

ARTICLE

Analyzing Collaborative Governance in Tourism Development: A Case Study of Karampuang Island, West Sulawesi

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ABSTRACT

Tourism is a strategic sector for regional development; however, the management of flagship destinations in developing regions frequently encounters challenges related to weak stakeholder coordination, limited infrastructure, and insufficient community participation. Karampuang Island in West Sulawesi possesses significant natural and cultural tourism potential, yet its development has not been optimally managed due to low inter-agency synergy and limited stakeholder engagement. This study aims to analyze the implementation of the pentahelix collaborative governance model, comprising government, private sector, academia, community or non-governmental organizations, and media, in the development of Karampuang Island as a tourism destination. A qualitative descriptive approach was employed, using in-depth interviews, field observations, and document analysis. The findings indicate that cross-sector collaboration has contributed to improvements in accessibility and public facilities, as reflected in the construction of Plaza Karampuang and the establishment of twelve micro, small, and medium enterprise kiosks. Nevertheless, formal coordination mechanisms remain weak due to the absence of inter-agency memorandums of understanding, limiting sustained collaboration. Private sector involvement in promotion and investment is still minimal, while academic contributions are largely confined to community service programs. Community participation has increased through the Tourism Awareness Group, although communication with government actors remains suboptimal. Media actors have actively promoted the destination, yet digital marketing strategies have not been maximized. In conclusion, the pentahelix model has the potential to strengthen tourism governance on Karampuang Island, provided it is supported by formal coordination platforms, community capacity building, and integrated digital marketing strategies to ensure sustainable tourism development and local community welfare.

A. INTRODUCTION

West Sulawesi is situated in the middle of the Sulawesi Sea, occupying a strategic position that connects Sulawesi Island to Kalimantan Island (also known as Borneo Island). This makes the province a significant draw for tourists. In addition, West Sulawesi Province boasts a range

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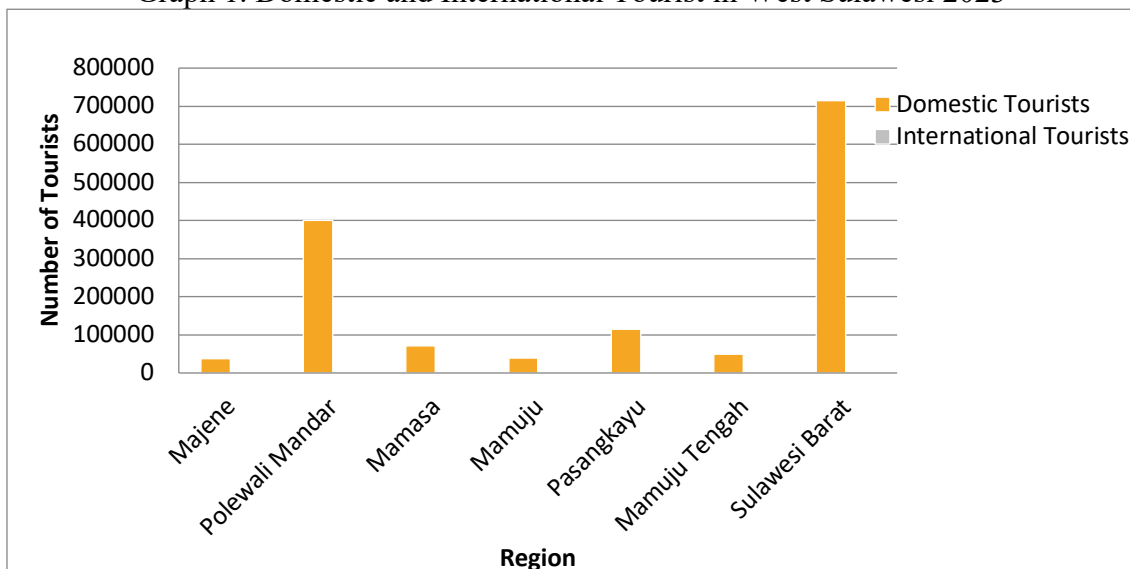
of beautiful natural resources and has the potential to become a premier tourist destination, featuring beaches, mountains, and diverse marine ecosystems. One of the attractions that is interesting to develop and is currently a leading tourist destination for the Mamuju Regency Government and the West Sulawesi Provincial Government is Karampuang Island. Karampuang Island is one of the unique and interesting tourist destinations in West Sulawesi, offering a very exotic combination of sea and land views. There are coral reefs that are very beautiful to the eye. Additionally, the destination offers many other tours, such as Sumur 3 Rasa, caves, and more. The potential for West Sulawesi Province to improve its tourism is very high, as many tourists visit its tourist destinations each year. In 2023, the number of tourists from International and domestic destinations exceeded 1 million, as shown in graph 1. Below is a data table of leading destinations in West Sulawesi and a graph of the number of domestic and foreign tourists visiting in 2023:

Table. 1 Top destinations in West Sulawesi in 2023

Tourist Destination	Location
Karampuang Island	Mamuju
Dato Beach	Majene
Gusung Toraja Island	Polman
Tondok Bakaru	Mamasa
Kambunong Island	Mamuju Tengah
Koa-Koa Beach	Pasangkayu

Source: (BPS, 2024)

Graph 1. Domestic and International Tourist in West Sulawesi 2023



Source: (BPS, 2024)

Several studies have been conducted on the development and management of tourism, with a strong emphasis on the importance of tourism management (Any et al., 2024; Ariyani & Fauzi, 2023; Armenski et al., 2018; Mousazadeh et al., 2023; Pizzitutti et al., 2017). This indicates that tourism is considered essential for growth and development. In terms of tourism development, collaboration is necessary from all parties, starting with government bureaucrats providing opportunities for local communities and the private sector to participate, NGOs serving as a bridge between communities and other stakeholders, and campaigns aimed at raising awareness of sustainable tourism among local communities through mass media (Reindrawati, 2023). Supporting tourism requires community involvement, as it offers long-term benefits for local survival, particularly in developing nations. However, in the field,

especially on the island of Karampuang, many people still do not understand the importance of tourism destination development. There is a need for capacity building through education and training to help community members develop their capabilities in tourism management, marketing, and service delivery. This can empower them to take an active role in tourism planning and implementation (Azwar et al., 2023), as well as the establishment of formal platforms for effective dialogue among stakeholders (Nguyen et al., 2020). It is not only the community's role that must be emphasised, but also the roles of stakeholders and government support as policymakers in leading destination development.

The need for environmentally and socially sound management is key to maintaining social and environmental welfare amid the increasingly rapid growth of tourism. The involvement of stakeholders has not been optimal, resulting in suboptimal development of Karampuang Island tourist destinations. The efforts remain limited to routine government work under existing policies. There has been no optimisation of the roles of all parties, in this case, the stakeholders, which researchers refer to as collaborative governance, specifically pentahelix collaboration (encompassing government, private sector, NGOs, universities, and media). Both in terms of the development process and tourism promotion, as well as in various matters related to tourism, such as the carrying capacity of hotels, restaurants, and especially travel agents.

Although research on collaborative governance in tourism development is increasing, a notable gap remains in studies examining the application of the pentahelix model in remote, underdeveloped destinations. The current literature predominantly focuses on urban or established tourism regions, with limited application of this model to island destinations, especially in Indonesia. Karampuang Island, a secluded tourist site in West Sulawesi, exemplifies a distinctive case where the pentahelix model remains under-examined. Research has primarily focused on policy frameworks and the economic impacts of tourism, neglecting essential elements such as coordination, communication, and stakeholder involvement, which are vital for effective collaboration in tourism development. The literature often overlooks the distinct socio-cultural and environmental contexts of remote regions, such as Karampuang Island, where interactions among local communities, government agencies, and the private sector differ from those in more developed areas.

This study presents a new perspective by examining the application of the pentahelix model in the less-explored context of Karampuang Island. This analysis provides a thorough examination of the roles and contributions of diverse stakeholders (government, private sector, academia, NGOs, and media) in advancing tourism on the island. This research redirects attention from previous studies that mainly analysed governance structures or broad policy frameworks to emphasise the practical aspects of stakeholder collaboration and the communication and coordination challenges faced at the local level. This study provides insights into enhancing collaborative governance for sustainable tourism in remote areas by examining these dynamics. This highlights the importance of integrating local knowledge and community involvement in decision-making, thus providing a more holistic approach to tourism development. The findings enhance the theory of collaborative governance in tourism and provide practical strategies for stakeholders seeking to enhance cooperation and sustainability in tourism management, particularly in underdeveloped island contexts like Karampuang.

Based on the phenomena described above, the author took the initiative to raise the research title Collaborative Governance of Tourism Leading Destination Development in West Sulawesi Province, which will focus on the pentahelix collaborative governance model. From this research, tourism, especially in West Sulawesi, can advance and develop, bringing both local (domestic) and foreign (global) tourists. This research provides empirical data on the application of the pentahelix model in tourism development on Karampuang Island, offering

new insights into stakeholder collaboration in a remote tourism destination. The study contributes to the theoretical understanding of collaborative governance by adapting the pentahelix model to the specific context of island tourism. Practically, it provides policy recommendations for enhancing stakeholder coordination, communication, and community involvement to foster sustainable tourism development in the region.

B. LITERATURE REVIEW

Collaborative Governance

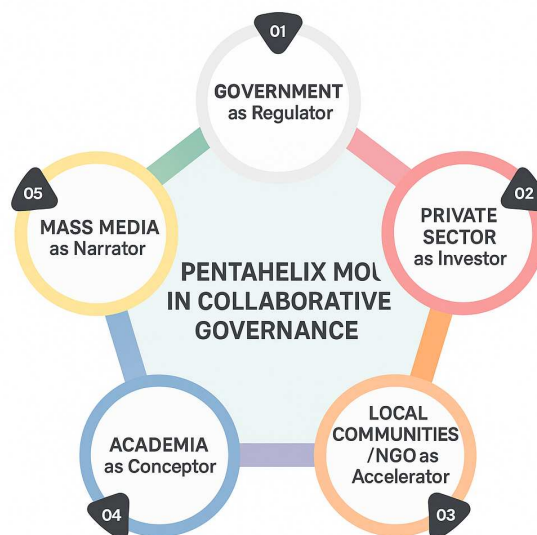
A new paradigm for understanding the participation of numerous stakeholders in public affairs, collaborative governance emerged in response to implementation failures, high costs, and the politicisation of public sector regulation. It is centred at every stage of public policy. Collaborative governance, a new approach to management, is explained by [Ansell and Gash](#). It is a form of governance that involves multiple stakeholders simultaneously in a forum with government officials to make joint decisions ([Ansell & Gash, 2008](#)). To fulfil the interests of each agency in achieving shared objectives, a process known as collaborative governance involves multiple stakeholders ([Hartman et al., 2002](#)). [Wanna \(2008\)](#) addresses the benefits of collaboration in assisting policymakers in identifying and addressing issues, as well as gaining stakeholder agreement or acceptance of directives or decisions in another study titled "Collaborative government: meanings, dimensions, drivers and outcomes."

Collaboration is an activity that fundamentally rests on managing social networks. The connections among stakeholders' communication nodes constitute the social network. This understanding leads to the conclusion that cooperation theory examines the governance process from a social network perspective. All stakeholders must participate in the policy forum dialogue, where they represent themselves and voice their views, in accordance with the collaborative governance paradigm ([Innes & Booher, 2000](#)). Collaborative governance is an approach that involves various stakeholders in the decision-making process and policy implementation ([Ansell & Gash, 2008](#)). This approach aims to strengthen cooperation across sectors, including the public, private, and community sectors ([Eprilianto et al., 2024](#)). The success of collaborative governance depends on several critical components; these include (a) dialogue, (b) trust building, (c) commitment to process, (d) shared understanding, and (e) intermediate outcomes ([Emerson et al., 2012](#)). Institutional structures that are flexible and open to innovation are also critical components in achieving success ([Avoyan, 2023](#)). In addition, the notion of collaborative platforms, as created by [Ansell & Gash \(2018\)](#), highlights the role these platforms play in facilitating broader, more sustainable networks of cooperation.

Concept OF Pentahelix Model

The Triple Helix model emerged in the mid-1990s, when universities, industry, and government were encouraged to work more closely together for the benefit of society, especially in commercialising new knowledge ([Lawton Smith & Leydesdorff, 2014](#)). In this model, universities serve as knowledge creators, industry is responsible for developing innovations, and the government acts as a regulator. The three collaborate through a top-down approach to encourage innovation that can improve a country's economy. As it evolved, the Triple Helix model evolved into the Quadruple Helix by adding civil society or community elements. This model is designed to accommodate the community's perspective, encompassing not only academia, government, and industry but also recognising the community's crucial role in the innovation process. The Quadruple Helix is considered a refinement of the previous model because it is more inclusive, involving various parties ([Etzkowitz & Leydesdorff, 2000](#)). With the addition of Media, which subsequently evolved into a complement, the pentahelix was the next generation of the quadruple helix.

The concept of pentahelix collaboration has been developed in the study of Public Administration, Public Policy, and Political Science, as well as other social sciences, particularly in the context of collaborative governance. Pentahelix is a model used for collaborative governance that emphasises the participation of five key sectors (government, academia, business, community, and media) in achieving development goals. The penta-helix model is beneficial for solving multi-stakeholder problems where stakeholders represent multiple interests at a single location ([Lindmark et al., 2009](#)). It is anticipated that the cooperation of these five (five) stakeholders will result in a policy backed by a variety of resources that work in concert. The pentahelix is as follows ([Lindmark et al., 2009](#)): a) Government (regulator): This group is responsible for creating policy, providing guidance, and facilitating and promoting programs. b) Private sector (investor): supporting tourism through investment, marketing, and product development. c) Academia (conceptor): Academics contribute through research, providing knowledge, training, and innovative ideas for tourism management and community engagement. d) Non-Government Organisation or Civil Society (accelerator): maintain politeness and manners towards the environment, maintain mutual respect for the interests of everyone in the group. e) Mass media (narrator): The Media help promote the cultural heritage and tourism potential of the village so that it can attract visitors.



(Source: ([Lindmark et al., 2009](#)))

Figure 1 Pentahelix Model

Collaboration among government, NGOs, and the local community in tourism destinations is vital for enhancing the community's role in sustainable tourism development and ensuring that local voices are heard in decision-making processes. Based on the study, it is evident that fostering such collaboration can lead to more effective and inclusive tourism policies that benefit all stakeholders involved ([Pimonenko et al., 2021](#)). The concept of sustainable tourism emphasises the importance of integrating economic benefits with cultural preservation, ultimately enhancing community engagement and empowerment in the tourism sector ([Ariffin et al., 2023](#)). This collaborative approach not only strengthens local economies but also promotes cultural heritage, aligning with the principles of sustainable tourism development ([Badulescu et al., 2021](#)). By actively engaging the community, stakeholders can establish a more resilient tourism framework that balances both economic growth and cultural integrity. This requires a concerted effort to synchronise policies and promote awareness of sustainable

practices among all stakeholders involved in tourism development (Pimonenko et al., 2021). This alignment is crucial for promoting a comprehensive tourism approach that respects local traditions while driving economic growth, ultimately leading to a sustainable future for the industry.

Tourism Development

Tourism is a key strategy for increasing economic growth and attractiveness. Tourism development not only has an economic impact, increasing income and creating jobs, but also contributes to cultural preservation and infrastructure improvements in the area. For tourism development to be successful and in line with local needs, it requires the involvement of various stakeholders, including the government, the business sector, non-governmental organisations and local communities (Satrio Wibowo & Arviana Belia, 2023). In tourism destination management, the collaborative governance approach is one of the most widely used models as it allows for better coordination between various parties (Moreta & Harirah MS, 2023). In addition, innovations in tourism promotion, such as the use of social media and digital technology, are essential to expand market reach and attract more tourists (Nguyen et al., 2020). Additionally, regional network-based governance is being utilised to ensure that tourism management involves collaboration among different levels of government and the private sector, thereby making policies more effective and tourist destinations more competitive (Farmaki, 2015).

The local government can adapt tourism growth in a region to the potential and distinctiveness of each area. Local governments have a great chance to demonstrate their capacity to exercise the authority that is the region's prerogative. A region's competence and willingness to establish local government play a significant role in determining its success or failure. Local governments are free to be creative and expressive in developing their regions, provided they do not violate legal provisions, namely legislation.

C. METHOD

This research uses descriptive research methods with a qualitative approach. The goal of the descriptive research approach is to gather data with accurate interpretation to identify phenomena and precisely characterise the characteristics of specific events, groups, or individuals that are occurring. The qualitative approach is a research method that employs qualitative analysis of the phenomena related to each aspect studied. The data sources comprise both primary and secondary data (Sudaryono, 2019). The researchers used purposive sampling to select the informants for the research. The researchers conducted interviews with the stakeholders of the tourism development, including the head of Karampuang village, the community of the Karampuang village, NGO in Karampuang Village, The Head of the West Sulawesi Tourism Agency, The Head of the Districts in Mamuju, private sector workers and entrepreneurs, academics from involved universities, local media, etc. In addition to in-depth interviews, the researchers conducted a document study and observation. To maintain research reliability and validity, researchers conducted data triangulation. Data triangulation is an important way to make qualitative research more trustworthy and accurate by using multiple sources of data, methods, or perspectives to verify and confirm results. Researchers collect data from various participants, settings, or time periods rather than relying on a single source of evidence to gain a more thorough and reliable understanding of the phenomenon under study. This method reduces the chance of bias and makes interpretations more consistent because evidence from different sources that points to the same conclusion makes the results more reliable. Data triangulation enhances the credibility of research by corroborating findings through the comparison of information from interviews, observations, and documents, thereby enriching the analysis.

D. RESULT AND DISCUSSION

Karampuang Island is situated in Mamuju Regency, West Sulawesi Province, and is one of the region's leading tourist destinations. The island is renowned for its natural beauty, with white sand beaches, crystal-clear waters, and underwater treasures ideal for snorkelling and diving. In addition, Karampuang boasts rich biodiversity and a unique local culture, making it a special attraction for visitors. Research shows that the facilities available on Karampuang Island remain limited, although the local community operates some simple inns. Infrastructure development, including access roads and public facilities, also needs improvement. Various activities, such as snorkelling, diving, water sports, fishing, sailing, and cultural tours, are attractive to tourists.

Research found that many visitors are attracted to hands-on experiences with local people and their culture. Collaborative governance in the development of the Karampuang tourist attraction in West Sulawesi Province involves various stakeholders to optimise the existing tourism potential. The following is an explanation of the key elements in this context:

Government

Pentahelix collaboration is an approach that involves five main elements in the development of a region, including tourist destinations. In the context of government, the pentahelix typically consists of government, community, academia, industry, and media. The following is an explanation of each element and its role in pentahelix collaboration, especially in relation to the development of tourist destinations such as Karampuang Island:

The West Sulawesi Tourism Office (DISPAR) is one of the provincial government agencies responsible for formulating policies in the development of tourism on Karampuang Island. In addition, the West Sulawesi DISPAR also serves as a coordinator, connecting and coordinating the various actors involved in the management and development of these tourist destinations.

Based on the research, the West Sulawesi Tourism Office has collaborated with various regional agencies to develop tourism on Karampuang Island. One of the agencies that plays a vital role in the development of this tourist area is the Public Works and Spatial Planning Office (PUPR) of West Sulawesi Province. The PUPR Office is responsible for the construction of Plaza Karampuang, which is now the main tourist attraction. Based on observations, Plaza Karampuang has been equipped with various supporting facilities, such as an art stage, UMKM kiosks, toilets, changing rooms, and landmarks in the form of coral monuments. Before it was built, the area was only a shrubbery with a few simple huts owned by residents and a small 300-meter farm road. In addition to building Plaza Karampuang, the PUPR Office also ensures the availability of infrastructure on Karampuang Island, including roads connecting the plaza to residential areas.

In an interview with the Head of the Mamuju Regency Tourism Office, Ariadi Iksan, he emphasised that “the development of tourist destinations in West Sulawesi relies heavily on synergy with various agencies, such as the Transportation Office, Marine and Fisheries Office, PUPR Office, and Housing and Settlement Office. This collaboration aims to make the development of the tourism sector in line with the improvement of infrastructure and the welfare of the local community”. In addition to the PUPR Office, the Housing and Settlement Office (Perkim) also plays a role in the development of Karampuang Island by ensuring the availability of clean water, especially in the Karampuang Plaza area. Observations indicate that providing clean water is highly beneficial to the development of the island's tourism sector.

The Communication and Informatics Office (Kominfo) of West Sulawesi Province has contributed to increasing tourist visits to Karampuang Island through promotional strategies that utilise both digital and conventional media. In an interview with Mustari Mula, Head of

Subdivision of the Office of Communication and Information of West Sulawesi Province, it was mentioned that “they have launched various digital platforms, such as the official tourism website and mobile applications, to facilitate access to information for tourists”. Additionally, the office is collaborating with social media influencers and expanding internet networks at tourist sites to support online tourism promotion.

The Office of Cooperatives, Industry, and Trade (Koperindag) is also participating in tourism development on Karampuang Island by providing facilities for creative economy businesses. They have built 12 kiosks at Plaza Karampuang and provided training for MSMEs to improve the quality of tourism products. Megawati, SE, as a representative of the Koperindag Agency, emphasised that “empowering MSMEs is part of the strategy to improve the creative economy that is in line with the tourism sector, including organising local product exhibitions”.

The collaboration between the various agencies is informal, without a written agreement or MoU. The underlying understanding is the importance of improving community welfare through the tourism sector.

In addition to these agencies, the West Sulawesi Provincial Transportation Office also has a significant role in managing transportation to Karampuang Island. This island has become a symbol of marine tourism in West Sulawesi, boasting a range of interesting attractions. Therefore, the Transportation Agency is responsible for supervising, servicing, and managing the crossing from Mamuju City to Karampuang Island, which utilises local community boats. Their efforts include socialising with boat drivers to prioritise tourist safety and providing boats to support tourist transportation. In an interview, the Head of the Transportation Office, Madareski Salatin, emphasised that “passenger safety is the main priority in managing tourist transportation”.

The Marine and Fisheries Agency also supports the sustainability of tourism on Karampuang Island by monitoring fishing activities that could harm the marine ecosystem. One of the main attractions of Karampuang Island is the beauty of its coral reefs and marine life; therefore, this agency needs to maintain their sustainability. The Head of Maritime Affairs and Fisheries of West Sulawesi Province, Suyuti ST, MSi, emphasised “the importance of monitoring the use of fish bombs that can damage underwater habitats. In addition, there needs to be synergy in the management of the fisheries and tourism sectors, such as the provision of supporting infrastructure and training for dive guides”.

The Housing and Settlement Office of West Sulawesi Province also contributes by providing community-based tourist accommodation facilities. They have designed a housing assistance program that allows residents' houses to be used as homestays for tourists. According to Reski Ridwan, S.IP, M.A.P, as Head of the Housing and Settlement Division, “this program aims to provide direct economic benefits to the community without reducing the attractiveness of natural tourism around the area”.

Based on the findings above, it can be concluded that the development of the tourism sector on Karampuang Island involves many parties within a dynamic cooperative structure. However, some agencies should still participate in this collaboration to enable tourism management to run more effectively and sustainably.

Private Sector

Article 50 of Law No. 10/2009 on Tourism regulates the formation of the Indonesian Tourism Industry Association, which comprises tourism entrepreneurs, tourism business associations, professional associations, and other associations directly related to the tourism sector. The organisation serves as both a government partner and a forum for communication and consultation among its members, facilitating the management and development of tourism in the region.

Based on the researcher's observation, in the development of tourism in Karampuang Island, several related organisations and associations have been formed, such as the Indonesian Hotel and Restaurant Association (PHRI) of West Sulawesi, the Indonesian Guides Association (HPI), and the Association of Indonesian Tourism Travel Companies (ASITA). However, the analysis shows that PHRI has not played a maximum role in tourism development on Karampuang Island. This is due to the lack of coordination among tourism business actors in Mamuju Regency, which still operates independently without utilising the potential synergies within the organisation. In fact, if PHRI can collaborate with the West Sulawesi Regional Government, the impact can be more significant. In addition, industrial development policies tend to be influenced by large entrepreneurs, while small businesses, such as small-scale hotels, still need support, guidance, and further development. Therefore, the government has a role to play in fostering and developing small businesses in the tourism sector. An interview with the Chairman of PHRI, Arif Budi, revealed that “collaboration between business actors and local governments has an important role, especially in the provision of infrastructure such as road access and transportation that can increase tourist attractiveness. However, the collaboration is still voluntary and not maximized, especially in terms of joint promotion”. Until now, business actors have been working independently to increase the attractiveness of tourism in their regions.

In conclusion, the collaboration between the government and the private sector in developing tourism on Karampuang Island remains voluntary and does not involve the government fully. This is in line with [Agranoff & McGuire's view \(2003\)](#), which emphasises that government collaboration is based on horizontal relationships and is voluntary. Therefore, a more structured form of cooperation between the private sector and the government is needed, especially in efforts to foster and develop small businesses on Karampuang Island. One strategic step is to establish a more binding cooperation agreement to ensure more effective and sustainable collaboration.

Academia/ University

To improve the visibility and quality of tourist destinations in West Sulawesi Province, collaboration between the government and universities has shown some positive developments. First, the dynamics of tourism management on Karampuang Island have shifted in terms of cooperation patterns. Although there are still obstacles in the deliberation aspect, such as the lack of in-depth discussions between stakeholders, the government has made efforts to involve various parties, including universities, in the decision-making process. This is evident from the interviews and observations conducted by the research team to understand the internal dynamics of the government and the local community.

Secondly, despite precise strategic planning, the level of trust and shared commitment between the government and the university remains low. Uncertainty about the long-term impact of this collaboration is a challenge. Universities play a crucial role in raising awareness and building trust through more detailed surveys and analyses of tourism project impacts. One concrete example of this collaboration is the KKN-PPM UGM student service program, which has successfully implemented innovative solutions, such as the installation of rainwater harvesting technology and solar lighting, in areas of need. This program not only improves basic infrastructure but also encourages community participation in the management of tourism facilities.

Third, the capacity to take collective action in tourism management on Karampuang Island shows good progress in procedures and collective agreements. However, in terms of leadership, knowledge, and resource availability, there are still areas for improvement. Universities can support this capacity-building by providing relevant experts and technology, for example,

through student internships or fellowship programs focused on tourism infrastructure development.

Fourth, the implementation of collaboration is still not optimal in promoting cooperation. One of the main obstacles is inadequate socialization and training. Universities can help address this by organising regular workshops and seminars on best practices in tourism management. Additionally, communication among stakeholders needs to be enhanced so that all parties have a clear understanding of the collaboration's goals and expectations.

Fifth, the impact of collaboration on tourism development has yielded positive results, although they are not yet significant. Public awareness of the importance of responsible and sustainable tourism is growing. However, overall, the development of Karampuang Island has not yet reached the expected target. The university can help improve the effectiveness of ongoing programs by conducting periodic evaluations and providing transparent reports on the progress of tourism projects.

Overall, although the collaboration between the government and universities in developing leading tourism destinations in West Sulawesi Province has shown progress, more substantial and more sustainable efforts are still needed to achieve the desired goals. Commitment and dedication from all parties are key to improving the quality of tourism in the region.

Based on an interview with a lecturer at Makassar Tourism Polytechnic, who is also a tourism practitioner in Eastern Indonesia, it was stated that cooperation between universities and local governments is crucial in fostering sustainable tourism development. Universities can provide in-depth research, data analysis, and evidence-based recommendations to support government policies.

However, based on the researcher's observation, there is no cooperation in the field of research as expected. Therefore, joint research can be a long-term solution for local governments to accelerate tourism sector development.

One example of ongoing collaboration is the socialisation of the Tourism Awareness Group (Pokdarwis) conducted in conjunction with the Makassar Tourism Polytechnic. This activity plays a crucial role in increasing community awareness and involvement in the management of tourist destinations, particularly on Karampuang Island. Additionally, this activity reinforces the results of cooperation between the government and academics in promoting more integrated and sustainable tourism development.

Local Communities/NGOs

West Sulawesi, with its rich natural and cultural heritage, has significant potential for tourism development. However, to realise this potential, a strong synergy between government and non-governmental organisations is required. This collaboration requires not only administrative coordination, but also the integration of well-thought-out strategies to create sustainable leading tourism destinations.

The observation results indicate that the dynamics of cooperation between the government and non-governmental organisations have progressed in several aspects. Although there are still obstacles in the deliberation process, such as the lack of in-depth discussions among stakeholders, the government has attempted to involve various parties, including non-governmental organisations, in the decision-making process. For example, in the development of Karampuang Island, the government conducted interviews and observations to understand the internal conditions of the government and the local community. This step reflects a commitment to transparency and inclusiveness in tourism policy.

Non-governmental organisations, including NGOs and local communities, play an essential role in raising public awareness of the importance of responsible and sustainable tourism. They are actively involved in education and socialisation campaigns promoting

environmentally friendly tourism practices. One example is the Karampuang Island Tourism Awareness Group (Pokdarwis), which manages tourist destinations in the area.

However, there are still challenges in building trust and shared motivation between the government and non-government organisations. Despite internal legitimacy through a clear strategic plan, trust and commitment still need to be strengthened. This is due to the uncertainty surrounding the long-term impact of this collaboration on the destination's future. Overcoming this challenge requires more intensive and transparent communication between the government and non-government organisations to strengthen understanding and buy-in in achieving common goals.

In interviews with the Pokdarwis of Karampuang Island, they emphasised the importance of working with the local government to ensure that tourism development remains sustainable and empowers local communities. Pokdarwis acts as a bridge between community needs and government policies, so closer synergy is expected to increase the effectiveness of tourism development.

In addition, the collaborative efforts are still not optimal in advancing the cooperation process. One of the main obstacles is inadequate socialization and training. To overcome this, the government and non-governmental organisations can regularly organise workshops and seminars to share best practices in tourism management. These activities can help increase stakeholders' capacity and competence in managing flagship destinations. Additionally, improved communication between parties is necessary to ensure that each actor has a clear understanding of the targets and expectations to be achieved. Strict control and monitoring must also be applied to ensure that the steps taken are always oriented towards the success of the tourism project.

The impact of this collaboration is beginning to be seen, though it is still in its early stages. Public awareness of responsible and sustainable tourism is increasing. However, the development of Karampuang Island remains suboptimal, as some targets have not been fully met. To accelerate the achievement of goals, the government and non-government organisations need to conduct regular evaluations and present project progress reports transparently. With regular evaluations, all parties can gain a clearer picture of the direction and results of the cooperation.

Overall, cooperation between the government and non-governmental organisations in developing leading destinations in West Sulawesi Province still requires significant improvement. However, with strong commitment and dedication from all parties, the goal of sustainable tourism development can be achieved. Through close and transparent synergy, it is hoped that tourist destinations in this region will not only become more attractive but also be able to survive and develop sustainably for future generations.

Mass Media

In West Sulawesi, collaboration between the government and online media in the tourism sector has shown positive developments, although challenges remain in communication and coordination. The government has made efforts to involve online media in the decision-making process and promotion of tourist destinations, such as Karampuang Island. In its development efforts, the government is working with various digital platforms to promote the area's natural and cultural beauty.

Online media plays a vital role in raising public awareness of the importance of responsible and sustainable tourism. Educational and socialisation campaigns promoting eco-friendly tourism practices have been conducted, including collaborations with travel blogs that focus on coastal environmental conservation. These blogs not only disseminate accurate information about tourist destinations, but also raise public awareness of marine ecosystem protection.

However, there are still challenges in building trust and shared motivation between the government and online media. Although the strategic plan is clear, there remains uncertainty about the long-term impact of this collaboration on the destination. To address this, more intensive and transparent communication is needed to strengthen mutual commitment. Regular evaluations and transparent reporting on the progress of tourism projects can help increase understanding and trust among all parties.

Interviews with online media journalists revealed that they act as a bridge of information between the local government and the community. They try to convey policies, programs, and tourism potential in an attractive and informative manner. However, mutual motivation and trust still need to be strengthened to enable collaboration to run more effectively.

In the tourism management of Karampuang Island, the procedural dimension and collective agreements have been implemented effectively. However, there is still room for improvement in the aspects of leadership, knowledge and resources. More effective socialisation and training are necessary to enhance stakeholder competencies. Organising regular workshops and seminars on best practices in tourism management can be a solution, as well as strengthening cross-sector collaboration.

The impact of this collaboration is beginning to be seen, especially in increased public awareness of sustainable tourism. However, the development of Karampuang Island still faces obstacles, so the goals set have not been fully achieved. To enhance the effectiveness of collaboration, regular evaluations and transparent reports must be conducted to ensure clear targets for all parties. For example, the collaboration between the government and travel blogs in developing the local culinary industry has helped promote traditional cuisine based on local ingredients.

Overall, the collaboration between the government and online media in developing leading tourist destinations in West Sulawesi still faces challenges. However, with a stronger commitment and synergy, the quality of tourism management in this region can continue to improve. A pentahelix approach, involving government, business, academia, local communities, and media, is key to sustainable tourism management. However, to achieve optimal results, various obstacles, such as a lack of communication and synergy among stakeholders, must be resolved immediately. The table below provides an overview of the roles of each party in the collaborative development of the Karampuang Island tourism destination, as well as the problems that arose in the process:

Table 2 Collaboration in Tourism Destination Development

Collaboration Parties	The Role of Collaboration	Problems in Collaboration
Government	Formulates regulations, develops infrastructure, facilitates tourism growth, and monitors attractions.	Coordination among institutions is weak, and decision-making processes lack effectiveness.
Private Sector	Engages in tourism promotion, CSR programs, and investment in tourism-related human resource development.	Limited participation in planning and implementation; stronger collaboration is needed.
Academia/University	Supports tourism through education, research, and scientific contributions to sustainable tourism strategies.	Academic involvement is not well-structured or integrated with other stakeholders.
Local Communities/NGOs	Actively participate in tourism services, environmental conservation, and awareness of sustainable practices.	Public awareness is still low; communication with the government and NGOs remains weak.

Mass Media	Promotes tourism through social media and digital platforms to attract broader audiences.	Digital media and online promotion remain underutilized and less strategic.
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Source: Research Result, analysed by author (2025)

The research results have answered the research question of how Karampuang Island Tourism can be maintained through collaborative governance. Each stakeholder has a specific role in promoting the sustainability of tourism. It is essential to note that some challenges still need to be addressed to enhance collaboration.

E. CONCLUSION

Although several obstacles remain, Karampuang Island, West Sulawesi, continues to achieve successful tourism management through various cooperative efforts. Although progress has been made in coordinating tourism projects through government-to-government collaboration, communication, and dialogue, issues remain to be addressed to ensure alignment with the vision and effective implementation. The collaboration between the public and private sectors may improve investment prospects and quicken the construction of infrastructure for tourism development. The private sector and businesses are still not heavily involved in the early phases of program development and execution, underscoring the need for more inclusive, cooperative participation.

This study has examined the application of the pentahelix model for tourism development on Karampuang Island. This study demonstrates that the sustainability of tourism activities and economies can be enhanced through collaboration among various stakeholders. It focuses on how collaboration among the government, the private sector, academia, NGOs, and the media can facilitate tourism growth in a remote area. The findings substantiate the significance of the collaborative governance framework. This indicates that effective coordination and communication among stakeholders are critical for successful tourism management. The study further develops existing theories by demonstrating that, despite advancements in inter-agency collaboration and community involvement, challenges persist in formalising coordination and aligning stakeholders' objectives for long-term sustainability. These challenges and the implications of collaborative governance are therefore a good and essential topic for future studies.

By enhancing human resources and conducting research, partnerships with universities have aided in the growth of the tourism industry. For these collaborations to have the most significant possible impact, however, more organised and integrated initiatives are needed. Non-governmental organisations' (NGOs') participation has helped increase public knowledge of sustainable tourism practices, but poor coordination and communication with government agencies limit the full impact of these initiatives. Furthermore, internet media has been crucial in promoting Karampuang Island as a travel destination; nevertheless, social media and other digital platforms are still not being used to their full potential. To further the island's tourism growth, these partnerships must be strengthened through improved communication, clear roles, and strategic integration.

The study stresses that policymakers need to make collaboration platforms more organised, for example, by initiating partnerships or integrated tourism planning that involve all stakeholders. Policymakers can also offer rewards that encourage more private sector participation in the early stages of tourism planning. The reward can be in the form of tax incentives or facilitation of a business permit. NGOs can enhance their impact by ensuring that the government and local communities can communicate effectively. This effort can be done through a focus group discussion program, project monitoring, etc. This will help ensure that

sustainable practices are integrated into tourism development. This study enhances the pentahelix model, particularly for small-island tourism, by elucidating how different stakeholders collaborate when resources are scarce, and community involvement is crucial.

The study offers significant insights, but its findings are constrained by the reliance on qualitative data from a single case study. Future research could explore the quantitative validation of the findings or undertake comparative studies with other island destinations to generalise insights and improve collaborative governance models in tourism. A more in-depth analysis of the function of digital platforms in stakeholder coordination could yield substantial insights into modern governance practices.

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The first author prepares the literature, conducts the research, outlines the research design, and finalises the article. The second author oversees research activity and organisation, ensuring that the manuscript composition follows the journal's basic template. The third author is responsible for checking the figures and tables and managing the entire language translation. The fourth author was responsible for data processing, data analysis, data synchronisation, and article writing.

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