THE EFFECTIVITY OF STAKEHOLDERS' COLLABORATION ON TOURISM DESTINATION GOVERNANCE IN PANGANDARAN, WEST JAVA, INDONESIA

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Abstract. In 2010, the concept of destination management organization (DMO) was applied as an effort to improve the weakness of tourism management in Pangandaran. This concept stresses the form of collaboration among stakeholders who are involved in tourism from community groups, private sectors, and government. The stakeholders are led by a destination management organization: Forum Tata Kelola Pariwisata (FTKP/Pangandaran Tourism Governance Forum) which serves as a mediator, facilitator, and coordinator for the three groups of stakeholders. This research was conducted using a case study approach which was deliberately applied to a Pangandaran Village. Besides, this research also employed a mix method approach that practically combines quantitative and qualitative research methods aimed to find out the effectivity of stakeholders' collaboration in implementing the concept of DMO in Pangandaran. The results of this research show that collaboration among stakeholders in DMO-based tourism destination governance has run quite effectively. This is manifested by the existence of common goals, equality, and high commitment from stakeholders. FTKP leadership is fairly good to support collaboration among stakeholders. However, trust and communication among stakeholders need to be improved.

Keywords: *Collaboration, Stakeholders, Tourism destination governance, Destination management organization (DMO), Pangandaran.*

1. INTRODUCTION

Tourism is a multidimensional and multidisciplinary activity that emerges as the manifestation of everyone's needs and the interaction among tourists and the local community, fellow tourists, as well as the government and entrepreneurs. Therefore, to optimize the contribution from tourism benefits, a pattern of sustainable planning and management absolutely is needed. According to Abdurrahman (2014), the pattern of collaborative management is now considered to be quite effective in solving tourism problems because it directly involves all parties related to policymakers and interests. This pattern is called Destination Management Organization (DMO).

DMO is a structured and synergistic tourism destination management that includes the function of coordination, planning, implementation, and control of the destination's organizations. It is carried out innovatively and systematically through the use of integrated networks as well as information and technology. It involves the participation of the community, practitioners/associations, industry, academicians, and government that has

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common purposes, processes, and interests (*Pedoman Pembentukan dan Pengembangan DMO, Kementrian Pariwisata dan Ekonomi Kreatif*, 2010). Practically, DMO means building togetherness and equality as well as cohesive implementation among stakeholders in developing tourism areas. Aside from referring to a concept, according to WTO (2004) in Damanik (2013), the DMO also refers to an organization that has authority and competence in managing tourism destinations.

In Indonesia, the introduction of the DMO concept has been initiated by the Ministry of Tourism and Creative Economy since 2010. At the time, the first tourism destination was Pangandaran. Pangandaran is one of the tourism destinations in Indonesia which has developed and has fairly strategic potential to encourage the regional and state economy. Pangandaran is also one of the most favorite tourism destinations due to its beauty. It has an outstanding beach and nature so that it certainly invites many domestic and foreign tourists. This makes Pangandaran a Strategic Area of National Tourism.

The tourism development in Pangandaran is rapidly growing. In 2012, the number of tourist visits was 1,430,993 (Department of Tourism and Culture of Pangandaran, 2015). Whereas, in 2017, the number of tourists visits increasingly rose to 2,536,962 (BPS West Java, 2018). Unfortunately, the development of Pangandaran causes various problems, such as environmental degradation, dualism in tourism management, function changing of community houses –into lodging–, street vendors, the informal business of bicycle rentals, uncontrollable boats, unmanaged garbage, and various other problems. Based on the data coming from Pangandaran's Local Working Group (LWG) organization, written in Development of Destination Management Organization, Tourism Development Supporting Biodiversity Conservation in Pangandaran Indonesia, the problems are caused by poor tourism management: partial tourism management and less integrated tourism management activities in Pangandaran. This could possibly happen due to the lack of collaboration among stakeholders. Furthermore, the situation becomes the main reason of DMO formation in Pangandaran.

The implementation of the DMO concept in Pangandaran has been running since 2010. Now, the institutional form of DMO transforms into Forum Tata Kelola Pariwisata (FTKP/Pangandaran Tourism Governance Forum). Essentially, the application of the DMO in Pangandaran is a trial program to overcome various problems that occur in Pangandaran. Thus, DMO operators hope that DMO can be the output in 2014; so that tourism can provide greater and wider benefits for the community. However, reality shows that various problems are still in existence in Pangandaran. Indeed, various concrete problems that are still in existence indicate that the presence of DMO is ineffective (Damanik, 2003).

The need for presenting an organization in the tourism-destination management sector and the collaboration among effective stakeholders in tourism are increasingly needed. It is explained by Denman (2010) and Volgger and Pechlaner (2014). Denman (2010) states that the key which is needed for tourism destination management is the existence of effective cooperation among stakeholders. Moreover, a Research conducted by Volgger and Pechlaner (2014), entitled Requirements for DMO in Destination Governance: Understanding DMO Success, shows that there is a positive correlation between the success of DMO and the success of tourism destinations. However, although one of the determinants for sustainable growth of the tourism industry in a region is the development of networking and collaboration among stakeholders, researches on this topic are still limited (Scott, Baggio, & Cooper, 2008). Based on the points above, an assessment of the effectivity of stakeholders' collaboration of tourism

destination governance in Pangandaran. Meanwhile, table 2 is the development of criteria for measuring the effectiveness of the collaboration.

Table 1. The Development of Criteria for the FTKP's support in Facilitating the Collaboration among Stakeholders on the DMO-Based Tourism Destination Governance concept in Pangandaran

Criteria	Indicator	Benchmark	Reference
		Success rate of the roles in facilitating problem-solving	
		Success rate of the roles in resolving conflicts among stakeholders	
		Success rate of roles in monitoring and evaluation	
	Representation of Tourism Stakeholders	There is the suitability of the existing tourism stakeholders' representation with the theory	
		Each stakeholder can identify their respective roles in the collaboration	
		There is no overlap of authority among stakeholders	
		Roles and responsibilities are in accordance with the capabilities of stakeholders	
		There is a formal form of agreements as the commitment of stakeholders' participation in tourism destination governance in Pangandaran	
		The tourism management plan is created	
		There are meetings/discussion forums among stakeholders at each stage (planning, decision making, implementation, and evaluation)	
		The DMO can construct a conducive situation on meetings/discussion forums	
		The DMO is responsive in receiving input from other stakeholders	
		There are minutes/reports and agreements of the results from the meetings	
	Program Achievement	There is suitability on program implementation with defined standards or plans	
Resource	Resources which support FTKP	There is technology which facilitates the activities of FTKP	(Spyriadis, 2014), (Pedoman Pembentukan dan Pengembangan DMO dan DG, 2015), (Chabib, 2004)
		There are sources of funds to support the held activities	
Satisfaction	**Tourism stakeholders' satisfaction towards FTKP**	**Stakeholders are able to indicate the positive impacts of FTKP toward Pangandaran tourism management**	**(d'Angella & Go, 2008), (Gray, 1985), (Spyriadis, 2014)**
		Each stakeholder agrees that the existence of the DMO increases the effectivity of collaboration on tourism destination governance in Pangandaran.	

Table 2. The Development of Criteria for Effective Collaboration on DMO-Based Tourism Destination Governance Concept

Criteria	Indicator	Benchmark	Reference
	Trust in FTKP	Stakeholders believe that FTKP has been able to accommodate needs collectively	
	Trust in other stakeholders	Stakeholders believe in other stakeholders who are involved in collaboration (the government, private, community, or NGO sectors).	
		Stakeholders feel safe to express their opinions and needs to other parties involved in the collaboration	
		Stakeholders feel safe to share resources, capabilities, and benefits to other stakeholders involved in collaboration	
		The intensity of formal meetings/discussion forums among stakeholders is fairly high	
		The intensity of contacts among stakeholders is fairly high	
	Involvement	Stakeholders have proportional involvement	
	Power Balance	Stakeholders can give their influences on the collaboration process	
		Stakeholders have a willingness to cooperate with other stakeholders	
		Stakeholders always attend every meeting	
		Stakeholders realize that there is a formal agreement, such as a plan/MoU in the collaboration	
	Acceptance of Benefits	Stakeholders are able to mention at least a proof of the benefits which are received by their organization because the collaboration has been realized among stakeholders	
		Stakeholders are able to mention the urgency/importance of collaboration in managing Pangandaran tourism.	
		Stakeholders are able to mention the motivations to collaborate in managing tourism.	
		Stakeholders are able to identify common goals in the collaboration of managing tourism.	
Leadership	Quality of FTKP as the *lead organization*	The results of goal 2	(Sufianti, 2014), (Provan and Kanis, 2005: 238), (Pedoman Pengembangan TKDP berbasis Konsep DMO dan DG, 2015)

2. METHODOLOGY

This study used a mixed-method. According to Creswell (2009) in Sugiyono (2014), mixed-method is a research method that combines or connects quantitative and qualitative research methods. The mixed-method can be used to complete the results of quantitative research. The result of quantitative research which is enhanced by qualitative data cannot be explored only by quantitative method, and therefore, mixed-method plays its role to complete this kind of research. This study also employed case study approach. According to Yin (2002), a case study approach can be applied if the case is special, in terms of its difference from other general cases.

The data which were used in this research consisted of primary and secondary data. The primary data were obtained through observation, interviews, and questionnaires. Meanwhile, the secondary data were gained from both relevant agencies and literature studies consisting of books, journals, and information retrieval on the internet. Due to the fact that the primary data were obtained through in-depth interviews, the selection of interviewees was done using purposive and snowball sampling methods with the following selection criteria:

1. The interviewees are believed to have awareness or knowledge on the DMO
2. The interviewees share resources with the DMO
3. The interviewees are the most actively involved people in the DMO-based tourism destination governance

Method of Data Analysis: The quantitative data were processed using descriptive statistics, while qualitative data were analyzed using content analysis. According to Bungin (2007: 156), content analysis emphasizes on how researchers see the constancy of content in qualitative communication, interpret the contents of communication, read symbols, and give the meaning the contents of symbolic interactions that occur in communication as well.

To analyze target 1, stakeholder analysis was applied. Stakeholder analysis is a tool which is able to make you understand how someone influences a policy or an institution and how policies and institutions affect a person (Mayers, 2005). To analyze targets 2 and 3, the assessments on the achievement of quantitative criteria were completed and deepened with qualitative data. Right after those processes, the next step was executed, that was, to assess the indicators which come from the average score of the benchmarks. Then, after the indicators were obtained through the assessment of the average score of the benchmarks, the indicators were assessed based on their average score to obtain the criteria. The assessments of criteria were executed based on the following categorizations:

- Low: 0-20
- Inadequate: 21-40
- Medium: 41-60
- Adequate: 61-80
- High: 81-100

After all criteria have been assessed, they will be presented in a spider web diagram. From this graph, you can compare one criterion with another and make them easier to analyze, based on their strengths and weaknesses of the collaboration of DMO-based tourism destination governance in Pangandaran.

3. ANALYSIS AND DISCUSSION

3.1 Stakeholders involved

According to Gray (1985), the fundamental question in developing collaboration among stakeholders is "who is involved?" This question is absolutely important because tourism activities are the activities that appear as a response to the complexity of the characters of tourism. They include multi-sector and multi-disciplinary fields so that the implementation definitely involves various stakeholders with different interests. Below are stakeholders who have more involvement related to DMO-based tourism destination governance in Pangandaran, based on their groups.

Table 3. Stakeholders Involved in Tourism Destination Governance in Pangandaran

Group	Stakeholders
DMO	DMO Pangandaran
	Ministry of Tourism and Creative Economy (Kemenparekraf), and becomes Ministry of Tourism, Central Government
	Department of Tourism and Culture of West Java, Provincial Government
	Department of Tourism, Industry, Trade, Cooperation, and Small Enterprises, as well as all agencies in Pangandaran Regency including the Department of Culture of Youth and Sports, Department of Health Service, Department of Population Service and Civil Registration, Department of Social, Employment, and Transmigration, Department of Public Works, Transportation, Communication and Informatics, Department of Marine, Agriculture and Forestry, Department of Revenue, Financial Management and Regional Assets, Regional Planning and Development Agency, Pangandaran Environmental Control Agency.
	Districts
	Village
	Persatuan Hotel dan Restoran Indonesia (PHRI/Indonesian Hotels and Restaurants Association)
	Himpunan Pramuwisata Pangandaran (HPI/Pangandaran Guide Association)
	Balawista (Baywatcher)
	ASITA (Travel Agent)
	Kelompok Penggerak Pariwisata (Kompepar/The Tourism Mobilizer Group) which accommodates Cruise Boat Organizations, Bugi, Swimming Tires Rental Organizations, Watersport Organizations, Stree Vendors Organizations, Bicycle Rental Organizations, and other organizations which exist in each tourism objects in Pangandaran
	Local Working Group (consists of 15 persons tourism activitist, initiators of DMO)
	Community figures
	SAHATE, Ilalang, and other community organizations.
NGO	Indecon

From the table above, it can be seen that there are various stakeholders involved in tourism management. Since the establishment of the DMO-based tourism destination government in Pangandaran, all stakeholders have begun to collaborate in managing Pangandaran tourism. It

can happen because there are more places where stakeholders from various groups, including government, private sectors, and community, can meet and discuss the specific issues upon Pangandaran tourism. The meetings held are targeted to all stakeholders so that they have the same understanding of Pangandaran tourism: not prioritizing their personal/ institutional/ organizational interests.

The DMO which was initiated by the Ministry of Tourism and Creative Economy in 2010 is the result of the LWG idea. The DMO acts as a regional government partner; in this case, the Department of Tourism, Industry, Trade, Cooperation, and Small Enterprises. This department is the leading sector in the practice of Pangandaran tourism. It also has a role as a stakeholder to realize the tourism-based Pangandaran regency. The department certainly coordinates with other government agencies such as district and village agencies. Related to the private sectors, the community, and NGOs' government partners, the department simultaneously carries out their government duties along with the other stakeholders to realize Pangandaran tourism regency which has global competitiveness. The following table presents the role of stakeholders.

Table 4. The Roles of The Stakeholders

Groups	Stakeholders	Role
	DMO	Acting as the representative of the Department of Tourism, Industry, Trade, Cooperation, and Small Enterprises which takes a role as a partner of the regional government, mediator among the government, the private sectors, and the community.
	The Department of Tourism, Industry, Trade, Cooperation, and Small Enterprises	Giving guidance and implementation of tasks in the field of Tourism; Accommodating every stakeholder in the synergistic and sustainable programs which are generated from the collaboration.
	Pangandaran District	Acting as the extension of the government; Supporting the district government in carrying out tourism-related programs; Helping the stakeholders under the sub-district, such as villages, community leaders, coordinate one another in the collaboration; Facilitating and accommodating the needs of sub-district stakeholders.
	Pangandaran Village	Assisting local governments in carrying out tourism-related policies.
	(1) PHRI	Acting as the partner of the local government in terms of providing training for restaurant employees and certification which include the process of increasing the PAD (local revenue).
	(2) HPI	Synergizing with other stakeholders in promoting the district's tourism areas; Forming the brand image of Pangandaran; Acting as the forefront of tourism which is directly related to the tourists.
	(3) Balawista	Providing safety services in tourist objects in Pangandaran.
	(1) Kompepar	Standing in each tourism object;

Groups	Stakeholders	Role
		Accommodating smaller community groups such as tire rental organizations, surfboard rental organizations, bicycle rental organizations, street vendor organizations, etc; Conveying the aspirations of common people to the stakeholders; Being the mediator between the government and the community
	(2) LWG	The community organization that initiated the formation of the DMO in Pangandaran. It should have a role to become the DMO, but in reality, it is not assigned due to the internal conflicts.
	(3) Public Figure	Mobilizing other people because they care about Pangandaran tourism.
NGO (N)	(1) Indecon	Participating in community empowerment efforts

3.2 The Analysis of FTKP's support in Facilitating Collaboration among Stakeholders

According to Spyriadis (2014), DMO has a role in stimulating and facilitating collaboration among the government, private sector, and local communities. DMO is also responsible for connecting and integrating broader socio-economic policies at several levels, facilitating complex relationships among stakeholders, and acting as a catalyst in the destination governance, so that the DMO is able to facilitate interaction among stakeholders. The DMO also needs to find ways to prevent negative issues that might happen among stakeholders and makes collaboration more sustainable.

Based on the synthesis results, there are several criteria for assessing FTKP's support in facilitating the collaboration. The criteria are authority, participation, performance, resources, and satisfaction. The following is the results of the assessment.

Table 5. The Assessment of FTKP's Support in Facilitating Collaboration

Criteria	Score (%)	Assessment
Authority	56.67	Medium
Participation	93.27	High
Performance	60.63	Medium
Resource	100.00	High
Satisfaction	85.00	High
Average Score	**79.11**	**Adequate**

The results of the analysis show that the highest score in this analysis comes from the resources criterion. The resource is in first place with a score of 100%. Meanwhile, the second place is occupied by participation with a score of 93.27%. Satisfaction takes third place with a score of 85% while performance places fourth place with 60.625%. Unfortunately, the lowest score on the criteria is the authority with a score of 56.67%. The Resource, satisfaction, and participation criteria are on in the high category, while the authority and performance criteria are included in the medium category. The following is the explanation of each criterion from the highest to the lowest.

1. Resource: This criterion has a perfect score since FTKP has been supported by funds and technology. Undoubtedly, this can facilitate FTKP in conducting its activities and programs.
2. Participation: Stakeholders' participation is adequately high. It can be seen from the fair distribution of authority which has been running well and from the tourism management plan which is generated from the collaboration agreement.
3. Satisfaction: FTKP has been able to increase the effectiveness of collaboration compared to the period of the FTKP's absence. Because Pangandaran tourism management was previously considered as part and disintegrated, FTKP's presence gives significant contribution toward Pangandaran tourism management. In addition, some stakeholders also consider that the existence of the DMO gives a positive impact on the Pangandaran management; more specifically on enlightening tourism stakeholders, actively involving and uniting stakeholders, significantly increasing the capacity of tourism workers, giving more targeted tourism, and increasing in the number of visitors. Broadly speaking, the positive impact on Pangandaran can be felt more on the internal aspect of Pangandaran, that is, the institution and human resources although the positive impact has not reached the external aspect, such as tangible evidence on the practice.
4. Performance: FTKP is considered to be fairly good in creating the communication space on both formal and informal ways, such as the communication on social media. Related to its performance, there are several programs that have been carried out by the DMO and have been running well, so far. The programs include technical assistance, facilitating the meetings of Government, private sectors, and community, human resource training, collaborating with other stakeholders to distribute Pangandaran tourism flyers, cleaning up garbage, etc. According to Community groups, although the tourism management plan has not even been realized until now, this may also be influenced by the Pangandaran District government, which does not run optimally after the regional expansion.
5. Authority: The score of this criterion is the lowest compared to other criteria. It is due to the fact that all stakeholders from the community group believe that the DMO, to this point, had not achieved success in facilitating community groups and in solving problems. The DMO is considered to be less representing the community group. Therefore, FTKP is considered to be better than the DMO because FTKP is able to mediate conflicts among stakeholders better than the DMO does. Moreover, prior to FTKP's establishment, the object of monitoring and evaluation is also unclear.

The average score of all criteria is 79.11 points. The score then can be classified into an adequate category. Based on this point, it can be said that FTKP's support is fairly high to facilitate collaboration on the Tourism Destination Governance in Pangandaran.

3.3 The Analysis of the Collaboration Effectivity

According to Denman (2010), the key which is needed for tourism destination management is the existence of effective cooperation from the stakeholders. Based on the synthesis results, there are several criteria for assessing the effectiveness of collaboration: trust, communication,

equality, commitment among stakeholders, the existence of common goals, and leadership. In this case, leadership refers to FTKP. Below are the results of the assessment.

Table 6. The Assessment of The Effectivity of Collaboration on DMO-Based Tourism Destination Governance in Pangandaran

Criteria	Score (%)	Assessment
Trust	73,33	Adequate
Communication	50,00	Medium
Equality	90,00	High
Commitmen	85,00	High
Common Goal	93,33	High
Leadership	79,11	Adequate
Average	**77,62**	**Adequte**

Based on the results of the assessment analysis, it is found that the highest score in this analysis is on the common goal criteria which have 93.33%, the second place is equality with the score of 90%, the third place is commitment with the score of 85%, the fourth place is leadership with the score of 79.11%, and the fifth place is trusted with the score of 73.33%. Unfortunately, the lowest score of the assessment is placed on the communication criteria which has a score of 50%. The following are the explanations of each criterion from the highest score to the lowest score.

1. Common Goal: On this criterion, it is found that each stakeholder has the urgencies in the collaboration. Among the urgencies are: making a profit, overcoming problems in the practice, maintaining the beauty and order of the region, providing maximum services, and improving capacity. All of the stakeholders have their own motivations in carrying out the collaboration. The government is motivated to carry out its duties, the private sectors are motivated to gain benefits and to provide services, the community is motivated to contribute on the basis of caring, and NGOs are motivated to run their related programs. All of the urgencies and motivations are in line with the common goals which are desired to be achieved: making Pangandaran a global tourism destination based on the values and norms of the society. However, in the interviews, there are two interviewees who cannot mention the common goals.

2. Equality: Practically, involvement and power balance among stakeholders is good. However, there is a stakeholder that has no power in the collaboration. LWG is the stakeholder who has no power in the collaboration of DMO-based Tourism Destination Governance in Pangandaran. LWG is also never involved due to the conflict.

3. Commitment: All stakeholders have a willingness to collaborate, but there are two parties from the community who claim that they never attend the meetings related to collaboration. They are LWG and some community figures. LWG never attends the meeting because they are never invited while some community figures never attend the meeting because they are surfeited with non-action meetings. In addition, there are some interviewees who do not mention the existence of agreements in the Tourism Management Plan. However, generally, the commitments can be considered as effective.

4. Trust: The stakeholders from the community group do not believe in FTKP because the community believes that FTKP has not fulfilled the collective needs. FTKP is suspected of pleasing the needs of certain groups. Additionally, the community believes that the

meetings which have regularly been carried out are useless since the meetings do not come to realizations. This surfeits the community so that the community seems doubt on FTKP. In addition to the community's distrust of FTKP, there are three other stakeholders who state that they do not trust other stakeholders in the collaboration. This may be influenced by different interests (in terms of social, economic, environmental issues). Indeed, this is an obvious indication that the collaboration based on FTKP has not been able to build the trust of several stakeholders, especially the community.

5. Communication: A face-to-face meeting is often done, but for the community's side, they feel that they are rarely involved in formal meetings. There are also some people who feel bored since the meetings do not produce agreements that lead to concrete action. Additionally, 50% of stakeholders do not feel the levels of contact among stakeholders are sufficient.

6. Leadership: This criterion discusses the quality of FTKP in leading the collaboration of Tourism Destination Governance in Pangandaran. Generally, FTKP has been very supportive in facilitating the collaboration of Tourism Destination Governance in Pangandaran. This can be seen from the resources of funds and technology which are available to support the activities and programs held by FTKP. Through FTKP, the participation of stakeholders becomes pretty high, along with a better distribution of authority which has been agreed upon in a Tourism Management Plan. FTKP has also satisfactorily met the stakeholders' satisfaction, along with the ongoing FTKP's collaboration which is more effective than the previous absence of FTKP. It can happen because when FTKP has not been established, all of the management processes run partially. Besides, FTKP also gives a positive impact on Pangandaran internally, that is, the institution and human resources although the positive impact has not reached the external aspect, such as tangible evidence on the precise.

4. CONCLUSIONS

Tourism is an activity that is generated from various supporting activities and attractions, both natural and artificial attractions. This makes tourism to be multidimensional and multidisciplinary activities so that many stakeholders are involved in tourism. Tourism can give both positive and negative an impact on the parties involved. As a tourism area, Pangandaran is not the exception of that situation. Pangandaran is a tourism area that has developed in West Java and has become a National Tourism Strategic Area (KSPN). Pangandaran can bring a lot of domestic and foreign tourists. This certainly has a positive impact on the local community as it becomes a source of livelihood. On the other hand, greater impacts can contribute to regional income. However, over time, there are more and more negative impacts that occur due to tourism activities in Pangandaran, including ecosystem damages, traffic congestion, and worse waste-disposal systems which are directly sent to the ocean. This negative impact is even greater and is allegedly the result of poor tourism management in Pangandaran. Therefore, tourism destination governance which emphasizes the collaboration among stakeholders in Pangandaran is absolutely needed. Effective collaboration and management of all stakeholders involved in Pangandaran tourism can make the problems in Pangandaran easier to overcome.

To enhance the collaboration among stakeholders in tourism, a leadership role that is able to build collaboration among stakeholders is absolutely needed. This role is also known as the

Destination Management Organization (DMO) concept. The DMO concept which is run by the Pangandaran Tourism Governance Forum (FTKP) has been running for almost five years and is the first concept that is applied in Indonesia. The collaboration undertaken by all stakeholders is also considered to be quite effective. It can be seen from the existence of common goals and the high level of equality and commitment among stakeholders which become the parameters of the assessment. However, for trust and communication between stakeholders as other parameters, they are still in the medium category. Meanwhile, FTKP's leadership is considered to be good enough to support collaboration among stakeholders in Pangandaran. Talking about other parameters, the resources owned by FTKP are completely ready to support the programs, the participation of stakeholders is considerably high, and community satisfaction is also noticeably high because FTKP is considered to be able to give a more positive impact on the effectivity of collaboration than previously absence of FTKP. However, for authority and performance parameters, they are still in the medium category.

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