

## Building The Local Economy: Optimizing Halal Tourism Management With A Collaborative Governance Approach

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### ABSTRACT

This study aims to analyze the halal tourism management model in Kaleke Village using a collaborative governance approach to improve the local economy in an inclusive and sustainable manner. The method used is qualitative with data collection through observation, interviews, and documentation, involving the Village Head, Director of BUMDes, Chair of Pokdarwis, and the local community. The results of the study show that the halal tourism management model in Kaleke Village with a collaborative governance approach is reflected in the synergy of various local actors such as BUMDes, Pokdarwis, village government, religious leaders, and the community. This collaboration forms the basis for a participatory halal tourism management system. However, institutional weaknesses and limited collaborative capacity are still evident, mainly due to the absence of clear halal regulations and guidelines, as well as limited infrastructure and halal services that are not yet certified. As a result, collaborative work patterns remain informal and suboptimal. Therefore, institutional strengthening, halal regulations, certification, human resource capacity building, and government policy support are needed to realize professional and sustainable halal tourism destinations in developing the local economy.

### 1. Introduction

The tourism sector is one of the important pillars in driving national and regional economic growth. In recent decades, halal tourism has experienced significant growth, in line with the increasing number of Muslim tourists, both domestic and foreign. Indonesia, as the country with the largest Muslim population in the world, has enormous potential to develop a halal tourism sector based on its natural wealth, local culture, and religious values (Djati & Rosadi, 2025; Jaelani, 2017). If managed optimally, this potential can make a real contribution to local economic development, job creation, and the strengthening of regional religious and cultural identity. One area with potential for halal tourism development is Kaleke Village, West Dolo District, Sigi Regency, Central Sulawesi, which has abundant natural, cultural, and historical resources (Calcio et al., 2025). Its main potential lies in the Bionga Baths (Adhitya & Kamindang, 2024), which are supported by natural beauty and local wisdom. Various activities such as the Bionga Music Festival and the Kampung Merah Putih Festival reflect the community's commitment to developing tourism based on local potential. In addition, traditions such as Nokololio and Novunja, as well as traditional crafts such as the making of machetes and Kaili musical instruments, are still preserved. This wealth of resources

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shows that Kaleke Village has strong social, cultural, and environmental capital to be developed as a competitive halal tourist destination and contribute to local economic development.

However, observations show that the increasing popularity of these destinations has been accompanied by uncontrolled exploitation of resources for commercial interests, which has the potential to damage the sustainability of these destinations. This situation is caused by weak coordination between stakeholders in the management of halal tourism destinations. This fact is in line with research (Kanaha & Kurniawan, 2025) that the main problem in the development of halal tourism at the local level lies in the lack of collaboration. The same thing was revealed by (Syaripuddin, 2023) in his research that the management of halal tourist destinations is still partial, sectoral, and has not led to integrated governance. As a result, the enormous tourism potential has not fully provided an optimal impact on local economic development and environmental sustainability.

In this context, halal tourism management should be supported by a collaborative governance model that actively and equally involves various actors (Sururi, 2020). The collaborative governance approach is relevant for creating cross-sector synergies, strengthening community participation, improving the effectiveness of public policies, and ensuring the sustainability of halal tourism destination development. This model places all parties in a complementary position to achieve common goals, not only oriented towards meeting halal standards, but also towards strengthening the local economic structure through community empowerment and small business actors.

Previously, academic studies on halal tourism in Indonesia were dominated by a focus on religious normative aspects, service standards, or market potential analysis. Research (Hanafi et al., 2024) focused on halal tourism based on Fatwa DSN MUI No.108/DSN-MUI/X/2016. The study (Akmal et al., 2021) focuses on the study of maqashid syariah in exploring halal tourism. Similarly, the study (Sumardi et al., 2025) focuses on halal tourism service standards using the Crescentrating approach model. Meanwhile, in-depth studies highlighting the collaborative governance mechanism in halal tourism management with a focus on strengthening the local economy are still relatively limited. This gap is an important research gap that needs to be filled. Therefore, this study aims to analyze and formulate strategies for optimizing halal tourism management through a collaborative governance approach as an effort to build an inclusive and sustainable local economy.

## **2. Literature Review**

In principle, collaborative governance places all actors in an equal position to interact harmoniously and in a coordinated manner. This is particularly evident in the synergy between government and non-government actors in jointly formulating and contextualizing various community interests. This model stems from the awareness that the complexity of public issues cannot be resolved unilaterally by the government, thus requiring collaborative mechanisms that enable various actors to interact equally and productively (Sher-Hadar et al., 2021). Ansell and Gash explain that collaborative governance is a technique or approach in the formulation of public policy that places deliberative processes and consensus at the core of decision-making (Ansell & Gash, 2008). In other words, policies are not only determined top-down, but through a process of dialogue, negotiation, and mutual agreement among the parties involved. Furthermore, Ansell and Gash mention that this collaborative governance flow is built through starting conditions, facilitative leadership, institutional design, and collaborative processes.

In this study, the author uses two main indicators from the collaborative governance framework proposed by Ansell and Gash, namely institutional design and collaborative process, as the basis for analysis in the development of halal tourism. The selection of these two indicators is based on the consideration that they have a more strategic role than the indicators of starting condition and facilitative leadership. Institutional design is very important in the context of halal tourism development because this sector requires a clear, focused institutional framework that is capable of accommodating halal standards. Meanwhile, collaborative process is at the core of collaborative practices in halal tourism management, because the success of halal destination development is highly dependent on communication, interaction, and joint decision-making processes among various stakeholders.

## **3. Methodology**

This research uses a qualitative approach with the library research method. Data collection was carried out through observation, interviews, and documentation. The primary data in this study was sourced from statements made by the Head

of Kaleke Village, the Director of BUMDes Kaleke Village, the Chair of POKDARWIS Kaleke Village, and the local community. Meanwhile, secondary data was obtained from documents, journals, and books directly related to the research theme. Data analysis in this study used the method (Matthew B. Miles 2014), which consists of (1) Data condensation, by simplifying the observation, interview, and documentation data obtained. (2) Data presentation, by displaying the results of data simplification based on sub-themes of discussion. (3) Drawing conclusions based on the themes presented in the data presentation stage.

## 4. Results and Discussion

### 4.1 Halal Tourism Management Model in Kaleke Village with a Collaborative Governance Approach Institutional Design and Collaborative Structure in Halal Tourism Management

The halal tourism management model in Kaleke Village with a collaborative governance approach actively involves various stakeholders who complement each other. Synergy between various local actors, namely BUMDes, Pokdarwis, village government, religious leaders, and the local community, each performs managerial functions that complement each other. BUMDes acts as the financial manager and main capital provider for the development and maintenance of tourism infrastructure. Pokdarwis acts as the operational implementer responsible for day-to-day destination management, including the arrangement of tourism activities, promotion, and the application of sharia-based tourism principles in field management. Meanwhile, the local community supports the managerial process by providing various tourism services, such as halal cuisine, tourism facility rentals, local handicraft production, and environmental cleanliness and sustainability activities. The presence of religious leaders also plays a normative role through counseling and supervision of Islamic values, ensuring that tourism practices remain in line with halal principles and local ethics

### 4.2 Collaborative Capacity in Halal Tourism Management

Although institutional structures have been formed through collaborative practices, the formal institutionalization process is still not optimal. Interviews with the head of POKDARWIS revealed that there are no regulatory documents related to halal standard operating procedures (SOPs) or technical guidelines that clearly regulate the division of roles, working mechanisms, and coordination flows between actors in the development of halal governance management. Furthermore, the directors of BUMDES and POKDARWIS stated that the availability of halal infrastructure and services also needs to be strengthened to support the effectiveness of destination management. Worship facilities are available in a simple manner but do not yet meet the comfort standards of Muslim tourists. Similarly, halal culinary services in MSMEs are still managed individually without certification or an integrated monitoring system. The majority of MSME products in the Kaleke destination environment are not yet halal certified. This condition shows that the functions of capacity building and innovation in halal tourism management have not been carried out systematically. Integrated training programs, institutional strengthening of the community, and policy support from the local government are needed to improve collective capabilities in managing halal destinations professionally, efficiently, and sustainably. This condition has resulted in the inconsistent application of halal principles in destination management, especially in terms of services, worship facilities, and the provision of tourism products and services.

**Table 1.** Forms of Collaborative Governance in Kaleke Halal Tourism

Aspect	Description
Institutional Design and Collaborative Structure	Halal tourism management involves various stakeholders: BUMDes, Pokdarwis, village government, religious leaders, and local communities. BUMDes: financial manager & main capital provider. Pokdarwis: operational implementation, promotion, management of sharia-based tourism activities. Local communities: tourism service providers (halal cuisine, facility rentals, handicrafts, cleanliness & environmental sustainability). Religious leaders: provide guidance and supervision of Islamic values. A collaborative structure is formed that complements the local actors.
Collaborative Capacity	There are no technical guidelines for halal SOPs. Halal infrastructure is still limited: worship facilities are simple and do not meet comfort standards. Halal culinary MSMEs are managed individually, are not yet certified, and there is no integrated monitoring system. The majority of MSME products do not yet have halal certification.

#### **4.3 Analysis of Halal Tourism Management in Kaleke Village with a Collaborative Governance Approach**

The halal tourism management model in Kaleke Village has demonstrated a fairly strong application of the principles of collaborative governance through the active involvement of various stakeholders in destination management. This collaborative pattern reflects the synergy between local actors such as BUMDes, Pokdarwis, the village government, religious leaders, and the local community in carrying out complementary managerial functions. The role of BUMDes as a provider of capital and financial manager supports the development and maintenance of tourism infrastructure. Pokdarwis plays a role in the daily operations of the destination, promotion, and implementation of sharia-based tourism principles. Meanwhile, the community participates by providing tourism services such as halal cuisine, facility rentals, and environmental preservation, while religious leaders perform a normative function to ensure that tourism activities remain in line with halal principles and local ethics. This synergy is the initial foundation for building an inclusive, participatory halal tourism management system based on the collective role of the community.

However, the analysis also revealed a significant gap between existing collaborative practices and the formal institutionalization of the halal tourism management system in Kaleke Village. Although coordination between local actors shows positive dynamics, the absence of regulatory documents, halal standard operating procedures (SOPs), and technical guidelines governing the division of roles and working mechanisms means that collaborative working patterns remain informal, unsystematic, and dependent on individual initiatives. These limitations are exacerbated by the condition of halal infrastructure and services that do not yet meet halal tourism destination standards, such as simple worship facilities, uncertified culinary services, and a lack of quality control and monitoring systems for MSME products. This situation shows that institutional capacity building, management innovation, and policy support are not yet strategic priorities in destination management. Meanwhile, according to (Policarpio Flores & Costa, 2024; Shahparan & Odilov, 2024) capacity building is an important strategy for strengthening tourism destination management in improving service quality, competitiveness, and social and environmental responsibility in a sustainable manner.

The lack of structural support in Kaleke Village has resulted in the suboptimal utilization of the collaborative potential that has been established, meaning that halal tourism management has not yet reached the ideal level of professionalism and sustainability. From a collaborative governance perspective, the success of collaborative governance is not only determined by the participation of various actors, but also by the existence of clear institutional structures and regulatory frameworks to regulate roles, coordination mechanisms, and accountability (Ansell & Gash, 2008). Without structural support, collaboration tends to be informal and dependent on individual initiatives, thus unable to guarantee long-term sustainability (Emerson et al., 2012).

In the context of halal tourism, strong regulations and structured institutions are important factors in ensuring service standards, sharia compliance, and increased destination competitiveness (Battour & Ismail, 2016; Henderson, 2016). Several studies show that weaknesses in regulation and institutional capacity are often major obstacles to the development of halal destinations, especially in areas that are still in the early stages of development (El-Gohary, 2016). Therefore, comprehensive halal regulations are needed to create procedural clarity, strengthen management legitimacy, and ensure consistent application of halal principles across all aspects of the destination.

In addition, the application of halal certification to tourism products and services also serves as a legitimizing instrument that can increase tourist confidence and expand the global halal tourism market (Samori et al., 2016). Targeted local government policy support strengthens all these aspects through facilitation, regulation, and incentives that support sustainability. Thus, the combination of formal regulations, human resource capacity building, halal certification, and supportive government policies will strengthen the halal tourism governance structure in Kaleke Village. This approach is in line with the collaborative governance theory, which emphasizes the importance of a solid institutional framework to create professional, competitive, and sustainable governance.

#### **5. Conclusion**

Based on the results of the research conducted, it shows that the halal tourism management model in Kaleke Village has reflected the principles of collaborative governance through the active involvement of various local actors, such as BUMDes, Pokdarwis, village government, religious leaders, and the community, who complement each other in carrying out the managerial functions of the destination. This synergy is the initial foundation for the formation of an inclusive and participatory halal tourism management system. However, this management still faces weaknesses in terms of institutional

and collaborative capacity, mainly due to the absence of clear halal guidelines and regulations, resulting in informal and unstructured collaborative work patterns. In addition, halal infrastructure and services, such as worship facilities and halal cuisine, are still limited and uncertified. This condition shows that the existing collaborative potential has not been optimally utilized due to weak structural support and institutional capacity. Therefore, the development of halal tourism in Kaleke Village requires strengthening institutional design, formulating halal regulations, implementing certification, increasing human resource capacity, and supporting local government policies to realize professional, competitive, and sustainable halal destination management.

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