

Evaluating The Implementation Of The Tourism Development Master Plan To Increase Tourist Visits: Study In Wasur National Park, Indonesia

Marthen Rummar¹, Bambang Santoso Haryono², Irwan Noor³, Lely Indah Mindarti⁴

¹Doctoral candidate at the Faculty of Administrative Science, Universitas Brawijaya.

¹ marthenrummarfia@gmail.com

^{2,3,4}Department of Public Administration, Faculty of Administrative Science, Universitas Brawijaya.

² bambangfia@ub.ac.id, ³ irwannoor@ub.ac.id, ⁴ lelyfia@ub.ac.id

Abstract

The tourism industry has become one of the potential revenues for local governments in many regions. It may transform the local economy from a traditional based into a promising economic welfare for local society if managed properly. However, this transformation process may also require a proper tourism development policy to increase the attractiveness of tourism destinations to increase tourist visits. This paper is intended to evaluate the implementation of tourism development master plan to increase tourist visits in Wasur National Park, Merauke Regency of Indonesia. It is descriptive research that is applied through a qualitative approach aimed to explore on "how" and "why" the effort to develop Wasur National Park seems to meet its stagnation process during the policy implementation phase. The result of this study confirms two primary findings, first, the implementation of tourism development policy in Wasur National Park is hampered by multiple interests within a single policy implementation. It triggered asymmetric commitment among stakeholders and led to the separate movement of program implementation. Second, each institution tends to perform different strategies with one policy framework which generates ineffective policy outcomes.

Keywords: Tourism Development Policy, Tourist Visits, Tourism Destination, Policy Implementation

1. INTRODUCTION

In recent years, the demand to promote local development has become a common mission for an elected local government leader (Vadeveloo and Singaraveloo, 2013). It triggered a collective movement to increase regional economic growth and distribute local welfare. However, each local region has a different economic potential to sustain its financial resources (Wang, Chai, and Yan, 2021). Some regions may have plenty of natural resources with direct benefits such as mining, energy, or fertilized land to support good agricultural products. While the rest of them may also have limited or poor economic potential such as unfertilized land or narrower regions that force their local government to create more innovation to gain new economic resources.

The tourism sector has been recognized as one of the regional economic potential that may increase local economic growth if it is managed properly. It has been proven in many regions across the world where the tourism sector may awaken local economic potential even if they are located in developing countries such as Bali in Indonesia (Sudapet et al., 2021), Da Nang in Vietnam (Holladay et al., 2020), or Langkawi in Malaysia (Shafikhullah and Nayan, 2021). These cities used to be economically underdeveloped a few decades ago but they made significant economic progress due to tourism sector development.

The success story of those cities has motivated many regions, especially in developing nations to establish systematic planning regarding the development of local tourism. The existence of a development plan is crucial as the backbone of the process where the strategy and action are merged all together to be a complete policy execution (David, 2011). In addition, Baloch et al (2023) in their works conveys that the existence of a development plan within the tourism industry ensures that all components (either within or beyond government organizations) may perform in congruent ways. Yet, McLeod (2023) adds that the master plan of tourism development may standardize the role of each policy actor to meet the criteria of contribution and lead to collective movement.

Although, numerous literature and evidence have confirmed the effectiveness of the master plan to develop local tourism. However, the implementation of the master plan itself is frequently hampered by various obstacles. Haruna and Yusuf (2021) state that the key components written in the master plan pages do not always go as they should. In this case, the policymaker should also be aware of the unpredicted events that may interfere with the success of policy implementation. Yet, the master plan is

also not always geared toward the real conditions in the field where the tourism destination lies (Miyayi, 2021; Swarbooke, 2023).

One of the notable cases reflecting these obstacles was found in Merauke Regency where the local government has managed to build a tourism development master plan but still resulted in minimum progress for tourism development. According to Noordiatmoko, Anggriawan, and Saputra (2023), the failure of the policy not only occurred in its implementation phases but also in its planning process. Thus, this research is intended to evaluate the implementation of a tourism development master plan by using in-depth qualitative inquiries. The result of this research is expected to be able to increase the quality of policy implementation regarding tourism development at the local level.

2. LITERATURE REVIEW

2.1. *Public Policy: From Planning to Implementation Phase*

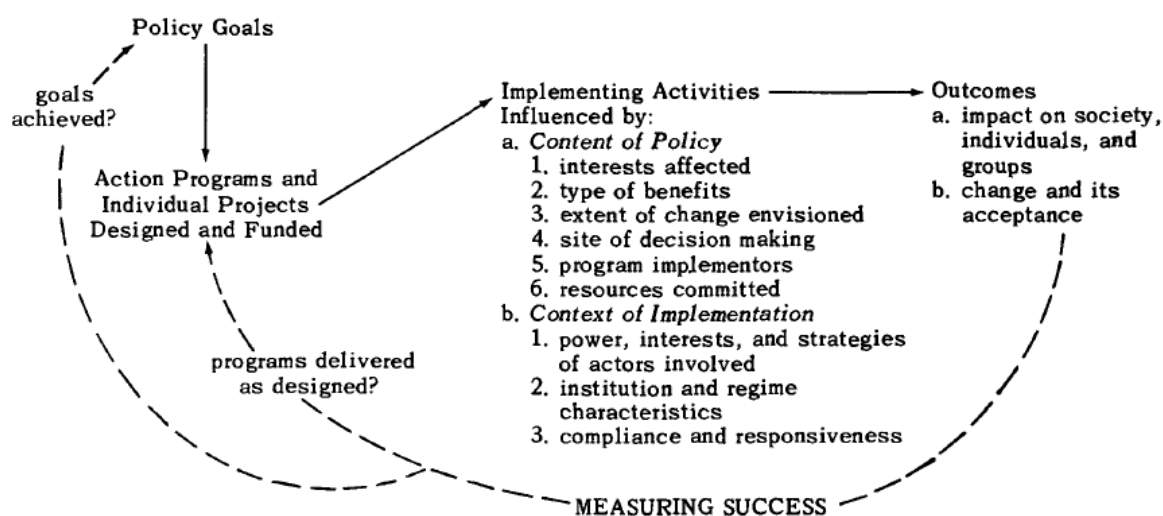
The traditional thought of public policy literature on public policy notes that the life of the policy cycle carries the ideas of the planning and implementation phase into a single cycling process (Easton, 1967). This conception provides the fundamental thought to develop various streams of prominent policy implementation theories such as Van Meter and Van Horn (1975), Edward III (1980), or Grindle (1980) in which each of these theories provides the genuine backbone to evaluate the policy implementation process. Although these theories seem bit old-fashioned however their features are still applicable even for the current policy evaluation process.

Wahab (2004) tries to compare the features of each aforementioned policy implementation model and resulting brief ideas confirming that the Van Meter and Van Horn Model is more likely suitable to assess the large-scale policy with multiple implementing agencies with different organizational sectors. According to Anggriawan (2016), the Van Meter and Van Horn Model facilitates the evaluation of inter-organizational communication and ensures them into coherence in terms of standards and objectives. Therefore, this model is frequently applicable to national policy for example on national health insurance (Haryati et al., 2020), Community Policing Implementation (Prapto et al., 2019), or national zoning system policy (Hartawan and Kosasih, 2023)

Furthermore, the Edward III model provides a more simple attribute which fit to narrower scale of policy with a single implementing agency. It highlights the specific adjustment between bureaucratic structure and communication process within an organization to seek the most efficient resource allocation to attain the policy goals. While the concept from Merilee Grindle is underlining the linkage between policy goals and implementing activities based on the contents of the policy and the context of its implementation. The major feature to distinguish those aspects is to ensure that all implementing agency has appropriate power, interest, strategies, compliance and responsiveness to implement the goals as desired (Erlangga et al., 2023).

On this occasion, the Grindle model of policy implementation will provide relevant feature to assess a multi-sectoral policy that requires multiple stages of implementing agency. For instance, the implementation of Sustainable Development Goals (SDGs) Policy that requires intersectoral coordination (Nellis, Fadhly, and Sitompul, 2023), Forestry management (Prihatin and Wicaksono, 2021), or Tourism Development (Erlangga et al., 2023; Ayuningsih and Sandi, 2023). According to Grindle's perspective, the success of policy implementation is determined by the degree of implementability carrying: Content of policy, (1) interest affected; (2) type of benefits; (3) extent of change envisioned; (4) site of decision making; (5) program implementers; and (6) resource committed. In addition to the content, there is also the context of implementation which includes, (1) power, interests, and strategies of actors involved; (2) institution and regime characteristic; and (3) compliance and responsiveness.

The following figure demonstrates on how the key components of affect the policy goals with the detailed concept.



According to Figure 1, it can be inferred that either context and content of policy implementation will have to generate outcomes to society before it can be accepted or criticized as feedback for further policy goals. In this case, the policymaker also may assess the program delivered. For instance, is the program has been settled in accordance to the policy planning? or is the program has been well designed to meet the criteria of available resources (Grindle, 1980). In short, this policy implementation model tries to examine the political and administrative process into a single cycle of process.

2.2. Tourism Development Policy from Local Government Perspective

While the previous section explores the policy implementation contextually, this section will elaborate on the tourism development policy as content. In early modern age, the demand of tourism development has adorned the tagline of news and media (Shafikhullah and Nayan, 2021). It highlights the attractiveness of tourism business that may potentially boost the local economic revenue. In this scenario, the local government may gain more retribution or local taxes during the mass number of visits. Therefore, the specific policy may be issued to develop the local tourism development.

However, this tourism development policy may generate a demand for extra public budget to cover the need of tourism agency spending. Accordingly the recent literature of tourism development theory suggest to the government to penetrate the concept of tourism development as part of the agglomeration policy (Yang, 2012). This conception is shifting the policy content from independent policy to a specific program that is geared to local or development plan under geared strategy. Rahmafritria et al (2019) explore the concept of tourism development policy as part of regional development strategy by covering the need for both policies.

It adopts a similar principle as the policy cycle by accommodating two primary interests in which consist of tourism development and regional development strategy as expressed in the following figure.

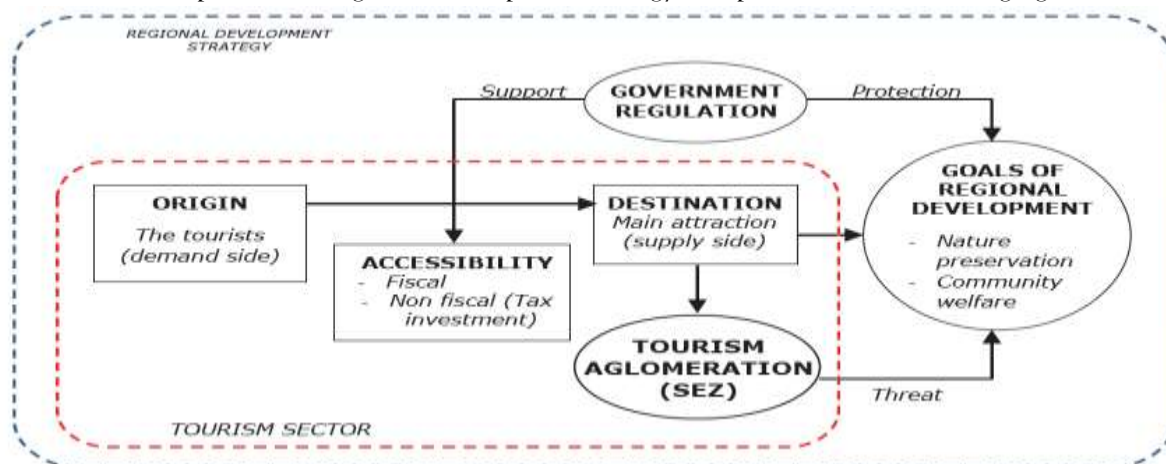


Fig. 2. Tourism Development Concept from local government perspective

Source: Rahmafritria et al., (2019)

This concept commences its process by the emergence of tourism demand in a certain tourist destination. Then it triggers an attraction to the surrounding communities especially through social media or escalating news around locals. In this case, the local government may adjust the local development strategy to facilitate accessibility to ease access for visitors and potential guest. Furthermore, they may also enforce nature preservation and community welfare in one single regulation. By combining the interest to develop the local tourism and regional development in one planning strategy, it may reduce the operating cost of each agency and at the same time, it may also potentially increase the local economic activity.

3. METHOD

This research is a kind of descriptive research that is implemented by a qualitative approach. It aims to evaluate the implementation of the tourism development master plan to increase tourist visits and attractiveness of tourism destinations in Merauke Regency, Indonesia. This research has been conducted for roughly 6 months, especially from July 2023 to February 2024. During that time, we conducted a series of interviews with the relevant stakeholders and policymakers associated with the implementation of local tourism development policy and twice the activity of focus group discussions (FGD) to equalize the understanding among researchers.

Table 1. List of stakeholders identified as key informants in this research

No	Institution	Position	Expected Information
1	Local Government	The local mayor of Merauke Regency	<ul style="list-style-type: none"> • The general information regarding policy design and plan • The general information regarding the local government's mission to develop tourism around Merauke's regency
2	Local Tourism Agency	The head of the local tourism agency of Merauke Regency	<ul style="list-style-type: none"> • The detailed policy plan and design • The detailed policy implementation by local government agency
3	Tourism Destination authoritative agency	The head of tourism area manager of Wasur National Park	<ul style="list-style-type: none"> • Role and mileage of key stakeholders • Supporting and inhibiting factor regarding policy implementation
4	Local private firm	Representative from the local business community	<ul style="list-style-type: none"> • Policy acceptance from the local economic environment • Role and strategy from private firm
		Representative of small medium Enterprises (SMEs) owner	<ul style="list-style-type: none"> • Policy implication for SME's owner welfare
5	Non-Governmental Organization (NGO)	Representative from the local Indigenous community	<ul style="list-style-type: none"> • Policy acceptance on local indigenous people • Sharing benefit mechanism
		Environmental Community	<ul style="list-style-type: none"> • Environmental implication of tourism development policy
6	Local Society	Representative from local society living around Wasur National Park	<ul style="list-style-type: none"> • Policy acceptance from local society living around Wasur National Park
		Representative from potential visitor of Wasur National Park	<ul style="list-style-type: none"> • Policy acceptance and interest to visit Wasur National Park

Source: Author (2024)

The data collection process was retrieved during the interview as well as the FGD process by using a semi-structured interview. Furthermore, this research also involves the contribution of secondary data particularly from the official documents and publications of the government.

The focus of this research is comprised of two main focuses. First, it directs the evaluation process by assessing the correlation between the master plan's key components to the implementation program and

activity. To do so, this research applies the theoretical exposures of Grindle (2017) regarding policy implementation as a backbone to assess and identify implementation patterns. Second, it explores the possibility of further planning and implementation aiming at the potential recommendation associated with the evaluation results. These focuses are generated to reveal on “how” and “why” the phenomenon occurred and seek the viable alternative. Last but not least, the data analysis phase of this research applies an interactive model of data analysis as performed by Creswell (2013) to generate the final analytical interpretation.

4. RESULT AND DISCUSSION

4.1. Result

In this section, we will present the result and discussion by following the structure of the policy implementation model as demonstrated by Grindle (1980). It will highlights either policy content and policy implementation context as a whole process of evaluation.

4.1.1. Content of Policy

The content of policy refers to the substantive component of the policy underlining the decision-making phase where the bargaining process occurs. On this occasion, the main initiative is to design the policy plan to meet the criteria of implementation. Therefore, the following components should be clearly defined.

a. Interest affected;

The first thing that needs to be highlighted during the policy design process is to mapping the interest affected. The data of this research confirms that most stakeholders are having similar interest in which they are willing to develop the tourism destination in Merauke District. On the government side, the head of the local development agency of Merauke even indicates their serious intention to increase tourists visits by the implementation of a local tourism development plan. According to the interview toward Mr. Iwan as the representative from the local development agency:

“We have serious efforts to develop our local tourism destination, with good cooperation and coordination among stakeholders. Moreover, we also build communication with multiple actors within and beyond government entities” (Interview from Mr. Iwan on 23 Dec 2023).

However after seeking a deeper interview process, we also confirm another information that indicates an intersection between interests, especially with the local community.

“Hence, the local community around is having a problem regarding economic welfare since some of them need the forest for their life. Therefore, when the forest like the Wasur National Park is converted to the tourism destination so they ask for economic contribution” (interview from local civilian on 27 August 2023)

Although this asymmetric interest between seems to be different but they actually can be facilitated into a consensus for example when they have the opportunity to open traditional

b. Type of benefits;

Regarding the benefit of the policy we also found several asymmetric points in which from the government side, they consider that the tourism development will potentially increase the local revenue that is coming from local taxes and local retribution. However, from the local civilian the benefit is not directly distributed. In this case, the local civilians and tribes demanded to receive a direct benefit from the tourism visits and not just for the government. Especially in Wasur National Park where the traditional culture is mostly nested. In fact, the authoritative stakeholders such as the local mayor of Merauke Regency is actually aware of this matter, thus they managed to emphasize economic development as one of his priorities during his tenure. Our further interview to the independent manager of Biras camping spot reveals that he fully understands that there is direct and indirect benefit within the policy of tourism development. However, some actor may felt too difficult to capture that benefit and consequently they may reject the policy.

c. Extent of change envisioned;

In order to identify the degree of change from the current tourism development policy, we try to elaborate the context of our interview not only limited to the planning process written in the local development but also the progress of current implementation. The result of this interview tells that some of the stakeholders are indicates their willingness to change by as planned. However, the rest of them also indicates their hesitation to follow the tourism development policy and program. For instance, our interview with the head of the Tourism Agency of Merauke confirms:

“We have delivered the policy as written on the planning documents, but some of society consider their hesitation to accept our expected change” (Interview to Mr. Benhur as the head of Tourism Agency of Merauke Regency on 16 August 2023)

Furthermore, the interview with Mr. Vincent as a representative of local civilians:

“They mainly worry about their welfare, especially from the threat of situation where they cannot compete to get a job...even if the government has facilitated the training program for the local civilian to create their local product as the basis for their local economy” (Interview to Mr. Benhur as the head of Tourism Agency of Merauke Regency on 7 September 2023)

Both of these interviews indicate that there is no clear consensus between one and other stakeholder regarding the expected change of the tourism development policy and program, especially around Wasur National Park. Therefore, it can be the trigger of community resistance.

d. Site of decision-making;

In addition regarding of the site of decision-making, we found that all stakeholders are being invited when the policy plan is designed. According to the head of the local tourism agency, he has managed to share the official invitation during the agenda-setting process to obtain various aspirations from local society including from local indigenous people. In this process, most of them are interested in a local government's plan to develop the local tourism development including Wasur National Park. However, when it comes to the implementation phase, we have received several asymmetric commitments due to the inequality of benefit sharing. Some of the local civilian confirms that they have not received significant benefits during the implementation of local tourism development. Therefore, it can be inferred that the site of decision-making is only made by top-level of stakeholders.

e. Program implementers

The program implementers in this tourism development policy are primarily handled by the local government of Merauke through a Branding name of - “Tourism Gateway of South Papua Indonesia”. Besides the government as the primary implementing agency, the other parties such as private firms and local community participation are also involved. However, the degree of implementation is varied. This phenomenon is relevant to the information from Mr. Iwan as the representative Local Development agency of Merauke government.

“By far, we have built our cooperation with multiple stakeholders for this tourism development policy. However, our tourism destination is mostly on the land-based where natural forest and wildlife are offered to visitors. This condition is sometimes generating a paradox because most of the local society also need the forest for their daily activity such as hunting or fishing. Therefore, this paradox may result in different degrees of participation” (Interview from Mr. Iwan on 24 Dec 2023)

The information from Mr. Iwan also strengthened by several informants indicates the challenge to realize equal participation from all stakeholders to succeed the tourism development policy in Merauke Regency. The further research regarding the program implementer also reveals another important information in which there is no synergy coordination between the local government and most village governments around Merauke regency.

“...in order to develop the local tourism destination, we cannot underestimate the role of village government because they have closer location proximity to the tourism destination. In Merauke, I haven't seen a tourism village as like as that in Bali or other tourism-based regions” (Interview from Mr. Rahman during FGD at 11 October 2023)

In a general perspective, our series of interviews and FGD concludes that during the policy design, the implementing agency was settled in a separate way, and only some of them that are written in the master plan of tourism development document of Merauke local government.

f. Resource committed

In terms of resource availability, our findings also found that this tourism development policy is implemented upon limited resources support. The primary limitation comes from infrastructure facilities that may influence the quality of accessibility for visitors. Furthermore, the financial support from the local government also indicates its vulnerable condition in which they have limited budgeting to cover all tourism destinations. Yet regarding this condition, we conclude that the degree of resources committed is quite low.

4.1.2. Context of Implementation

a. Power Interest and Strategies of the Actor Involved

In the context of policy implementation, the discourse of power and strategies has always become a tagline underlining policy success. Meanwhile, according to the series of interviews in this study, we discover that many actors have different interests in a single program or action even in a single sector. For instance, in the public sector itself, we found three different interests first, the local tourism development agency as the representative of the local government of Merauke is willing to develop Wasur National Park. However, second, the authoritative agency of the national park itself seems to hesitate to support the tourism development program that is performed by the local government. They claim that even though the regulations allow the national park to be opened for tourism destinations but the potential for environmental degradation is quite risky. Beside this conflicting interest, we also found that the village government also stands as involving actor carrying the particular need for this policy implementation. These multiple interests are inevitably making the tourism development implementation of Wasur National Park seem to stack into a stagnation phase without a clear policy objective.

Moving aside from these multiple interests, the strategic implementation also looks problematic, especially in expressing the seriousness of each stakeholder. We found several contradicting policy outcomes for example, on one hand, it is clear that the local government is willing to develop the tourism destination along with the local civilian and Indigenous people, but in the other hand we found no village government is encouraged to be village tourism destination as like as that in another tourism-based region. Therefore by these findings, we can argue that the integration of policy strategies among institutions is considerably poor.

b. Institution and Regimes Characteristics

The institution and regime characteristics are reflected in how the disposition and acceptance of implementing agencies respond to their political will to succeed in the whole process of the policy. Yet, in the case of Wasur development policy, we found that most of the stakeholder indicated their serious intention and willingness to develop the tourism destination around Merauke District. However our case study research, especially during FGD process, confirms the various degree of program implementation. For instance, when the local government has delivered significant policy but the personnel of the national park looks hesitate to move due to the potential of environmental degradation, but in overall we can see the strong political willingness of local government to develop the Wasur national park as one of greatest tourism destination in Merauke regency.

c. Compliance and Responsiveness

Regarding compliance and responsiveness of each policy actor, our findings confirm that local government as the primary implementing agency has performed relevant programs. However as same as other policy implementation aspects, we still spot the asymmetric degree of responsiveness due to a lack of socialization and inequality of benefit from the policy implementation. One of the primary consequences of this phenomenon is that the local government through its local tourism development agency seems to walking alone to implement the tourism development policy without any equal support from other stakeholders.

5. DISCUSSION

5.1. Capturing the Lesson under the Implementation Process

Through the results of this research, we can obtain several lessons that are helpful for further analysis regarding the future projection of policy implementation. Our evaluation confirms that several impeding factors are aligning the implementation of the tourism development policy in Wasur National Park. In the first line, we highlight the problem regarding the multiple interests associated with the policy implementation. This multiple interest occurs due to a minimum socialization which leads to the lack of commitment for some policy actors. This phenomenon is relevant to the theory of local tourism development that is conveyed by (Shafikhullah and Nayan, 2021).

Furthermore, although the process of decision-making and the degree of change is delivered in a transparent way, but the benefit sharing on this policy implementation is also claimed as problematic due to no synergy agreement among involved actors. It makes the substance of the policy vulnerable toward external intervening problems as expressed by Prihatin and Wicaksono (2021). In a more detailed look, the following Table 2 will illustrate the complete analysis of each policy component as theorized in the Grindle policy implementation model.

Table.2. Policy Assessment Matrix

Assessment Category	Criteria	Result of Observation	Analytical Decision
Content of Policy (Planning)	Interest Affected	Multiple Interests with no clear consensus between local government, and Indigenous society	<i>Not supported</i>
	Type of Benefits	There is no equal sharing of benefits between the local government, village government, and Indigenous society	<i>Not supported</i>
	Extent of Change Envisioned	Most of them are willing to change the existing condition although in different form of expectation	<i>Supported</i>
	Site of decision-making	The decision-making is delivered on a top-down based on the local government of Merauke	<i>Supported</i>
	Program Implementers	A conflict of interest between local government of Merauke who are willing to develop a tourism destination and local society who are willing to make the forest for daily life has generated asymmetric consensus between the implementing agency to foster successful program implementation	<i>Not supported</i>
	Resource Committed	The implementing agency has committed to share the resources although in a limited amount.	<i>Supported</i>
Context of Implementation	Power, Interest and Strategies of the Actor Involved	The power interest and strategies of the actor involved tend to be performed in a separate way as an implication of multiple interest existence.	<i>Not supported</i>
	Institution and Regimes Characteristics	The institution and regime characteristics indicate supporting political will, especially under the tenure of the current local mayor of Merauke Regency	<i>Supported</i>
	Compliance and Responsiveness	Inequality of responsiveness due to lack of socialization and asymmetric benefit sharing	<i>Not supported</i>

Source: Author (2024)

In table 2, it can be seen that the context implementation shows an imperfect process in which the power, interest and strategies of the actor involved tend to be performed in a separate way. It is indicated as an implication of multiple interests that is existed. In a theoretical perspective as expressed by Anggriawan (2016), these separated strategies may lead to inefficiency in terms of responsiveness. Therefore, it is potentially keeping the gap in the activities among implementing agencies.

5.2. Future Projection of Local Tourism Development

According to the previous analysis, this study highlights several lessons that may lead to the failure of policy implementation of tourism development in Wasur National Park of Merauke Regency. This lesson provides valuable insight for policymakers to adjust the current strategy in the future. It comprised of, first; regarding the multiple interests that hampered the policy implementation, it would be a viable solution to foster the socialization in a local context. It aims to minimize the misunderstanding between local government and Indigenous people around Wasur National Park. Furthermore, the process of socialization should also mediated by face-to-face dialogue with informal meetings and following local traditions of Papua's tribes. It is relevant to the collaborative governance theory as relevant to the conflict resolution method (Erlangga et al., 2023). This method is also expected to facilitate the equal sharing of benefits regarding along with each program implementation. Besides, Haryono et al (2023) also found

that the equal sharing of benefits especially in traditional village environments ensure the sustainability aspect of program implementation at a grassroots level.

Second, it cannot be neglected that the development of Wasur National Park may trigger a conflict between local tourism agencies and environmentalists due to the risk of environmental degradation. Therefore, our offer is to channel the regional planning procedure and tourism development strategy into a single master plan as conceptualized by Rahmafritria et al (2019). This alternative is also expected to strengthen the resources support, especially from local government budgeting for infrastructure development. Finally, the policymaker should be oriented to sustainable tourism development to prevent further confrontations with environmentalists or the Wasur National Park Authority.

6. CONCLUSION

The series of analyses and discussion in this article confirms that the implementation of the tourism development policy in Wasur National Park of Merauke Regency has undergone a stagnation phase. In line with this phenomenon, this research tries to evaluate by applying the Grindle policy implementation and found that it was impeded by several factors. First, from the fundamental substance of policy, indicates a multiple interest within a single policy implementation. On this occasion, this phenomenon is triggered asymmetric commitment among stakeholders and led to the separate movement of program implementation. Second, each institution tends to perform different strategies with one policy framework which generates ineffective policy outcomes. These impeding factors are genuinely become a significant barrier to preventing the policy implementation to be successful. Yet, in this paper, the evaluation result also leads the further analysis to generate the future projection of strategy by channeling the local tourism development under the regional planning.

REFERENCES

- Anggriawan, T. 2016. The Sub-regional Cooperation's Role in Assisting the Implementation of ASEAN Economic Community Blueprint to Develop the Small Medium Enterprise (Case Study on Indonesia, Malaysia, Thailand- Growth Tr. Sarjana thesis, Universitas Brawijaya. Url: <https://repository.ub.ac.id/id/eprint/118382/> (Retrieved at 30 August 2024)
- Ayuningsih, P. B., and Sandi, R. E. 2023. Implementation of Dinoyo Ceramic Industry Development Policy in Malang City. AICoBPA Conference, ASSEHR 764, pp. 620-641, 2023. https://doi.org/10.2991/978-2-38476-090-9_49
- Baloch, Q, B., Shah, S, N., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., and Khan A, U. 2023. Impact of tourism development upon environmental sustainability: a suggested framework for sustainable ecotourism. *Environ Sci Pollut Res Int*. Vol. 30(3): 5917-5930. doi: 10.1007/s11356-022-22496-w.
- Creswell, J. W. (n.d.). *Translator Ahmad Fawaid*. 2013. *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Yogyakarta: Pustaka Pelajar.
- David, F. R. 2011. *Strategic Management: Concept and Cases*. 13th Edition. Prentice Hall, UK.
- Easton, D. 1967. *A System Analysis of Political Life*. New York: John Wiley & Sons.
- Edward, G III. 1980. *Implementing Public Policy*. Congressional Quarterly Press, Michigan University. ISBN: 0871871556, 9780871871558
- Erlangga, E., Effendy, K., Prabowo, H., and Sinurat, M. 2023. Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province. *International Journal of Law and Politics Studies*. Vol. 5, No.2 (2023). pp. 1-10. DOI: 10.32996/ijlps
- Grindle, M. S. (1980). *Politics and Policy Implementation in the Third World*. Princeton: Princeton University Press.
- Grindle, Merilee s, Mary E. Hilderbrand. (1995). *Building Sustainable Capacity in the Public Sector: What Can be Done?. Public Administration and Development*, 15, 441-463.
- Hartawan, R. C., and Kosasih, F. 2023. Implementation of the Van Meter and Van Horn Zoning System Policies Model. *International Journal of Humanities Education and Social Sciences (IHES)*. Vol.2, No.4, pp. 1348-1358. DOI: <https://doi.org/10.55227/ijhess.v2i4.373>
- Haruna, A., and Yusuf, T. A. 2021. A review of strategic implementation of Nigeria tourism master plan: an issue for economic development. *Journal of Advanced Education and Sciences* 2021; 1(2):pp. 19-23.
- Haryati, S., Akbar, B., Effendy, K., and Lukman, S. 2020. Implementation of Follow-Up Policies Results of The State Financial Examination in the Operation of National Health Insurance. *International Journal of Governmental Studies and Humanities (IJGH)*. Vol.2, No.1. 2020. pp. 1-12. Url: <http://ejournal.ipdn.ac.id/index.php/ijgsh>
- Haryono, B. S., Anggriawan, T., Drasopolino, D., Sentanu, I. G. E. P. S., and Sahputri, R. A. M. 2024. Exploring the Paradox of Local Community Empowerment in Mediating the Role of Village Fund Policy to Increase the Rural Society's Welfare: An Analysis through the Eye of Village Public Service's Users. *Lex Localis*, Vol.22, No.2, 2024.
- Holladay, P., Dixon, A. W., Nguyen, M. C., Nguyen, B. L., Shuangyu, X., and Howard, K. P. 2020. Stakeholder perceptions of Da Nang, Vietnam as a tourism gateway city. *Journal of Tourism Insight*, Vol.10, No.1. doi: 10.9707/2328-0824.1089
- Miyayi, E, N. 2021. Implementation of the Tourism Development Master Plan Policy in the Tourism Village of Kepuharjo, Cangkringan District, Sleman Regency, Yogyakarta. *Journal of Social Sciences and Humanities*. Vol.11, No.3, p-ISSN. 2088-2262 e-ISSN. 2580-5622.

- Nellis, M. N., Fadhly, Z., Sitompul, S. J. 2023. Implementasi Kebijakan Pembangunan SDGs Desa Era Covid 19 di Kabupaten Simeulue, Aceh. *Jurnal Ilmu Administrasi Negara*. Vol.11, No.1. Url: <https://jurnal.asian.or.id/index.php/JIANA/article/view/126>
- Noordiatmoko, D., Anggriawan, T., and Saputra, A. E. 2023. Assessing Measurement Model of Performance Management In Government Agencies Using SEM-PLS Analysis. *Journal of Governance and Regulation*. Vol.12, Issue 4, pp. 227-235. Doi: <https://doi.org/10.22495/jgrv12i4siart2>.
- Prapto, Y., Suradinata, E., Mulyati, D., and Thahir, I. 2019. Implementation of Community Policing Policy i n Creating General Security and order in The City of Bandung, West Java Province. *Journal of Public Administration and Governance*. Vol.9, No.2, pp. 387-406. Doi: [doi:10.5296/jpagv9i214809](https://doi.org/10.5296/jpagv9i214809)
- Prihatin, P. S., and Wicaksono, A. 2021. Grindle Policy Implementation Theory in Analysis of Forestry Conflict in Pelalawan District, Riau Province. *Journal Kajian Pemerintah*. Vol. 7, No.2, pp. 31-44. DOI: [https://doi.org/10.25299/jkp.2021.vol7\(2\).9493](https://doi.org/10.25299/jkp.2021.vol7(2).9493)
- Rahmafitria, F., Purboyo., and Rosyidie, A. 2019. Agglomeration in Tourism: The Case of SEZs in Regional Development Goals. *MIMBAR Journal*. Vol.35, No.2, pp.342-251. Doi:
- Safikhullah, S. N. A., and Nayan, N. 2021. Impact of Tourism Activities on the Economy of the Community in The Coastal Area of Langkawi Island, Malaysia. *Forum Ilmu Sosial*, Vol. 48, No.1, pp. 11-24. DOI: <https://doi.org/10.15294/fis.v48i1.30781>
- Sudapet, I, N., Sukoco, A., Damayanti, E., Wulandari, A., Rosyid, A., Nasihien, R. D., Zulkifli, C. Z., and Bon, A. T. 2021. Bali Government Support To Blowed Up Tourism. *Proceedings of the International Conference on Industrial Engineering and Operations Management Monterrey, Mexico*, November 3-5, 2021. Url: <https://ieomsociety.org/proceedings/2021monterrey/627.pdf> (Retrieved at 30 August 2024)
- Swarbooke, J. 2023. Why Sustainable Tourism Failed. *Responsible Tourism Partnership*. ISBN 978-1-915912-00-8, Url: <https://responsibletourismpartnership.org/wp-content/uploads/2023/02/WHY-SUSTAINABLE-TOURISM-FAILED-PublishedISBN.pdf> (Retrieved at 29 August 2024)
- Vadeveloo, T., and Singaravelloo, K. 2013. Local Government and Community Development. *International Journal of Business, Economics and Law*, Vol.2, Issue 2 (June) ISSN 2289 - 1552.
- Van Meter, D, S., and Van Horn, C. E. 1975. The Policy Implementation Process: A Conceptual Framework. *Administration & Society*, 6(4), pp.445-488. <https://doi.org/10.1177/009539977500600404>.
- Wahab, A. 2004. *Analisis Kebijakan Publik: Teori dan Aplikasinya* (Eng - Public Policy Analysis: Theory and Implementation). Danar Wijaya Publishing. Malang: Indonesia.
- Wang, F., Chai, W., and Yan, B. 2021. Does Regional Financial Resources Contribute to Economic Growth? From the Perspective of Spatial Correlation Network. *Sage Open*, 11(1). Doi: <https://doi.org/10.1177/2158244021999381>.
- Yang, Y. 2012. Agglomeration Density and Tourism Development in China: An empirical Research Based on Dynamic Panel Data Model. *Tourism Management*, Vol.33, Issue.6. pp. 1347-1359. Doi: <https://doi.org/10.1016/j.tourman.2011.12.018>