

## Research Article

# Key Drivers of Stakeholder Collaboration in Developing Kitesurfing Tourism in Jeneponto

Elly Isriani Arief\*, Muhammad Yunus, Syahribulan, and Muh. Akmal Ibrahim

Department of Public Administration, Faculty of Social and Political Sciences, Hasanuddin University, Indonesia

## Abstract.

This study explores the role of leadership, incentives, interdependence, and uncertainty in shaping stakeholder collaboration in the development of a kitesurfing tourism destination in Jeneponto District, South Sulawesi. Its aim is to understand how these key drivers influence the collaborative governance processes among local government, the private sector, and local communities. Through in-depth interviews with key stakeholders, the study identifies the significant roles of these factors in fostering effective collaboration and decision-making in tourism development. This study uses a qualitative research design and semi-structured interviews to capture the perspectives of key stakeholders involved in the development of the tourism destination. The results reveal that leadership plays a crucial role in coordinating stakeholder efforts, ensuring transparency, and facilitating decision-making. Incentives, both internal and external, motivate stakeholder participation, while interdependence among stakeholders creates mutual reliance and enhances collaboration. Finally, the research demonstrates that uncertainty, particularly regarding economic outcomes and resource allocation, can be mitigated through effective leadership and adaptive governance strategies. The findings have important implications for tourism development in rural and underdeveloped regions, emphasizing the need for inclusive, collaborative decision-making processes, the alignment of stakeholder interests, and the management of uncertainty. The study contributes to the broader understanding of collaborative governance in tourism development and provides valuable insights for future projects seeking to foster sustainable, community-driven tourism initiatives.

**Keywords:** leadership, incentives, interdependence, stakeholder collaboration, tourism

## 1. Introduction

The development of tourism in underdeveloped regions presents both opportunities and complex governance challenges. In such contexts, cross-sector collaboration is essential to mobilize resources, align stakeholder interests, and build institutional trust. Particularly in destinations with untapped niche markets, such as extreme sports tourism, collaborative governance offers a promising approach to balance development goals with local empowerment and environmental integrity.

Recent literature has highlighted the relevance of collaborative governance in tourism development, emphasizing inclusivity, joint decision-making, and shared accountability

Corresponding Author: Elly Isriani Arief; email: elly.isriani@gmail.com

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(Ansell & Gash, 2008; Emerson et al., 2012; Nunkoo, 2017). However, much of this research has focused on ecotourism or mass tourism settings in relatively stable institutional environments. The application of collaborative governance in the context of extreme sports tourism in underdeveloped and socioeconomically constrained regions remains underexplored.

This article addresses that gap by examining a kitesurfing tourism initiative in Jeneponto, South Sulawesi—an economically lagging district in eastern Indonesia with high poverty rates and limited infrastructure. The region's socio-economic profile—low HDI scores, dependence on marine-based livelihoods, and vulnerability to ecological change—presents unique challenges for tourism governance.

Through a qualitative field study, this article explores how four key drivers—inclusive leadership, equitable incentives, interdependence, and uncertainty—shape stakeholder collaboration in this emerging destination. While the study adopts a collaborative governance lens, it also recognizes the analytical value of comparing this model with alternative governance modes such as co-management, which typically emphasizes power-sharing between state and community actors, and public-private partnerships (PPP), which often prioritize efficiency and investment leverage.

Unlike PPPs or co-management, the collaborative governance model applied here is characterized by multi-actor engagement with equal voice, cross-sector facilitation, and dynamic adaptation to uncertainty. This distinction is particularly relevant in the Jeneponto case, where institutional fragility, investor asymmetry, and limited local capacity create both constraints and opportunities for inclusive governance innovation.

## 2. Methods

This study adopts a qualitative research approach, utilizing in-depth interviews as the primary method of data collection. The aim of this research is to explore the key factors influencing stakeholder collaboration in the development of a kitesurfing tourism destination in Jeneponto District, South Sulawesi. Through this approach, the research seeks to uncover how factors such as leadership, incentives, interdependence, and uncertainty shape the collaboration dynamics between local government, private sector actors, and community stakeholders. This chapter outlines the research design, sampling strategy, data collection methods, and data analysis techniques employed in this study, drawing on existing literature to justify the methodology chosen.

## 2.1. Research Design

The research design is grounded in qualitative inquiry, which is particularly well-suited for exploring complex social dynamics such as stakeholder collaboration in tourism development. Qualitative research allows for an in-depth understanding of the lived experiences, perceptions, and motivations of participants, providing rich, context-specific insights into the collaborative processes that are often difficult to capture through quantitative methods. As demonstrated by previous studies, qualitative approaches such as semi-structured interviews and case studies are highly effective in capturing the intricacies of collaborative governance in tourism settings [2], [4].

The qualitative approach in this study emphasizes a flexible and responsive research design, enabling the researcher to probe deeper into the factors that influence stakeholder interactions. Semi-structured interviews, which have been widely employed in tourism governance studies, allow for the collection of detailed and nuanced data while still ensuring a structured framework for comparison across participants [5]. This method is ideal for understanding the complexities of decision-making processes, power dynamics, and the informal negotiations that often take place in collaborative governance settings [6].

## 2.2. Sampling Strategy

The research focuses on key stakeholders involved in the development of kitesurfing tourism in Jeneponto. The participants were selected based on their direct involvement and influence in the decision-making processes related to the development of the tourism destination. Specifically, the sample includes the following stakeholders:

- The Head of Jeneponto District

As the highest-ranking government official in the district, this individual plays a critical role in shaping policy and ensuring the overall governance of tourism development.

- The Head of the Tourism Department

This official is directly responsible for the planning, implementation, and regulation of tourism initiatives within Jeneponto, making their perspective crucial to understanding the governance processes.

- The Village Head of Mallasoro

As the leader of the local community in Mallasoro, a village central to the kitesurfing tourism development, the village head provides valuable insights into community involvement and local-level decision-making.

- The Local Police Representative (Wakapolres)

Involved in maintaining security and public order, the police representative's role in mediating conflicts and ensuring the safety of tourism development is integral to the success of the project.

These key informants were selected purposefully, ensuring that the sample encompasses a diverse range of perspectives from government, community, and law enforcement sectors. The selection of these stakeholders aligns with the goal of understanding the different dynamics that influence collaboration across multiple sectors involved in the tourism development process [1].

### 2.3. Data Collection

Data was collected through semi-structured interviews, a method widely used in qualitative research on collaborative governance in tourism [1][12]. Semi-structured interviews were chosen for their flexibility in allowing participants to express their perspectives while still addressing key research questions. This method provided an opportunity for participants to share their experiences, concerns, and insights into how leadership, incentives, interdependence, and uncertainty influenced their involvement in the development of the kitesurfing tourism destination.

Each interview was designed to explore the following areas:

- The role of leadership in facilitating or hindering collaboration among stakeholders.
- The types of incentives offered to stakeholders and how these incentives influenced participation.
- The degree of interdependence between stakeholders and how it affected collaboration.
- The impact of uncertainty on decision-making processes and stakeholder engagement.

The interviews were conducted face-to-face, providing an opportunity for the researcher to observe non-verbal cues and engage in deeper probing when necessary. The interviews were audio-recorded, transcribed verbatim, and subsequently analyzed to identify emerging themes and patterns. The use of face-to-face interviews also

facilitated rapport-building with participants, ensuring that they felt comfortable sharing their perspectives on sensitive issues.

## 2.4. Data Analysis

The data were analyzed using qualitative content analysis following these five steps:

1. Transcription: All interview data were transcribed verbatim.
2. Coding: Transcripts were coded to identify patterns and relevant phrases linked to the four key factors.
3. Categorization: Codes were grouped into broader categories reflecting dimensions of collaborative governance.
4. Theme Development: Categories were refined into emergent themes aligned with leadership, incentives, interdependence, and uncertainty.
5. Interpretation: Themes were interpreted in relation to literature and contextual dynamics in Jeneponto.

To enhance reliability, multiple researchers participated in the coding process. Inter-coder discussions were conducted to ensure coding consistency and minimize.

## 2.5. Validity and Reliability

To ensure research credibility and trustworthiness, the following strategies were applied:

1. Triangulation: Data were triangulated using multiple sources—interviews, official documents, and field observations.
2. Member Checking: Key findings were shared with participants to validate interpretations and correct misrepresentations.
3. Inter-Coder Agreement: Coding was conducted by multiple researchers, followed by discussions to reconcile differences and ensure thematic coherence.
4. Thick Description: Rich contextual descriptions were used to support transferability.

## 2.6. Ethical Considerations

Ethical considerations were paramount throughout the research process. Informed consent was obtained from all participants, who were made aware of the study's objectives, the voluntary nature of their participation, and their right to withdraw at

TABLE 1: Thematic Coding Table: Drivers of Stakeholder Collaboration in Kitesurfing Tourism Development in Jenepono.

Main Theme	Sub-Themes	Sample Code	Representative Quote
Leadership	Inclusive Decision-Making	"Rapat koordinasi lintas OPD"	"semua perangkat daerah harus terlibat karena pada akhirnya untuk mendorong kesejahteraan masyarakat."
	Conflict Mediation	"Mediasi konflik lahan"	"Kami adakan penjelasan di kantor desa... masyarakat yang terlibat lahannya sudah bertanda tangan."
Incentives	Internal Motivation	"Meningkatkan kesejahteraan lokal"	"Multiply effect-nya sangat kuat... masyarakat bisa mendapatkan penghasilan tambahan."
	External Opportunities	"Kerja sama dengan sektor swasta"	"Kami mencoba mendapatkan dana CSR dari PLN dalam bentuk perahu nelayan."
Interdependence	Mutual Support Between Actors	"Ketergantungan fungsional"	"Masyarakat dan investor harus berkoordinasi, tentu pemerintah juga harus hadir mengevaluasi."
Uncertainty	Communication Strategy	"Edukasi masyarakat"	"Kami senantiasa mengedukasi agar mereka bangga memiliki potensi tersebut."
	Institutional Innovation Beyond Tradition	"Perlu kelembagaan BUMDes"	"Perlu legalitas pengelolaan oleh BUMDes agar keberlanjutan terjamin."

any time. Confidentiality was ensured by anonymizing the data and securely storing interview recordings and transcriptions. The study adhered to ethical guidelines set out by the relevant research ethics committee to ensure the rights and privacy of all participants were respected.

Informed consent was obtained from all participants. Participants were assured of confidentiality and their right to withdraw. Data were anonymized and securely stored. The research adheres to ethical standards set by the university ethics committee.

TABLE 2: Appendix A. Thematic Codebook (Excerpt)

Code	Description	Sample Quote
Inclusive Leadership	Stakeholder involvement in decision-making	"...rapat sosialisasi kepada masyarakat dan OPD terkait..."
Trust-building	Neutral facilitation and consensus	"...pertemuan desa dengan masyarakat yang terdampak."
Internal Incentive	Motivation rooted in improving local prosperity	"...multiply effect-nya sangat kuat... masyarakat bisa mendapatkan penghasilan."
Structural Legitimacy	Establishment of formal village institutions to manage tourism	"...kita dorong legalitas kelembagaan BUMDes untuk pengelolaan yang transparan."

### 3. Results and Discussion

This section presents the results of the research, which identifies the significant roles that four key factors—leadership, incentives, interdependence, and uncertainty—play in promoting stakeholder collaboration in the development of the kitesurfing tourism destination in Jeneponto. Each of these factors has been explored in detail through interviews with key stakeholders, including the Head of Jeneponto District, the Head of the Tourism Department, the Village Head of Mallasoro, and the local police representative (Wakapolres). The findings shed light on how these factors shape the collaborative dynamics and decision-making processes related to tourism development in Jeneponto.

#### 3.1. Leadership

##### 3.1.1. Decision-Making by Leaders in Kitesurfing Tourism Development

This section summarizes the main findings based on the four key drivers of stakeholder collaboration: leadership, incentives, interdependence, and uncertainty. To improve clarity and avoid repetition, only the most illustrative quotations are included under each theme. A concise synthesis precedes each theme to emphasize analytical focus.

Leadership was crucial in facilitating inclusive governance. Stakeholders highlighted participatory decision-making, mediation of conflicts, and impartial leadership as enablers of trust. For instance, the Head of Jeneponto District emphasized the importance of coordinating all OPD sectors to ensure tourism development is inclusive and benefits the wider community.

"...semua perangkat daerah harus terlibat karena pada akhirnya untuk mendorong kesejahteraan masyarakat."

The Village Head and local police reinforced the need for balanced leadership that accommodates both tourism investors and local seaweed farmers.

### 3.2. Incentives

Internal motivations such as improving local welfare and external drivers like economic opportunity encouraged collaboration. The Head of Tourism Department noted:

“Multiply effect-nya sangat kuat... masyarakat bisa mendapatkan penghasilan tambahan.”

Stakeholders saw tourism not just as a sectoral initiative but as a driver of socio-economic transformation through job creation and public-private partnerships.

### 3.3. Interdependence

The success of tourism development depended on mutual reliance among stakeholders. Communities relied on tourism for jobs, while investors needed local legitimacy and services. The Head of Jeneponto District stated:

“Masyarakat dan investor harus berkoordinasi, tentu pemerintah juga harus hadir mengevaluasi.”

### 3.4. Uncertainty

Leaders used proactive communication to reduce community doubts about tourism's impact. Educational approaches and institutional innovation (e.g., forming BUMDes) were tools to manage uncertainty.

“Kami senantiasa mengedukasi agar mereka bangga memiliki potensi tersebut.”

These strategic responses to uncertainty helped ensure community buy-in and long-term project resilience.

#### 3.4.1. Commitment of Leaders to Collaborative Problem-Solving

The commitment of leaders in Jeneponto plays a pivotal role in overcoming the challenges that arise in the development of the tourism sector, particularly in kitesurfing



tourism in Mallasoro Village. The problem-solving process is driven by a collaborative approach, where government officials, local communities, and other stakeholders actively work together. Based on the interviews, it is evident that the leaders' commitment to solving problems collaboratively is crucial for the success of the tourism destination development.

The Village Head and the local police representative demonstrated a commitment to involving the community in decision-making. This approach is essential in creating a sense of shared responsibility for the project, ensuring that the decisions made are inclusive and well-accepted by the community. The Head of Jeneponto District emphasized that tourism development must involve various sectors of government, even though challenges in inter-agency coordination exist. Despite these challenges, the leaders are committed to optimizing local potential and ensuring that the development benefits the community. However, the primary challenge remains the disharmony between stakeholders and administrative issues, which need further attention. Collaborative problem-solving that involves multiple stakeholders and emphasizes effective communication between government agencies and the community is necessary to address these barriers and ensure sustainable tourism development.

### **3.4.2. Willingness of Leaders to Avoid Advocating Specific Solutions**

An important characteristic of the leadership in Jeneponto is their willingness to listen to diverse suggestions and search for solutions that are acceptable to all parties, rather than advocating for a particular solution. Despite the challenges faced in inter-agency coordination, the leaders in Jeneponto have shown a strong willingness to consider various solutions proposed by different stakeholders. The interviews revealed that the leaders were keen to consider alternative solutions that would accommodate the interests of all involved. However, the decision-making process is often hindered by conflicting interests and jurisdictional authority between the government agencies involved. Nevertheless, the openness to alternatives and the desire to collaborate actively with the community and other stakeholders reflect the inclusive and collaborative approach that defines leadership in Jeneponto.

The willingness of the leaders to remain impartial and avoid favoring one stakeholder's preferences in decision-making is crucial in ensuring fairness in the development process. The Head of Jeneponto District and the Village Head of Mallasoro worked

to find a balanced solution by allocating land use between kitesurfing activities and seaweed cultivation, allowing both parties to operate without feeling disadvantaged.

“Saya kepala desa dan pak Wakapolres kasi pengertian bagaimana masalah kitesurfing di sana saya datangi satu - satu hingga Masyarakat sudah mengerti apa tujuannya ini maka kami sebagai pemerintah mallasoro untuk mengundang ke kantor desa sekaligus diadakan penjelasan di kantor desa secara serentak yang punya lahan. Kami buat surat perjanjian dan berita acara masyarakat yang terlibat lahannya sudah bertanda tangan.” (Source: Interview Results with Village Head of Mallasoro)

The local police representative acts as an objective mediator, encouraging the government to facilitate collaboration between the community and investors, ensuring that both parties can work together to achieve common goals. The Head of the Tourism Department ensures that both investors and the local community receive fair treatment, balancing economic and social interests. This impartial approach is a fundamental principle in the collaborative governance of tourism in Jeneponto.

### **3.4.3. Impartiality Towards Stakeholder Preferences**

The leaders in Jeneponto strive to maintain fairness and impartiality in decision-making processes, especially when there are competing interests between local communities (e.g., seaweed farmers) and private investors (e.g., kitesurfing operators). The interviews indicated that the leaders are committed to ensuring that both parties can participate in the management of the tourism destination without any group feeling disadvantaged.

The Head of Jeneponto District displayed an inclusive approach by seeking the root causes of issues and involving the community in discussions to find solutions that address the interests of both parties. The Village Head of Mallasoro worked on reaching a balanced agreement by dividing land use between kitesurfing and seaweed cultivation. The local police representative played a key role as a mediator, ensuring that the government facilitated the collaboration between the community and investors. The Head of the Tourism Department emphasized the importance of ensuring fairness and balance between economic and social interests, particularly in land use allocation.

“Kan yang paling utama itu kita cari tahu dulu apa akar masalahnya. Oh, ternyata akar masalahnya masyarakat beranggapan bahwa kalau hadir kitesurfing ini diberikan space berarti saya tidak ada ruang untuk melakukan budaya rumput laut. Nah, ini yang kemudian kita pikirkan, kira-kira apa yang bisa menjadi substitusi pengganti dari aktifitas

budaya rumput lautnya. Nah, tentu kita diskusikan, kita lakukan pertemuan-pertemuan dengan masyarakat. Di situ, di sepakati bahwa yang pertama ada pengaturan jadwal, penjadualan, masing-masing fase-nya itu dibagi dua, fase untuk budaya bisa berlangsung, dan fase dimana kegiatan kitesurfing bisa terbuka juga. Nah, itu yang pertama. Nah, kemudian yang kedua kita juga memberikan, itu saya katakan tadi, mata pencaharian yang substitusi. Iya, mata pencaharian yang substitusi kepada masyarakat supaya di enam bulan ini masa terbukanya usaha wisata kitesurfing ini, mereka juga bisa tetap beraktivitas memenuhi kebutuhannya.” (Source: Interview Results with Head of Jeneponto District)

In conclusion, the leadership in Jeneponto demonstrates a strong commitment to impartiality, fairness, and inclusivity, which are critical in managing the development of the kitesurfing tourism destination. By fostering a collaborative environment where all stakeholders are involved and their interests considered, the leaders aim to ensure that the tourism project benefits all parties involved.

#### **3.4.4. Willingness to Absorb High Transaction Costs**

The leaders in Jeneponto have demonstrated a strong commitment to providing the necessary resources, including labor, equipment, and facilities, to support the sustainable development of tourism and deliver direct benefits to the local community. The interviews revealed that the leaders are willing to absorb high transaction costs to ensure the success of the tourism development project. Local leaders, both at the village and district levels, strive to provide the resources required, including labor, equipment, and training, to ensure the sustainability and success of the tourism project.

The provision of physical resources such as boats and gazebos, as well as skill training for the community, reflects the leaders' commitment to offering long-term support rather than short-term solutions. Collaboration between the government and the private sector, such as with PLN through CSR programs, also reflects efforts to reduce direct costs and empower the community sustainably. The collaborative approach involving various government agencies and local communities ensures that the tourism project can proceed smoothly and that all parties involved benefit from the development.

“dari pemerintah sendiri waktu itu memang seluruh beberapa OPD sebenarnya bakal kita libatkan dari lingkungan hidup kemudian mereka dinas perindag, dinas kooperasi untuk saling membantu bahu-mbahu bagaimana mewujudkan perwisata itu di desa Mallasooro khususnya di pantai bungung Pandang dan OPD-OPD tersebut dari hasil

keputusan rapat mereka ingin membantu contoh dari lingkungan hidup itu membantu bagaimana sampah menjadi masalah juga di Pantai Punggung Pandang itu mereka melakukan beberapa kegiatan untuk penanganan sampah kemudian dari perindak sebenarnya mencoba membantu memberikan pelatihan-pelatihan untuk UMKM dengan dinas koperasi memberikan bantuan-bantuan. demikian juga dengan PLN kami bersama-sama dengan pihak keamanan, pemerintah desa untuk mencoba mendapatkan dana CSR dari PLN dalam bentuk perahu nelayan dan Alhamdulillah itu berhasil.” (Source: Interview Results with Head of the Tourism Department)

The willingness of the leaders to absorb high transaction costs demonstrates their commitment to creating a collaborative environment where resources are shared equitably, ensuring that the benefits of tourism development are felt by all stakeholders, both now and in the future. This commitment to sustainability and long-term impact is crucial for the successful and equitable development of tourism in Jeneponto.

### **3.5. Incentives**

#### **3.5.1. Internal Drivers**

Internal motivation plays a critical role in driving leaders’ engagement in the development of the kitesurfing tourism destination in Jeneponto. Leaders are motivated not only by personal gains but also by the desire to enhance the well-being of the local community and empower the local economy through sustainable tourism. The interviews revealed that the leaders’ internal motivation is driven by their commitment to improving the livelihood of the local population and empowering them to benefit from the tourism sector.

The Head of Jeneponto District emphasized the importance of education and training as the initial step to diversify economic opportunities and improve long-term well-being. The Village Head of Mallasoro focused on empowering the local community by involving them in tourism-related jobs, enabling them to benefit directly. The local police representative stressed that the desire to develop the village and address social issues is the primary motivation for supporting kitesurfing tourism, with a focus on clear communication to reduce misunderstandings. The Head of the Tourism Department viewed the potential economic benefits of tourism as the primary motivation, providing job opportunities and compensation for the community members involved.

“salah satu alasan mengapa dari kita ada semacam peluang untuk mau ikut dalam pengembangan dengan kitesurfing ini, karena kita menawarkan kepada masyarakat bahwa ketika pariwisata itu bertumbuh dan berkembang, tentunya ini multiply effect-nya sangat kuat masyarakat bisa mendapatkan penghasilan tambahan, dimana mereka 6 bulan setiap tahunnya dari petani rumput laut tetapi 6 bulan ketika sektor pariwisata bergerak, maka mereka pun akan mendapatkan hasilnya, dan dalam perjanjian dengan pihak Kitesurfing mereka akan mendapatkan, mempekerjakan beberapa keluarga-keluarga yang

terdampak daripada lokasi itu, kemudian mereka juga diberikan ganti rugi atas relokasi itu oleh pihak kitesurfing satu kali tetapi selanjutnya mereka saling berbagi, mutualis symbiosis contoh saat ini masyarakat untuk armada-armada yang mereka miliki, contoh mobil itu, saling membantu untuk menerima tamu dari pihak Kitesurfing kemudian pekerja-pekerja di resort itu dipergunakan dari masyarakat setempat hal yang sangat luar biasa.” (Source: Interview Results with Head of the Tourism Department)

In summary, the leaders in Jeneponto demonstrate a strong internal motivation to support the sustainable development of the kitesurfing tourism destination, driven by the goal of enhancing community well-being and economic empowerment. By providing training, employment, and business opportunities through tourism, the leaders are committed to creating lasting benefits for the local population.

### 3.5.2. External Drivers

External incentives also play a significant role in motivating the leaders to develop the kitesurfing tourism destination in Jeneponto. The leaders recognize the economic opportunities presented by the tourism sector, particularly kitesurfing, and the direct benefits it can provide to the local community. The Head of Jeneponto District sees tourism development as an external solution to overcome the limitations of traditional sectors and open up more job opportunities. The Village Head of Mallasoro leverages external tourism opportunities by involving the local community in various roles, creating direct benefits for them. The local police representative highlighted the importance of collaboration with the private sector, such as PLN, to create new tourism opportunities by utilizing local resources like boats. The Head of the Tourism Department views tourism as an external driver that generates multiplier effects for the local economy, although challenges remain in engaging the community in training and skill development.

“nah untuk kegiatan wisata, untuk pihak saling membutuhkan satu sama lain, tentunya ini contohnya adalah yang seperti yang saya sampaikan tadi bahwa untuk beberapa tenaga kerja itu dipakai tentu security kemudian bagian masak-memasak, bagian kebersihan dan beberapa tenaga-tenaga lainnya yang sudah mulai berjalan tetapi yang paling penting juga kitesurfing menjadi tempat belajar ini juga akan mendapatkan sebenarnya pendapatan dan membuka kesempatan buat pemuda-pemuda di sana jika ingin bekerja sebagai pelatih dari kitesurfing itu sendiri, cuman dalam acara ini ternyata itu belum sampai ke sana untuk dilakukan karena beberapa kendala masyarakat setempat itu yang masih belum serius untuk ikut masuk sebagai pelatih kitesurfing.” (Source: Interview Results with Head of the Tourism Department)

External incentives, such as the economic opportunities offered by tourism, play a crucial role in the development of the kitesurfing tourism destination. Collaboration with the private sector and the optimization of local resources are key to creating economic benefits for the local community. However, challenges remain in actively involving the community and overcoming external barriers, such as the lack of readiness to engage in this new sector. Further efforts in education and training are needed to ensure that the community can fully capitalize on these opportunities.

### **3.6. Interdependence**

#### **3.6.1. Mutual Dependence in Kitesurfing Tourism Development**

The development of tourism in Jeneponto is highly dependent on close collaboration between the government, local communities, and the private sector. Each party plays a complementary role, and their contributions are inseparable and interdependent. The interviews revealed that there is a clear mutual dependence between the local community, kitesurfing operators, and the government in the development of the kitesurfing tourism destination. Local communities rely on the tourism sector for job opportunities and additional income, while kitesurfing operators depend on local communities for the provision of local services and resources that support their operations. Meanwhile, the government acts as the overseer and policy-maker, ensuring that all parties perform their roles effectively and that the collaboration remains sustainable.

“Jadi kan yang paling penting juga tentu antara pihak terkait ini masyarakat dan pemilik kitesurfing ini harus tetap berkoordinasi, tentu pemerintah juga harus hadir

mengevaluasi bagaimana komitmen yang sebelumnya.” (Source: Interview Results with Head of Jeneponto District)

In conclusion, the interdependence between the government, local communities, and the private sector is crucial for the success of tourism development in Jeneponto. This interdependence ensures that each stakeholder contributes to the project in a way that supports long-term sustainability and economic benefits for the local population.

### **3.7. Uncertainty**

#### **3.7.1. Managing Uncertainty in Tourism Development**

Uncertainty often arises in tourism development, particularly with respect to the roles of different stakeholders and how they can collaborate effectively. Leaders in Jeneponto have worked proactively to reduce uncertainty through educational approaches, clear communication, and better outreach to the community. The interviews revealed that uncertainty in managing the kitesurfing tourism destination largely stemmed from a lack of clear information and limited understanding among the community. This uncertainty arose from their unfamiliarity with the benefits of tourism and doubts about the economic opportunities that could be generated from collaboration.

The Head of Jeneponto District and the Head of the Tourism Department emphasized the importance of providing education and clear communication to the community to alleviate uncertainty. The Village Head of Mallasoro identified external provocations and poor communication as contributors to uncertainty, which could be addressed through more open and transparent communication. The local police representative highlighted the importance of cross-sector collaboration and a flexible approach in managing local resources such as boats and land to minimize uncertainty in resource allocation.

“kita senantiasa kemarin itu mengedukasi agar bagaimana mereka bangga memiliki potensi tersebut. Tentu caranya mereka bangga wujudnya itu adalah ya tentu menjaga, memberikan ruang kepada pelaku usaha untuk bagaimana potensi angin yang terbaik ini tersebut bisa termanfaatkan dengan baik, sesuai dengan harapan.”( Source: Interview Results with Head of Jeneponto District)

### 3.7.2. Reliability of Conventional Solutions

While some conventional solutions are still in use, there is an increasing awareness that a more structured and institutionalized approach is necessary to ensure the long-term sustainability and progress of the kitesurfing tourism destination. The interviews revealed that conventional solutions, although still relevant in certain aspects, show limitations when faced with more complex challenges in managing the tourism destination. Issues such as uncertainty in coordination between stakeholders and poor road infrastructure indicate that traditional approaches alone are insufficient to address the existing challenges.

The Head of Jeneponto District and the Head of the Tourism Department noted that, while traditional solutions like land-use scheduling are still employed, there is a growing desire to introduce more structured solutions based on clear institutional frameworks. The Village Head of Mallasoro emphasized the importance of involving the community in tourism management, noting that traditional methods need to be updated to become more effective and sustainable. The local police representative pointed out that poor road infrastructure could not be resolved through conventional policies alone, and a more practical and direct approach is needed to address accessibility issues.

“untuk bagaimana cara solusi-solusi yang masih lama dalam mengatasi hal ini, solusi lama itu ya artinya tetap kita menyarankan bahwa lokasi itu dipakai dua dari enam bulan-enam bulan tetapi tentunya ini harus sustainability berkelanjutan menuntut legalitas kelembagaan pemerintah desa atau BUMDES untuk pengelolaannya secara profesional dan transparan dan ini sudah kita sosialisasikan dan menyampaikan kepada Pak Desa dan Pak Desa pun menyetujui itu dari pemerintah desa dan tentunya memang berkelanjutan, secara berkelanjutan ini harus terus dilakukan untuk mendorong bagaimana pengembangan wisata kitesurfing ini menjadi wisata yang maju, apalagi wisata kitesurfing cuma ada satu-satunya di Sulsel dengan angin yang terbaik dunia yaitu tidak pernah turun dari 30 knot, ini menjadi sebuah keunikan new epicentrum baru buat wisata pemerintah Provinsi Selatan dan multiple effect yang sangat besar dimana sasaran dari marketnya adalah wisata mancanegara dan ini insyaallah merupakan daya ungkit dari kebangkitan pemerintah pariwisata jeneponto.” (Source: Interview Results with Head of the Tourism Department)

In conclusion, while traditional solutions have their place in the management of the kitesurfing tourism destination, there is a clear need for more structured, institutionalized



approaches to address complex and dynamic challenges. These approaches will ensure the long-term sustainability and success of the tourism project in Jeneponto.

## 4. Discussion

This study reinforces and extends collaborative governance theory by illustrating how local stakeholder dynamics—particularly leadership, incentives, interdependence, and uncertainty—play out in tourism development within a rural Indonesian context. The empirical findings confirm the importance of inclusive and participatory leadership, equitable distribution of incentives, and effective management of stakeholder interdependence and uncertainty.

Consistent with the collaborative governance framework articulated by Emerson et al. (2012), this research shows that inclusive leadership encourages shared decision-making, increases transparency, and cultivates trust. The findings also support the argument that incentives—both internal (moral commitment to local welfare) and external (economic benefits)—can enhance stakeholder motivation and commitment. Moreover, the mutual interdependence between local communities, government, and investors has been shown to be a critical driver for achieving alignment and sustaining engagement.

Importantly, this study highlights the strategic role of communication and institutional flexibility in mitigating uncertainty, echoing the importance of adaptive capacity in collaborative governance. Educational efforts and the institutionalization of village-level governance (e.g., BUMDes) were employed to create legal and social legitimacy for the tourism initiative.

However, a critical reflection reveals several limitations that merit further attention:

- **Institutional Fragility:**

While leadership facilitated collaboration, there remain institutional weaknesses at the local level, such as inconsistent inter-agency coordination and the absence of a clearly defined governance framework for long-term tourism management.

- **Power Asymmetries:**

Although efforts were made to foster inclusivity, the potential for elite capture and unequal bargaining power—especially between investors and local communities—was

noted. These asymmetries could undermine the sustainability and legitimacy of collaboration if not addressed with transparent oversight mechanisms.

- **Limited Local Capacity:**

Some community members lacked the skills and confidence to fully engage in collaborative roles, particularly in areas such as negotiation, conflict resolution, and entrepreneurial participation.

Addressing these gaps requires capacity-building strategies that enhance institutional performance and empower community stakeholders to assume more substantive roles in governance. Integrating co-management principles and ensuring stronger regulatory safeguards could complement collaborative governance approaches and mitigate the risks of dominance by more powerful actors.

Overall, this study contributes empirically to the understanding of how collaborative governance unfolds in emerging tourism destinations and emphasizes the need for structural support, institutional equity, and long-term community empowerment to achieve sustained outcomes.

## 5. Conclusion

This study aimed to examine the key drivers that influence stakeholder collaboration in the development of the kitesurfing tourism destination in Jeneponto District, South Sulawesi. By focusing on leadership, incentives, interdependence, and uncertainty, this research explored how these factors shape decision-making and collaborative processes among local government officials, the private sector, and local communities. Through in-depth interviews with key stakeholders, including the Head of Jeneponto District, the Head of the Tourism Department, the Village Head of Mallasoro, and the local police representative, the study has identified important insights into how collaboration can be fostered in tourism development projects.

The findings reveal that leadership plays a pivotal role in ensuring the successful development of tourism destinations by coordinating diverse stakeholder interests, fostering transparent communication, and facilitating decision-making. The leaders in Jeneponto have shown a strong commitment to an inclusive, collaborative approach, involving multiple stakeholders in the decision-making process, which has proven to be essential for ensuring the sustainability and inclusivity of the tourism project. Furthermore, the study highlights the importance of leadership's willingness to remain

impartial and flexible in the face of differing stakeholder interests, demonstrating the leaders' openness to alternative solutions.

Incentives, both internal and external, have also been identified as crucial in motivating stakeholder participation. Internal incentives, such as the desire to improve local community well-being and empower the local economy, have driven leaders to provide training, job opportunities, and capacity-building measures. On the other hand, external incentives, such as the potential for economic growth through tourism, have been seen as powerful drivers for involving the private sector and creating sustainable economic benefits for the local community. These incentives align stakeholder goals and encourage active participation in the collaborative process.

Interdependence among stakeholders was another key factor identified in the study. The research demonstrates that the success of tourism development in Jeneponto relies heavily on the collaborative efforts of the government, local communities, and the private sector. Each stakeholder plays an indispensable role in supporting the project, with the government providing regulatory support, local communities offering resources and services, and the private sector contributing investment and innovation. This mutual dependence creates a strong foundation for collaboration and ensures that the tourism development is sustainable and resilient.

Finally, the study examines how uncertainty, particularly regarding resource allocation and economic outcomes, affects stakeholder collaboration. Leaders in Jeneponto have taken proactive measures to mitigate uncertainty by providing clear communication, educational initiatives, and fostering trust among stakeholders. The study underscores the importance of flexible governance frameworks and adaptive strategies that can effectively manage the uncertainty inherent in tourism development projects.

In conclusion, this study contributes to the existing body of knowledge on collaborative governance in tourism development by offering a detailed analysis of how leadership, incentives, interdependence, and uncertainty shape stakeholder collaboration in a developing context. The findings highlight the importance of inclusive decision-making, effective leadership, and the alignment of stakeholder incentives in fostering successful tourism development. This research also demonstrates the need for adaptive governance strategies that can address uncertainty and ensure the long-term sustainability of tourism projects. Future research could explore similar dynamics in other developing regions, particularly in the context of environmental or cultural tourism, to further understand the role of collaborative governance in tourism development.

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