

Multi-Stakeholder Partnership for Urban Sustainability in Lampung Province, Indonesia: A Workshop-Based Case Study

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Abstract: Multi-stakeholder partnership is an important approach to realizing urban sustainability by supporting cross-sector participation in addressing complex urban challenges. This study analyzes multi-stakeholder partnership in sustainable urban development in Lampung Province and evaluates its shift from dialogue toward action initiatives. It also highlights the integration of Gender Equality, Disability, and Social Inclusion principles in program planning. A descriptive qualitative approach was applied. Data were collected through a workshop involving 34 participants from 20 institutions representing government, academia, communities, civil society, the private sector, and media. The workshop was documented through Minutes of Meeting (MoM) and facilitated group discussions. The data were analyzed using content analysis based on stakeholder roles, institutional contributions, collaborative commitments, and GEDSI integration. The findings indicate clearer stakeholder roles, proposed institutional contributions, and shared commitment to establish a formal forum. However, formal agreements, accountability mechanisms, implementation indicators, and systematic documentation remain limited and require further strengthening.

Keywords: multi-stakeholder partnerships; collaborative governance; urban sustainability; SDG localization; GEDSI integration

Kemitraan Multi-Pihak untuk Keberlanjutan Perkotaan di Provinsi Lampung, Indonesia: Studi Kasus Berbasis Lokakarya

Abstrak: Kemitraan multi-pihak merupakan pendekatan penting dalam mewujudkan keberlanjutan perkotaan melalui keterlibatan lintas sektor untuk menangani berbagai tantangan perkotaan yang kompleks. Penelitian ini menganalisis kemitraan multi-pihak dalam pembangunan perkotaan berkelanjutan di Provinsi Lampung serta mengevaluasi pergeserannya dari tahap dialog menuju inisiatif aksi. Penelitian ini juga menyoroti integrasi prinsip *Gender Equality, Disability, and Social Inclusion* (GEDSI) dalam perencanaan program. Penelitian menggunakan pendekatan deskriptif kualitatif. Data dikumpulkan melalui lokakarya yang melibatkan 34 peserta dari 20 institusi yang mewakili unsur pemerintah, akademisi, komunitas, organisasi masyarakat sipil, sektor swasta, dan media. Lokakarya didokumentasikan melalui Minutes of Meeting (MoM) dan diskusi kelompok terfasilitasi. Data dianalisis menggunakan analisis isi berdasarkan peran pemangku kepentingan, kontribusi institusi, komitmen kolaboratif, dan integrasi GEDSI. Hasil penelitian menunjukkan adanya pembagian peran pemangku kepentingan yang semakin jelas, usulan kontribusi dari masing-masing institusi, serta komitmen bersama untuk membentuk forum formal. Namun demikian, kesepakatan formal, mekanisme akuntabilitas, indikator pelaksanaan, dan dokumentasi sistematis masih terbatas sehingga memerlukan penguatan lebih lanjut.

Kata kunci: kemitraan multi-pihak; tata kelola kolaboratif; keberlanjutan perkotaan; SDGs; GEDSI.

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1. Introduction

Urban development in Indonesia faces major challenges in ensuring that every citizen enjoys the right to adequate, safe, and affordable housing and basic services. According to Statistics Indonesia, approximately 56.7% of Indonesia's population lived in urban areas in 2020, and this proportion is projected to increase to 66.6% by 2035 [1]. This rapid urbanization trend places significant pressure on spatial planning, basic infrastructure, and environmental carrying capacity, while exacerbating access disparities for vulnerable groups. These conditions contribute to persistent social issues such as the proliferation of slum settlements and result in poor quality of life for the urban poor.

Globally and locally, successful models of collaborative governance have demonstrated the potential to address these complex urban challenges. For instance, in Indonesia, the Kota Tanpa Kumuh (KOTAKU) Program provides an example of a collaborative approach that involves local government, communities, and other stakeholders in planning and improving urban settlements [2]. Internationally, Curitiba, Brazil, is widely recognized for its integrated approach to urban planning, combining land-use planning, public transportation, environmental management, and practical institutional innovation [3]. Similarly, Singapore's Green Building Masterplan was developed through collaboration between the Building and Construction Authority, the Singapore Green Building Council, industry stakeholders, and the public to advance energy efficiency and environmental sustainability in the built environment [4].

Target 11.1 of the Sustainable Development Goals (SDGs) affirms the global commitment to "ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums" by 2030. However, progress towards this goal remains far from ideal in many Indonesian cities. For instance, Bandar Lampung has only about 4.6% green open space [5], well below the national target of 30% as stipulated by Regulation of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency No. 14 of 2022. This gap highlights the urgent need for more effective and collaborative strategies to meet urban development targets.

In this context, a collaborative and inclusive governance approach is required. Multi-Stakeholder Partnership (MSP) emerges as a key strategy integrating the roles of government, communities, academia, the private sector, and media into a cohesive urban development ecosystem [6]. This approach not only aims to build consensus but also promotes concrete actions based on the principles of Gender Equality, Disability, and Social Inclusion (GEDSI). GEDSI principles emphasize the meaningful participation, accessibility, and equitable inclusion of women, persons with disabilities, and other marginalized groups in development planning and decision-making [7].

One of the activities undertaken to mainstream the SDGs in research, education, and community service is the implementation of a workshop themed "Urban Innovation and Collaboration for SDGs." This workshop builds on a

series of stakeholder engagement events previously held in Lampung Province, involving representatives from government, academia, communities, the private sector, and media. These parties contributed valuable insights and demonstrated collaborative enthusiasm to achieve sustainable cities and communities through the “Multi-Stakeholder Partnership for SDG 11 Innovation (KEMILAU)” Initiative. The workshop aimed to confirm and redefine each party’s commitment and contributions collectively, and to formulate strategies to strengthen collaborative institutional frameworks to support SDG Target 11.1 in the Lampung context. The workshop discussions will form the basis for drafting a Letter of Intent (LoI) to be co-designed and jointly agreed upon.

Accordingly, this study aims to: (1) analyze stakeholder experiences and perceived roles in supporting sustainable urban development in Lampung Province; (2) examine the extent to which the workshop moved stakeholder interaction from general dialogue toward structured collaborative commitment; and (3) identify how GEDSI principles were understood and proposed within future collaborative governance arrangements.

2. Literature Review

Multi-stakeholder partnerships have increasingly been recognized as an important governance approach for addressing complex sustainability challenges that cannot be resolved by a single institution. Such partnerships bring together public institutions, private actors, academia, communities, civil society organizations, and other relevant stakeholders to combine authority, knowledge, resources, and local experience in pursuing shared objectives. In the context of the Sustainable Development Goals, multi-stakeholder partnerships are expected to support the translation of global commitments into locally appropriate actions. Nevertheless, their effectiveness remains debated because stakeholder participation does not automatically produce transformative outcomes, institutional accountability, or systemic change [6], [8].

Collaborative governance provides an important theoretical foundation for understanding how these partnerships operate. Ansell and Gash [9] define collaborative governance as a process in which public agencies engage non-state stakeholders in collective and consensus-oriented decision-making. Their framework emphasizes the influence of initial conditions, institutional design, facilitative leadership, face-to-face dialogue, trust building, commitment, and shared understanding. Emerson et al. [10] further explain collaboration as a dynamic process involving principled engagement, shared motivation, and the capacity for joint action. These perspectives suggest that the success of a multi-stakeholder forum depends not only on the diversity of participants but also on the mechanisms through which dialogue is converted into agreed responsibilities, institutional arrangements, and coordinated actions.

In sustainable urban development, this collaborative approach is particularly relevant because housing, sanitation, waste management, mobility, environmental quality, and access to basic services are interconnected issues. SDG Target 11.1 calls for access to adequate, safe, and affordable housing and

basic services and the upgrading of slums. Achieving this target requires coordination across multiple sectors and levels of government, as well as meaningful community participation. Okitasari et al. [11] argue that locally grounded multi-stakeholder partnerships can support SDG implementation through knowledge exchange, institutional coordination, and the alignment of local priorities with the 2030 Agenda. Similarly, Eweje et al. [12] highlight the ability of partnerships to combine complementary resources and capabilities, although their effectiveness depends on clear goals, stakeholder commitment, and appropriate governance arrangements.

The complementary roles of stakeholders are commonly described through the pentahelix model. In this study, the pentahelix consists of government, academia, community and civil society, the private sector and professional organizations, and media. Government institutions contribute policy authority, regulation, planning instruments, and access to public programs. Academia provides research-based evidence, analytical capacity, facilitation, education, and community-service experience. Communities and civil society organizations contribute contextual knowledge, local networks, advocacy, and experience in grassroots implementation. Private-sector and professional organizations may provide technical expertise, investment, innovation, market access, and other resources. Media supports public communication, documentation, transparency, and the dissemination of local practices. The value of the pentahelix therefore lies in the complementarity of capacities rather than the isolated contribution of any single actor.

However, stakeholder representation alone does not guarantee meaningful collaboration. Transformative partnerships require processes that enable actors to develop a shared direction, participate meaningfully, learn from one another, and distribute leadership responsibilities. Kuenkel [13] identifies Shared Purpose, Engaged Collaboration, Joint Learning, and Collective Leadership as important elements in sustainability transformations. Shared Purpose enables stakeholders with different mandates and interests to identify common goals. Engaged Collaboration emphasizes meaningful participation and relationship building. Joint Learning allows stakeholders to exchange institutional and experiential knowledge and adapt their approaches. Collective Leadership distributes responsibility across actors according to their capacities rather than concentrating decision-making within one institution. These four pillars provide a useful conceptual lens for examining whether multi-stakeholder interaction remains at the level of consultation or begins to develop into more structured collaborative commitment.

The integration of Gender Equality, Disability, and Social Inclusion is also important in sustainable urban governance. Urban development interventions may produce unequal benefits when women, persons with disabilities, low-income communities, and other vulnerable groups are insufficiently represented in planning and decision-making. GEDSI (or GESI)-oriented governance therefore emphasizes meaningful participation, accessibility, equitable benefit distribution, and attention to the diverse needs of affected communities [7]. In

multi-stakeholder partnerships, GEDSI should not be treated only as a normative principle but as a consideration that influences stakeholder representation, program design, implementation mechanisms, and monitoring. However, the presence of GEDSI language in stakeholder discussions does not necessarily demonstrate that inclusive practices have been implemented or evaluated.

Previous research has established the importance of collaborative governance, stakeholder complementarity, and transformative partnership principles in sustainable development. In the Lampung context, Nuzir et al. [14] examined communication and advocacy in building stakeholder commitment for sustainable urban development through a multi-stakeholder partnership. However, that study primarily focused on communication processes and initial commitment building. Limited attention has been given to how stakeholder experiences, perceived institutional roles, proposed contributions, transformative partnership principles, and GEDSI considerations interact within an early-stage collaborative forum. In addition, few studies have examined whether a workshop-based forum indicates a transition from general dialogue toward more structured collaborative commitment for SDG 11 localization.



Figure 1. Hypothesis on the Integration of the Pentahelix Model with the Four Pillars of Transformative Partnership

This study addresses these gaps by analyzing the KEMILAU workshop through the integration of the pentahelix model, the four pillars of

transformative partnership, and GEDSI considerations. It does not evaluate completed program implementation or verified urban-development impacts. Instead, it examines how the workshop participants positioned their respective capacities and how these perspectives may provide an initial foundation for future multi-stakeholder collaboration. Based on the reviewed literature [13], [15], the study proposes a conceptual hypothesis that integrating the pentahelix actors through Shared Purpose, Engaged Collaboration, Joint Learning, and Collective Leadership may strengthen collaborative governance for urban sustainability. This hypothesis is presented as a conceptual framework rather than as a finding of the study.

3. Methodology

This study employed a descriptive qualitative approach using a case-study design to examine the development of multi-stakeholder partnerships for SDG Goal 11 (Sustainable Cities and Communities), specifically Target 11.1: “Access to adequate, safe, and affordable housing and basic services in urban areas” in Lampung Province, Indonesia. The study focused on stakeholder interaction, institutional roles, collaborative commitments, and the integration of Gender Equality, Disability, and Social Inclusion principles in sustainable urban development.

3.1. Study Context and Scope

Lampung Province of Indonesia was selected as the study area because it faces interconnected urban challenges related to housing quality, sanitation, waste management, flooding, green open space, and unequal access to basic services. The workshop was conducted in Bandar Lampung, the provincial capital and the main urban center of Lampung Province. The study did not directly survey households or physical settlement conditions. Instead, it examined stakeholder perceptions, institutional experiences, proposed contributions, and collaborative commitments related to urban settlement improvement in Lampung Province.

3.2. Participants and Stakeholder Representation

The study involved 34 participants representing 20 institutions. Participants were selected purposively based on their institutional roles, professional experience, and involvement in urban development, housing, sanitation, environmental management, community empowerment, research, advocacy, or public communication. They represented government agencies, universities and research institutions, community organizations, civil society organizations, private-sector and professional organizations, and media institutions.

Government participants included representatives of provincial and municipal development planning agencies and housing and settlement offices. Academic participants represented university research units and SDGs centers. Community and civil society participants included waste-bank groups, youth organizations, environmental organizations, and community-based institutions.

Private-sector and professional participants contributed perspectives related to funding, technical assistance, entrepreneurship, and professional practice, while media participants represented organizations involved in public communication and documentation.

3.3. Workshop Design and Data Collection

Data were collected through the “Multi-Stakeholder Partnership for SDG 11 Innovation” workshop held on 30 April 2025 in Bandar Lampung. The event was designed as a facilitated participatory workshop consisting of introductory presentations, stakeholder experience sharing, group discussions, plenary presentations, and collective reflection.

Participants of the workshop were divided into three groups to analyze issues and targets, resulting in the identification of three core problems:

1. Developing a collaborative framework among all urban stakeholders for sustainable settlements.
2. Raising awareness and strengthening community economy to improve access to adequate housing.
3. Enhancing community capacity in participatory efforts to improve housing quality and services.

The workshop used presentation slides, issue-mapping sheets, discussion guides, stakeholder-role matrices, note-taking templates, and plenary presentation media. Each group was supported by a facilitator and a note-taker. Data sources included Minutes of Meeting, facilitator notes, group worksheets, presentation materials, stakeholder statements, proposed activities, and photographic documentation.

3.4. Data Analysis

The collected materials were analyzed using qualitative content analysis. Statements and proposals recorded in the Minutes of Meeting, group worksheets, and facilitator notes were organized and coded using content analysis, with key thematic categories:

1. Project development framework: ideas on problems, goals, activities, and outputs;
2. Multi-stakeholder collaboration commitments and strategic roles of each stakeholder;
3. Concrete institutional contributions;
4. GEDSI principal application in activities.

The findings were then compared across the multi-stakeholder groups to identify areas of convergence, differences in institutional perspectives, and gaps between proposed commitments and formalized collaborative actions.



Figure 2. Facilitated group discussion involving representatives from government, academia, communities, civil society, the private sector, and media during the KEMILAU workshop, Bandar Lampung, 30 April 2025

3.5. Data Trustworthiness and Study Limitations

Data credibility was strengthened by comparing information across several workshop records, including Minutes of Meeting, group worksheets, facilitator notes, presentation materials, and photographic documentation. The thematic categories were reviewed by members of the research team to ensure consistency between the coded data and the original workshop records. Where interpretations differed, the researchers discussed the relevant excerpts until agreement was reached. However, the study was based on a one-day workshop and did not include follow-up interviews, household surveys, or spatial analysis. The findings therefore reflect stakeholder perceptions and reported institutional experiences rather than verified implementation outcomes or representative conditions across Lampung Province. Furthermore, evaluating multi-stakeholder partnerships requires attention not only to final outcomes but also to partnership processes, stakeholder relationships, institutional capacities, and the distribution of responsibilities [16].

4. Results

The results presented in this section are derived from stakeholder experiences, institutional practices, and perspectives shared during the workshop. They do not represent the implementation outcomes of the KEM11LAU Initiative. Participants described programs, approaches, and challenges previously encountered within their respective institutions and communities. These accounts were documented in the Minutes of Meeting, group discussion notes, presentation materials, and plenary summaries.

The analysis identified recurring patterns concerning stakeholder roles, institutional contributions, collaborative opportunities, and the integration of GEDSI principles. The findings therefore reflect how participants understood and positioned their respective roles in supporting sustainable urban development, rather than verified impacts generated by the KEM11LAU partnership.

4.1. Shared Urban Problems and Institutional Perspectives

Group discussions revealed that project development should begin with a thorough understanding of existing issues, followed by measurable goals, participatory activities, and sustainable outcomes.

a. Government

Local governments, such as the Lampung Provincial Development Planning Agency (*Bappeda*), highlighted a significant gap between spatial planning documents and actual field conditions. This indicates suboptimal enforcement of regulations, especially in flood-prone and densely populated areas. Regional Development Planning Agency of Bandar Lampung City emphasized the urgency of revising outdated master plans and promoting a more open and communicative approach in informing communities about land use plans. The Housing and Settlement Area Office (*PKPCK*) proposed the Self-Sufficient Green Housing (*H2M*) program as a holistic solution to slum areas, combining physical, social, and environmental aspects. Meanwhile, Regional Development Planning Agency of Pringsewu Regency aims to develop village regulations as local instruments to ensure sanitation and housing quality.

b. Academia

Academic representatives from Institute for Research and Community Service (*LPPM*) UBL and the SDGs Center of Universitas Lampung (UNILA) proposed evidence-based interventions through field research, training module development, and community service activities. Academics play a central role in providing credible data to support the formulation of inclusive and locally responsive policies.

c. Communities

Grassroots perspectives were shared by community groups such as *Bank Sampah Emak.Id*, emphasizing household economic empowerment through waste management. Initiatives like "trash savings" during festive seasons

exemplify how community behavior can be directed toward achieving both environmental and economic goals.

d. Private Sector/NGOs

NGOs and professional organizations such as YASI and IALI PP Lampung introduced circular economy approaches that highlight the importance of entrepreneurship training and local potential development as part of transforming slum areas. A youth-based NGOs, YSC Indonesia, underscored the importance of youth involvement and advocacy for equitable access to basic services.

e. Media

Media representatives, such as *Keliling Lampung*, emphasized the importance of documenting and disseminating good practices as inspirational sources and policy references. Media plays a strategic role in enhancing public awareness and encouraging community participation through constructive narratives.

4.2. Perceived Stakeholder Roles and Collaborative Commitments

Commitment to multi-stakeholder collaboration was recognized as a critical success factor for the project. Stakeholders explicitly expressed their willingness to work together in complementary roles.

a. Government

The government committed to establishing a collaborative space through a legal and inclusive multi-stakeholder forum. In this forum, the government acts as a policy facilitator ensuring that GEDSI principles are integrated throughout the project cycle. With support from local government units, they are also responsible for aligning local regulations with community-based approaches.

b. Academia

Academics serve as knowledge custodians and data integrity guardians. They provide the scientific basis for interventions and facilitate training and *Training of Trainers (ToT)* to ensure long-term sustainability and community empowerment.

c. Communities

Local communities are key actors on the ground. They are not only beneficiaries but also primary drivers of initiatives and implementations such as waste management, urban farming, and strengthening local social structures.

d. Private Sector/NGOs

This sector committed to providing alternative funding, technical support, and local potential-based training. Collaboration with private companies opens market access and promotes economic independence.

e. Media

Media committed to maintaining transparency and amplifying development processes. Additionally, they help widely disseminate the outcomes and achievements of the multi-stakeholder forum.

4.3. Reported Institutional Experiences and Potential Contributions

Concrete contributions proposed by each institution were designed to directly support the achievement of SDG 11 indicators.

a. Government

Through communal sanitation programs, slum revitalization, and the empowerment of local institutions such as neighborhood and village associations (*RT/RW*), governments can directly improve community quality of life.

b. Academia

By developing and implementing locally responsive training modules and conducting participatory research, academics bridge the gap between science and field-based practices.

c. Communities

Communities contribute through proven programs such as trash savings and urban farming that promote household economic resilience and food security.

d. Private Sector/NGOs

Concrete approaches include skills-based training, CSR support, and microenterprise incubation to build a more self-sufficient and inclusive society.

e. Media

By promoting success stories and building positive public narratives, media helps create an inclusive and participatory ecosystem for social behavioral change.

4.4. GEDSI Considerations in Stakeholder Narratives

GEDSI principles serve as the foundation for all project activities from design and implementation to monitoring and evaluation.

a. Government

The government ensures the representation and active participation of vulnerable groups in decision-making and all stages of development.

b. Academia

Gender, disability, and socially-responsive participation is integrated into research methodologies and outputs.

c. Communities

The mainstreaming of women's roles especially housewives in environmental initiatives is a tangible GEDSI practice in community programs.

d. Private Sector/NGOs

NGOs and business actors ensure inclusivity in training programs and fair benefit distribution.

e. Media

Through balanced and fair narratives, media supports GEDSI implementation and challenges stereotypes in social issue reporting and publication.

The “Multi-Stakeholder Partnership for SDG 11 Innovation (*KEMILAU*)” Workshop demonstrates that multi-stakeholder collaboration can address urbanization and settlement governance challenges in Lampung Province. The strategic distribution of pentahelix roles enables programs to be not only effective but also inclusive and sustainable. GEDSI principles are a fundamental element to ensure no one is left behind in the development process.

5. Discussion

The outcomes of the MSP Workshop under the “Multi-Stakeholder Partnership for SDG 11 Innovation (*KEMILAU*)” Initiative indicate that multi-stakeholder collaboration is not merely a coordination platform, but may serve as a strategic approach for developing more inclusive, adaptive, and sustainable urban settlement governance. Referring to the Collaborative Governance Framework [9], [10], effective collaboration is influenced by initial conditions, institutional design, and facilitative leadership. These aspects were reflected in the dynamics of the workshop, although the initiative remained at an early stage of collaborative development.

Initial conditions were represented by a shared acknowledgment of several urban problems, particularly the lack of alignment between spatial planning and actual development conditions, as well as the persistence of slums and environmental degradation. The stakeholders’ diverse institutional backgrounds brought different experiences and perspectives, enriching the discussion on the causes and dimensions of these issues. This finding is consistent with Ansell and Gash [9], who emphasize that shared problem recognition and face-to-face dialogue are important foundations for building collaborative governance.

Institutional design was initiated through the involvement of government, academia, communities, civil society organizations, the private sector, and media. The participatory mechanism through group discussions created opportunities for mutual learning, the exchange of institutional experiences, and the formulation of potential contributions. However, the workshop did not assess whether all participants exercised equal influence in decision-making. One of the proposed institutional instruments was a Letter of Intent as a foundation for establishing a formal Multi-Stakeholder Forum. This supports previous studies emphasizing the importance of institutional arrangements in sustaining collaboration [10], while also showing that the Lampung initiative had not yet reached the stage of formalized joint implementation.

Facilitative leadership was demonstrated by the workshop facilitators, who encouraged inclusive and productive dialogue. Several government representatives also stated their willingness to support future collaboration by facilitating policy coordination and broader public participation. This finding is in line with collaborative-governance studies that identify facilitative leadership as a key factor in maintaining dialogue and managing differences among stakeholders [9], [10]. Nevertheless, these statements represented commitments expressed during the workshop rather than verified institutional actions.

In line with the principle of SDG localization, GEDSI values emerged as an important consideration in the discussion. Stakeholders referred to experiences and proposed activities related to inclusive sanitation, community-based waste management, and urban farming. These accounts suggest that GEDSI may provide a practical basis for designing future urban interventions that respond to the needs of vulnerable groups. However, this study did not independently evaluate the accessibility, inclusiveness, or impacts of those programs.

The workshop also showed that actors brought complementary capacities: academics contributed scientific and analytical perspectives, communities provided contextual knowledge, governments contributed policy authority, civil society organizations and professional groups shared field experience, and media offered communication and documentation capacities. This finding supports previous studies on the value of cross-sector complementarity in multi-stakeholder partnerships, while extending the discussion by highlighting the potential intermediary role of academia and media in the local context [12]. Overall, the results indicate an initial transition from stakeholder dialogue toward structured collaborative commitment, but not yet toward fully implemented collective action.

Table 1. Reported experiences, proposed contributions, and status of collaboration.

Stakeholder group	Reported experience	Proposed contribution	Evidence source	Status
Government	Spatial planning, sanitation, housing programs	Policy coordination and formal forum	MoM, presentation	Proposed
Academia	Research and community service	Evidence, training, facilitation	Group worksheet	Proposed
Community and civil society	Waste bank, urban farming, advocacy	Local implementation and participation	MoM, photos	Existing experience
Private sector/professional groups	Training and technical support	Funding, market access, expertise	Discussion notes	Commitment
Media	Documentation and dissemination	Public communication and transparency	Plenary notes	Proposed

6. Conclusion and Recommendations

6.1. Conclusion

This study examined stakeholder experiences, perceived institutional roles, proposed contributions, and collaborative commitments documented during the KEMILAU workshop in Lampung Province. The findings indicate that the workshop created a structured space for stakeholders to identify shared urban concerns, exchange institutional experiences, and clarify potential roles in supporting sustainable settlement governance.

Government, academia, community and civil society, private-sector and professional organizations, and media were perceived as bringing complementary capacities to the collaborative process. Government institutions were associated with policy coordination and regulatory support; academia with research, facilitation, and capacity building; community and civil society with contextual knowledge and grassroots experience; private-sector and professional organizations with technical expertise and resource mobilization; and media with documentation and public communication.

The findings also show an initial movement from general stakeholder dialogue toward more structured collaborative commitment. This was reflected in the proposed distribution of roles, the intention to establish a formal Multi-Stakeholder Forum, and the preparation of a Letter of Intent. However, these outputs remained at an early stage. Formal agreements, shared accountability mechanisms, implementation indicators, and joint monitoring arrangements had not yet been established at the time of the study.

GEDSI principles emerged as an important consideration in the workshop discussions, particularly in relation to inclusive participation, community-based programs, and the needs of vulnerable groups. Nevertheless, the study did not independently assess whether GEDSI principles had been consistently implemented or whether the reported programs produced inclusive outcomes.

The study therefore concludes that the KEMILAU workshop provided an initial foundation for developing multi-stakeholder collaboration for SDG 11 localization in Lampung Province. However, the findings represent stakeholder perceptions, reported institutional experiences, and proposed commitments rather than verified program impacts. The effectiveness and replicability of the initiative can only be assessed after further implementation, monitoring, and evaluation.

6.2. Recommendations

Based on the findings, the following actions are recommended:

1. Formalize the proposed Multi-Stakeholder Forum through a jointly agreed Letter of Intent, clear membership arrangements, defined responsibilities, and an accountable facilitation mechanism.
2. Develop a collaborative action plan that translates stakeholder commitments into specific activities, responsible institutions, implementation schedules, expected outputs, and measurable indicators.

3. Establish joint monitoring, documentation, and evaluation mechanisms to distinguish proposed contributions from completed actions and verified outcomes.
4. Integrate GEDSI considerations into participant selection, program design, implementation, accessibility measures, benefit distribution, and evaluation.
5. Strengthen knowledge exchange among stakeholders through participatory research, training, community-service activities, and the documentation of local institutional and community experiences.
6. Conduct follow-up studies using interviews, field observations, household data, and spatial analysis to verify stakeholder statements and assess changes in settlement conditions and access to basic services.

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