

## A Collaborative Governance Perspective in Ecotourism Development in Ujung Kulon National Park, Banten-Indonesia

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### Abstract

*This research aims to examine ecotourism activities in Ujung Kulon National Park, Pandeglang Regency, Banten-Indonesia. This research uses qualitative methods, with a comprehensive case study approach. The focus of the research is on collaborative governance in the development of ecotourism in Ujung Kulon National Park. This research also pays attention to the various dimensions of the roles and functions of the actors involved since the starting condition phase, institutional design, facilitative leadership, and collaborative process (Ansell and Gash, 2008). Data collection techniques were carried out through observation, in-depth interviews with informants, literature studies, and tracking news in the mass media. Data and information were obtained through several sources of informants including: 1) actors of ecotourism activities such as the government (Ujung Kulon National Park and Pandeglang Regency Government), 2) local communities, 3) non-governmental organizations, and the private sector as service providers. The results of the study found that collaborative governance as a model of cooperation for ecotourism activities in Ujung Kulon National Park Pandeglang Banten has been carried out, although there are still many obstacles and challenges. This can be seen in the implementation of citizen participation in the activity planning stage, several obstacles such as the inequality of knowledge of community members in understanding the concept of nature conservation and the concept of ecotourism, then the earthquake, the covid19 pandemic outbreak, and the central role of the Ujung Kulon National Park office. Collaborative Governance as a concept always refers to efforts to realize consensus and active participation from the stakeholders involved, as well as interdependence and common interests being factors that cannot be ignored.*

**Keywords:** Policy, Collaborative, Development, Maritime Tourism, Kebumen.

### Introduction

Tourism is important for a country, its existence will grow economic businesses in tourist areas so as to increase community income (Kristianti & Bala, 2019). Ecotourism is related to nature and humans, therefore ecotourism is a combination of conservation and environmental development (Musleh, Subianto, & Prasita, 2023). The purpose of ecotourism is to improve the welfare of local communities (Hijriati & Mardiana, 2015), maintain local culture, and maintain demographic changes without violating human rights (Widiyanto et al., 2019). The main principles of ecotourism are nature-based activities, conservation, sustainability, ethical management, local orientation in terms of control, benefits, and scale, and environmental education (Kontogeorgopoulos, 2010). An important aspect in the development of ecotourism lies in its implementation in the local area because at the local level, ecotourism fulfills the interests of ecotourism service providers and tourist demand. Nugroho, (2018) The important aspect of ecotourism development lies in its local implementation because at the local level, ecotourism fulfills the interests of ecotourism service providers and the demands of tourists (Nugroho, 2018; Wanner & Pröbstl-Haider, 2019).

Ecotourism has great potential if managed by involving stakeholders, known as the Collaborative Governance model. Multi Stakeholder is a governance structure that seeks to bring together stakeholders to participate in dialog, decision making, and implementation of solutions to common problems or goals (Musleh, Subianto, Tamrin, et al., 2023). Choi et al, (2021) observed that the concept of ecotourism really

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relies on the ability of the tourism system to prioritize and give importance to aspects of ecological sustainability as the main destination of tourist objects and aspects of the behavioral life of the community around tourist objects (to obtain economic benefits and participate in preserving nature in a participatory manner). According to him, damage to natural / ecological resources is the same as destroying

the basic foundation of the ecotourism activity itself. Therefore, collaborative governance and shared understanding in natural resource management are necessary for the sustainability of this ecotourism activity (Mulyani et al., 2021). Eagles & Mc.Cool, (2019) proposed the idea that the role of the government through the formation of regulations in the structuring and development of national parks is important and very necessary to be developed collaboratively, this is because stakeholders in ecotourism activities each have different interests. These stakeholders consist of the surrounding community/local (society), management of national park management institutions (park and tourism management/Government), and visitors.

This research focuses on the implementation of collaborative governance in the development of ecotourism in Ujung Kulon National Park (TNUK) Pandeglang Regency Banten-Indonesia. Nature tourism according to The World Ecotourism Summit meeting in 2002 in Canada is a type of tourism that prioritizes 5 criteria, namely: (1) Tourism management that minimizes the impact of environmental damage, (2) Has a vision for the development of environmental education, (3) Tourism that has a contribution to the preservation of conservation and natural resources, (4) tourism based on the potential of natural resources, and (5) Tourism that is able to contribute to the empowerment of the surrounding community.

Ujung Kulon National Park (TNUK) is located in Pandeglang Regency, Banten Province, Indonesia, has an area with land contours from land to mountains, has rivers and also has a fairly large water area. Ujung Kulon National Park has an area of 105,694.46 Ha (consisting of 61,357.46 Ha of land and 44,337 Ha of water/sea). This area is protected by UNESCO (United Nations Educational, Scientific and Cultural Organization) based on decision number: SC/Eco/5867.2.409 Dated February 1, 1992, and was designated as a Natural World Heritage Site in addition to being rich in natural vegetation as well as the existence of endemic Javan Rhinos (*rhinoceros sondaicus*) which only exist in this area. This uniqueness makes the TNUK area has great potential to grow and develop as a reliable ecotourism destination and affect the empowerment of the surrounding community. Tourist visits to Ujung Kulon National Park (TNUK) show a fairly good trend, this can be seen in Figure 1 below,

Figure 1. Tourist Visits in TNUK 2018 - 2023



Source: Statistical Data of Ujung Kulon National Park Center 2023

Based on Figure 1, there was a decrease in tourist visits in the year between 2019 - 2020, this was due to the policy of closing the national park tourist area due to the Covid 19 Pandemic, which then continued to the monetary crisis, and ultimately affected the activities of conducting ecotourism activities in the Ujung Kulon National Park area.

So far, collaborative governance through the establishment of collaborative ecotourism and nature conservation education institutions has been carried out in the Ujung Kulon National Park area in the form of the establishment of a Community-Based Nature Conservation Education Center (PPKBM). This institution has stagnated in its operations, this is due to many things, including the knowledge gap in understanding the concept of ecotourism and the implementation of nature conservation between the government and the community, openness in institutional management, and also the occurrence of natural disasters that have an impact on the physical structure of the building facilities owned by this institution.

This paper provides an alternative view in the application of ecotourism development based on collaborative governance, on the development of conservation areas and also the importance of community participation in the development of ecotourism programs. The requirement for knowledge capacity about ecotourism concepts and nature conservation knowledge on the part of the community in particular, as well as the central role of the Ujung Kulon National Park Office, is the reason for directing appropriate management strategies for ecotourism development in the Ujung Kulon National Park area in Banten Province, Indonesia, where the concepts and implementation differ from those that apply in other ecotourism areas and destinations that are not national parks.

## Literature Review

### *Collaborative Governance*

Collaborative or collaboration is a joint activity that fundamentally lies in the management of networks, namely the relationship between communication nodes of stakeholders. This model requires all stakeholders to be actively involved in dialogue, in activities up to the implementation of evaluation activities for actions that have been carried out (Rachim, Abd;Warella, Yopie; Astuti, Retno Sunu; Suharyanto, 2020). The definition of Governance in general can be understood as a form of transition in the "implementation of public policy" which is not only centered on the government, but involves other actors to participate from the community, private sector, and others. Governance also has a broader meaning than just the word Government, namely by involving non-state actors (NGO's, the general public, the private sector, academics, etc.) which makes there an interdependent relationship between these organizations. (Rhodes, 2009). The sustainability of this form of interdependence is motivated by the existence of common needs and mutual understanding, then the final result of resolving the issue is carried out through negotiations to share together every resource owned, as well as mutual trust between the actors involved.

Collaborative Governance, according to Ansell and Gash is a process that regulates direct cooperation and involves other stakeholders Non Government Organization (NGO's) institutions and other stakeholders in a formal, consensus-oriented, deliberative collective decision-making process and aims to make or implement public policies or manage public programs or public assets (Ansell & Gash, 2008). In the two opinions above, the author can conclude that tourism with the type of nature tourism or destination-oriented tourism in the wild (ecotourism), tends to have more meaning than just visiting and enjoying the destination of a tourist attraction, but more than that is the desire of every visitor (visitors) to get a unique and interesting travel experience as well as challenging, where while at the tourist site can be done with full comfort and tranquility. Another thing is the uniqueness of nature, air and local culture that is obtained tends to be free from pollution, get a learning experience, especially how important it is to preserve sustainable nature, and gain experience interacting with local wisdom owned by the community around the tourist site.

*Ecotourism*

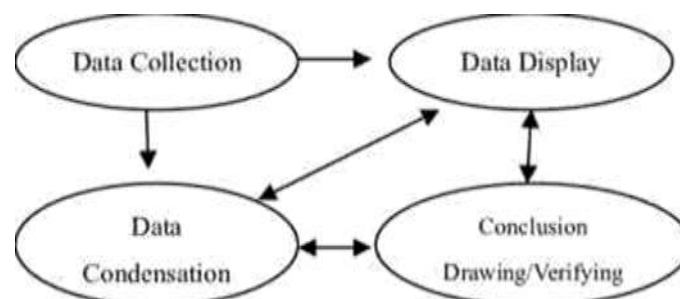
Ecotourism is a tourist activity that pays close attention to the quality of natural resources and their sustainability. Decreasing the ecological quality of natural resources can damage the perception of the concept of ecotourism itself. All stakeholders must pay attention to improving the quality of these natural / ecological resources from time to time in a sustainable manner as well as a major source of capital for good ecotourism activities (Musleh & Rosa, 2024). There are 5 principles in developing sustainable ecotourism resources according to Biggs et al, (2015), namely: (1) biological and non-biological diversity; (2) the connection of elements that make up an ecological system; (3) learning in the process of traveling; (4) participation of all stakeholders; and (5) building a multiplicity governance of ecotourism systems. Eagles and Mc.Cool (2019) The government must be able to collaborate in an effort to develop an ecotourism destination in the national park area. The collaboration in question involves local organizations or communities and visitors. This is important because each party has different interests, in terms of social, economic, cultural and ecological.

## Research Methodology

This research uses a qualitative approach to investigate the phenomenon of collaborative governance in ecotourism development in Ujung Kulon National Park, Pandeglang Regency, Banten Province. This research uses a descriptive approach that aims to describe a particular understanding of the research phenomenon (Maxwell & Reibold, 2015). This research uses a comprehensive case study method, which includes all aspects from design logic, data collection techniques, to data analysis (Creswell & Creswell, 2017). The focus of the research was on collaborative governance in ecotourism development in Ujung Kulon National Park. This research also pays attention to the various dimensions of the roles and functions of the actors involved since the phase in the initial conditions of collaboration, starting conditions, institutional design, facilitative leadership, and collaborative process (Ansell & Gash, 2008).

Data collection techniques were carried out through observation, in-depth interviews with informants, literature studies, and tracking news in the mass media. Data and information were obtained through several sources of informants including: 1) actors of ecotourism activities such as the government (Ujung Kulon National Park Center and Pandeglang Regency Government), 2) local communities, 3) non-governmental organizations, and 4) the private sector as an activity service provider. The selection of informants was done purposively, adjusting the questions asked with the competence and knowledge of the informants and the research objectives. Data analysis was conducted qualitatively with a step-by-step structure (Miles et al., 2014), Data collection, data display, data condensation, drawing conclusions on the data (Figure 2).

Figure 2. Components of Data Analysis (Interactive Data)



Source: (Miles et al., 2014)

## Results and Discussion

### *General condition of Ujung Kulon National Park*

Ujung Kulon National Park is administratively located in Sumur and Cimanggu sub-districts, Pandeglang Regency, Banten Province. The Ujung Kulon National Park is geographically located at 6°30'-6°52' N.E., 102°02'-105°37' E. Based on the Minister of Forestry Decree No. 284/Kpts-II/1992 dated February 26, 1992 concerning the Change of Function of Mount Honje Nature Reserve, Panaitan Island Nature Reserve, Peucang Island Nature Reserve, and Ujung Kulon Nature Reserve covering an area of 61.357.46 hectares and the designation of the surrounding sea waters of 44,337 hectares located in Pandeglang Regency, West Java Province as a National Park under the name Ujung Kulon National Park, the area of Ujung Kulon National Park is 105,694.46 hectares. Most of the topography of Pandeglang Regency is lowland which is located in Central and South areas which has an area of 85.07% of the total area of Pandeglang Regency. These two areas are characterized by the relatively low height of the mountains, such as Mount Payung (480 m), Mount Honje (620 m), Mount Tilu (562 m) and Mount Raksa (320 m). The Northern Region has an area of 14.93% of the area of Pandeglang Regency which is a highland, characterized by its main characteristic of relatively high mountain altitude, such as Mount Karang (1,778 m), Mt. Pulosari (1,346 m) and Mount Asepun (1,174 m).

As evolution and extinction, now, there are only 5 types of rhinos left in the world, which are distributed only in Africa (2 types) and Asia (3 types). These species are the Indian rhino (*Rhinoceros unicornis*), Javan rhino (*Rhinoceros sondaicus*), Sumatran rhino (*Dicerorhinus sumatrensis*), and two rhinos in Africa, namely the black rhino (*Diceros bicornis*) and the white rhino (*Ceratotherium simum*). Especially for Sumatran rhinos and Javan rhinos, these two species only exist in Indonesia. Although classified as rare and endangered, their fate is already at the end of the line. This can be seen from the small number of rhinos and their habitat that continues to be disturbed. Through Minister of Forestry Decree No. 284/Kpts-II/1992, with a total area of 120,551 ha, previously part of the TNUK area was included in the Perhutani area. These changes certainly have an influence on the lives of villagers who have existed in the area and around the area before it was designated as a National Park. Areas located or directly adjacent to TNUK are known as buffer zones. To overcome problems that can reduce the quality of TNUK's function is to increase the role of the buffer zone. One of the villages in Taman Jaya village, namely Cimenteng village, will be planned as an ecological village model or known as an ecovillage, the following is a picture of the zoning map in the Ujung Kulon National Park area, Banten-Indonesia (Figure 3).

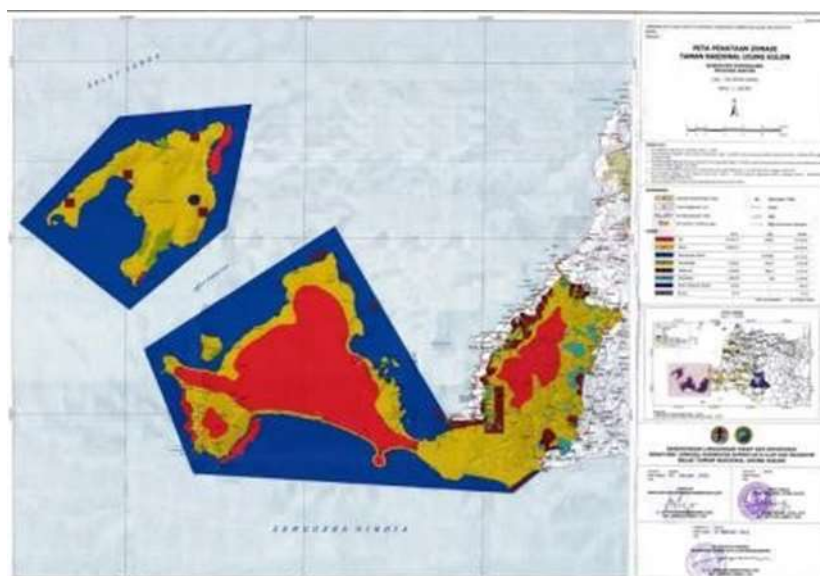


Figure 3. Zoning Map of Ujung Kulon National Park (Balai TNUK-2023)



Furthermore, Ujung Kulon National Park Banten-Indonesia is managed with a zoning system, this is based on the regulations of the Ministry of Forestry and Environment, through Decree of the Director General of Forest Protection and Nature Conservation Number: 078/KAE/Ser./KSA.0/02/2017, dated February 20, 2017, concerning Zoning in TNUK Pandeglang Regency, Banten Province. This zoning division consists of Table 1:

**Table 1. Zoning Division in TNUK Management**

No.	Zonin g	Area (ha)
1	Core Zone	22.235,93
2	Jungle Zone	34.628,70
3	Utilization Zone	1.619,68
4	Protection Zone	42.375,36
5	Traditional Zone	3.191,99
6	Rehabilitation Zone	1.474,64
7	Religion Zone	118,01
8	Special Zones	50,15
<b>Total Zoning Area of TNUK</b>		<b>105.694,46</b>

Source: TNUK Zoning Management Document 2017

Although the existence of BTNUK focuses on preserving the nature and ecosystem of the Ujung Kulon peninsula in the western tip of Java Island and developing the population of Javan Rhinos (*Rhinoceros Sondaicus*), other activities are also developed, especially in community empowerment programs and ecotourism as one of the main elements in supporting the success of nature conservation programs in national park areas. The results of the analysis on the existing conditions of the field, currently the management of ecotourism activities in Ujung Kulon National Park is managed by several stakeholders. Each has a different role and function as well as interests in its activities. The intersection of these interests can be seen in Figure 4 below.

**Figure 4. Stakeholder Interest Slices**



Source: Processed by the author (2024)

Different interests and values among stakeholders in collaboration result in differences in influence among them, differences in communication methods, and in addition each seeks to provide input on their interests in the decisions taken (Steve Hatfield-Dodds, 2007). Considering this, it is necessary to do stakeholder mapping (Roxas et al., 2020), especially when paying attention to the role of stakeholders in the phenomenon of ecotourism development in Ujung Kulon National Park. Table 1 is the result of mapping the existence of each stakeholder element in the collaboration pattern built in the Ujung Kulon National Park area:

**Table 2. Mapping Stakeholders: Role And Importance in Ecotourism Development in Ujung Kulon National Park**

No.	Stakeholders	Values	Interest
1	Community (community leaders); and the Ujung Kulon Peninsula Harmony Forum (FHSUK).	1. Economy 2. Social	a) Improved community economy b) Improvement of public facilities and infrastructure (roads, electricity, schools, clean water,

Source: Formed by authors (2024)

Several community groups and NGOs that were interviewed in-depth realized that the performance results of collaborative governance, especially through the establishment of a Community-Based Nature Conservation Education Center (CECECEC) in Ujung Jaya Village, Sumur Sub-district, Pandeglang Regency, still could not run effectively. Differences in perceptions in the initial conditions of the start of the collaboration pattern are still obtained differences in understanding of the concept of nature conservation and also understanding of the concept of ecotourism. Based on research conducted by Donahue, J. D., Zeckhauser, (2015) explained that the implementation of collaborative governance often cannot be determined within a period of months or even years, even often in the process it requires various kinds of policies or decisions that must be boldly made by all existing collaborators, both by the government and other stakeholders. This effort will certainly have an impact on the output produced at each stage created, so the agile power of a collaboration institution becomes a strength that must be realized by each party.

The initial condition of collaboration in this stage describes an experience of the stakeholders involved in the collaboration process. Various kinds of events and interaction dynamics that occur during the collaboration process are important notes as material for analyzing the next collaboration process. The results of field observations and interviews conducted in the TNUK area, especially in the Center Community-Based Nature Conservation Education (PPKBM) program in Ujung Jaya Village, Sumur District, Pandeglang Regency, related to how the governance of ecotourism development collaboration in TNUK is carried out, show the fact that the collaboration process activities have been carried out in the main village buffering the TNUK area (Ujung Jaya Village and Taman Jaya Village and even other villages). At least since 2018, cooperation to build collaboration in ecotourism development and community empowerment has been carried out, both in the form of cooperation in facilitating working capital assistance, training and empowerment to the community regarding natural resource conservation, as well as technical guidance to ecotourism activists (inn / inn managers, and travel managers). The preparation of a Joint Work Program and the very minimal meeting intensity between stakeholders are things that cause ineffective collaboration governance.

Basically, tourism activities that occur in the Ujung Kulon National Park (TNUK) according to several informants interviewed, have long been carried out by people living around the Ujung Kulon National Park area, but they are still temporary and less organized, even only oriented to income. The community does not yet have an orientation towards sustainable ecosystem-based tourism. Some of the current ecotourism activities facilitated by the community to visitors include enjoying the beaches in the TNUK area which are known to have white sand and clear water, playing Kanoying in the Cigenter River accompanied by the silence of a typical forest atmosphere, while seeing various types of birds and monkey species jumping on

the trees, Trekking on the peninsula of the TNUK area, staying overnight on several TNUK islands (Handeuleum Island, Pulang Peucang, Panaitan Island), Surfing on Panaitan Beach, enjoying the view of the large Kiara tree on Peucang Island which is hundreds of years old, watching a group of Green Peacocks, Long-tailed Monkeys and wild Bulls and various other bird species in the Cidaon Grazing Savannah, Diving to enjoy the beauty of the underwater (coral reefs and typical marine fish), Fishing at Copong Coral, get knowledge about the life of the endemic Javan Rhino from the community and TNUK officers, camping in the Legon Pakis camping ground area, or enjoying various types of plants that live in the core forest of the TNUK area which are planted in the Legon Pakis Arboretum area in Ujung Jaya Village.

Anshell and Gash (2008) said that five elements are needed in building a collaboration process, namely: face to face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes. These five variables are more stages or processes of interaction that occur in running a collaborative organization. The five also become a series of thoughts that are interrelated with each other that can affect the realization of the goals of the collaboration organization. Meanwhile, the flagship program of collaborative institution management in the development of ecotourism and nature conservation in TNUK is through the establishment of the Javan Rhino Study and Conservation Area (JRSCA) institution where one of its activities is to form a PPKBM (Community-Based Nature Conservation Education Center). The establishment of this institution aims as a forum for community empowerment through ecotourism and nature conservation activities. This institution is managed by the Ujung Kulon National Park Balan together with the NGO's Forum Harmoni Semenanjung Ujung Kulon (FHSUK HORISON), and started work on February 19, 2020 through the signing of a memorandum of understanding. At that time, the Balai TNUK hoped that the Community-Based Conservation Education Center (PKKBM) could be sustainable and able to boost the economic improvement of community members (through the implementation of the concept of ecotourism), especially Ujung Jaya Village and Taman Jaya Village, so that they would become prosperous villages and be known by the wider community.

#### Collaborative Process in Ecotourism Development in Ujung Kulon National Park Face to Face Dialogue

Based on the findings in the field from several informants in the community, it is said that in the early stages of the PVRM program, coordination meetings were often held to discuss the work programs to be carried out and the evaluation of activities. However, this dialogue interaction process did not last too long, some of the work programs that have been carried out such as; planting various types of plants in the Arboretum area (medicinal plants and Javan Rhino food plants around 800 types of plants), maintenance of buildings and areas around the location, planting mangroves on the edge of the Camping Ground area, health gymnastics by the surrounding community in the Multipurpose Building Hall every Thursday and Sunday and management of the camping ground area for tourists visiting. All of these activities were stopped due to an earthquake with a magnitude of 5.5. SR that shook the TNUK area and caused damage to several facilities of this PPKBM building. According to information from the community and several local community organizations, these events caused communication between stakeholders to stop, although there were efforts to use the whatsapp group network, but large-scale social restrictions (PSBB) due to the covid 19 pandemic became the reason that communication meetings between stakeholders could not run.

#### *Trust Building*

Another aspect that is quite important to observe in the work process of collaborative organizations is the availability of a set of work mechanisms or some kind of rules of the game in the organization. Anshell and Gash (2008) said that the existence of clear rules of the game in collaborative organizations gives confidence to all stakeholders that each has an equal opportunity to negotiate decision making, there is no domination of the interests of one party in the organization, and the work process also becomes more certain. At the beginning of the formation of a collaborative institution for ecotourism development in Ujung Kulon National Park, the Community-Based Conservation Education Center (PPKBM) or Edu Conservation Center, had a working mechanism with a transparent concept, this was felt to be a strength and important for a collaborative institution. Why is transparency important? The results of in-depth interviews with several respondents mentioned that openness / transparency in a collaborative process can foster trust among existing collaborators, explaining also the existence of political will in maintaining the integrity of



collaboration, in this condition Gieseke (2019) says that a collaboration forum requires a working mechanism that encourages inclusiveness in every decision-making as a form of joint commitment. The community thinks that community ecotourism development activities through the PPKBM institution have become a little slack when on several occasions the management and financial decision-making of the organization is carried out unilaterally by the Ujung Kulon National Park Office. Furthermore, in the context of building trust, many authors have reached similar conclusions, for example Ansell and Gash (2008) and Vangen and Huxham, (2003) mentioned that a shared understanding between one actor and another in a collaborative organization is the output of an act of mutual trust reciprocated by other positive actions, so that this has a gradual and simultaneous impact on the formation of a solid foundation of cooperation in the organization.

#### *Commitment to Process*

As already mentioned, another element of the collaboration process is the realization of the commitment of each stakeholder in building ecotourism activities. All stakeholders have a commitment to reactivate the PVRM program, of course, with a spirit of togetherness and interdependence between one actor and another. Because indeed this is one of the important elements in building a collaborative organization, namely the existence of trust and interdependence between one actor and another. The results of observations in the field, obtained information that each actor realizes that Ecotourism Development in the TNUK Area cannot be managed and developed only relying on the existence of the TNUK Hall alone or the FHSUK Organization alone or the Regional Government alone, but this program must be managed based on the spirit of collaboration between actors. This fact is undeniable considering the complexity of the problem of developing ecotourism and increasing knowledge of nature conservation needs to be managed with integrated, professional, and sustainable principles, especially for local communities and local organizations. It is also important to see the commitment of mass media actors, whose role is so large in reporting on the performance of this PPKBM. So that this makes the TNUK Hall feel the need to take concrete steps in reactivating this institution through rehabilitation and reconstruction of building facilities at PPKBM and also inviting many parties / stakeholders to re-develop strategic steps to develop ecotourism in Ujung Kulon National Park.

#### *Share Understanding*

Based on the results of field research, it can be concluded that in the aspect of shared understanding, all actors in the implementation of this CPMG activity have a common understanding. This condition illustrates harmony in collaboration which indicates that there is no rejection or opposition to the implementation of the PPKBM Program in the TNUK Area, in fact what emerges is mutual support among fellow actors so that this PPKBM program can run more optimally in the future. Applicatively in the collaborative process, the existence of a common understanding has proven to be a binder for cooperation to build commitment in realizing the future of Ecotourism Activities in TNUK through obedience and collective awareness among parties/stakeholders.

Based on the results of field searches, various parties such as BTNUK, CBOs (self-help groups) in the community, NGOs, and the district government separately expressed the desire that the development of ecotourism in the TNUK area should actually be running, apart from the fact that there are already quite a number of regulations governing this, also because special areas such as national parks will not be managed properly if they are separated from the participation of the community. As stated by Cahyono, (2013) The spatial arrangement and control of conservation areas cannot be separated from the forest management paradigm used by the National Park management authority, because the manager's view of the forest and the reality that lives in it affects the forest management system used. In this case, BTNUK has started the acquisition by building the Community-Based Conservation Education Center (CECEC) program as an effort to implement the concept of thinking as above.

The same understanding was also conveyed by community representatives who actually welcomed the JRSCA program through PVRM, although they were not involved at the beginning of its formation, the community has tried to develop a framework document related to the implementation of this PVRM. Moreover, currently the Pandeglang Regency Government has also made a handover of assets in the form of district roads to the Banten Provincial Government to then be budgeted in FY 2024 for the construction of a road along approximately 12.27 KM (Sumur to Taman Jaya) with a cost allocation of Rp. 87.865 billion, in the Banten Provincial Government APBD document it is stated that the purpose of this road construction is as a government effort to improve transportation access and support ecotourism activities in the TNUK area so that the community's economy can be boosted.

**Table 3. Sharing Understanding Assessment in Ujung Kulon National Park**

<b>Stakeholders</b>	<b>Understanding</b>
<b>Media</b>	Coverage of the importance of rebuilding collaborative institutions in ecotourism activities in TNUK
<b>Academics</b>	Providing an understanding that building nature conservation is not only the task of actors at the TNUK Center but also local communities as humans who have lived for a long time around the national park area.
<b>Government</b>	<ol style="list-style-type: none"> <li>1. Preservation of the National Park Area cannot be done alone by the government, but requires the involvement of other stakeholders.</li> <li>2. Has the responsibility to empower the surrounding community to have a better quality of life.</li> </ol>
<b>Community</b>	<ol style="list-style-type: none"> <li>1. Preservation of the national park area is also his responsibility, therefore it is necessary to actively involve him in the development of ecotourism activities.</li> <li>2. Increased income of the well-off.</li> </ol>
<b>NGO's</b>	The importance of involving NGOs in local community empowerment

Source: Formed by authors (2024)

#### *Intermediate Outcome*

It was conveyed that Intermediate Outcomes are not the final achievement of the agreed work program, but rather stepping stones for achieving greater goals (ultimate goals). However, their achievement cannot be ignored, because they can support or lead to the achievement of more successful collaborations Anshell and Gash (2008). Intermediate outcome can also be seen as an intervening goal as evidence that some milestones or initial goals of the collaborative organization can be achieved. Intermediate Outcome in the development of ecotourism in the TNUK area which is an integral part of the performance of the PPKBM organization.

**Table 4. Programs and Realization of Programs at PPKBM Tanjung Lame**

No.	Program Plan	Program Realization
1	Development of edu-conservation in TNUK	<ol style="list-style-type: none"> <li>1. Nature Conservation Edu Activity for school children</li> <li>2. Realization of Arboretrum land management as an edu-conservation area for vegetation in TNUK.</li> </ol>
2	Community economic development	MSME activities by the surrounding community as a support for Ecotourism activities.
3	Development of the village's natural potential	Visits from tourists who engage in camping, cycling and sports activities.
4	Collaborative ecotourism development	<ol style="list-style-type: none"> <li>1. Draft Discussion of Ecotourism Development Management in terms of Ticketing Standardization in the TNUK Area</li> <li>2. Preparation of a joint PVRM development plan document</li> </ol>

Source: Formed by authors

As previously explained, collaboration in the PPKBM organization in Ujung Kulon National Park experienced disruptions precisely at the beginning of the formation of awareness of the importance of synergy. The situation that most influenced this condition was referring to 4 main issues, namely first, the occurrence of the Covid-19 pandemic outbreak which based on Government Regulation No. 21 of 2020 dated March 31, 2020 concerning Large-Scale Social Restrictions (PSBB) in the Context of Accelerating Covid 19 Handling resulted in all activity activities at the PPKBM location having to be temporarily closed. Second, the performance governance of the PPKBM organization which has not been thoroughly discussed among all stakeholders and the transfer of knowledge on the concept of ecotourism and the concept of nature conservation is minimal, the third factor is the earthquake which caused damage to several public facilities owned by PPKBM, and the fourth factor is the operational costs for the initial stage of operation of the PPKBM organization which has stagnated due to government policies to reallocate and refocus the budget related to handling the impact of the covid-19 pandemic.

Furthermore, the Collaborative Governance model of Ansell and Gash (2008) can be implemented for the development of ecotourism activities in various National Parks but by including additional elements or variables that must be considered in all aspects of Collaborative Governance, both at the variable analysis stage such as starting conditions, institutional design, and facilitative leadership and collaboration process variables (Face to face dialog, trust building, commitment to process, shared understanding and intermediate outcomes). Finally, this research proposes findings as new ideas to complement the Collaborative Governance theory presented by Ansell and Gash (2008). especially when applied to the context of ecotourism development in Ujung Kulon National Park. The addition of these two variables is sufficient to influence the achievement of collaborative governance outcomes, especially for the development of ecotourism in a national park that is more optimal (Figure 5).

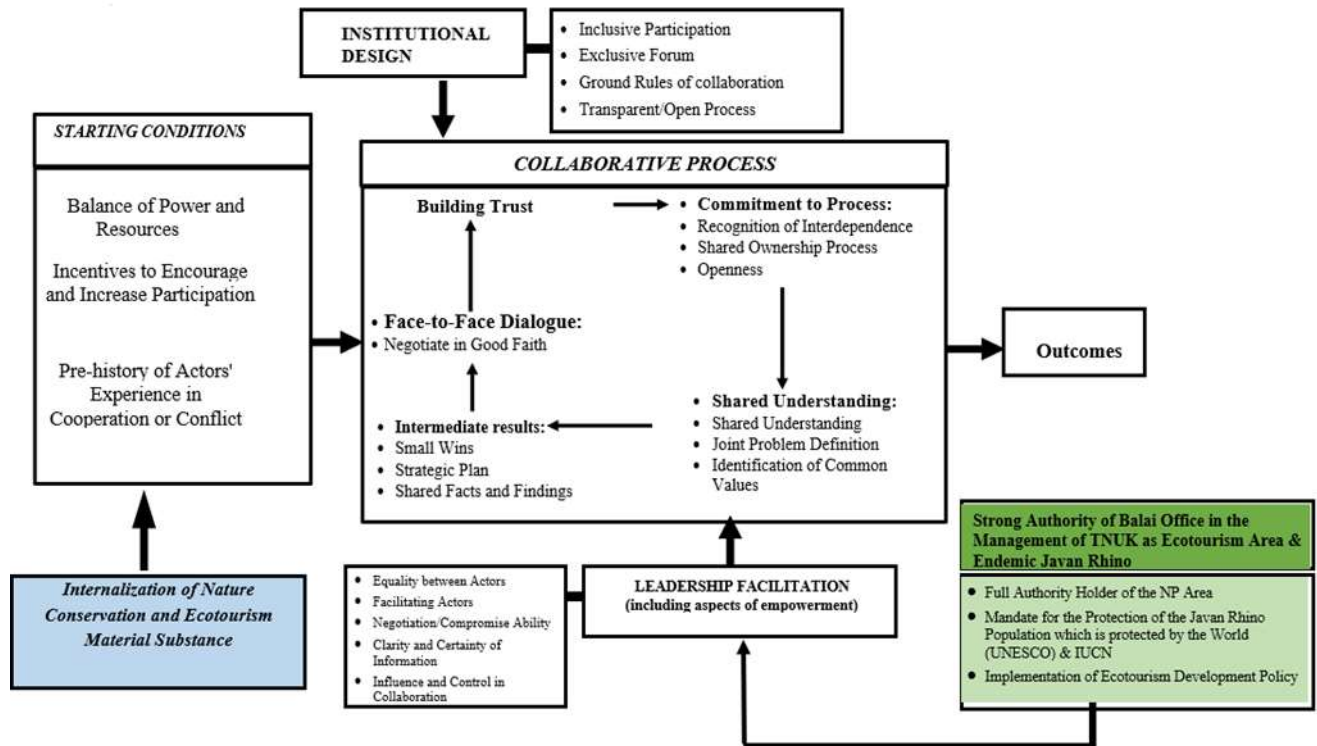


Figure 5. Collaborative Governance Model Recommendations in Ecotourism Development in TNUK , Banten - Indonesia

Source: Developed from Ansell and Gash's Collaboration Governance Model (2008)

## Conclusion

The collaborative governance process built in the initial conditions requires an understanding and knowledge of nature conservation management and about ecotourism destination development strategies, especially among the community. In the case of ecotourism development in Ujung Kulon National Park, the common perception at the beginning of the implementation of the collaboration program on the conception of nature conservation and the concept of ecotourism between the government and the local community is very important. This will have an impact on the quality of community participation in the preparation of the program and the implementation of the ecotourism activities themselves, then the institutional performance of the collaboration will be more optimal.

The strong role and function of the Ujung Kulon National Park Office makes this government institution very powerful. If this great power and authority is used to focus on mobilizing and encouraging the creation of community-based ecotourism activities, the benefits will be enormous in improving and developing the economic level of the community around the national park area. Finally, the central and local governments need to try to change the approach of collaborating with other stakeholders, this is because each actor has a different organizational capacity. The government's ability to open up and receive input in managing national parks is absolute, and not only that, it must also promote a sense of mutual openness, provide broad participation opportunities, and carry out an inclusive and deliberative organizational decision-making process that will have an impact on the growth of mutual trust between the actors involved.

The research findings in the form of aspects of knowledge of the substance of policies regarding Nature Conservation and Ecotourism and the existence of the TNUK Balai Authority in TNUK Management can fill the void of the theory of collaborative governance that has not been raised, especially when discussing the phenomenon of Collaborative Governance in the development of ecotourism in a National Park.

However, it is suggested that the findings of this alternative Collaborative Governance model can continue to be developed and improved in various existing policy issues. So that this science study can continue to develop and be useful.

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