

# Collaboration on the Development of Kemaro Island as a Leading Tourist Destination for the City of Palembang

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## ABSTRACT

The Palembang City government's agenda to develop Kemaro Island as a leading tourist destination has not received a positive response from the community, especially those involved in the program. This research aims to explain local government policy, especially from the perspective of Palembang City government policy in developing Kemaro Island, Palembang City as a leading tourist destination. The method used is a comprehensive and systematic qualitative review of the factual problems that occurred as well as the various efforts that have been made by various parties related to the existence of Kemaro Island. The findings obtained from the results of this research are the need for a systematic approach in making policies for the development of Kemaro Island through collaboration with various stakeholders. The importance of collaboration is emphasized and recommendations are offered to improve collaboration. This article provides lessons on how to manage the development of superior tourist destinations through understanding the problems that occur as well as aspects of collaboration between various stakeholders effectively to produce effective policies in the development of superior tourist destinations. The author suggests the need for community participation through the concept of collaboration to produce effective policies for developing superior tourist destinations.

**Keywords:** collaboration; tourist destinations; public policy; community participation; Kemaro Island.

## INTRODUCTION

Of the various tourist destinations in Palembang City, one of the interesting places for people to visit is Kemaro Island. The effectiveness of the development of Kemaro Island as a tourist destination was not optimal until finally in early 2021 the Palembang City government, through the mayor of Palembang, proposed that Kemaro Island become a tourist destination like Taman Impian Jaya Ancol in DKI Jakarta. With this superior destination, Kemaro Island, the Palembang City Government hopes to attract up to 6 million tourists every year, with around 40 thousand tourists visiting Kemaro Island during the annual Cap Goh Meh celebration. In 2021, it is hoped that infrastructure development, promotion, and branding (labeling) will begin. The city government wants to restore Palembang's nickname as the Venice of the East and create a new icon for the city, namely water tourism. Relying on the APBD alone will not be sufficient to build apartments, culinary hawker centers, water rides for children, and resorts (Ramadhan, 2020) so investors are needed to invest capital in the area which is estimated to require funds of around 1.4 trillion. Some people disagree and welcome the policy plans that have been made by the City Government. Several community groups did not approve of the plan because Kemaro Island was historically owned by the late Ki Marogan based on Supreme Court decision no. REG.3863K/PDT/1987 ([beritapagi.co.id/2021/03/05](http://beritapagi.co.id/2021/03/05)).

As an institution that is obliged to improve regional progress and the welfare of its citizens, the government is trying to improve the lives of the people in Palembang City, especially the development of Kemaro Island as part of the government's duties as a social and political actor. According to Plato and Aristotle, politics is the desire to realize *en dam onia*, or a good life (Setiawan, 2016). The policies made by the Palembang city government to improve the welfare of its people through the development of Kemaro Island should be supported by various parties related to Kemaro Island. To achieve a good life or a harmonious life together, various strategies can be carried out. Strategy is related to the process of planning goals, selecting options, and setting priorities to achieve expected goals. In other words, strategies are established to establish policies or regulations that are acceptable to the majority of

citizens. Appropriate collaboration strategies can be implemented through various forms of activity from various stakeholders or related parties to adopt the interests of each party who generally wants to maintain interests or to achieve the expected goals. Collaboration in the delivery of public services is considered to produce the best impact for government, markets, and civil society-based arrangements by bringing together government and non-government actors constructively and inexpensively (Kekez, 2019). The purpose of writing this article is to analyze the problems of developing Kemaro Island from a collaborative perspective so that the government can make appropriate and effective public policies.

## RESEARCH METHODS

This research uses library research methods, with data collected mostly from literature (books, documents, articles, reports, newspapers, etc.). The purpose of library research is to review, criticize, and synthesize literature related to the research topic to provide a new perspective. According to Snyder (2019), the review process consists of three stages: 1) design, 2) analysis, and 3) compiling and writing the review. In Phase 1, focus on the reasons why this analysis is necessary and the extent of its benefits. At this stage, a practical plan is drawn up for selecting articles and processing the search and selection, recording and assessing the selection of articles. The second phase of the analysis is to concentrate on analyzing the type of information appropriate to the objectives of this research including what type of information is needed to carry out the analysis and how this type of information can be accessed. Finally, phase 3: organizing and writing the discussion, concentrating on the appropriate results writing standards for this particular review, what information needs to be presented, and then presenting the results. This research aims to examine the collaboration between parties related to the development of Kemaro Island, Palembang. Literature related to tourism development was searched from online library sources.

## RESULTS AND DISCUSSION

From the research results, information was obtained related to the implementation of collaboration between the parties involved in developing Kemaro Island as a leading tourist destination in Palembang City.

### **Kemaro Island**

The development concept is associated with the existence of the object to be developed, in this case Kemaro Island. Kemaro Island is like an attractive magnet because of its many interesting things and extraordinary charm. People want to come because of its charm, and those who have come want to return (Maharani, 2014).

Kemaro Island is located in the Musi River delta in Palembang. A delta is a formation or deposit that usually forms in the open ocean, beaches, lakes, or rivers. It is formed when river water meets other waters with a weak or still flow rate so that the sediment cannot come out of the river and settles in the estuary. The size and shape of deltas are influenced by processes in sediment-transporting and receiving waters. In addition, the location, shape, and size of sediment-receiving waters also influence delta evolution.

The long formation process caused the delta on the Musi River to become tall and wide, with the area of the Kemaro Island delta being approximately 80 hectares. Figure 1 shows the location of Kemaro Island.



**Figure 1.** Plan of Kemaro Island, Palembang Source: <https://www.google.com/maps>

The existence of Kemaro Island as a tourist attraction is characterized as follows: a) the existence of Kemaro Island itself which is in the form of an island which has unique characteristics because it is located in the Musi river delta; b) As an island, the viewing location of Kemarau Island is very strategic because it is surrounded by rivers and can be seen from all sides of the island itself so that every point of view of Kemaro Island will be visible; c) the legend of Kemaro Island which originates from the love story of Siti Fatimah and Tan Bun An, where Siti Fatimah is a descendant of the king of Srivijaya who adheres to Islam and Tan Bun An who is the son of a Chinese king who adheres to Buddhism, with their love story ending tragically ; d) there is a Chinese temple or called the Hok Cing Bio Temple which was built in 1962 and is the destination of hundreds of thousands of people from a number of regions for the Cap Go Meh celebration every Chinese New Year; e) a Buddhist temple in the form of a 9-story pagoda towering in the middle of the island, built around 2006 and often visited by Buddhists for prayer or pilgrimage where the architecture of the pagoda is very similar to pagodas in the bamboo curtain country or China; and f) the uniqueness of the trip to Kemaro Island is using a boat via the river route via Benteng Kuto Besak Pier with a travel time of approximately 20 minutes to get to Kemaro Island (Daniswari, 2020).

### **Kemaro Island development planning**

Everything that will be done to achieve the goal requires good planning, including how the planning will be carried out to develop Kemaro Island as a leading tourist destination in Palembang City. There are various forms of planning carried out, such as planning carried out top-down, carried out by the central government, and implemented by regional governments. Planning carried out top-down generally does not provide opportunities for the community or public to participate. According to Griffin (2013), in a simple view, planning is setting organizational goals and determining the best way to achieve them. Thus planning is related to organizational goals and establishing strategies to achieve the planned goals.

In connection with planning to develop Kemaro Island as a leading tourist destination, it is necessary to pay attention to the planning carried out by the Palembang City Government to develop Kemaro Island and the direction and objectives of developing Kemaro Island. In planning, it is necessary to consider the grand design or blueprint for the development of Kemaro Island which can be used as a reference for all parties related to the development of Kemaro Island as a tourist attraction. Associated with the Griffin concept, it will be difficult to achieve the development results of Kemaro Island according to plans and hopes if you do not have a plan as well as the direction and goal of developing Kemaro Island. Conflict problems still arise where the land on Kemaro Island is filled with various land disputes which are seldom disclosed to the general public. In preparation for the development of water tourism on Kemaro Island in early February 2021, the Palembang City Government was involved in the conflict (Inge, 2022).

Planning as a policy is a business activity process that is carried out continuously and comprehensively and has systematic stages (Silalahi, 2002). What Tjokroamidjo said shows that the planning process does not take a short time but must be carried out continuously so that it can produce plans that meet expectations. Apart from that, planning everything requires systematic stages so that the policy direction and objectives that will be pursued are clear. These stages can be determined based on time or based on priority needs.

Meanwhile, Koontz and O'Donnell (1976) emphasize planning as the role of a leader which is related to determining various alternative goals, policies, procedures and programs. What is meant by objectives according to Koontz and O'Donnell is something that an institution objectively wants to achieve. Wisdom is a general condition that helps direct the mind to make decisions in an institution. Meanwhile, procedures are considered as a series of guidance activities that are implemented for future activities. Finally, a program is a combination of policies and procedures, usually equipped with tools, and intended to carry out a series of activities. In contrast, Handoko (2003) states that planning includes two aspects: 1. selecting institutional goals; 2. determining strategies, policies, projects, programs, procedures, methods, systems, budgets and regulations needed to achieve organizational goals. Schermerhorn (1996) conveys the benefits of planning, namely increasing

focus and flexibility, improving coordination, increasing supervision, and improving time management.

One type of planning according to Usman (2006) is spatial planning which is planning intending to seek to use the functions of certain areas, developing them in an appropriate and balanced manner both ecologically, geographically, and demographically. Regarding spatial planning, Kemaro Island as part of the city of Palembang is planned as a mainstay tourist destination (Rochman, 2021) but in reality, in its development, it still faces problems, namely that its location or area cannot be optimized as part of the Palembang city area. The fact that the development of Kemaro Island cannot be optimized is because the land problem is still not resolved, namely it is still related to overlapping land. Even though at the beginning of December 2021 the PUPR Department had completed the construction of a gabion and artificial beach at the Kemaro Island location as support for the development of the tourism sector in the Kemaro Island area by the Palembang City Government, because the land overlapping had not been completed, the development of Kemaro Island was stopped for now, it could not be continued (Urban ID, 2022).

### **Kemaro Island Development Collaboration**

Collaboration in the context of Kemaro Island Development involves various parties working together to help advance Kemaro Island to increase tourism potential, preserve culture, and develop infrastructure on Kemaro Island. Through collaboration, it is hoped that Kemaro Island can become an attractive tourist destination, increase local community income, and preserve its cultural heritage, as well as income for the Palembang city government itself.

Teker and Teker (2012) emphasized that tourism plays an important role in the economic growth of various countries and offers access to global markets. Many countries try to attract international tourists every year. One of Palembang's tourist attractions, Kemaro Island, requires further development to attract tourists and generate a lot of foreign exchange for the City of Palembang.

Various parties must collaborate or work together to reduce the amount of work that must be done. Because the amount of human resources, facilities infrastructure, and financial resources available is very limited, teamwork as a form of collaboration is very important. Sulistiyani (2017) stated that partnership, or collaboration, is a current need that cannot be avoided. This shows that individuals who have the same orientation can work together for better results and save energy so that they are more effective and efficient in achieving common goals.

Collaboration is a partnership between institutions or organizations to achieve common goals, which are impossible or difficult to achieve if done individually or independently. As stated by Raharja (2008), in the context of collaboration there is an understanding of 1) each organization is initially autonomous (independent), and 2) the organization collaborates with other agencies because it is deemed necessary to achieve the same goals.

In a program activity, it is very important for the various parties involved to cooperate. Siregar (2016) revealed that development policies consider community participation as important social capital in changing communities to become subjects and goals of development rather than objects of development.

In collaborating, the private sector will be willing to become partners as long as they can see and feel the benefits for the business they run. They will be willing to become work partners if they can see the benefits of collaboration beyond just increasing expenses and running a business in the long term, as well as the benefits of social value aspects in employee collaboration (Prescot and Stibbe, 2015).

Collaboration between government and the private sector in the development context is an effort between the public and private sectors to overcome social problems through interaction with the community. In this collaboration, the public and private sectors work together to meet the public needs or services of disadvantaged groups of people using the facilities of public institutions (Stadtler 2015). Various government-private collaboration projects are financed through a financing scheme called zero-resource project financing (Susongko 2017). Thus, with various cooperation models, the implementation of an activity involving various stakeholders can be carried out to

achieve a common goal with the hope that this goal can be achieved through mutual benefits without harming any of the collaborating parties.

Six components of the collaboration process were described by Huxham and Siv Vangen (1996).

1. Managing aims (goal management), which includes a clear statement of: a) the goals to be achieved, b) the interests to be achieved by each related institution, and c) the individual goals of each institution.
2. Compromises (agreements) or agreements are needed to resolve differences of opinion about norms, ways of working, culture, individual work styles, and institutional values.
3. Communication: With effective communication, people can avoid the same terms and understand what other people expect
4. Democracy and equality Democracy and equality: Collaboration considers who should be involved, equality and respect for everyone, and accountability and representation in the form of accountability to institutions and related parties.
5. Power and Trust. Strength and Trust — this aspect is very important to deal with different situations or feelings whether lower or higher when working together.
6. Determination, commitment, and stamina. Determination Commitment and Strength.

The desire to overcome imbalances in cooperation as well as the determination (strength) to support cooperation are important aspects.

Kemaro Island is one of the leading tourist destinations in Palembang City, South Sumatra. There are several parties involved in the collaboration for the development of Kemaro Island. Collaboration is an activity that involves at least two parties or institutions, both public and private institutions, and can also involve third parties such as Village Community Institutions or representatives from community groups. Collaboration occurs because an agreement is needed to implement a common goal or due to different interests including conflicts which can be accommodated through collaboration to reach a common agreement so that the goal can be achieved. The goal of collaboration is generally a win-win solution, although it cannot be denied that there is domination by other parties over certain parties in implementing the collaboration.

The location or location of Kemaro Island as an area that has formalities within the Republic of Indonesia falls under the authority of the Palembang City Government, especially the Public Works and Spatial Planning Service (PUPR), which has the duty and authority to regulate and manage the area by applicable statutory provisions. Thus, one of the parties involved in the collaboration is the Palembang City Public Works and Spatial Planning (PUPR) Department. Because locations frequently visited by tourist attractions are the responsibility of the tourism department, the involvement of the Tourism Department needs to be considered concerning the development of Kemaro Island. Another party related to Kemaro Island is Dzuriat (Zuriah) or a descendant of the legendary and charismatic cleric Ki Marogan. Dzuriat Ki Marogan also feels he has rights to the land located in the Kemaro Island area. Apart from the two stakeholders above, another party related to Kemaro Island is the Toa Pekong Foundation as the manager of the Hok Ting Bio Temple. The existence of the temple is located on the island of Kemaro which is still disputed. Other parties related to the existence of Kemaro Island are the people or residents who live on Kemaro Island, who generally make their living as farmers, divers and fishermen. Like it or not, the existence of these people must be recognized for their right to live because they have lived on Kemaro Island for decades.

The elaboration of Huxham and Siv vangen's (1996) collaboration concept is explained as follows:

#### Managing aims

The collaboration aims to reach an agreement between related parties or parties involved in the development of Kemaro Island. This agreement can be achieved through various strategies implemented. This strategy can take the form of meetings agreed upon between the conflicting parties or can be mediated by a third party. This third party functions to moderate these meetings so

that there is a referee or mediator who is deemed capable of resolving problems that arise during debates or negotiations between conflicting parties. This debate is possible because it is certain that each party will try to achieve its interests as much as possible at the expense of the interests of the other party. To achieve the goal of developing Kemaro Island, apart from creating branding, the management of Kemaro Island Palembang is also directly responsible for introducing and introducing all the activities there so that tourists can visit Kemaro Island Palembang, by improving and developing existing infrastructure (Pratama, Pratama, & Muntazori, 2022; Hanadya, Auliana, & Purwanto, 2023; Maharani, 2014).

Managing goals in the Kemaro Island development collaboration involves setting clear goals, aligning stakeholder interests, and ensuring effective coordination to achieve desired results.

Zuriat Kiyai Marogan's Cultural Politics in Maintaining Values: Cultural Values on Kemaro Island are Zuriat Kiyai Marogan's way of showing that they maintain their culture because they have values, norms, and roles. This is the result of achieving better goals (Sajiwa, Syawaludin, & Guna, 2022). By maintaining the values you have, you will be able to achieve the expected goals because the steps taken will be consistent with your values and norms.

Here are some key considerations for managing goals in this collaborative process:

1. **Setting common goals:** It is important to identify and define the common goals of a development project. This may involve engaging stakeholders in discussions and consultations to understand their aspirations, concerns, and priorities. By setting common goals, all parties can work towards a shared vision for the development of Kemaro Island.
2. **Prioritize goals:** Once common goals are identified, it is important to prioritize them based on their importance and feasibility. This may include assessing the potential impact of each objective and considering available resources and constraints. Setting priorities helps focus efforts and resources on the most important aspects of the development process.
3. **Develop a collaborative framework:** Creating a structured framework for collaboration is essential. This can include establishing clear roles and responsibilities for each stakeholder, establishing decision-making processes, and establishing regular communication and feedback mechanisms. A collaborative framework ensures that all stakeholders are actively involved and have a voice in the development process.
4. **Monitoring and evaluation:** Regular monitoring and evaluation of progress towards achieving goals is essential to ensure accountability and make necessary adjustments. This can include tracking key performance indicators, conducting regular reviews, and soliciting feedback from stakeholders. Monitoring and evaluation helps in identifying any deviation from the objectives and taking necessary corrective actions.
5. **Flexibility and adaptability:** Collaboration in the development of Kemaro Island may require flexibility and adaptability to respond to changing circumstances and emerging challenges. It's important to be open to new ideas, accept feedback, and adjust goals and strategies. Flexibility enables continuous improvement and ensures that the collaborative process remains responsive to changing needs and circumstances.

By effectively managing Kemaro Island's collaborative development goals, stakeholders can work together towards a shared vision, maximize project impact, and create sustainable and inclusive outcomes for the island and its people.

#### Compromises

Each party to a conflict or dispute has a culture, way of working, work style, and norms of the institution or group that it adheres to. The Palembang city government as a government institution has bureaucracy and regulations that are generally rigid because their actions must follow standard rules and procedures so that representatives of the city government who collaborate do not find it easy to move or be flexible in carrying out their activities. Dzuriyat ki Merogan also has community values, norms that are adhered to, values, and culture that are the habits of the group. On the other hand, the Toa Pekong Foundation as the Manager of the Hok Ting Bio Temple has a way of working,

culture, and values that the Foundation has become accustomed to. The people or residents who live on Kemaro Island depend on farming, diving, and as fishermen who catch fish in the Musi River. From the various backgrounds of each stakeholder or party who claim each other's existence on Kemaro Island, or expect their existence to be recognized by other parties, agreement and willingness is needed to resolve differences of opinion that occur between them. An important aspect of obtaining an agreement is having a strong intention or desire from each party to resolve the problem between them. To run the program, the organizers and the people of Kemaro Island must work together. Participating in and assisting CSR programs will help the program run smoothly. Therefore, synergistic cooperation is very important (Amalia, & Junaidi, 2022). To avoid conflict, there needs to be a compromise and it is implemented through participation and a desire to work together.

The agreement is expected to be obtained through agreement, to avoid resolving problems through legal channels or court. Apart from that, it requires willingness or lowering the ego of each party so that there is a win-win solution or an agreement that benefits all parties, without forcing each other's will. The agreement between the relevant parties needs to be emphasized that Kemaro Island actually has the potential to compete with tourist attractions and is well known to the wider community and tourists, both local, regional, and foreign (Pratama, Pratama, & Muntazori, 2022).

### **Communications**

One important aspect of collaboration is having the desire and necessity to communicate with other parties. Through communication, it will be known what is expected from each party in a dispute. On the other hand, without direct communication, especially through communication via a third party, communication will be ineffective and there may even be misunderstandings or misperceptions, and there may even be mutual suspicion that arises between each other. Apart from that, when communicating, you need to pay attention to how to communicate well so that what is conveyed is also well received. If in communication you only want to communicate what is expected, without paying attention and listening to what the other party is communicating, this will fail to communicate, resulting in the goal of collaborating to solve problems not being achieved.

Communication plays an important role in the collaborative development of Kemaro Island. Effective communication allows stakeholders, such as government officials, community members, and developers, to exchange ideas, share information, and coordinate their efforts toward the development of the island. Communication aims to establish interaction between interested parties. In the Kemaro Island tourism sector, communication behavior includes interactions between visitors and service providers. The purpose of interaction is to obtain information (Maharani, 2014). Thus, in collaboration, the meaning of communication between stakeholders involved in the development of Kemaro Island is how each party gets adequate and appropriate information as needed. Information needs to be open, it doesn't need to be covered up and it needs to be transparent because if there are indications that one of the parties is considered to be covering up information or not being open, then there is no transparency which will hamper the goals of the collaboration itself.

In the context of Kemaro Island, communication can facilitate the identification of development needs, the setting of goals and targets, and the allocation of resources. This allows stakeholders to discuss and negotiate various aspects of the development process, including infrastructure, tourism, environmental conservation, and cultural heritage. Communication is very important in carrying out CSR programs so that there are no differences of opinion. If one party does not understand what they are saying, conflict can occur (Amalia, & Junaidi, 2022).

Additionally, communication helps ensure transparency and inclusivity in the decision-making process. This allows the involvement of all relevant parties, including local communities, in discussions and consultations. By fostering open and honest communication, conflicts and misunderstandings can be resolved, and consensus can be reached on important issues.

To facilitate effective communication in the collaborative development of Kemaro Island, various channels can be utilized, such as meetings, workshops, public forums, and digital platforms. It is important to ensure that information is accessible, understandable, and culturally sensitive to effectively engage all stakeholders.

Overall, communication functions as an important tool in encouraging collaboration, fostering understanding, and achieving shared goals in developing Kemaro Island sustainably and inclusively.

### **Democracy and equality**

Collaboration considers who should be involved, equality and respect for everyone, and accountability and representation in the form of accountability to institutions and related parties. The culture of a society or nation depends on its ability to accept differences and diversity in democracy to overcome problems of separatism and social division (Sajiwa, Syawaludin, & Guna, 2022).

Democracy and equality are two important concepts that often go hand in hand. Democracy refers to a system of government in which power is held by the people, either directly or through elected representatives. This allows citizens to participate in the decision-making process, express their opinions, and hold their leaders accountable.

Equality, on the other hand, refers to the principle of treating all individuals fairly and impartially, regardless of background, race, gender, religion, or socioeconomic status. This ensures that everyone has equal opportunities, rights, and access to resources and services.

Collaboration is a term that refers to cooperation between various parties, be it government, civil society organizations, the private sector, or individuals, to achieve common goals. In a democracy, collaboration can mean the active participation of society in the decision-making process, whether through public consultation, general elections, or dialogue between the government and citizens. Inclusive and participatory collaboration can strengthen democracy by ensuring that different types of people can participate in decision-making processes

In turn, democracy includes principles such as freedom of expression, the right to vote and be elected, protection of human rights, and fairness in the legal system. A strong and well-functioning democracy allows for equitable participation in decision-making processes and provides a fair opportunity for every citizen to participate in decision-making processes that impact their lives.

The principle of equality says that everyone should be treated fairly and equally regardless of their race, gender, religion, social standing, or social standing. Equality means that everyone has the same rights and opportunities and overcomes discrimination and structural inequalities in society. Equality in a democracy means ensuring that every citizen has equal access to public services, political rights, education, careers, and other opportunities. The ecotourism-based CSR program on Kemaro Island provides benefits in the social sector, such as interaction between communities, participation, cooperation, and cooperation. On the contrary, the community's attitude towards this program has a positive impact on their attitude to behave honestly, disciplined, responsibly, tolerant, polite, and confident. This shows that interaction and equality between local communities and program organizers will run well (Amalia, & Junaidi, 2022).

In this collaboration, the community needs to participate actively in the decision-making process related to the development of Kemaro Island. Democratic principles encourage broad public participation so that everyone has the opportunity to express their opinions, provide feedback, and contribute to the planning and implementation process of development projects.

Collaboration in the development of Kemaro Island must ensure that all parties involved have equal access. This shows that all communities, regardless of their social status or background, have the same opportunity to benefit from island development. This can include fair access to jobs, schools, infrastructure, and other public services. Zuriat has affairs for the common good which have a higher moral value than matters related to personal interests, understands multicultural theory, which emphasizes inter-cultural relations, and applies concepts such as tolerance, equality, and respect for each other (Sajiwa, Syawaludin & Guna, 2022). Equality in collaboration needs to be emphasized so that mutual respect for one party towards the other is created.

In cultural preservation, the principle of equality can be considered in this collaboration. Kemaro Island's cultural heritage is very rich, and it is important to ensure that all community groups associated with the island have equal opportunities to maintain and value their cultural heritage. This

can involve the participation and involvement of local communities in conservation efforts, as well as ensuring that all cultural groups are respected and recognized.

To achieve successful collaboration, it is important to consider the principles of democracy and equality. By involving the wider community, ensuring equal access, respecting cultural diversity, and maintaining transparency and accountability, the collaborative development of Kemaro Island can achieve more inclusive and sustainable results.

### **Power and Trust**

Collaboration in the development of Kemaro Island involves sharing power and trust between various stakeholders. Power refers to the ability to influence decisions and actions, while trust is confidence in the reliability, integrity, and competence of another person.

The trust of parties involved in the development of Kemaro Island must continue to be maintained because it has a positive impact both on the government and especially on the people living on Kemaro Island. PT Pupuk Sriwidjaja and Bank Indonesia provide CSR (Corporate Social Responsibility) assistance to the people of Kemaro Island, which has the potential to improve their economy in the agricultural sector (Amalia & Junaidi, 2022).

In the context of Kemaro Island, collaboration requires the sharing of power between the various parties involved, such as local government, community organizations, non-governmental organizations, and residents. Every stakeholder must have a voice and be involved in the decision-making process regarding the development of the island. This ensures that diverse perspectives are considered and decisions are taken collectively, taking into account the interests and needs of all stakeholders. Meanwhile, Zuriyat kiyai Marogan always involves and prioritizes the community for various purposes, especially to maintain cultural values (Sajiwa, Syawaludin, & Guna, 2022). Thus, related to collaboration, the community can be involved so that goals are achieved as desired.

Trust is also important in collaboration. This is built through open communication, transparency, and a shared understanding of goals and objectives. Trust enables stakeholders to work together effectively, share information, and make collective decisions. When there is trust between stakeholders, this will foster cooperation, encourage the exchange of ideas, and increase the sense of ownership and commitment to the development of Kemaro Island.

To facilitate collaboration, it is important to establish effective communication mechanisms, such as regular meetings, forums, and platforms for sharing information and feedback. Building relationships based on trust and mutual respect is essential for successful collaboration in the development of Kemaro Island.

### **Determination, commitment, and stamina**

The desire to overcome imbalances in cooperation as well as the determination (strength) to support cooperation are important aspects.

Collaboration in the development of Kemaro Island requires determination, commitment, and stamina from all parties involved. Determination is very important to remain focused on the goals and objectives of collaboration even though some challenges or setbacks may arise. It involves a strong sense of purpose and the will to persevere in the face of obstacles. Because land disputes are still ongoing, construction and development on Kemaro Island is currently hampered (Sekarningrum, Toyfur, & Lusetyowaty, 2023). The commitment to collaboration will be hampered due to the ongoing land problem on Kemaro Island so the Palembang City Government has not been able to optimize Kemaro Island as a leading tourist destination for Palembang City.

Commitment is very important for all stakeholders to actively contribute their time, resources and expertise to the development of Kemaro Island. This requires a shared dedication to the project and a willingness to work together towards its success. Stamina is necessary to sustain collaborative efforts over time. Developing Kemaro Island may involve long-term projects, ongoing coordination, and ongoing communication. Stamina ensures that all parties involved can maintain energy and enthusiasm throughout the process.

By combining determination, commitment, and stamina, collaborative efforts in the development of Kemaro Island can overcome challenges, achieve milestones, and ultimately contribute to the island's growth and progress. Progress on Kemaro Island is due to cooperation between local communities and the ecotourism program organizers PT Pusri and Bank Indonesia. This can be seen in improvements to infrastructure, buildings, facilities, and infrastructure, and even community initiatives themselves have been formed (Amalia & Junaidi, 2022).

It is through the collective dedication and perseverance of all stakeholders that the vision of Kemaro Island can be realized. The ability to accept differences and diversity in the context of human rights and democracy determines the culture of a society or nation to overcome problems of separatism and social disintegration (Sajiwa, Syawaludin, & Guna, 2022).

### **CONCLUSION**

From various studies, it was found that collaboration can be used as a strategy to overcome problems that still arise to the development of Kemaro Island. Serious implementation is needed in implementing collaborative elements so that the expected goals of developing Kemaro Island as a leading tourist destination in Palembang City can be achieved. Effective collaboration will produce a win-win solution where all parties agree to lower each other's level of interest and are willing to accept some of the interests of other parties. Collaboration is also impossible to achieve if the ego interests of each party are emphasized and the interests of the other party are ignored.

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