



## **Planning of Collaborative Governance in Tourism Management; A Perspective**

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### **Abstract**

The aim of this study is to analyze the process and benefits of participatory collaboration among stakeholders involved in the planning of tourism development.

The results of the study explain that the success of collaborative planning lies in the active involvement and commitment of all stakeholders, including academics, businesses, communities, governments and media, to advocate for the goals to be achieved. This involvement is accommodated in the form of a collaborative process to produce decisions that will be implemented together. The success of the collaborative process will be greatly determined by the identification of the potential group, the identification of targeted activities, impact, model evaluation, cost planning, commitment, and responsibility for the activity.

The benefits of collaboration are obtained as the pooling of talent and strengths, the development of employee skills, and the speeding up of solutions, making the organization's activities more efficient and the achievement of work more effective, both in terms of completion time, funding, workload, energy and mind, and in terms of method or location.

Keywords: *Collaborative Planning, Pooling of Talents and Strengths, Development of Employee Skills, Speeding up Solutions.*

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### **Introductions**

The current development paradigm no longer depends solely on the role of the government, but has evolved into a development that involves stakeholders who can influence policies and those who have the resources and authority to implement policies. The implication of this change is that the government is no longer the only actor in the administration of the state, as in the past.

The development of the paradigm of government administration from the concept of government to the concept of governance has caused the pattern of relations between the government and society to become more parallel and democratic (Subhan, 2019).

Society demands the existence of good governance, which means a synergistic and constructive relationship between the state, the private sector, and society. Governments that develop and apply principles of good governance will be able to improve the welfare of the community and the quality of life of the nation's people. Professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law, and acceptability by all members of society.

Anticipated stakeholder participation is expected to accommodate public values and interests in decision-making, improve the quality of public decisions, expand the capacity of society, and prevent conflict. The involvement of stakeholders in each development program will differ, generally grouped into groups according to their interests and roles (Setiawan & Nurcahyanto, 2018).

Collaboration is essentially a cooperation between organizations to achieve common goals that are not possible or difficult to achieve individually or independently. In collaboration, two important things are contained as assumptions: initially, every organization is autonomous, and there is a need to achieve each other's goals that are focused on the same goals or objects, so the organization needs to cooperate with other organizations or parties (Emerson & Gerlak, 2014)

Collaborative governance, according to Ansell and Gash (2007), is a series of arrangements in which one or more public institutions involve non-state stakeholders directly in the process of formal policy-making, consensus- and deliberative-oriented, aimed at making or implementing public policies or regulating public programs or assets (Fawwaz Aldi Tilano, nd) (Goddess, 2019). They conducted research on collaborative governance by developing a model and then testing it. The model is used to view contingency factors that drive or hinder the collaboration process. The model includes critical factors that determine the success of the collaboration process, namely the initial conditions, institutional design, and leadership (Arrozaq, 2016).

The preconditions for collaboration are trust, conflict, and social capital that either facilitates or impedes collaboration. In the collaborative process, the rules are established by institutional design. Leadership is essential for mediating and facilitating the process of collaboration. The cooperation process is a cycle consisting of face-to-face interaction, trust-building, process commitment, shared understanding, and intermediate outputs. (Gunawan & Ma'rif, 2020).

Research results (Laksmana, 2002) in conclusion, there are three essential contingency components, namely time, trust, and interdependence, with trust and interdependence having interaction effects. Interdependence fosters a sense of commitment and commitment to more meaningful collaboration, and trust can be built in high interdependence situations, so research and empirical evidence are needed to show that if the process of involvement in a collaborative governance structure is well managed, it can be a strength in creating a collaborative governance structure (Nasrulhaq, 2020).

Governance in public administration requires more trust, transparency, and accountability, and this relates to the free will of individuals who, when presented with incentives, can make incorrect or correct decisions (Sufianti, 2011). Governance in planning, meanwhile, demonstrates a learning paradigm in which efforts to alter views and decisions are viewed as more essential. The planned governance paradigm shows a more developed approach. The argument is that the paradigm is an ethos as opposed to a characteristic. Ethos requires increased sensitivity and participation. In the context of participation, an indication of participation is when the system is dominated by trust and involvement (Palangda & Dame, 2020).

Planning that coexists with the notion of governance is collaborative planning, as it incorporates multiple stakeholders. Urban planning is today dominated by collaborative planning; by examining the characteristics of collaborative planning, this planning approach can be used to address development issues, including tourism issues. (Ririhena et al., 2020).

The main reasons why this problem has not been addressed are the problems faced by large populations, lack of knowledge about the importance of managing the tourism environment effectively and correctly, and ineffective government involvement. However, that doesn't mean the problem can't be solved. It is very important to investigate various workable solutions to the problem (Phoek & Tjilen, 2019)

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Collaborative in planning tourism can be carried out as a dynamic and systematic activity, it needs a continuous process in determining goals, strategies and actions taken for good business climate change inside and outside to achieve the goals expected by the region for that it needs to involve many parties as planners and executor of activities (Molla et al., 2021).

Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. In this regulation it is stipulated that collaboration in the tourism system is required through optimizing the roles of Academics, Business, Community, Government, and Media (ABCGM) so that they can be well integrated and create quality activities, facilities, services, and experience, and the value of tourism benefits so that can provide benefits and benefits to the environment and society (Dorisman et al., 2021).

This collaborative implementation planning model is the basis for research as well as for answering tourism problems, the result of collaboration is in the form of structured negotiations in decision-making, and consensus is the result of a joint decision-making process, and the formation of consensus is a result of a democratic process, participation structured, and requires time and patience.

By elaborating the concepts of Collaborative Governance and Collaborative Planning above, it can be seen that the collaboration process is a major aspect of collaborative planning. The collaboration process is a process of "formulating" the opinions of various parties which ultimately results in a mutually agreed upon opinion, namely a consensus.

The process consists of several steps, including working towards commitment to the process, developing shared understanding, achieving interim results, engaging in genuine communication, and establishing trust. These stages form a cycle in which learning takes place (Tjilen et al., 2018).

Several studies related to the process collaboration has taken place. Anshell and put forward the Collaborative Governance Model with the core of the collaboration process, which is influenced by initial conditions (participation), institutional design, and leadership, trust and interdependence are core contingency factors and there is an interactive impact between the two. There is dependence between actors in the collaboration process following up on Anshell and Gash's research, concluding that the process of involvement in collaborative governance structures can be a force in creating strengthening cycles of trust, commitment, understanding, communication (Sufianti et al., 2013).

Despite its potential advantages, there are still many skeptics of the effectiveness of collaboration, due to both the process and its underlying ideology. The idea of bringing together a diverse range of perspectives and reaching an agreement can be idealistic and challenging to implement (Tambaip et al., 2022).

Collaboration can be defined as a pattern of interaction between individuals or organizations that involves sharing, participation, and mutual agreement to take joint action by sharing resources, benefits, and responsibilities, with the aim of achieving a common goal or addressing problems together (Tjilen, 2020).

Process collaboration is difficult to implement because it is a process that has many demands and it requires a lot of time, gives low certainty of results, and lack of commitment from stakeholders which causes disputes within the group (Sufianty, 2014). In addition, the free and unhindered involvement of

the public to solve common problems, is a conceptual impossibility with regard to collaborative planning, collaborative planning carries the risk of ideological simplification and erroneous thinking (Tjilen, Tambaip, et al., 2022).

The collaboration concept presented above, can be proposed to create two different approaches: an organization that focuses on its stakeholders to propose appropriate managerial techniques, and a way that stakeholders approach an organization that claims its rights. While one side seems to be related to how an organization behaves when dealing with its stakeholders, the other side seems to be related to how a stakeholder holds his or her organization accountable (Manghayu & Nurdin, 2018).

The problems of tourism are in tourism development planning, conservation, community empowerment and environmental carrying capacity (Phoek et al., 2021) (Tjilen, Sahetapy, et al., 2022) and after observing several evaluation studies it is known that it lies in collaborative planning that is applied to tourism problems (Phoek et al., 2021).

The research problem is how the planning process involves various parties and it is undeniable that each of them will bring their interests and there will be conflicts of interest that will occur.

The aim of the study examines the process of planning involving tourism development ABCGM and the direct benefits that will be obtained if the collaboration occurs

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## RESEARCH METHODS

The approach used in this study is a qualitative approach. The choice of this method is based on a theory or model that is used as a reference data collection, which is then verified or confirmed with field data.

The focus of this research is the complexity in the collaborative governance process explained the conflict and the need for collaboration from the structure in the organization and the involvement of actors in planning and implementation as well as exploring the benefits of planning collaboration.

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## FINDINGS AND DISCUSSION

### *Collaborative Planning Process*

Collaborative planning practices in tourism environmental management have been carried out, and the results show that collaborative planning gives satisfactory results, although there are still limitations in its implementation from stakeholders (academicians, business, community, government and media), carry out a dialogue in the decision-making process on hot issues regarding tourism management in the area.

The source of power in collaborative governance processes, organizations and coalitions is the integration of various levels, resources, and political power interacting in complex relational networks, very useful for understanding the dynamics between organizations: authority, resources, and discursive legitimacy (Purdy, 2012).

*In planning Authentic Dialogue collaboration* (Innes and Booher, 2000), which is t dialogue that is carried out to reach a consensus must be a form, not rhetorical or ritual. Each speaker has legitimacy, speaks earnestly, makes statements that can be understood by others, and conveys accurate statements. Such dialogue will produce reciprocity, relationships, learning, and creativity.

The success of the collaboration process lies in the initial discussion of the following aspects:

- a. Identification of the potential of the groups involved and those considered worthy of being involved in collaborative work.
- b. Determination of what fields will be collaborated on and determination what impact the collaborators hope to achieve.
- c. Determination of the form of collaboration institutional structure, including it discuss patterns/models of leadership, patterns of responsibility, distribution roles, ownership systems, communication processes, decision patterns
  1. decisions, access to resources, schedule or schedules work and other important events.
- d. Establish patterns of policy, how to deal with occurrence of conflicts, patterns of accountability, awarding,
- e. Determination of models and mechanisms as well as evaluation processes and patterns measurement and assessment related to collaboration or performance each member in carrying out their role in collaborate.
- f. Identification of financing planning and responsibility for occurrence of risks and determination of indicators.
- g. Determination of strong commitment among collaborating members.

### *Actors involved in the collaboration*

The initial planning stages of the collaboration process require active participation from the parties involved because it relates to the decision-making process, and is Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations, then those who will be involved are Academics, Business, Community, Government, and Media, with the following explanation:

- In the context of social transformation, academics might serve as drafters to aid tourism village managers in identifying possible tourist attractions and commercial development opportunities in their region. Including growing tourism potential based on the most recent theories and development models that are appropriate to the conditions of potential tourist attractions and current business prospects, as well as enhancing the knowledge and abilities of tourism village managers.
- The role of business (private sector) as an enabler, in business processes creates added value and maintains sustainable growth, by presenting technological infrastructure, capital and various other functions related to product development and marketing of goods and services produced by society as the subject of change social itself.
- The role of the accelerator community acts as an intermediary or liaison between stakeholders to help the community in the whole process of social change and expedite the business process and has a role to promote products or services produced by the community.
- The government's role in the context of social change must be to act as both a regulator and a controller with regulations and responsibilities in social change, to participate in planning, implementing, monitoring, controlling, promoting, financial allocation, licensing, development and knowledge, public innovation policies, support for innovation networks; and public-private partnerships. The government is also responsible for coordinating stakeholders who contribute to the desired social change..
- The role of the media in the context of tourism development is also significant due to its function as an expenditure for publication in the promotion of products and services created by individuals who want social change. Not only that, but the media also acts to develop a brand image of social change so that information regarding community-led social change can be accessed more quickly. The ease of access to information subsequently becomes one of the reasons encouraging the influx of new collaborators who can support the community's social transformations..

Based on the results of an investigation into the collaboration process, it is known that the stages of collaboration carried out are:

1. Decide when to collaborate
2. Develop a process to achieve success
3. Determine who participates
4. Organizing processes
5. Develop a decision-making structure
6. Help participants work together
7. Sharing information
8. Implement the agreement
9. Determine the general person responsible for the agreed upon activities

Obstacles in the collaboration process generally have a number of differences from one another and have a level of complexity of collaboration so that there must also be different patterns of dividing roles and responsibilities. However, common things that are usually used as material for collaboration are sharing the following.

1. It must be ensured that those who will be invited in the collaboration process are stakeholders who have the potential to provide opinions, contribute, do not have legal problems. The contribution they can make is in the form of finance, opinion or professionalism.
2. Then analyze the situation and the possibilities of the stakeholders in providing time, opinion, funds and efforts. Also look at whether the problem can be managed in an effective discussion and possible alternative processes to obtain support and resources from decision-making institutions, for example relevant local government agencies such as the Regional Planning Agency, Tourism Office and Environmental Management Agency.
3. Determine the responsibilities of the collaborating parties, determine their roles and responsibilities, and involve relevant government officials.
4. Organizing the collaborating parties, by creating a variety of collaboration structures that explain the division of roles and authorities, devise a schedule for planning, implementing and evaluating activities.

5. Building the active participation of all participants in formal and informal activities during the collaboration process. Implied interests must be identified. Communication errors must be avoided, and can build mutual trust in one another. Establish effective communication and encourage the general public to provide input and feedback.
6. Arrange regular meeting agendas among participants so that all information and progress is known and understood by all participants. Do not assume that all participants understand just because they follow the process that occurs. Dig up scientific information and seek other necessary resources before going any further.
7. To implement the agreement, first focus on drafting the agreement, creating indicators for its success, compiling the implementation structure, and preparing the meeting agenda to monitor the implementation of the agreement. The resulting agreement for waste management must be understood and implemented by all stakeholders.

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## **BENEFITS FROM COLLABORATION**

In addition to collaboration as an important aspect to be carried out by the

collaborators, collaboration also has some advantages or benefits for the collaborators in carrying out work carried out collaboratively in an organization. Some of the advantages or benefits referred to the position linked and mutually influence one another that can be illustrated as follows. Referring to research results (Valdellon, 2017), the practical benefits that can be obtained from collaboration between individuals and between institutions/organizations can be discussed as follows which include:

### **1. Improved flexibility of the organization.**

In fact, it has been recognized that team work or collaboration patterns are the basic foundation of work implementation methods. If collaboration can be carried out well, the ability of an individual or organization will become stronger in dealing with sudden changes. How team work patterns can make work completion easier and simpler. In addition, work completion that is done collaboratively is considered a smart and more flexible action."

### **2. Engaged employees.**

Engaged employees are workers who are fully involved in, and enthusiastic about, their work. They are committed to the organization and its goals and are willing to put in extra effort to help the company succeed.

Engaged employees have the following direct benefits :

- Avoiding risk, taking steps to reduce the likelihood of something going wrong or causing harm. It can involve identifying potential hazards and taking steps to prevent them from occurring, or minimizing the impact if they do occur.
- Engaged workers are open to new challenges" means that they are willing to try new things and take on new responsibilities, rather than sticking to what they know and avoiding change. They are proactive and willing to take on additional tasks or projects that may involve some level of risk Engaged workers are typically more adaptable and open to learning, which can help them grow and develop within the organization

### **3. Healthier employees.**

Collaboration is a strategy for forming a work team that aims to improve the 'work health' of employees. How can a team work that does not treat employees well, improve their work health? According to the Harvard Business Review, if you really want to create a quality and responsible work pattern for employees, create an 'ideal work culture values' that they can use as a way of life in collaborative work patterns."

### **4. More productive meetings.**

Effective collaboration is the result of efficient coordination meetings. Hold work meetings as infrequently as possible, but discuss and make decisions with as complete and clear considerations as possible. A proactive work culture can enrich corporate culture. Employees only need work meetings when they are needed as a coordination tool and used as a tool for documenting progress in work that has been completed or used for delegating a work task.

### **5. More attractive to top talents.**

Through collaboration, a person or organization can create a high competitive advantage when there are highly talented people within the organization. Provide motivation that can create the realization of the job prospects they want and that can be used to improve the abilities of everyone so that they can respect each other who collaborate and respect anyone they consider helpful in improving their understanding of completing a task.

**6. Collaboration** can be used to spur towards more business progress fast (accelerated business velocity). In business life, a collaborative culture is very useful for them in improving the organization's ability to produce and accelerate marketing. How the speed of communication sharing in a collaborative work team can fully create a fast work process and make it easier to produce something, can improve the organization's ability to create new products and make it easier and faster to introduce your products and services to the market

### **7. Retention Rates**

What is a more useful benefit than better employee involvement in the work implementation process? It is creating employees who are happier when they feel engaged and their work is fulfilling. Such conditions or treatment is what they always remember, so they have a strong reason to always support, be loyal, and be faithful to the organization, resulting in their serious commitment to their work tasks. This means that if the people they work with are treated well, are very familiar, generous, and respectful and respect each other's efforts, they will build a work cohesion that has a positive impact on all parties. However, it cannot be said that collaboration always produces such a situation. Only healthy collaboration with a strong collaboration foundation can produce such a condition.

#### **8. Alignment with stakeholders**

It refers to the extent to which an organization's goals, values, and actions are consistent with the expectations and interests of its stakeholders. Stakeholders include any individuals or groups who have an interest in the organization or who may be affected by its actions. Examples of stakeholders include employees, customers, suppliers, shareholders, local communities and government regulators. Alignment with stakeholders is important because it helps to build trust and ensure that the organization is meeting the needs and expectations of those who are affected by its actions. It can also help the organization to achieve its goals more effectively.

#### **9. Enhanced individual productivity.**

Enhanced individual productivity in collaborative" refers to the increased efficiency and effectiveness of an individual worker when working in collaboration with others. Collaboration can enhance individual productivity by allowing individuals to share knowledge and resources, divide tasks, and provide mutual support and accountability. When working collaboratively, individuals can also benefit from the diverse skills and perspectives of their team members, which can lead to more creative and innovative solutions. In addition, a strong dynamic team can improve morale and motivation, leading to higher levels of individual productivity. Overall, collaboration can help individuals to achieve more in less time, resulting in increased productivity.

#### **10. Increased profitability).**

Ultimately, of course, collaboration can be used to increase the benefits for all parties involved in the collaboration. Why is that? Collaboration is generally built based on the recruitment of credible people or parties with specific advantages in their respective fields. Thus, various advantages are very useful for collaborative life. They usually have good and innovative ideas that can drive the creation of new skills, new abilities, and new work methods and new products that are very useful for the progress of the organization.

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## **CONCLUSION**

Collaborative planning is a planning process that requires active involvement from all stakeholders. The success of the collaboration process will be determined by the activity of the collaboration participants and the development of tourism development strategies through regulations and the determination of pilot projects and responsible parties and organizations that have been formed.

Involvement of Academic, Business, Community, Government, and Media Actors must be made in regulations that clearly explain the objectives, organizational form, responsibilities and funding.

The benefits of collaboration are obtained as Pooling of talents and strengths, Development of employee skills and Speeds up solutions. This will be achieved when the collaboration team is able to think together positively and equitably, utilizing the knowledge, experience, and expertise and other talents possessed by each member of the team, all of which can be optimally utilized in collaborative life.

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