collaborative Model, Governance, Parking Management.*

1. Introduction

The existence of government is a mandate and commitment in order to foster and build a more just and prosperous life. Therefore, the task of government is essentially to organize, regulate and serve the community as well as possible. This commitment can only be realized if there is interaction from the community who feel that their government has been running and is directed at efforts to protect and serve them. The existence of government is a mandate and commitment in order to foster and build a more just and prosperous life. Therefore, the task of government is basically to organize, regulate and serve the community as well as possible. This commitment can only be done if there is interaction from the community who feels that their government has been running and is directed at efforts to protect and serve them. Furthermore,



it is stated in the general provisions of Article 1 of Law Number 23 of 2014 which states "That the Regional Government is the head of the region as an element of the Regional Government organizer who leads the implementation of government affairs that are the authority of the autonomous region" so that this is a very potential opportunity and at the same time provides a strong signal that each region must be independent with the consequence that the Region must be able to manage sustainability and development dynamically, including: in terms of finding its own funds for development and government operational costs.

The implementation of regional autonomy policy contains new opportunities in the development process in Indonesia. Because regional autonomy is interpreted as the division of power and authority between the center and the regions (power sharing), then normatively ideally it is expected to stimulate regions (both at the provincial and district/city levels) to empower both physical and non-physical resources in their respective regions. Therefore, in the spirit of this decentralization of power, the basis and orientation of development shifts entirely to the regions, no longer centralized in the central government. The increasing population and increasing vehicle ownership increase the demand for road space for traffic activities. Public parking facilities can also function as a means of controlling traffic. To meet these needs, certain public facilities can be provided in certain areas which are attempted as a stand-alone business activity and charge fees.

Table 1.1 Number of Vehicles in Makassar City

No.	Vehicle Type	Year	
		2023	2024
1	Passenger Cars	275.344	345.291
2	Loaded Car	92.323	98.487
3	Bus Cars	17.796	3.075
4	Special Vehicles (Ransus)	1.470.840	, 4.609
5	Motorbike	1.856.303	1.61 Million
	Total	19.363 Unit	2.06 Million Units

Source: Makassar City in Figures 2023, 2024.

Based on the table above, it shows that there is an increase in the number of motor vehicle ownership, especially passenger cars and motorbikes in Makassar City which is accumulated in 15 sub-districts in Makassar City. Therefore, proper governance capabilities are needed in parking management so that it can reduce congestion and increase PAD of Makassar City, the



Makassar Raya Parking Public Company (Perumda) recorded that there are 1,785 official parking attendants (jukir) spread throughout Makassar City. These official parking attendants are equipped with special attributes, such as vests and identity cards, to distinguish them from illegal parking attendants who are still operating in several locations, although the data shows that there are 1,764 official parking attendants spread across 1,724 parking points, this difference in numbers is due to the addition of several new parking points which are fluctuating and the Makassar Raya Parking Public Company continues to update data to ensure the accuracy of information related to official parking attendants operating.

This step is expected to reduce the number of illegal parking attendants and increase the efficiency of parking management in Makassar, from the parking sector it is projected to reach up to IDR 130 billion per year which will be used to improve parking services and the welfare of official parking attendants, but the number of illegal parking attendants who are not officially registered does not have definite data, this phenomenon is exacerbated by the high number of vehicles in Makassar which will reach around 2 million units in 2024, limited parking space and lack of supervision are supporting factors for the rampant practice of illegal parking even though the government has made various efforts to control it, this problem has not been fully resolved. Complaints from the public regarding the roadside parking service system which often results in slowing down traffic flow in the surrounding area. This is because parking officers only direct road users who park as they please without looking at the traffic conditions around them so that they always prioritize the vehicles they are riding in. So far, the standard operating procedures (SOP) that will be applied by parking officers, including the use of tickets, are only used as a formality because the receipt of levies by PD Parkir Makassar Raya is not based on the number of tickets issued, but only based on the daily target between PD Parkir Makassar Raya through collectors and parking officers, so the potential for leakage of these levies is very large.

The use of public road facilities as parking lots causes narrowing of the highway and causes traffic congestion problems. Likewise, public complaints about tariff issues often become questions for all of us where the value is so expensive such as motor vehicles Rp. 5,000 to Rp. 10,000 per parking, sometimes even charged a parking fee of Rp. 20,000 to Rp. 40,000 per parking. Although what is stated on the parking attendant's ticket is Rp. 3,000 for motorbikes and Rp. 5,000 for cars and applies to one-time parking, this is in accordance with the Legal Basis of the Makassar City Regional Regulation as stated in the Decree of the Directors of PD Parkir Makassar Raya Number 129/20-S.Kep.Dir/XI/2017, So this certainly triggers questions about the flow of funds, especially since parking officers rarely give tickets to drivers or parking service users, Although the collaboration between Perumda Parkir Makassar Raya, the Transportation Agency, and the Makassar Police in managing parking in the city of Makassar has good intentions, in practice there are still various problems in the field, one of the main obstacles faced is the lack of effective coordination, often there is overlapping authority and



responsibility which results in confusion in carrying out tasks in the field, for example when a parking violation occurs, it is sometimes unclear whether the one who should take action is an officer from Perumda Parkir, the Transportation Agency or the police so that this can cause delays in handling problems and cause dissatisfaction among the community.

2. Literature Review

The increase in road sections is not balanced with the increase in the number of vehicles in Makassar City. Thus, this is a factor causing congestion, namely the number of vehicles in Makassar has exceeded the available parking capacity. coupled with the undisciplined behavior of road users, public awareness in using the available parking spaces is still very low, as the results of research by Rumantir, et. al. (2021) produced data that cooperation by all stakeholder elements has not been optimal in managing roadside parking in Semarang City so that it seems subjective and politicized in parking management, further expressed by Hallan, et. al. (2015) that the coordination phase is built on the element of trust needed between groups.

Ansell and Gash (2007), the effectiveness of the collaboration process is measured through five stages, namely face-to-face meetings, building trust, commitment to the process, mutual understanding, intermediary results, then the collaboration process is certainly influenced by the determining aspects that determine the effectiveness of the collaboration process or not, Through this study, of course, we will see the gaps that occur in the field. Thus, the results of this study will later provide recommendations for an effective collaboration model in managing roadside parking in Makassar City, as we know that coordination is a process of a series of activities in order to integrate and align the goals and work plans that have been set in all elements, functional areas and departments to produce uniform and harmonious actions effectively and efficiently. In an organization, coordination must be provided by superiors in completing tasks so that the delivery of information is clear and the division of work to subordinates is in accordance with the authority received.

Collaboration is basically a general term that is often used to describe a pattern of cooperative relationships carried out by more than one party. Collaboration actually has a fairly broad study. In general, collaboration is a relationship between organizations that participate and agree to jointly achieve goals, share information, share resources, share benefits, and be responsible for making joint decisions to solve various problems, related to that, collaboration is essentially a collaboration carried out between organizations to achieve common goals that are impossible or difficult to achieve if done independently. In this context, there are two important things; (1) each organization is initially independent; (2) because of the need to achieve each goal that is focused on the same object goal, the organization cooperates. The relationship that occurs in collaboration is a purposive relationship, where not all units in the organization make joint efforts, only units that have certain task specifications that are in



accordance with the achievement of goals or problems to be solved by other organizations that make joint efforts.

O'Leary and Vij (2012:11-17) identified several important factors that influence collaboration, namely:

- a) Collaboration context: all collaborations take place in a political context and the behavior of collaborators is influenced by the context. These contextual factors include the complexity of the environment and the volatility of market competition due to government regulations, litigation, legal reform and lawsuits, legal and court mandates and unions that interact with the culture and management practices of the organization.
- b) Collaboration goals or missions: Collaboration serves multiple interests. Collaborators' interests may conflict with each other, but collaborators must agree on the overall interests of the collaboration in order to work together. One factor to consider when collaborating is whether the mission of the organization matches the goals or missions of the collaboration.
- c) Member selection and capacity building: Collaborators bring specific resources, expertise, experience, perspectives, knowledge, diverse educational and cultural backgrounds and values to the collaborative effort. Capacity building is the ability of members to secure the human, political, technological or other resources that may be needed to participate in collaborative activities. Communication, training and the selection of diverse participants with different perspectives are often necessary to build capacity. Capacity building is likely to increase the success of collaboration and can help in developing inter-organizational missions and collaborative cultures.
- d) Motivations and commitments for collaboration: individuals and organizations come together to collaborate for a variety of reasons including economic, social, organizational or political, intended to overcome cross-sector failures, leverage resources and knowledge, to provide better services, to seek visibility or legitimacy and to build collaborative relationships.
- e) Collaborative structure and governance: Among the factors that can influence the success or failure of collaboration are "the structure of the collaborative effort and how it is governed" (McGuire, 2006:38). Structure involves defining the boundaries of authority and responsibility in the collaboration. Here, collaborators face a paradox of flexibility and stabilization. Collaboration is often preferred to bureaucratic structures because it may be more flexible. But it can also be unstable, and can make accountability difficult.
- f) Power in collaboration: power imbalances in collaboration can lead to conflict and co-optation, and can affect the success of the collaboration. Structure and governance mechanisms can be both sources and remedies for power imbalances because they describe the arrangements for the distribution of power and authority among



collaborators. The resources that collaborators possess can enable them to have a stronger bargaining position. Sometimes, the reputation of a collaborator can also be a resource. Government officials may be able to exercise power over other collaborators because they represent the government. Accountability: accountability

- g) In collaboration identification as an effort to ensure that collaborators are working together in accordance with the intentions of voters and public officials. Collaboration often addresses policy issues that cross jurisdictional and sectoral boundaries. Collaborative networks for conducting government business have been criticized for their associated accountability issues and lack of transparency. Collaborative public management networks often carry out critical government missions such as creating, implementing, and executing public policy.
- h) Communication: exchange of information, dialogue, ideas, expression of opinions, articulating and expressing views, negotiation, bargaining, deliberation, problem solving, conflict management and conflict resolution are essential for collaboration. Deliberation and dialogue enable collaborators to brainstorm, critically examine each other's arguments, identify common interests, and build a shared knowledge base and social capital. Whether they collaborate or not, they must ensure that communication channels are inclusive, transparent and regular. This can be formalized in governance mechanisms.
- i) Perception of legitimacy: legitimacy is a perception that the actions of a collaborating body are desirable, appropriate, or within some system of norms, beliefs, and definitions. During collaboration, collaborators must consider how they will build and manage legitimacy to achieve their goals. Legitimacy can help secure political and financial resources and ensure the continuity of organizational activities. Collaboration is legally mandated to have a certain degree of legitimacy. Legitimacy can also be built through relationships of trust and compliance with the norms of the institutional environment.
- j) Trust: Trust is essential to building relationships and sustaining collaboration. Cummings & Bromiley (1996) in O'leary and Vaj (2012:11-17) explain that trust is a commitment to conduct activities honestly and not to take excessive advantage of individuals or groups. Trust can be developed between collaborators through communication, reciprocity, alignment of goals, transparency, sharing clear information and knowledge and by demonstrating competence, goodwill and follow-up.
- k) Information technology: Some collaborations have transcended geographical boundaries and become virtual organizations and networks that are nearly limitless in scale, scope and structure. Integrated information networks can link all major components of an organization, management information systems, geographic



information systems, intranets and the Internet. Social media communication technologies and other technological innovations have given rise to complex, integrated and interactive forms of e-government. Collaborators must understand how best to exploit the potential of information technology but must also be aware of the challenges it poses. In thinking about collaboration, collaborators must understand the needs, roles and nature of the technology needed to participate fully in a particular collaboration, as well as their own ability to manage the information technology needed for effective collaboration.

Bryson, et, al. (2004:46) offers six collaboration processes including initial agreement placement, building leadership, building legitimacy, building trust, managing conflict, and planning so that the implementation of collaboration is greatly influenced by the right and competent leader, knowledge is also an important capacity in the collaboration process, Stakeholders involved must be parties who have the right capabilities in the field, so that the collaboration process can run as expected and increase the efficiency of parking management in Makassar City.

3. Methods

This research was conducted in Makassar City, the research method used is descriptive qualitative with a phenomenological approach, the data sources used consist of primary data through interviews with informants and secondary data through studies of various references relevant to the focus of the research. Data collection methods are through interviews, observations and review of documentation related to the focus of the research. Data analysis techniques used are data reduction, data presentation and drawing conclusions.

4. Results

A. Determinant Factors in Collaborative Parking Management in Makassar City

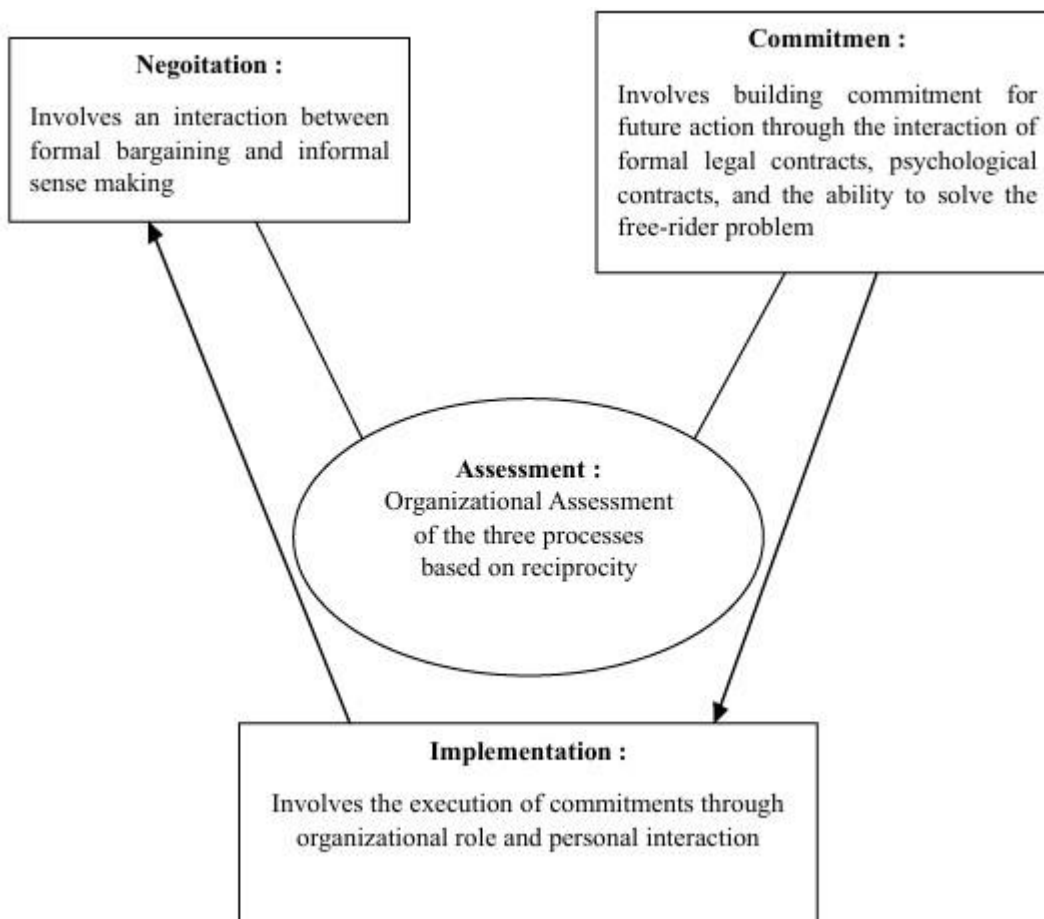
1. Design Institutional

Parking not only involves the government and private sector but also the community universally therefore institutional design must be able to accommodate various interests and facilitate effective collaboration among all parties involved, institutional design includes organizational structure, framework, roles and responsibilities in parking management by ensuring coordination, accountability and full support to create more responsive solutions, In addition to internal supervision, Perumda Parkir also plays a role in coordinating with related agencies and external parties, such as the police, the Transportation Agency and the community, to address congestion problems more effectively, collaboration with all stakeholders is very important to achieve the goal of improving parking quality and better traffic management so that the community can provide constructive input and feedback to help



continuous improvement, then Perumda Parkir continues to invest in developing the skills and knowledge of all employees to be more competent and trained by holding regular training in facing the challenges of increasingly complex parking governance. Institutional design must also consider sustainable financing mechanisms for parking management. The distribution of cost burdens between the government, parking entrepreneurs, and the community can be an important consideration in designing an institutional model that ensures long-term financial sustainability (R. Fadillah, 2018:78-89). The existence of clear and consistent regulations is also an important factor in the institutional design of collaborative parking management in Makassar City, harmony between regional regulations, national policies and international standards will create a strong legal basis for the implementation of effective and controlled parking policies (A. Rahman, 2019:112-125).

Meanwhile, the collaboration process framework according to Ring and Van de Ven (1994) can be described as follows;



Ring and Van de Van (1994) in Thomson and L. Perry (2007)



In addition to coordination efforts and community participation, the collaboration process also includes the use of technology in parking management that can help monitor and regulate the number of vehicles entering the parking area, collaboration between related parties in implementing this technology can increase efficiency in parking management and reduce congestion. In order to achieve the goal of parking management collaboration in Makassar City, there needs to be regular meetings between local governments, related agencies and community representatives so that these meetings can be a forum for sharing information, evaluation and discussion of future development strategies, with good communication and solid cooperation between all related parties, this collaboration process is expected to achieve optimal results in managing parking in Makassar City.

2. Facilitative Leadership

Public awareness and cooperation are very important in maintaining order and security of parking in Makassar city which is based on open and transparent dialogue between all parties that will help overcome challenges and achieve common goals in improving the efficiency and quality of parking management so that this collaboration becomes the key in maintaining the smoothness and effectiveness of parking management in Makassar City. Thomson and Perry (2007:3) define collaboration as a process in which autonomous or semi-autonomous actors interact through formal or informal negotiations, jointly creating rules and structures that govern their relationships and ways of acting or deciding problems that bring them together. This means a process that involves shared norms and mutually beneficial interactions. Based on this definition, there are five key dimensions of collaboration, namely:

a) *Governance*(government)

Collaborating parties must understand how to jointly make decisions about the rules that will govern their behavior and relationships.

b) *Administration*(administration)

Collaboration is not a self-administering endeavor. Organizations collaborate because they intend to achieve a specific goal. Administrative structures differ conceptually from their governance counterparts in that they focus less on institutional provisions and more on implementing and managing what is needed to achieve a goal through effective operating systems that support clear roles and effective communication channels.



c) *Organizational Autonomy* (organizational autonomy)

Dimensions of collaboration This explains the two dynamics of potential and disappointment implied in collaborative efforts. The partners in reality share dual identities. They maintain distinct identities and organizational authorities that are separate from the collaborative identity.

d) *Mutualism* (togetherness)

Togetherness is rooted in interdependence. Collaborating organizations must be interdependent in a mutually beneficial relationship based on differences of interest or shared interests.

e) *Norms*(norm)

Reciprocity and trust are closely related conceptually. In collaboration, participating organizations generally demonstrate a “will-if-you-will” mentality based on the degree of reciprocity and obligation of each.

Makassar City has adopted a systematic collaborative approach that will help identify successes, constraints, and opportunities for improvement in parking management, with continuous monitoring the collaboration process can continue to be improved to ensure the sustainability and success of parking management in Makassar City, government involvement in regulating and supervising parking management has a central role in formulating policies that regulate parking governance, setting rates and supervising the implementation of parking regulations in Makassar City, then through partnerships with the private sector can provide the investment and innovation needed to improve the parking user experience.

Strong leadership and effective coordination between the government, private sector and the community are the main priorities to achieve common goals in managing parking in Makassar City optimally and sustainably, collaboration in parking management in Makassar City is influenced by a number of factors that affect its success and effectiveness, as a metropolitan city with a growing population, the demand for parking spaces is increasing, thus requiring collaboration between the government, private sector and the community to manage parking needs efficiently. regulations and local government policies also determine the dynamics of



collaboration in parking management, the availability of clear and supportive regulations can facilitate cooperation between all stakeholders involved in parking regulation and management, in addition, transparency and accountability in policy implementation are also determining factors in ensuring sustainable collaboration, as in research conducted by Faradila Meidita Sari in 2020 entitled Stakeholder Synergy in the Implementation of Electronic Payment-Based Parking Zones in the Taman Bungkul Parking Area, Surabaya City, this research was motivated by the problem of illegal parking around Taman Bungkul so that the Surabaya city government decided to realize electronic payment-based parking zones in the Taman Bungkul parking area, but there was a gap that occurred because of the difference between what should be done and what happened in the field so that it did not match what was expected. The results of this study indicate that stakeholders in the implementation of electronic payment-based parking zones can be said to be quite synergistic, as evidenced by the division of tasks, social trust and work trust, effective communication, fast feedback, but in this study there is still one aspect that has not been met, namely the creativity of its implementation is still weak.

3. Exiting Collaborative Model in Parking Management in Makassar City

By adopting an ideal collaboration model, Makassar City can create a more organized, transparent and efficient parking system, good parking management will have an impact on reducing congestion, increasing regional income from the parking sector and improving the quality of transportation services in the city, the success of implementing this model depends on the commitment of all parties involved in creating parking governance that is oriented towards common interests and the sustainability of the city.

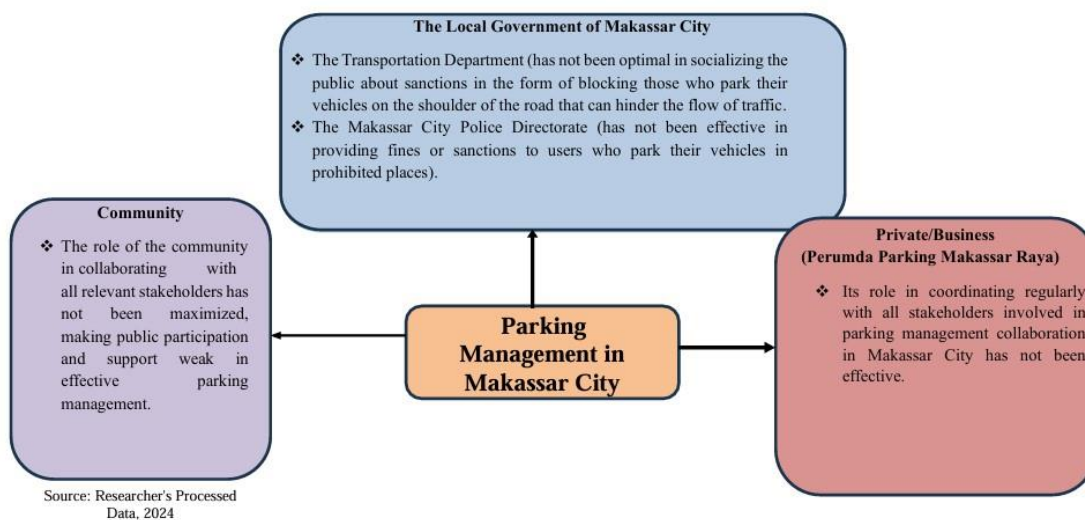
Parking management in Makassar City must prioritize synergy between local government, private sector, and the community, where the Makassar City government acts as a regulator that sets clear policies and regulations, including transparent rates and an effective monitoring system, while the private sector can be involved in parking operational management, either through a partnership system or an investment scheme that supports the modernization of parking facilities, such as the application of digital technology for payments and real-time monitoring of parking areas to ensure that the parking system implemented is not only



effective but also meets the needs of road users.

This collaboration must be technology-based to improve efficiency and transparency in parking management, one approach that can be applied is the use of an application-based parking system that allows the public to know the availability of parking spaces, in addition, the installation of parking sensors in strategic areas can help optimize parking spaces and reduce congestion that often occurs, developing infrastructure so that it can run well.

Existing Collaborative Model in Parking Management in Makassar City



The collaboration model as presented in the image above, shows that the collaboration model for parking management in Makassar City currently being implemented is the triple helix collaboration model. This model only involves three elements in parking management in Makassar City. However, until now, the triple helix collaboration model has not been running effectively with the following explanation:

First, the elements of the Makassar City Regional Government. The elements of the Makassar City Regional Government involved are the Transportation Agency which has not been optimal in carrying out its role in collaborating in terms of parking management in Makassar City. This can be seen in the lack of socialization to the public regarding fines for holding/locking road users who park their vehicles on the shoulder of the road which can obstruct traffic around the parking area) so that in carrying out its duties (locking vehicles) it

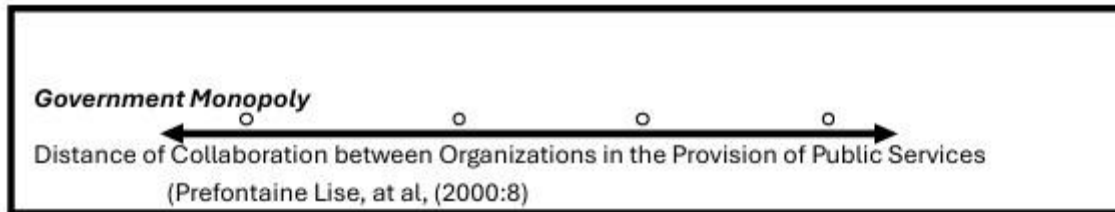


sometimes gets protests from the public because they do not yet know the information. Furthermore, the Traffic Unit (Satlantas) of the Makassar City Police has also not been optimal in carrying out its main duties. This can be seen in the ineffectiveness of its role in imposing fines or sanctions on vehicles that park their vehicles carelessly and irregularly. Second, the Private/Business element. The private element in collaborating on parking management in Makassar City has not been optimal. This can be seen in its role towards all stakeholders in parking management which has not been effective. Third, the Community element. Until now, it has been found that the role of the community in collaborating with all relevant stakeholders is still low. Thus, it will weaken community participation and support in effective parking management.

According to Imperial (2001:3) Collaboration is one of the strategies that practitioners use to improve governance and implement policies in inter-organizational settings. According to Prefontaine Lise, et al (2000:7) collaboration models are divided into two types, namely:

- 1) Public-public collaboration models; include agreements between public bodies and can be classified into two main categories: horizontal and vertical. The first refers to agreements between two agencies or departments at the same level of government. The second refers to alliances between local, provincial (state) or national governments.
- 2) Public-private collaboration model: a form of collaboration that presents a greater degree of diversity. Sub-contracting and out-sourcing are two types of this type of collaboration. In this case, the government remains responsible for a service that is either totally or partially managed by the private sector.

Prefontaine Lise, et al, (2000:7-8) explains the diversity of collaboration models reflects the extent of shared responsibility of various potential partners originating from the public, private or non-profit sectors. Inter-organizational collaboration for public services can be found conceptually on a continuum ranging from government monopoly (no sharing) to privatization (total transfer of responsibility). The continuum is illustrated below:



Agranoff and McGuire (2003:45) present collaborative management

1) *Jurisdiction-Based Management Model*

The core of this model emphasizes that regional heads take strategic actions with several actors and institutions from various governments and sectors. This model illustrates that regional heads are driven by rational strategies, as a jurisdiction-based model. For such regional heads, achieving local goals and completing certain tasks is the most important thing. Strategic steps taken in such complexity, the interdependence between leaders of jurisdiction-based institutions where regional leaders seek and contact actors who have resources and capabilities (including law, funding, organization, expertise and information) which indicates that regional leaders need all resources to achieve their goals. Achieving goals in a complex setting requires interaction and adjustment with critical positions and parties who provide assistance. Therefore, bargaining and negotiation are important instruments in this model. Negotiations carried out by local managers in both vertical and horizontal programs provide alternatives to concessions, resulting in the most profitable solutions. The horizontal dimension of this management model describes public policy and governance that takes place in a network such as an arrangement consisting of various actors, giving rise to the opinion that in essence, no party with the power it has can find the strategy carried out by other actors (Kickert, Klijn, and Koppenjan 1997:9) but the existence of parties is accountable for providing solutions from the collaboration carried out.

2) *Abstinence model*

This model shows that there is a desire to distance themselves from collaboration. They can choose not to be involved in all government programs, especially those that are not binding, as their internal policy. In its operation, this model avoids involvement for a number of reasons. Some factors that cause collaboration abstinence first; some regions



object to the involvement of other levels of government in the political and government space. They want to avoid interference, excessive paperwork or burdensome regulatory procedures or sanctions. Second; lack of resources to collaborate, including the time needed to organize resources. Including lack of personnel capacity to play roles, negotiate, implement programs, and report. Third; some governments do not collaborate vertically or horizontally because they are not involved.

3) *Top-down model*

This model is a bureaucratic dilemma decision on how to achieve the goals and objectives set by the center, through other government actions. The solution is that the government uses instruments through agencies to manage by implementing or requiring coordination. The main aspect of this top-down management is the compliance of the local government. Coordination activities carried out managerially, both with governments that have a higher position, interlocal partners, are sometimes not and even difficult to do. Fierce competition in using very limited resources between one region and another can cause inequality, so that the lack of independence of local governments that always emphasize everything on the central government to the matter of how to spend the funds provided.

4) *Donor-Recipient Model*

The donor-recipient model involves donors and recipients of aid based on the involvement of actors in a collaborative system that is interdependent with each other through the control of the system that is run. The empirical basis for the management model comes largely from policy implementation research that has looked at elements of participation. Policy implementation is understood as an interactive process or administrative matter that sets goals and actions to achieve the intended goals. According to the donor-recipient model, recipient managers often seek some desired change for the jurisdiction. Some actions are taken to meet needs according to available resources, but all policies made must be in accordance with the goals desired by the donor. Thus, a critical component of policy success in the top-down model is that local actors implement national goals, while policies are considered successful in the donor-recipient model when they provide space for local decision-making and provide local actors with sufficient discretion, resources, and



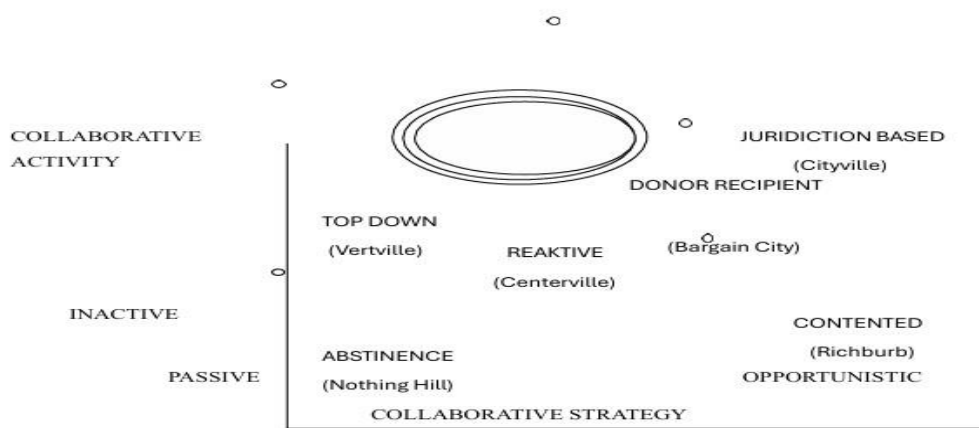
autonomy to implement national goals while still meeting local needs.

5) *Reactive Model*

This model uses the maybe, maybe not approach. sometimes choose to participate, maybe strategic, or maybe not. There are several strategic reasons for not wanting to collaborate. First; the principle of autonomy and integrity of jurisdiction as an entity with clear boundaries. for many officials, each government unit should be autonomous and left free to make decisions based on citizen preferences, not dictates or mandates from the central government. Second; the reason for the dichotomy of administrative politics. so it was decided that intergovernmental activities were not reminded, thus leading administrators not to get involved. Third; the activity was not mission-driven in terms of basic services and infrastructure. As a result, activities other than basic services were considered unimportant. Fourth; the reason that several other institutions or organizations already provided the service.

6) *Content Model*

This model emphasizes the collaboration strategy rather than the collaboration activity itself. In other words, this model is more opportunistic and seeks to exploit the environment according to the preferences of the local government or the organization itself.



Agronoff and McGuire's Collaborative Management Model (2003:45)

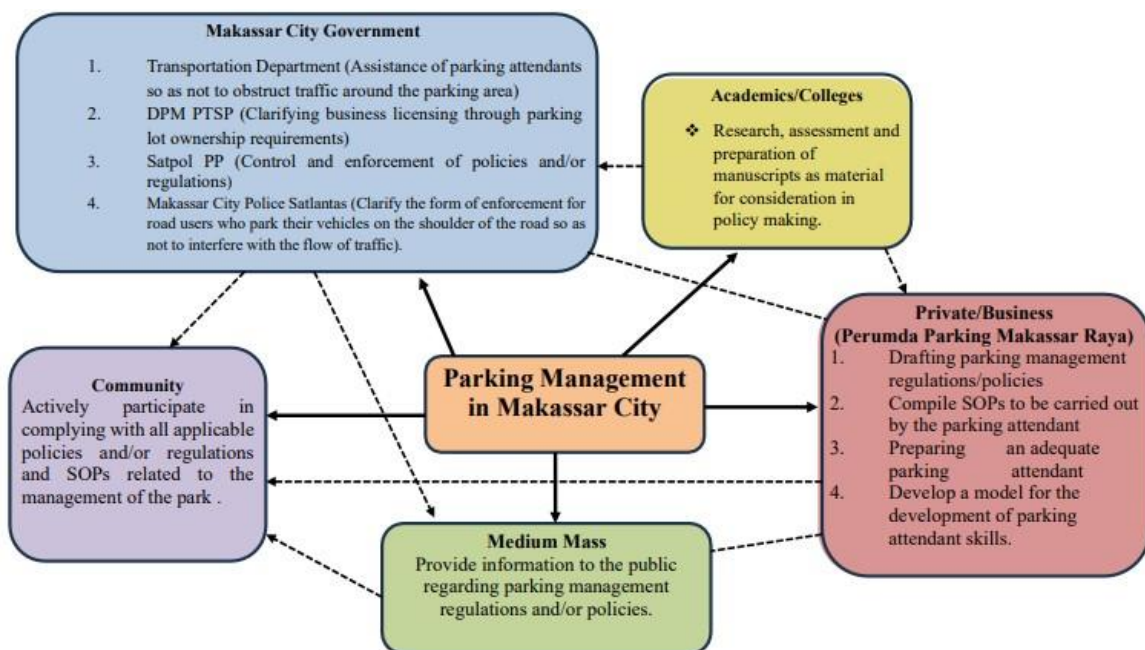
According to McGuire (2003:33-35) collaboration depends on leaders when carrying out various roles, but in the typical context of collaborative public management, the government must be responsible for the service of public goods and services. Public managers do not always act to govern, but they must be responsible for the results of collaboration. Therefore, collaborative public management occurs in various



environments, both in vertical government and horizontal contexts where various public and private actors are mobilized.

5. Discussion

Analysis of the existing condition of the parking management collaboration model in Makassar City as explained above, shows that it is not yet effective or not yet optimal. Therefore, a prototype of a more effective parking management collaboration model is recommended. The model that will be offered is an improvement on the previously realized collaboration model. For more details, the following is a recommended image of a more effective parking management collaboration prototype model. The model that will be offered is an improvement on the previously realized collaboration model. For more details, the following is a recommended image of a more effective parking management collaboration prototype model.



Source: Researcher Processed Data, 2024

The image above shows that the recommended collaboration model is the Penta Helix model. This collaboration model is called the PENTA HELIX PAKONTAKI model. "PAKONTAKI is an acronym for Integrated Parking Management, Based on Education, and Technology Innovation, the way the PENTA HELIX PAKONTAKI collaboration model works is an approach that integrates various related parties in parking management in Makassar City. This system involves five elements of collaboration consisting of elements of the Makassar City government, Academics/Universities, Private/business, Mass media, and Society.



First, the elements of the Makassar City government consist of several elements. The Transportation Agency should maximize its role by assisting parking attendants to organize parking so that it does not disrupt traffic flow around the parking area. The Investment and One-Stop Integrated Licensing Agency (DPMPTSP) should add an attachment to the ownership of the parking area as an administrative requirement for issuing Building Permits (IMB), especially for business buildings, and conduct a re-evaluation regarding the use of building designations in accordance with their permits for all shops in Makassar City. As, currently there are shops found but do not have a clear parking area. The Civil Service Police Unit (Satpol PP) must maximize its role through strict enforcement and enforcement of existing policies and/or regulations related to parking arrangements in Makassar City. Furthermore, the Traffic Unit (Satlantans) of the Makassar City Police must create a policy related to sanctions for every violation of vehicle users who park their vehicles which can be a source of congestion in the surrounding area. Second, academic/university elements. This recommended collaboration model implies the importance of the role of academic/university elements. This element will play an important role in producing evidence-based policies through research programs, studies and the preparation of policy scripts so that the data produced can be used as a consideration for policy making related to parking management in Makassar City. Third, the private/business element consisting of Perumda Parkir Makassar Raya. The Perumda Parkir Makassar Raya element as the main element in parking management in Makassar City, especially in the recommended model in parking management in Makassar City. This element must maximize its role through the preparation of more effective parking management regulations/policies. Then, it must prepare Standard Operating Procedures (SOP) that will be carried out by parking attendants so that management is more effective and efficient. Furthermore, it must prepare more adequate parking attendants both in terms of quantitative and qualitative aspects, of course by utilizing the surrounding community. In addition, the Perumda Parkir Makassar Raya has prepared a flow model for developing the capabilities of parking attendants so that they can carry out their duties effectively.

Fourth, the mass media element. The mass media element plays a very important role in strengthening this recommended collaboration. The mass media element has an important role in providing maximum information to the public regarding policies and/or regulations related to parking management in Makassar City. Fifth, the community element. In building effective collaboration in terms of parking management in Makassar City, the role of the community element is greatly needed. The role of the community that is needed is active participation in complying with all policies and/or regulations and applicable SOPs related to parking management in Makassar City.

The determinant factor in parking management collaboration in Makassar City is the institutional design that only compiles a monitoring system at the management level without supervising the way the parking attendants work. Then, the implementation of the amount or



size of parking attendant deposits is not based on contract documents or targets, but only an agreement between parking attendants and the Makassar Raya Parking Company through its employees in the Dept Collector field, has not implemented rewards for parking attendants who excel and sanctions for parking attendants who violate and limited access to online complaints, The current parking management collaboration model in Makassar City which implements the triple helix is not yet effective. This is because the three elements (government, private sector, and community) have not been optimal in carrying out their roles so that the Makassar Raya Parking Company must initiate to invite all stakeholders involved to compile a monitoring system for the way parking attendants work and implement the PENTA HELIX "PAKONTAKI" collaboration model.

Acknowledgment

The author would like to express my deepest gratitude to the Lembaga Pengelola Dana Pendidikan (LPDP), the Pusat Layanan Pembiayaan Pendidikan (PUSLAPDIK), Balai Pembiayaan Pendidikan Tinggi (BPPT), and the Beasiswa Pendidikan Indonesia (BPI), for sponsoring our doctoral studies and supporting the publication of this article

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Power System Technology

ISSN:1000-3673

Received: 16-02-2025

Revised: 05-03-2025

Accepted: 22-04-2025

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