Penta Helix Collaboration for Sustainable Tourism in Tutuala, Timor Leste

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Abstract: Abstract: Penta Helix collaboration is an important approach in developing sustainable tourism destinations, especially in areas where natural and cultural tourism potential is not yet optimal, such as Tutuala, Lautem, and Timor Leste Districts. This study aims to identify, analyze, and systematize literature related to the role of Penta Helix—which includes government, academics, business, communities, and media—in supporting sustainable tourism development in the region. Using the Systematic Literature Review (SLR) method, this article examines various previous studies to map cross-sector collaboration in increasing tourist attractions and their impacts on environmental, social, and economic sustainability. The results of the study show that the active involvement of each Penta Helix element is very influential in strengthening destination governance (Dredge & Jenkins, 2019; Yusran et al., 2020), expanding the tourism market (Sigala, 2020; Truong & Hall, 2021), and improving the quality of life of local communities (Goodwin, 2019; Cruz et al., 2021). However, challenges related to coordination between stakeholders and limited resources are still major obstacles in implementing this collaborative strategy (Jamal & Stronza, 2019). Therefore, stronger synergy efforts are needed, as well as the role of the media in promoting tourism potential and raising awareness of the importance of sustainability in tourism.

Keywords: Penta Helix, sustainable tourism, collaboration, Tutuala, Timor Leste.

INTRODUCTION

Tutuala District, located at the eastern tip of Timor-Leste, has significant natural and cultural tourism potential, including the Nino Konis Santana National Park and rich archaeological sites. Sustainable tourism development in this area is essential to maximize this potential without disrupting the ecological and social balance (Khan et al., 2020; McKercher & du Cros, 2021). Sustainable tourism supports local economic growth by creating jobs and promoting local products, in line with the Sustainable Development Goals (SDGs), which emphasize the balance between economic growth, environmental sustainability, and social

inclusion (Carlsen et al., 2020). In the context of Timor-Leste, sustainable tourism development can also play a key role in advancing the national economy, while maintaining cultural authenticity and natural sustainability (Dwyer et al., 2021).

The Penta Helix concept offers a collaborative approach involving five main elements: government, academics, business actors, communities, and media, which together can support sustainable tourism development (Carlsen et al., 2020). The government acts as a policy maker and development facilitator, while academics contribute through research and development of innovations in the tourism sector (Tajeddini et al., 2020). Business actors play an important role in providing environmentally friendly products and services and supporting the local economy through sustainable business practices (Hudson & Hudson, 2020). Local communities are the main guardians of cultural and environmental sustainability, who are directly involved in the provision of community-based tourism products (Lechner & Dowling, 2020). On the other hand, the media plays a role in promoting destinations globally and educating the public about the importance of sustainable tourism (Sigala, 2021). Through this approach, Penta Helix is able to create effective collaboration to maximize the potential of tourist destinations such as Tutuala District, while maintaining environmental, social, and economic balance (McKercher & du Cros, 2021).

Thus, sustainable tourism development in Tutuala District requires the integration of various stakeholders as a whole, as well as a holistic and targeted approach (Aas et al., 2019). Amidst the enormous potential of natural and cultural tourism, good management is the key to preventing negative impacts such as environmental exploitation and cultural degradation (Tajeddini et al., 2020). As a destination that is still in the development stage, Tutuala District has a great opportunity to highlight its authentic characteristics as the main attraction, where sustainable development can have a positive impact on the lives of local people and maintain the sustainability of its natural resources (Dwyer et al., 2021).

Ultimately, the Penta Helix concept emerged as an ideal framework to integrate the roles of various stakeholders (Aas et al., 2019). Through collaboration between government, academics, business actors, communities, and the media, each sector can leverage their expertise and resources to drive more synergistic development (Carlsen et al., 2020). The government must lead with clear regulations and support innovation, academics provide theoretical and practical foundations through research, businesses implement business models that support sustainability, and communities maintain local tourism attractions, both from an environmental and cultural perspective (Lechner & Dowling, 2020). The media, with its communication power, plays a vital role in disseminating information and educating the wider community about Tutuala's tourism potential and the importance of protecting the environment (Sigala, 2021).

With good coordination and synergy between stakeholders, challenges such as limited infrastructure, lack of human resource capacity, and low awareness of sustainable tourism can be overcome. Collective efforts from each stakeholder will not only strengthen the tourism sector in the region but also ensure long-term environmental, social, and economic sustainability (Aas et al., 2019; McKercher & du Cros, 2021).

The purpose of this study is to understand the role and contribution of each element of the Penta Helix—including government, academics, business actors, communities, and media—in supporting sustainable tourism development in Tutuala District, Lautem, Timor Leste. Through this study, it is hoped that a comprehensive view can be obtained regarding the importance of cross-sectoral collaboration and effective strategies in optimizing the potential of tourist destinations.

   a. Identifying the Role of Each Pentahelix Structure in Sustainable Tourism Development
   b. Analyzing Collaborative Contributions in the Penta Helix Framework to Address Existing Challenges.

c. Mapping the Influence of Petahelix Elements on Social, Economic, and Environmental Sustainability
d. Developing Data-Driven Recommendations to Improve the Effectiveness of Stakeholder Collaboration

METHOD

In this study, the researcher will use a qualitative method with a single case study approach to deeply understand stakeholder collaboration in the Penta Helix framework for sustainable tourism destination development in Tutuala District, Dili, Timor Leste. However, for MSME research, the Systematic Literature Review (SLR) method will be used to identify, evaluate, and synthesize relevant literature. SLR was chosen because it provides a systematic, transparent, and replicable approach in collecting and assessing existing literature (Snyder, 2019).

To support the method used, the author uses the Pentahelix approach as a practical framework in data collection or analysis. The Pentahelix framework model in this study can be seen as follows:
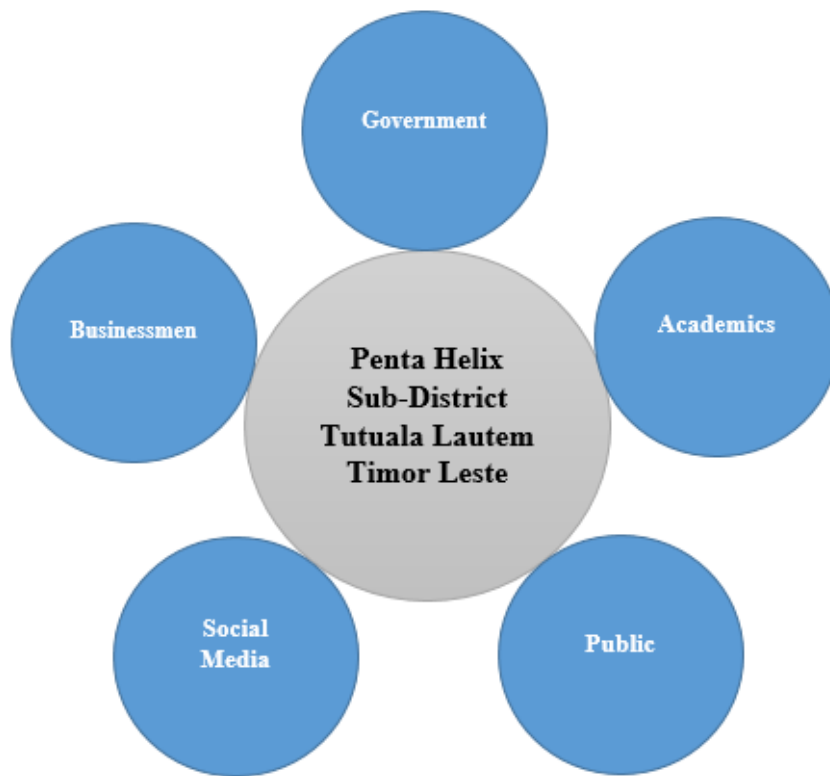

Figure 1. Research Flow Diagram

The Penta Helix model in the context of sustainable tourism development, as implemented in Tutuala District, Lautem, Timor Leste, is a collaborative approach involving five main elements, namely government, academics, business actors, communities, and the media. This collaboration between stakeholders aims to create synergy in developing tourism destinations that are not only competitive but also socially, economically, and environmentally sustainable.

1. Government: The government plays an important role in establishing policies and regulations that support sustainable tourism development. In addition, the government is also responsible for building basic infrastructure such as road access, security, and other

public facilities that support the tourism sector (Dredge & Jamal, 2021; Rozhkova et al., 2020).

2. Academics: Academics contribute through research and development of innovations relevant to destination management. Research from academics is very helpful in providing data and analysis on tourism impacts and in offering evidence-based recommendations for sustainable development strategies (Carter et al., 2023; Pham et al., 2021).

3. Businessman: The business sector plays a role as a driver of the local economy by providing services and products for tourists, such as accommodation, transportation, and food. Business actors are also responsible for implementing sustainable business practices, such as waste management and efficient use of resources (Moreno-Izquierdo et al., 2022; Torres-Delgado & Saarinen, 2021).

4. Public: Local community involvement is very important in maintaining the authenticity of the culture and environment of tourist destinations. Communities who are actively involved will not only feel ownership of the tourist destination, but will also be more motivated to preserve the local environment and culture (Simangunsong & Mahfud, 2021; Dangi & Jamal, 2020).

5. Media: Media plays a role in promoting tourism destinations, raising public awareness, and educating tourists about the importance of sustainability. Media helps disseminate information about the potential and challenges faced in developing tourism destinations, as well as in building a positive image for the destination (Kim et al., 2022; García-Rosell et al., 2021).

Overall, the Penta Helix model enables inter-sectoral synergies that strengthen sustainable tourism destination management. This collaboration also has the potential to reduce challenges such as resource constraints and lack of awareness of sustainability (Harilal et al., 2023; Dangi et al., 2022).

RESULT AND DISCUSSION
Study Search and Selection Process

After conducting a search based on keywords and inclusion criteria, relevant articles were then filtered through several stages. The first stage is filtering based on title and abstract. Articles or journals whose titles are not relevant or do not match the focus of the research will be eliminated using the VOSviewer program (Moher et al., 2019; Kitchenham & Charters, 2019).
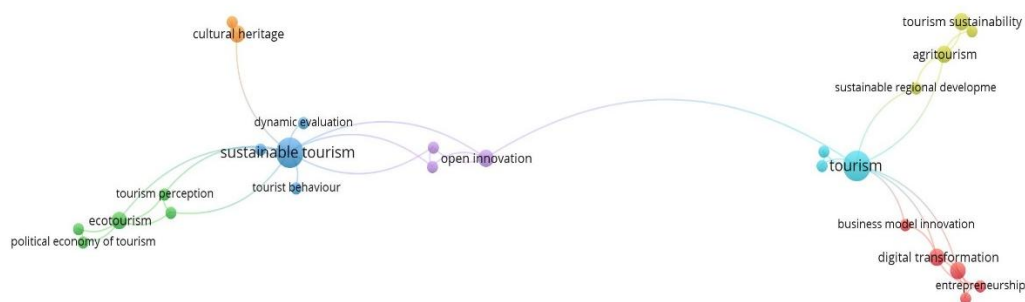

Figure 2.Vos Viewer improves Network Visualization

The second stage, full text evaluation. Articles that pass the first stage will be read in full to determine their relevance to this research, based on references (name, year, title preferably using Zotero/Mendeley software), problems studied, objectives/formulation of

research problems, methods, important conclusions, and implications of findings in the journal (Kitchenham & Charters, 2019; Moher et al., 2019). The third stage, critical assessment. Articles that pass the selection will be assessed based on the quality of the research methodology and their contribution to the topic discussed, namely stakeholder collaboration in Penta Helix for sustainable tourism destination development (Moher et al., 2019).

Reporting Findings

The results of the literature synthesis will be presented in a systematic narrative form, covering key findings related to stakeholder collaboration within the Penta Helix framework for sustainable tourism destination development in Tutuala District. The findings will be presented thematically based on the roles of each stakeholder, challenges, and opportunities in collaboration, as well as policy implications and practical recommendations for future tourism development (Petticrew & Roberts, 2006; Kitchenham & Charters, 2007; Moher et al., 2009).

This SLR method is expected to provide a comprehensive understanding of how collaboration between stakeholders, especially within the Penta Helix framework, can contribute to the development of sustainable tourism in Tutuala District, while also identifying strategies that can be used to overcome various challenges in the process.

The stages in conducting SLR require various strategic steps and methods in searching for references related to the intended research. At this stage, it will be included with search keywords.

The literature search keywords in this study areThe first method is to identify relevant literature studies through searches on leading academic databases, such as Google Scholar, Scopus, Web of Science, ProQuest, and ScienceDirect. The identified literature studies will focus on the topics of stakeholder collaboration, the Penta Helix concept, and sustainable tourism development. In addition, studies related to the context of Timor Leste or regions with similar characteristics are also part of the search process. The selection is based on stages, namely the first is selecting publishers, the second is identifying and analyzing literature abstracts, the third stage is identifying and analyzing through literature output. The selection is carried out by inclusion and exclusion with the criteria as shown in Table 1.

Table 1. Inclusion and Exclusion Criteria

Inclusion	Exception
Publication Articles in English	Non-English published articles
Using articles with titles that do not match the research questions and keywords that have been determined	Do not use literature whose titles do not match the research questions and keywords.
Articles published in the last five years, namely 2019-2024	Articles published more than 6 years ago are not used.
Using scientific article journals	Do not use conference proceedings in e-book form.
Using journals that are relevant to the research problem topic being discussed.	Perform duplicate article deletion

In the 2nd review section, an analysis of the article content is carried out. This review stage is carried out by analyzing the abstracts of several remaining journals, then: 1) eliminating literature with abstracts that are not related to the keywords specified by the author; 2) eliminating literature with main problems, research methodology that falls into the method category.machine learning models on fraud in online financial transactions; 3) Removal of articles with content or paper formats that are too general.

The remaining results in Review 2 will be grouped based on the information system development method used. Then in the final stage, the researcher conducts a selection. The results of the selection are by assessing the quality of the paper based on the Quality Assessment (QA) list.

The Role of Penta Helix Elements in Sustainable Tourism Development

In the context of sustainable tourism development in Tutuala District, the role of each element of the Penta Helix is very important. The government acts as a regulator and facilitator, which establishes policies and regulations that support environmentally friendly and sustainable tourism development. The results of the study show that effective government policies can encourage collaboration between various stakeholders and create an environment that supports sustainable tourism (Tajeddini et al., 2020).

Academics have an important role in providing relevant knowledge and research, which can help formulate better tourism development strategies. Research shows that collaboration with academics can improve the quality of training and capacity building programs in the tourism sector (Dwyer et al., 2021).

Business people in the tourism sector, including accommodation providers and tourism activities, must commit to implementing sustainable business practices. Studies show that businesses that adopt sustainable practices not only improve their reputation but also attract more environmentally conscious visitors (Becken & Simmons, 2019).

Local communityact as guardians of culture and environment. Their participation in the decision-making process is essential to ensure that tourism development is aligned with local interests and values. Research shows that community involvement can increase social acceptance of tourism projects (Chochol & Jankowski, 2020).

Media serves as an important information channel, helping to promote destinations and build awareness about sustainable tourism. Media that actively supports sustainability campaigns can influence public perception and increase tourists' interest in visiting the destination (Buhalis & Mendes, 2019).

Challenges in Stakeholder Collaboration

While there are many benefits to stakeholder collaboration in the Penta Helix, there are also challenges that need to be addressed. One of the main challenges is the lack of effective communication between stakeholders. Research shows that poor communication can hinder the collaboration process and lead to misunderstandings between the parties involved (Lechner & Dowling, 2020).

Limited resourcesalso a significant barrier to collaboration. Many stakeholders, especially in local communities, may not have access to the resources needed to participate effectively in sustainable tourism development. Research shows that investment in training and capacity building is essential to empowering local communities (Almeida et al., 2021).

Conflict of interest Tensions between stakeholders also often arise, especially between business actors who focus on short-term profits and governments that are more oriented towards long-term sustainability. Research shows that good mediation and negotiation are needed to reach mutually beneficial agreements (Erdogan & Baris, 2020).

Strategy to Increase Synergy Between Stakeholders

To overcome existing challenges and increase synergy between stakeholders in sustainable tourism development in Tutuala District, several strategies can be applied. First, it is important to build an effective communication platform among stakeholders. Research shows that regular forums and open discussions can help strengthen relationships between stakeholders (Peters & Schubert, 2021).

Second, training programs to improve the capacity of stakeholders, especially among local communities, need to be strengthened. Research shows that appropriate training can improve community knowledge and skills, so that they can participate more actively in tourism development (Kumar et al., 2020).

Third, there needs to be inclusive policy development that involves all stakeholders in the decision-making process. Research shows that policies that involve input from all parties tend to be more accepted and effective in their implementation (Feng et al., 2020).

By implementing this strategy, it is hoped that collaboration between stakeholders within the Penta Helix framework can contribute to the success of sustainable tourism development in Tutuala District.

The Impact of Penta Helix Collaboration on Sustainable Tourism Development

Collaboration within the Penta Helix framework has a significant impact on sustainable tourism development in Tutuala District. Through this collaboration, various stakeholders can leverage their respective resources, expertise, and networks to achieve common goals. Research shows that effective collaboration can improve destination competitiveness and attract more environmentally conscious visitors (Khan et al., 2020). By leveraging the expertise of government in public policy, academics in research and innovation, and business actors in implementing sustainable practices, tourism destinations can develop sustainably.

The involvement of local communities in this process can also foster a sense of ownership of the tourist destination, so that they are more motivated to maintain and preserve local natural and cultural resources. Research by McKercher and du Cros (2021) shows that the involvement of local communities not only improves environmental sustainability but also strengthens social relations within the community.

The Role of Technology in Supporting Collaboration

In today's digital era, technology plays an important role in supporting collaboration between stakeholders in sustainable tourism development. Digital platforms can be used to facilitate communication, information sharing, and collaboration between stakeholders. Sigala's (2021) research shows that information and communication technology (ICT) can increase efficiency and effectiveness in tourism management, allowing stakeholders to share data and resources in real time.

The use of apps and social media can also help promote sustainable tourism in a more engaging and interactive way. For example, promotional campaigns using social media can reach a wider audience and create greater awareness of the importance of sustainability among tourists (Hudson & Hudson, 2020).

Penta Helix Model for Sustainable Development

The Penta Helix model provides a holistic framework for stakeholder collaboration in sustainable tourism development. In this model, each element has a clear and complementary role. Research by Carlsen et al. (2020) shows that the Penta Helix model can help identify collaboration opportunities and create synergies between various stakeholders. Thus, this model not only supports tourism development but also improves economic, social, and environmental well-being in the area.

The implementation of the Penta Helix model also requires ongoing monitoring and evaluation to ensure that the collaboration is running well and achieving the desired goals. Research by Aas et al. (2019) emphasizes the importance of outcome-based evaluation to measure the impact of collaboration and adjust strategies if necessary.

Recommendations for Penta Helix Collaboration Development

Based on the analysis results, there are several recommendations to improve Penta Helix collaboration in developing sustainable tourism in Tutuala District:
   a. Stakeholder Capacity Building:Implement training programs to improve stakeholders' understanding and skills regarding sustainable tourism principles.
   b. Flexible Policy Development:Policies that support collaboration between stakeholders need to be developed with a flexible and responsive approach to dynamics on the ground.

c. Improved Communication and Transparency:Ensuring that there are effective communication channels between all parties involved to increase trust and collaboration.
d. Utilization of Digital Technology:Using digital platforms to support communication, data collection and promotion of sustainable tourism destinations.
e. Increasing Community Participation:Exploring potential and involving local communities in decision making to ensure that they have a voice in tourism development.

By implementing these recommendations, it is hoped that collaboration between stakeholders within the Penta Helix framework can be more effective and have a positive impact on the development of sustainable tourism in Tutuala District.

Discussion

Discussion of the results of the Systematic Literature Review (SLR) on stakeholder collaboration within the Penta Helix framework for sustainable tourism destination development in Tutuala District, Dili, Timor Leste, shows the importance of synergy between various stakeholders in creating long-term sustainability for local tourism. Findings from the analyzed literature reveal several important points that underlie the success of sustainable tourism destination development through Penta Helix collaboration.

The Importance of Government as a Policy Maker

Most studies highlight the role of government as the main driver in creating policies that support sustainable tourism. The government plays a role in providing basic infrastructure, regulating environmental regulations, and facilitating cross-sectoral cooperation which are very important for the development of environmentally friendly and sustainable tourism (Redge & Jenkins, 2019). In Tutuala District, the government is expected to provide support in the form of policies that are oriented towards inclusive development, involving local communities and the private sector, and ensuring the implementation of strict environmental standards to maintain the authenticity and sustainability of nature (Yusran et al., 2020).

The Role of Academics in Providing Data-Driven Research

The contribution of academics in the Penta Helix framework is to provide theoretical and practical foundations for informed decision-making. Studies show that academic research can provide in-depth understanding of tourist behavior, economic potential, and environmental impacts of tourism development (Hall, 2018). Academics also play a role in developing education and training programs to increase the capacity of local communities to run sustainable tourism businesses (Matenga & Dai, 2019). Thus, data-driven research is an important component in ensuring that tourism policies implemented are not only based on intuition but also on strong evidence.

Contribution of Business Sector in Sustainable Tourism Innovation

The business sector plays an important role in providing innovative and environmentally friendly tourism services and products. Research findings show that business actors can support sustainable tourism by adopting environmentally friendly technologies and introducing ecotourism concepts that support the preservation of natural resources (Ruz et al., 2021). In Tutuala District, the involvement of the business sector in providing quality tourism services, such as accommodation and transportation that do not damage the environment, can make a positive contribution to maintaining the balance between economic and ecological needs (Artínez-Román et al., 2022).

The Role of Local Communities as Guardians of Culture and the Environment

Local communities play a vital role in preserving culture and the environment, which are the main attractions of sustainable tourism destinations (Goodwin, 2019). Active community participation in community-based tourism management is essential to ensure that the economic benefits of the tourism sector are felt by local communities, while maintaining cultural

authenticity (Utcher, 2020). Studies show that tourism that actively involves communities tends to be more successful in the long term because of a sense of ownership and commitment to preserving the environment and culture (Dodds & Butler, 2019).

Media as a Driver of Promotion and Education
This study also emphasizes the importance of the media's role in promoting tourist destinations and educating the public about the importance of sustainable tourism (Dangi & Jamal, 2016). The media has the capacity to increase the visibility of tourist destinations such as Tutuala District in the global market, while also conveying messages about the importance of preserving nature and culture in tourism (Truong & Hall, 2021). Digital media, especially through social platforms, is a very effective tool in educating and informing the public about ecotourism trends and responsible tourism practices (Sigala, 2020).

Challenges and Opportunities in Penta Helix Collaboration
Although the Penta Helix collaboration shows great potential for sustainable tourism development, there are several challenges that need to be addressed. One of the main challenges is the lack of coordination between stakeholders and the imbalance of power between them (Kimbu & Ngoasong, 2016). This can lead to an inability to achieve common goals. Therefore, an effective communication platform and an inclusive decision-making mechanism are needed (Jamal & Stronza, 2019). At the same time, cross-sector collaboration provides opportunities for new innovations and the development of tourism strategies that are more adaptive to changing market needs and environmental conditions (Gössling & Scott, 2018).

CONCLUSION
Sustainable tourism development in Tutuala District, Dili, Timor Leste, relies heavily on effective collaboration between stakeholders through the Penta Helix framework. Literature analysis shows that each element in the Penta Helix model—government, academics, business actors, communities, and media—has an important and complementary role in achieving tourism sustainability goals.

1. The Importance of Sustainable Tourism Development
   Sustainable tourism development in Tutuala District provides a great opportunity to improve the local economy, preserve culture, and protect the environment. This is in line with research that emphasizes the importance of sustainability in tourism development to ensure long-term benefits for all parties involved (Tajeddini et al., 2020; McKercher & du Cros, 2021).

2. The Important Role of Stakeholders
   Each stakeholder plays a vital role in this collaboration. Governments act as policymakers, academics provide knowledge and research, businesses implement sustainable practices, local communities preserve culture and the environment, and the media helps raise awareness of the importance of sustainability. The active involvement of all these parties has been shown to increase destination appeal and strengthen support for sustainable tourism initiatives (Khan et al., 2020; Dwyer et al., 2021).

3. Challenges in Collaboration
   While collaboration has many benefits, challenges such as poor communication, resource constraints, and conflicts of interest often arise. Research suggests that addressing these issues requires better communication strategies, capacity-building training programs, and inclusive policies (Lechner & Dowling, 2020; Erdogan & Baris, 2020).

4. The Role of Technology
   Technology plays an important role in supporting collaboration between stakeholders. The use of digital platforms can increase communication efficiency and enable faster and wider dissemination of information. This is expected to strengthen community

engagement and increase awareness of sustainability among tourists (Hudson & Hudson, 2020; Sigala, 2021).

5. Recommendations for Effective Collaboration
To increase the effectiveness of Penta Helix collaboration, it is recommended to increase stakeholder capacity through training, develop responsive and flexible policies, and ensure effective communication channels between all parties. By implementing these recommendations, it is hoped that collaboration can be more effective in supporting sustainable tourism development (Aas et al., 2019; Carlsen et al., 2020).

Overall, collaboration within the Penta Helix framework has great potential to create sustainable tourism development in Tutuala District. With strong commitment and collaboration between all stakeholders, tourism can not only thrive, but can also bring significant social and environmental benefits to local communities. Further research is needed to dig deeper into best practices in Penta Helix collaboration and its impact on tourism sustainability in various contexts.

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