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PARTICIPATORY COMMUNICATION AS THE FOUNDATION OF COLLABORATION IN COMMUNITY-BASED TOURISM DESTINATION DEVELOPMENT: A CASE STUDY OF RAMMANG-RAMMANG, SOUTH SULAWESI

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Abstract

The development of community-based tourism destinations relies not only on natural resource potential, but also on communication processes that enable the community and various stakeholders to foster mutual understanding and collaboration. This study aims to analyze how participatory communication shapes collaboration in the development of community-based tourism destinations in Rammang-Rammang, Maros Regency, South Sulawesi. The research employs a qualitative approach with a case study design. Informants were selected purposively, comprising the Salenrang Village Government, the Hutan Batu Tourism Awareness Group (Kelompok Sadar Wisata Hutan Batu), and local residents. Data were collected through in-depth interviews, observation, and documentation, and subsequently analyzed through data condensation, data display, as well as conclusion drawing and verification. The results indicate that participatory communication develops through three main processes. First, communication serves as a medium to build collective community awareness in responding to the threat of karst area exploitation and formulating conservation-based tourism as an alternative development path. Second, communication is institutionalized through Pokdarwis as a mechanism for coordination, community capacity building, partnership network development, and resource mobilization. Third, participatory communication fosters more inclusive governance through deliberation, equitable benefit sharing, dialogic problem-solving, and enhanced community welfare. This study concludes that participatory communication is not merely an instrument for community involvement, but rather the foundation connecting collective awareness, destination governance, and multistakeholder collaboration in realizing inclusive and sustainable community-based tourism.

Keywords: *Participatory Communication, Collaboration, Community-Based Tourism, Rammang-Rammang, Sustainable Tourism*

1. INTRODUCTION

The Rammang-Rammang tourist area in Maros Regency, South Sulawesi, exemplifies the growth of a community-based tourism destination born from local community initiatives. As part of the Maros–Pangkep UNESCO Global Geopark, this area possesses high geological, ecological, and cultural value while facing the ongoing challenge of maintaining

a balance between conservation and economic utilization. Interestingly, the development of Rammang-Rammang was not initiated by governmental tourism development programs, but rather by the collective awareness of the local community to protect the karst area from the threat of mining exploitation (Junaid, 2015). Throughout this process, local residents, the Salenrang Village Government, the Tourism Awareness Group (*Kelompok Sadar Wisata* / Pokdarwis), business actors, and various stakeholders established dialogic spaces, agreed upon shared objectives, and developed cooperative frameworks that ultimately gave rise to a community-based tourism destination. This phenomenon demonstrates that the successful development of a destination relies not solely on natural resource endowments, but also on communicative processes that enable diverse actors to forge collaborative efforts toward common goals.

This dynamic aligns with the paradigm shift in tourism development toward sustainable tourism, where success metrics are no longer confined to economic dimensions, but also encompass social welfare, cultural preservation, and environmental protection (Manaf et al., 2018). This shift positions local communities as central actors in the development trajectory, ensuring that destination success is evaluated not merely by visitor numbers or economic yields, but also by the capacity to generate social benefits, safeguard ecological integrity, and bolster community empowerment. In this regard, Community-Based Tourism (CBT) has emerged as an approach that establishes local communities as the owners, managers, and primary beneficiaries of tourism activities. Nonetheless, implementing CBT requires more than basic community involvement; it necessitates communicative processes capable of cultivating mutual understanding, trust, and structured coordination among diverse stakeholders.

From Jan Servaes' perspective, sustainable development cannot be attained through unidirectional, top-down communication patterns; instead, it demands people-centered communication that is dialogic, horizontal, and participatory (Gebeyehu & Jira, 2023; Murdia et al., 2026). Servaes emphasizes that development communication is not merely a matter of transmitting information, but is a social process that empowers communities to articulate challenges, formulate solutions, build consensus, and execute collective action rooted in their own needs and lived experiences. Consequently, communication is conceptualized as an empowerment process that transforms community members into active subjects of development rather than passive policy recipients.

This perspective indicates that the efficacy of community-based development is heavily contingent upon the quality of communication established among participating actors. Participatory communication not only generates spaces for dialogue, but also builds trust, reinforces social ties, expands collaborative networks, and facilitates collective decision-making (Odoom et al., 2024; Riu et al., 2026). Within community-based destination development, communication serves as the connective mechanism linking the community, government entities, tourism management associations, the private sector, and other parties

to align interests toward sustainable governance. Thus, participatory communication should not be viewed merely as an auxiliary tool for development, but as the foundational bedrock that allows the developmental process itself to unfold.

Previous research has extensively highlighted the critical role of community participation in Community-Based Tourism development (Perdana, 2025; Arif & Windarsari, 2026). However, most prior investigations have predominantly focused on levels of citizen participation, destination development strategies, economic impacts, or CBT implementation models (Buditiawan & Harmono, 2020; Tohopi et al., 2025; Windarsari & Arif, 2026). These studies generally delineate *what* forms community participation takes, yet remain limited in elaborating *how communication processes shape collaboration* among actors endowed with divergent interests, roles, and resources. This scholarly gap is equally evident in existing literature on Rammang-Rammang, which has largely concentrated on destination strategies, community empowerment models, CBT implementation frameworks, and natural resource assessments.

Addressing this gap, the present study aims to analyze how participatory communication shapes collaboration in the development of community-based tourism destinations in Rammang-Rammang. Grounded in Jan Servaes' Participatory Communication paradigm, this study conceptualizes communication as a developmental process fostering collective consciousness, local capacity building, collaborative networking, and shared decision-making. The novelty of this study lies in unraveling the communicative mechanisms that link community participation to collaborative governance in a geopark-based community destination. Ultimately, this research is expected to enrich development communication scholarship and provide actionable insights for enhancing sustainable destination governance.

2. RESEARCH METHOD

This study employed a qualitative approach with a case study design to gain an in-depth understanding of the actors' roles within participatory communication in the development of the Rammang-Rammang tourism destination, Maros Regency, South Sulawesi. This approach was selected for its capacity to unpack the dynamics of interaction, meaning-making, and empirical experiences of actors within a real-life setting. Research informants were selected through purposive sampling, prioritizing individuals directly engaged in destination development, including the Salenrang Village Government, the Hutan Batu Tourism Awareness Group (Pokdarwis), and local residents.

Data were collected through in-depth interviews, direct observation, and documentary review to acquire comprehensive insights into the participatory communication processes governing destination management (Creswell & Poth, 2018). Data validity and trustworthiness were established using source and technique triangulation by comparing information across different informants and data gathering methods. This triangulation

enhanced the credibility and consistency of empirical findings. Data analysis followed the interactive model encompassing data condensation, data display, and conclusion drawing and verification. The analytical findings were subsequently interpreted through a participatory communication framework to elucidate the distinct roles of each actor in the development of Rammang-Rammang.

3. RESULTS AND DISCUSSION

3.1 Participatory Communication as a Collective Response to Area Threats

Community-based tourism in Rammang-Rammang did not originate from government policies or planned tourism programs, but from community efforts to defend the karst ecosystem against mining exploitation. Research findings indicate that early-stage participatory communication emerged as a collective response to this existential threat. In this setting, communication was not initially intended to construct a tourism industry; instead, it served as a dialogic space enabling residents to forge a shared understanding regarding the future of their landscape. Consequently, the emergence of Rammang-Rammang as a tourism destination was the culmination of a communicative process that preceded tourism development itself.

This trajectory was articulated by Nahar, who explained that Rammang-Rammang was originally slated to become a limestone quarry. However, the community chose to mount resistance through legal channels and advocacy, recognizing that mining operations would devastate the karst landscape that formed their living space. As Nahar noted:

> *"Rammang-Rammang was actually designed not as a tourist destination, but as a mining site. Several mining companies had entered the area, but local residents realized it would cause substantial adverse impacts. Thus, they resisted through legal avenues rather than frontal conflict.... It turned out they wanted to preserve their natural environment. From that point onward, visitors from outside began arriving."*

This excerpt demonstrates that tourism was not the community's initial objective; their primary imperative was preserving the karst environment. However, the communicative exchanges unfolding during the anti-mining advocacy fostered a new perspective: conservation and tourism could proceed synergistically. In other words, participatory communication not only consolidated an agreement to reject mining, but also created shared meaning that the karst landscape held both ecological and economic value that could be sustained through community-based tourism.

These findings illustrate that participatory communication in this context developed through a bottom-up trajectory. Change initiatives originated from community members who established internal dialogue prior to securing institutional backing from the government or other organizations. This aligns with Jan Servaes' thesis (Gebeyehu & Jira, 2023), which posits participatory communication as a dialogic process empowering

communities to act as developmental subjects through reciprocal idea exchange and collective decision-making. In Rammang-Rammang, communication did not operate as a top-down conduit for governmental directives, but functioned as a social mechanism allowing residents to independently determine the developmental course of their territory.

Once collective awareness crystallized, the community alongside Pokdarwis disseminated information to local residents concerning plans to manage the area as a tourism destination. Remarkably, these communication processes transpired well before formal governmental agencies actively engaged in area management. As Nahar reflected:

> *"Even before formal village deliberations (musyawarah) were held, we had already conducted outreach to the surrounding community, conveying our plan to transform this area into a tourist destination that would benefit local residents, and they agreed. In truth, the government had not yet stepped in."*

This testimony underlines how destination legitimacy was established via horizontal communication at the grassroots level. Outreach was not a mere transmission of development plans; rather, it served as a deliberative forum allowing residents to deliberate on the benefits, risks, and overarching objectives of regional development. The resulting consensus did not reflect passive deference to local elites, but represented an authentic communicative process engaging community members as primary stakeholders. This supports Mefalopulos' (2008) argument that participatory communication seeks to construct spaces for the "negotiation of meaning," thereby endowing development decisions with robust social legitimacy.

The efficacy of this communication was further reinforced by the social fabric of Kampung Berua, characterized by close kinship ties. Dg. Serang, a local resident and tourism entrepreneur, recounted:

> *"Everyone in this village (Berua) shares blood relations because my ancestor was the first to settle here—I am the sixth generation. Currently, there are only 18 households here. That is why, during the land acquisition and area protection efforts, we were in complete agreement."*

This observation highlights that communication unfolded within social relations underpinned by mutual trust and a shared sense of territorial belonging. These close-knit social ties facilitated consensus regarding the urgency of liberating the area from mining exploitation. Hence, the success of participatory communication in Rammang-Rammang was driven not only by conversational intensity, but also by preexisting social capital embedded within the community. In CBT literature, social capital constitutes a crucial prerequisite, enabling communities to mobilize collective action and maintain fidelity to common goals.

The shared agreement culminated in the establishment of the Hutan Batu Tourism Awareness Group (Pokdarwis) as a local entity to coordinate destination development.

However, findings reveal that Pokdarwis was not the origin of participatory communication; it was the institutional outcome of ongoing dialogue. The organization garnered legitimacy precisely because it sprang from grassroots consensus on environmental protection and conservation-based tourism. Thus, participatory communication preceded institutional creation, not vice versa. Once the destination gained traction, Pokdarwis and the local Tourism Office formally adopted an ecotourism framework to guide regional development. Nahar explained:

> *"Our core concept for Rammang-Rammang has always been ecotourism. We genuinely showcase nature tourism. We continuously improve because we are providing services. When visitors are satisfied, we share that satisfaction."*

Adopting an ecotourism concept indicates that community priorities did not drift from conservation toward unrestrained commercialization. Instead, early participatory communication anchored development models that preserved ecological sustainability as the primary value proposition. This underscores that participatory communication produces not only tourism development plans, but also foundational values that steer long-term management.

Synthesizing these findings, participatory communication in Rammang-Rammang evolved through three distinct stages: (1) the crystallization of collective consciousness responding to mining threats; (2) deliberative outreach establishing social legitimacy for tourism; and (3) the formalization of Pokdarwis as the institutional embodiment of community communication. This trajectory demonstrates that communication is not merely an auxiliary instrument, but the bedrock that allows communities to convert environmental conflict into community-based development opportunities.

3.2 Participatory Communication as the Foundation for Destination Management

After participatory communication consolidated collective awareness around karst preservation, the process evolved into a structured governance mechanism through Pokdarwis Hutan Batu. Findings demonstrate that communication expanded beyond unifying community perceptions into an instrument for coordination, decision-making, resource mobilization, and capacity building. Consequently, participatory communication underwent institutionalization, transitioning from informal civic exchanges into a collaborative architecture supporting community-based tourism governance.

A prominent manifestation of this institutionalization was Pokdarwis' capacity to establish external networks to fulfill infrastructure and development needs. Crucially, external assistance was not handed down unilaterally by governmental bodies or corporations; rather, it stemmed from proactive outreach and proposals driven by Pokdarwis. Nahar stated:

> *"Initially, all of this was secured through CSR proposals we submitted to Bank Indonesia (BI), alongside other support. For instance, the pier, public restrooms, and prayer room (mushollah) came from BI. PT Angkasa Pura also partnered with us, providing the pier and facilities in front of Pier 1. Additionally, an attraction spot below was built by Semen Bosowa… Physical assistance from the government arrived much later."*

This shows that tourism infrastructure did not emerge spontaneously following initial popularity. Piers, sanitation facilities, prayer rooms, and meeting pavilions (*baruga*) resulted from community-led networking and strategic engagement with key stakeholders. This highlights participatory communication as an effective resource mobilization mechanism. In this setting, communication unified local perspectives while unlocking external financial, technical, and institutional resources previously beyond community reach.

These insights expand upon Rahim's (1994) conception of participatory communication. Whereas Rahim emphasizes communication as an instrument to foster internal project involvement, the Rammang-Rammang case shows communication operating as a bridging mechanism to build outward collaborative networks with external stakeholders. Communication moved beyond inward community deliberations to build operational bridges between local actors, governmental authorities, corporate donors, and civil institutions.

In addition to external networking, participatory communication enhanced community capacity as frontline tourism actors. Pokdarwis partnered with the Maros Regency Department of Culture and Tourism to organize training sessions focusing on *Sapta Pesona* (the Seven Charms of Tourism hospitality), service excellence, and visitor etiquette. Nahar elaborated:

> *"The Tourism Office conducted outreach and training sessions once or twice to provide guidance to our team. This included Sapta Pesona, because working in tourism requires knowing how to welcome guests and handle hospitality properly."*

These initiatives reveal that communication functioned as an ongoing social learning process. Residents exchanged experiences, sharpened hospitality skills, and internalized values vital to destination sustainability. Participatory communication thus served as a capacity-building mechanism, strengthening local autonomy and professionalism in destination management.

Capacity development extended beyond formal government-backed training. Pokdarwis and local residents initiated self-directed learning programs addressing organic community needs, such as community English classes and environmental education through ecobrick workshops. These initiatives transformed participatory communication into a communal learning arena engaging various demographics and age groups, embedding a culture of lifelong learning essential for sustained management.

Nonetheless, institutionalizing communication encountered notable challenges. Certain residents initially harbored skepticism toward Pokdarwis programs, particularly regarding empowerment activities and handicraft training. Rather than imposing top-down mandates or sanctions, leaders relied on persistent persuasive communication. Nahar remarked:

> *"We also faced challenges regarding local mindsets, such as encouraging people to produce handicrafts, which was quite difficult at first. However, the community leadership continued utilizing persuasive approaches so people would gradually understand."*

This underscores that participatory communication encompasses consensus-building as well as managing intra-community divergences. Pokdarwis' reliance on persuasion proves that social transformation resists top-down enforcement, requiring iterative dialogue until shared goals are internalized. This corroborates Mefalopulos (2008), who frames development communication as an iterative negotiation engaging citizens as co-creators of change rather than passive targets.

In summary, the institutionalization of participatory communication unfolded across three interrelated dimensions: (1) establishing collaborative networks for resource mobilization; (2) driving capacity building through mutual learning; and (3) managing change persuasively to ensure continuous civic participation. The success of Rammang-Rammang is therefore rooted not simply in having a formal group like Pokdarwis, but in its ability to institutionalize communication as the core of destination governance.

3.3 The Impact of Participatory Communication on CBT Destination Development

Participatory communication not only fostered mutual understanding and structured governance, but also produced tangible socioeconomic transformations. Beyond economic improvements, it created equitable benefit-sharing arrangements, elevated community trust toward management, and reinforced communal commitments to karst conservation. Consequently, participatory communication bolstered long-term sustainability by harmonizing conservation mandates with local socioeconomic priorities.

A pivotal empirical finding is the implementation of an equitable benefit-sharing mechanism established via collective community deliberations (*musyawarah*). Riverboat transport concessions were deliberately prioritized for families whose agricultural land or fishponds were directly impacted by tourism activities along the Pute River. Formulated collaboratively during early planning phases, this policy gained widespread acceptance as an established community norm. Nahar noted:

> *"And those who own boats are residents affected by river activities... fishponds bordering this river that were impacted, as well as adjacent lands. Therefore, directly*

affected households receive priority opportunities... not just anyone can register as a boat operator. That is the rule: affected parties are given the right to participate."

This shows that participatory communication produced equitable distribution mechanisms attuned to local justice. Rather than commercializing business licenses openly, the community prioritized households bearing the highest externalities from zoning shifts. Communication thereby functioned as a dispute-mitigation tool that preserved the social legitimacy of tourism governance.

A similar collaborative philosophy governed physical asset development. The construction of Pier 1 initially faced complications because it stood on privately owned community land. Rather than expropriating land, stakeholders utilized deliberative dialogue to negotiate a revenue-sharing agreement between destination managers and landholders. As Sumantri explained:

"Regarding obstacles, one issue was land ownership... residents needed to understand how Rammang-Rammang could be developed collaboratively... so in that case, we instituted a revenue-sharing system with the landowner."

This exemplifies participatory communication as a conflict resolution mechanism. Avoidance of land expropriation in favor of negotiated revenue-sharing protected community trust and collective ownership, which are indispensable pillars of CBT sustainability.

Moreover, participatory communication directly enhanced local economic welfare. Prior to tourism development, most residents depended on seasonal agriculture characterized by volatile incomes. The tourism sector introduced diversified revenue streams through boat transportation services, culinary stalls, and artisanal services. One boat operator shared:

"Before this area was turned into a tourist destination, most of us worked as farmers, and even our daily meals were uncertain. But now, by transporting tourists two to three times a day, alhamdulillah, our needs are adequately met...."

This testimony indicates that economic gains were not solely the passive outcome of rising tourist volumes, but the result of deliberate governance structures ensuring broad and equitable economic access. Participatory communication ensured tourism dividends benefited local households broadly rather than concentrating within management elites.

These findings illustrate that participatory communication achieves outcomes far beyond nominal civic engagement metrics. It builds relational trust, reinforces equity, and solidifies collective stewardship over destination assets. This directly reflects core CBT tenets, wherein communities act simultaneously as primary decision-makers and key beneficiaries. When communities experience equitable returns and possess meaningful agency in managerial dialogues, their commitment to sustaining the destination deepens considerably.

In conclusion, participatory communication generated multidimensional impacts exceeding communicative exchange. Through deliberation, dialogue, and collaborative governance, the community formulated fair benefit-sharing models, resolved managerial frictions cooperatively, and enhanced local livelihoods without compromising the ecological sanctity of the karst ecosystem. This substantiates the study's central premise: participatory communication is not merely an instrumental mechanism for community involvement, but the indispensable foundation enabling community-based tourism to thrive inclusively and sustainably

4. CONCLUSION

This study shows that participatory communication plays a fundamental role in developing community-based tourism destinations in Rammang-Rammang, Maros Regency. Contrary to views that position communication merely as an instrument for information dissemination or basic community involvement, the empirical findings reveal that communication evolves as a vital social process that builds collective consciousness, strengthens destination governance, and fosters multistakeholder collaboration.

In the initial stage, participatory communication emerged as a collective civic response to the threat of karst exploitation. Through dialogue, outreach, and deliberative forums (*musyawarah*), the community established a shared consensus to preserve environmental integrity while formulating conservation-oriented tourism as an alternative development model. As the destination developed, communication transitioned into the operational bedrock of management through structured coordination, local capacity building, collaborative partnership networking, and dialogic problem-solving.

Furthermore, these findings confirm that participatory communication serves as the foundation for collaboration in community-based tourism development. Communication fosters mutual trust, ensures equitable benefit-sharing mechanisms, and sustains collective commitment to preserving the karst landscape. Consequently, the success of Rammang-Rammang was driven not merely by governmental interventions, the establishment of Pokdarwis, or external corporate assistance, but fundamentally by the community's capacity to build inclusive and sustainable communication systems. Conceptually, this study contributes by showing that participatory communication does not simply boost participation metrics; it forms the core foundation connecting collective consciousness, participatory governance, and multistakeholder collaboration toward sustainable tourism.

This study is limited to a single community-based tourism destination, meaning the social and institutional characteristics identified may not be entirely generalizable to other settings. Future research is encouraged to conduct comparative studies across diverse community-based tourism destinations in different regions to gain a more comprehensive understanding of participatory communication dynamics in supporting sustainable tourism governance and collaboration.

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