

## IMPLEMENTATION OF REGIONAL GOVERNMENT POLICY IN IMPROVING SUSTAINABLE TOURISM DEVELOPMENT IN CIAMIS DISTRICT

Asep Nurdin Rosihan Anwar<sup>1)\*</sup>, Arie Budiawan<sup>1)</sup>, Endah Vestikowati<sup>1)</sup>

*Universitas Galuh Ciamis, Indonesia<sup>1)</sup>*

*E-mail: aribudiawan@unigal.ac.id\**

### Article History

Received: 22 August 2024

Accepted: 5 September 2024

Published: 3 December 2024

### Abstract

The aim of this research is to assess the extent to which the implementation of local government policies increases sustainable tourism development in Ciamis Regency. The research method used is qualitative descriptive research. Data collection techniques include field studies (interviews and observations), documentation studies, and library research. The interactive descriptive method is the data analysis methodology employed. Qualitative model which includes data reduction, data presentation and drawing conclusions. Based on research findings and discussions, it appears that the implementation of sustainable tourism development policies in Ciamis Regency has not been optimal. This is explained by the dimensions and indicators of policy implementation, namely: communication, resources, disposition and bureaucratic structure. It was also explained that the dimensions and indicators of sustainable tourism development in Ciamis Regency have not been implemented optimally, seen from factors such as participation, stakeholder involvement, local ownership, sustainable use of resources, adaptation to community goals, carrying capacity, supervision, and evaluation, accountability, training, and promotion. Efforts required include fostering commitment, collaboration, synergy, innovation, continuous evaluation by various stakeholders, and tourism policies that cannot be separated from the tourism penta helix consisting of government, community, academics, community, business world, and media. Also provides opportunities for tourist villages to form tourism awareness groups (Pokdarwis), provide training in sustainable tourism, hotel management, improve business skills, vocational and professional skills, pay attention to local communities in tourist areas to get jobs, preserve local wisdom and culture, collaborate in cultural tourism, improving tourism services, improving tourism infrastructure, promoting tourism, and implementing other tourism support, all within a short, medium, and long term framework.

**Keywords:** *Policy Implementation; Local government; Sustainable Tourism.*

### A. INTRODUCTION

The development of sustainable tourism in Indonesia has been outlined in policy and legal documents, namely in Law Number 10 of 2009 concerning Tourism. Article 4 states that tourism development performance must be assessed not only based on its contribution to economic growth, but also its contribution to improving community welfare, reducing unemployment and poverty, preserving natural resources and the environment, and developing culture. However, if you look at sustainable tourism development in Ciamis Regency which has been stated in Ciamis Regency Regional Regulation Number 16 of 2016 concerning the Ciamis Regency Tourism Development Master Plan for 2017-2027 and Ciamis Regency Regional Regulation Number 9 of 2022: Adherence to Tourism and

Tourism-Related Enterprises, as well as in Ciamis Regency Regional Regulation Number 16 of 2016 concerning the Ciamis Regency Tourism Development Master Plan for 2017-2027.

In practice, sustainable tourism development in Ciamis Regency is currently still hampered by the lack of attention of stakeholders towards the development of tourist attractions, both from the local government, the community, and the business world, so that the development of tourism and tourism businesses is not yet running well and being fully optimized. Apart from that, the tourism industry's contribution to improving community welfare tends to not be felt because there is still homework and challenges that must be faced by local governments and other stakeholders. Therefore, local governments must carry out a thorough assessment of the challenges and obstacles to policy implementation, as well as implement a regular monitoring and evaluation system and make strategy adjustments if necessary. The conditions mentioned above are directly proportional to the achievements of the current situation. If the things that are still homework for the regional government and other stakeholders cannot be realized, then it is not impossible that the number of tourist visits each year will decrease further. Or vice versa, if the local government together with other stakeholders are able to realize this homework, it does not rule out the possibility that every year there will be more tourist visits. The author presents the quantity of visitors from the tourism Ciamis Regency below, as follows:

Table 1.1 Number of Tourist Visits to Ciamis Tourist Attractions

<b>International Tourists (Year)</b>			<b>Indonesian Tourists (Year)</b>		
2021	2022	2023	2021	2022	2023
4	61	533	701.269	1.001.099	1.098.910

Source: West Java Province Central Statistics Agency, 2023.

Judging from the table above, the pattern of traveler trips, both domestically and internationally, from 2021-2023 has not experienced a significant increase. Thus, in order for the trend of tourist visits to increase to tourist attractions in Ciamis Regency, the local government must be able to evaluate the policies that have been established for the development of sustainable tourism. So that in the future the regional government can take advantage of the tourism industry sector from the PAD contribution of Ciamis Regency. The author presents trend data that occurred in the PAD budget realization report, especially from the tourism sector in Ciamis Regency in the last 4 (four) years from 2020-2024 as follows:

Table 1.2 Percentage of Realized PAD from the Ciamis Regency Tourism Sector

<b>Year</b>			
<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>92,34 %</b>	<b>106,42 %</b>	<b>89,97 %</b>	<b>117,32 %</b>

Judging from the table above, although there has been an increase every year, in 2022 it will experience a decline, thus there are still challenges that need to be overcome, such as environmental protection, cultural preservation, informed decision making, and sustainable development. And it is important to continue in order to raise the standard of human resources in the tourism sector so that they can provide better and more sustainable services. With the background of the problems described above, the author wants to know how regional government policies are implemented in increasing sustainable tourism development in Ciamis Regency. For this reason, the author is eager to carry out studies using the term "Implementation of Regional Government Policy in Increasing Sustainable Tourism Development in Ciamis Regency."

## **B. LITERATURE REVIEW**

### **Public Policy Implementation**

Policy implementation is essentially the way a policy achieves its goals, nothing more and nothing less. To implement public policy, there are two options that can be made, namely by implementing it directly in the form of a program or through formulating derivative policies from the public policy. The sequence of policy implementation can be seen clearly, starting from programs, projects, to activities. This model adapts mechanisms commonly found in management, especially in the public sector. Policies are revealed in the form of programs, which are then reduced to projects, and are ultimately realized in activities, whether carried out by the government, the community, or through government-community collaboration.

Van Meter and Van Horn (in Budi Winarno, 2008) define the implementation of public policy as actions taken based on previous decisions. These actions include efforts to turn decisions into operational actions within a certain period of time and in ongoing efforts to achieve large and small changes stipulated in policy decisions taken by public organizations aimed at achieving predetermined goals. There are several theories from various experts regarding policy implementation, namely:

George C. Edward III's theory (in Subarsono, 2011) believes that policy implementation is influenced by four variables, namely:

- a) Communication, successful policy implementation requires implementers to know what needs to be done, where policy goals and objectives need to be transmitted to the target group, thereby reducing implementation distortion.
- b) Resources, even though the contents of the policy have been communicated clearly and consistently, if the implementer lacks the resources to implement it, the implementation will not be effective. These resources can be human resources, such as implementing competence, and financial resources.
- c) Disposition, refers to the traits and characteristics possessed by the implementer, such as commitment, honesty and democratic nature. If implementers have a good disposition, then they can implement policies effectively according to the wishes of policy makers. If implementers have different attitudes or perspectives from decision-makers, the process of implementing policies won't be successful.
- d) Bureaucratic Structure, the organizational structure responsible for implementing policies has a significant influence on policy implementation. Aspects of organizational structure include Standard Operating Procedures (SOP) and fragmentation. Organizational structures that are too elongated tend to weaken

supervision and create bureaucracy, which refers to complicated bureaucratic procedures that make organizational activities inflexible.

According to Edwards' view (in Budi Winarno, 2008), important resources include adequate staff and good skills to carry out their duties, authority and facilities needed to translate proposals on paper into the delivery of public services.

Sustainable Tourism Development According to Noor & Pratiwi, 2016 in (2021), the concept of sustainable tourism development is explained as follows:

1. Make efforts to ensure the preservation of social, cultural and environmental aspects and protect them from threats.
2. Provide tourism education and training to local communities and involve them in planning, development, conservation and assessment of tourism development.
3. Using the concept of carrying capacity to limit tourist visits to the capacity that can be accommodated by tourist attractions, so that it does not cause negative impacts on the environment and local communities.
4. Provide information and education to tourists and local communities about the importance of preserving cultural heritage.
5. Conduct regular research to understand developments and deviations related to the implementation of the concept of sustainable tourism development.

According to Nyoman Sunarta & Nyoman Sukma Arida, (2017) in their book "Textbook of Sustainable Tourism", the development of sustainable tourism can be traced through its principles. These principles include: participation, stakeholder involvement, local ownership, sustainable use of resources, accommodating community goals, attention to carrying capacity, monitoring and evaluation, accountability, training and promotion.

#### A. Participation

Local communities must supervise or control tourism development by being involved in determining the tourism vision, identifying resources that should be conserved and enhanced, and developing objectives and strategies for developing and managing tourist attractions. The community must also participate in implementing previously formulated strategies (Arida).

#### B. Stakeholder Involvement

The stakeholders involved in tourism development include community groups, NGOs, volunteer groups, local governments, tourism associations, business associations, and other influential and interested parties who will be impacted by tourism activities.

#### C. Local Ownership

Tourism development must provide quality employment opportunities for local communities. Tourism supporting facilities such as hotels, restaurants, etc. should be developed and maintained by the local community. Past experience shows that education and training for local citizens, as well as easier access for local entrepreneurs, are necessary to achieve local ownership. In addition, building relationships between the business world and local communities should be encouraged to support local ownership.

#### D. Utilization of Internal Resources

Tourism development must Sustainable The use of resources in tourism development must be sustainable, meaning that activities must avoid excessive use of non-renewable resources. It is important to involve local communities in the planning, development and implementation stages to ensure equitable distribution of benefits. Tourism activities must ensure that natural and man-made resources are conserved and enhanced in accordance with international criteria and standards.

#### E. Accommodating Community Goals

Community goals must be incorporated into tourism activities to achieve harmonious relationships between visitors, destinations and local residents. For example, cultural tourism collaboration can start from the planning, management and marketing stages.

#### F. Carrying Capacity

Land carrying capacity that needs to be considered includes physical, natural, social and cultural carrying capacity. Development and growth must be in harmony with local boundaries and the environment. Plans and operations should be evaluated periodically to determine necessary adjustments or improvements. The scale and type of tourism facilities should reflect the limits of acceptable use.

#### G. Monitor and Evaluation

Monitoring and evaluation activities for sustainable tourism development include creating guidelines, evaluating the impact of tourism activities, and developing indicators and limits to measure tourism impacts. The guidelines or tools developed must cover national, regional and local scales.

#### H. Accountability

Tourism planning must prioritize opportunities for job creation, increased income, and improved health of local communities, as reflected in development policies. Management and utilization of natural resources such as land, water and air must ensure accountability and guarantee that existing resources are not overexploited.

#### I. Training

Sustainable tourism development requires the implementation of education and training programs to equip communities with knowledge and improve business, vocational and professional skills. Training should cover topics related to sustainable tourism, hotel management and other relevant subjects.

#### J. Promotion

Sustainable tourism development also includes improved land use and activities that strengthen landscape character, sense of place and local identity. These activities and land use should aim to provide a high-quality tourism experience that satisfies visitors.

Thus, sustainable tourism development is required to avoid or combat four interrelated factors: First, planning for the vulnerable environmental conditions and cultural components of various local communities. Second, a plan to overcome differences in areas of interest. Third, a plan to address and combat the negative impacts of mass tourism programs. Fourth, planning against the background of irreversible changes in environmental conditions.

### C. RESEARCH METHODOLOGY

The research method used in this research is a qualitative descriptive method. The use of qualitative descriptive methods in this research aims to explain the application of regional government initiatives to enhance Ciamis Regency's sustainable tourism development. This study falls under the topic of qualitative research, where qualitative research aims to obtain in-depth data, data that contains meaning. Research that uses a qualitative approach can influence the substance of the research. This means that qualitative research directly presents the nature of the relationship between researchers and informants, as well as the objects and subjects of research. A detailed explanation of the methods used includes research stages, research locations, variables observed or measured, models used, research design, and data collection and analysis techniques.

#### Research Design or Model

The type of research design or model that will be used should be adjusted to the research problem. The research design will outline the details of the research, measurements, and

plans for analyzing the results. The research design that the author will use includes the following steps:

1. Provide a more in-depth explanation of the research findings.
2. Draw conclusions and submit recommendations.

### **Research Design**

To provide better direction, researchers create a research design using scientific observation, which consists of:

1. Observations are designed to answer research questions.
2. Designed and implemented systematically.
3. Systematically record everything related to events, conditions, phenomena, and everything that is considered new related to the research topic.
4. Use proper controls.
5. Make valid and reliable calculations or predictions, based on observed events.

### **Data Collection and Analysis Techniques**

Data collection technique

To obtain data the author used several techniques in data collection as follows:

1. Documentation Study  
Collect data from documents such as journal articles, books, papers, regulations, and news for data analysis purposes.
2. Literature Review  
Research includes reading literature books, lecture notes, journal articles, news and papers related to the problem being studied.

## **D. RESULT AND DISCUSSION**

The discussion on the implementation of sustainable tourism development policies in Ciamis Regency is based on the theory put forward by George C. Edward III (Agustino, 2017). There is a need for a policy implementation model in sustainable tourism development in Ciamis Regency. Policy implementation models include the following:

1. Communication
2. Resources
3. Disposition
4. Bureaucratic Structure

### **Communication Dimensions**

In the communication dimension, clarity of communication indicators from the Ciamis Regency Tourism Office to relevant agencies in sustainable tourism development in Ciamis Regency has been implemented well. This can be seen in the form of direct command and communication, as well as in communication through internal coordination meetings, communication through the Regional Leadership Coordination Forum (Forkopimda), technical meetings between SKPD, community engagement and instruction, partnership communication with the private sector and the community, use of technology information through the Ciamis Regency Tourism Office website, social media platforms, communication through partnerships with international organizations, and communication through monitoring and evaluation.

Various forms of communication carried out by the Ciamis Regency Tourism Office can ensure that sustainable tourism development is effective, participatory and oriented towards long-term benefits for local communities and the environment. However, in its implementation there are still challenges due to the fact that each agency has programs and activities that need to be synchronized in its implementation. Therefore, it is necessary to

exchange information between departments and exchange information in the development of tourist attractions and tourism events.

Furthermore, in the communication dimension, outreach to the community has been carried out effectively. This can be seen from direct interaction with the community in tourism and cultural festival activities, public campaigns, workshops and training through print, electronic and social media. Creating educational content for the public emphasizes the importance of sustainable tourism in preserving the environment and local culture. However, there are still challenges that need to be overcome, such as the active involvement of the community in the policy formulation process carried out by local governments to ensure that the policies formulated can be realized. Apart from that, there needs to be continuous and integrated socialization to enable the exchange of information among the community regarding sustainable tourism development plans in Ciamis Regency.

The communication dimension as an indicator of consistency in achieving the goals of implementing sustainable tourism policies in Ciamis Regency has been implemented well. This is proven by various program policies and activities made by the Regional Government, especially by the Ciamis Regency Tourism Office, which have been well programmed and scheduled, making these orders consistent and mandatory. This matter is outlined in the Ciamis Regency Medium Term Development Plan (RPJMD) 2019-2024, the Ciamis Regency Tourism Office Strategic Plan (Renstra) 2019-2024, the 2023 Ciamis Regency Tourism Office Work Plan, and the Performance Report. Ciamis Regency Tourism Office Government Agency (LAKIP) in 2023. Currently there are still obstacles such as the lack of optimal arrangement of tourist attractions, tourism promotion, and the low quality of human resources in the tourism sector, as well as the low quality of human resources in the tourism sector. lack of training and coaching for employees. There is also a need to adjust incentives by area and responsibility according to the assessment of rewards and punishments. Efforts made include clear and intensive communication with policy makers to ensure that these orders can be implemented quickly and accurately. This is very important, especially in organizing tourism exhibitions and promotions, increasing the competency of human resources for tourism, and increasing the development of tourist attractions.

### **Resource Dimensions**

In terms of resources, there are sufficient staff who are competent in their respective fields, who are able to carry out their duties effectively. This can be seen through workload analysis, competencies and qualifications, training and development, division of tasks, and performance evaluation. The Ciamis Regency Tourism Office is supported by a workforce of 72 people in 2023, including department heads, secretaries, department heads, administrative staff, functional officials, employees and non-PNS staff. The workforce consists of individuals with various educational backgrounds and ranks. The current obstacle lies in the limited number of competent employees due to restrictions on civil servant recruitment which is the central government's authority.

Turning to the resource dimension, there is sufficient information needed regarding the implementation of tourism destination development policies. This is clearly done through various methods such as coordination meetings and outreach via letters and social media available on the website <https://dispar.ciamiskab.go.id>.

However, implementation still faces challenges because many employees or policy implementers do not yet know the information needed to support the development of tourism destinations, both in terms of regulations and sanctions for rule violators.

Furthermore, the resource dimension for indicators of adequacy of authority in the bureaucratic apparatus already exists but is not yet running optimally. This is because of the differences in authority between agencies, which if combined is indeed possible, but it

depends on how the leadership directs it. Meanwhile, the resource dimension in terms of the availability of facilities that support sustainable tourism development in Ciamis Regency still needs to be revitalized and optimized in various ways, including maintaining the economy and ecology, developing ecotourism, preserving nature and traditional culture, by involving stakeholders, implementing sustainable practices, and preserving local culture and environment effectively. As for efforts to further optimize the development of sustainable tourism through collaboration in various policy programs with other agencies so as to bring in sources of income outside the available budget, this is aimed at not being tied to the existing budget. This is certainly a good effort because it can strengthen cooperative relations and participate in various policy programs of other agencies and can also share information with each other regarding various policies that have been made.

### **Disposition Dimensions**

In the disposition dimension, indicators of commitment and attitudes of policy implementers have not made good progress. Commitment doesn't just have to come from the members' policy implementers but also from their leaders, as well as attitudes originating from officials above them. The commitment and attitude of policy implementers is very important from the start to determine the future direction of policy and the behavior of the policy implementers themselves. In its implementation, there is still egocentrism among policy implementers which needs to be addressed by building commitment, solidarity and mutual support to create a conducive work environment, which in turn will lead to successful achievement of goals.

Furthermore, in the disposition dimension, indicators of mutual perception between implementers and related agencies in developing tourist destinations have not gone well. This is due to the limited authority between these agencies making it difficult to harmonize shared perceptions between implementers and related agencies in sustainable tourism development.

To align perspectives, efforts must be made to involve stakeholders and set priorities through meetings. The priority scale aims to minimize misunderstandings between implementers and agencies related to tourism development.

Apart from that, in the disposition dimension, the adequacy of incentives for non-PNS implementers is still lacking, and is not in line with their dedication to their duties. This is because there are no regulations governing non-PNS incentive rights. Adequate incentives can motivate employees to improve their performance and become positive motivators for both themselves and the organization. The absence of regulations regarding non-PNS incentives raises concerns about fairness, especially for experienced civil servants who have not yet become civil servants and requires serious attention from the government.

To overcome this problem, employee needs must be submitted to the Personnel and Human Resources Development Agency (Badan Personnel and Human Resources Development) because currently there are no regulations that regulate non-PNS incentives. One of the efforts made to overcome this problem is to facilitate employee needs through the Personnel and Human Resources Development Agency.

### **Dimensions of Bureaucratic Structure**

In the bureaucratic structure dimension, efforts to overcome obstacles to the availability of Standard Operating Procedures (SOP) for implementers are carried out by providing clear information about various policy programs according to existing SOPs to the public. The reason is, many people don't know the rules that people can or cannot follow in managing tourist destinations.

Meanwhile, in the bureaucratic structure dimension, efforts to overcome obstacles to indicators of good coordination with related agencies are carried out by carrying out tasks in accordance with statutory regulations and the information provided, such as when holding

coordination meetings between related agencies. So that sustainable tourism development activities in Ciamis Regency can attract tourists, tourist attraction events are held. Therefore, the Ciamis Regency Tourism Office is responsible for promoting it, so that there is a division of duties between each party. Apart from that, to improve the quality of public services, financial management and the performance of Regional Apparatus, more comprehensive survey data is needed, not only satisfaction surveys (SKM), but also surveys of all tourism stakeholders in Ciamis Regency.

Furthermore, in the bureaucratic structure dimension, efforts to overcome obstacles in the clarity indicators of institutions involved in policy implementation are carried out by proposing human resources that are in accordance with their competence in their field to the BKPSDM of Ciamis Regency. This is to facilitate the implementation of various policies so that they are more effective and on target.

Implementation of local government policies in sustainable tourism development in Ciamis Regency.

### **Participation**

In the participation dimension, it can be explained that community participation in sustainable tourism development in Ciamis Regency has not run optimally. This is evident from the absence of involvement in the community in determining the vision and mission of tourism in Ciamis Regency, the lack of community involvement in identifying natural resources and human resources that must be developed and maintained, the lack of community participation in preserving the cleanliness of the surroundings surrounding popular tourist destinations, the lack of community participation in implementing and developing local tourist attraction strategies, as well as the lack of community participation in monitoring and controlling sustainable tourism development from the planning stage to the implementation of tourism development. This is seen in the lack of community involvement in terms of ideas or energy contributions, material donations, there are still many tourism sites that have not yet formed tourism awareness groups (Pokdarwis), not maintaining natural conditions and preserving local culture, carrying out promotions, the absence of training and coaching and the lack of evaluation and monitoring process. In fact, if there is awareness and participation from the community, this will be advantageous to the community, including new job opportunities and improving the economy of the surrounding community.

### **Involvement of actors (stakeholders)**

In the dimension of actor involvement (stakeholders), sustainable tourism development in Ciamis Regency has not run optimally. This can be seen from the lack of attention from stakeholders towards sustainable tourism development in Ciamis Regency. Whether from local governments in the form of budget support, the business community, or from the media, tourism development and tourism businesses have not been explored optimally. This can be seen from the lack of investor interest in investing in the tourism sector in terms of developing the tourism industry, providing lodging and hotel accommodation, businesses in the field of providing food and drinks such as restaurants and restaurants, culinary tourism, regional specialties, shows and entertainment, and not yet the provision of tourist bus transportation provided by the Regional Government.

Thus, there needs to be joint commitment, collaboration, synergy and innovation from various stakeholders and policy makers, which cannot be separated from the tourism penta helix, namely government, academics, communities, entrepreneurs and the media. Regional governments must provide human resource development through various training such as hospitality, scouting, training and skills in making souvenirs, improving the accessibility of tourism development facilities and infrastructure. The private sector must support providing tourist accessibility to tourist attractions and providing travel accommodation and lodging.

The role of academics as conceptors helps scientific development, especially related to sustainable tourism development, where the results of developing concepts, theories and models of knowledge sources and research can be conveyed to local governments, communities, entrepreneurs and the media. Furthermore, the role of local communities is very important to support sustainable tourism development in maintaining and developing local cultural attractions as cultural heritage, managing and safeguarding tourism resources in order to maintain the quality and sustainability of tourism destinations and maintaining and creating a clean, safe and comfortable environment for tourism activities. . And no less important is the role of the media to convey information, promote, and support the publication of tourism potential that will receive the impact of tourism activities in Ciamis Regency.

### **Local ownership**

In supporting sustainable tourism development in Ciamis Regency, local ownership has not been utilized optimally. This can be seen from sustainable tourism development which has not provided quality employment opportunities for the local community. Both the public and the business world are less interested in providing tourism facilities such as homestays, restaurants, tourist vehicles, etc. at tourist attractions. The local community must actively encourage and facilitate access for business actors to collaborate in advancing tourism, which in turn can provide benefits for local ownership in Ciamis Regency. Data on tourism development in Ciamis Regency is available at <https://dispar.ciamiskab.go.id>.

It still needs further improvement, with a focus on improving tourist attraction management, destination management, domestic and international tourism marketing, the attractiveness of tourist destinations and strategic tourism areas, as well as increasing human resource capacity in the field of tourism and the creative economy at the basic level.

### **Sustainable resource use**

In terms of sustainable resource use, support for sustainable tourism development in Ciamis Regency is quite good. This can be seen from the active participation of the community in preserving nature and the environment, as well as preserving and developing local wisdom and culture to ensure its existence in line with developments over time. Therefore, understanding and support from relevant stakeholders is needed to continue to preserve and maintain local wisdom and culture starting from the planning, development and implementation stages, so that tourism activities can guarantee and maintain the beauty, sustainability and comfort of tourists visiting tourist destinations. in Indonesia. Ciamis Regency.

### **Adaptation to societal goals**

In terms of adaptation to community goals, it has gone well in supporting sustainable tourism development in Ciamis Regency. This can be seen from the application of various tourism events carried out by the Ciamis Regency Government and the Village Government. This activity aims to accommodate every tourism business, of course increasing the quantity of visitors to tourist attractions in Ciamis Regency thereby providing benefits to the local community.

### **Carrying capacity**

In terms of carrying capacity, sufficient efforts have been made to support the development of sustainable tourism in Ciamis Regency. This can be seen from physical, natural, social and cultural capabilities, as well as tourism development that upholds local wisdom, culture and environmental preservation. However, there needs to be ongoing evaluation by local governments, tourism stakeholders, the community, the business world and academics in the implementation process. It is important to innovate and improve tourism to meet visitor needs, such as improving tourism services, improving tourism infrastructure,

tourism promotion and other tourism support. The Ciamis Regency Tourism Office is expected to be able to select activities for each program based on medium-term tourism development strategies and policies. This will encourage the direction of tourism policy in accordance with the Regional Medium Term Development Plan and the Strategic Development Plan Tourism, as well as tourism development programs that will be implemented by the Ciamis Regency Tourism Office.

### **Monitoring and evaluation**

In the supervision and evaluation aspect, there has been significant progress in supporting sustainable tourism development in Ciamis Regency. This can be seen through the regulations set by the Regional Government in accordance with Law Number 10 of 2016 concerning Tourism, Ciamis Regency Regional Regulation Number 16 of 2016 concerning the Master Plan for Tourism Development in Ciamis Regency for the 2017-2027 period, and Regional Regulations. Ciamis Regency Regional Regulation Number 9 of 2022 concerning Tourism Management and Tourism Businesses. These include changes to the Ciamis Regency Regional Medium Term Development Plan (RPJMD) for the 2019-2024 period, the Tourism Office Strategic Plan for the 2019-2024 period, the Tourism Office Work Plan for 2023, and the Ciamis Regency Performance Report. Tourism Department (LAKIP).

In the process of monitoring and evaluating sustainable tourism development in Ciamis Regency, there needs to be supervision from all stakeholders in the tourism sector, especially the regional government, DPRD, cultural figures, entrepreneurs, and non-governmental organizations. (NGOs), and tourist village communities. The monitoring and evaluation function here is not only the responsibility of the Regional Government and the Ciamis Regency DPRD but also all components of the tourism sector so that they are jointly committed to advancing the tourism sector which must continue to be developed. This is to ensure implementation includes performance measurement, assessment and evaluation in accordance with expected targets and ensures sustainability.

### **Accountability**

The accountability dimension is quite optimal in supporting sustainable tourism development in Ciamis Regency. This can be seen from the lack of full attention given by local governments, tourism stakeholders, the community and the business world to local communities in terms of employment opportunities, increasing income and improving health services as reflected in development policies. Good management of natural resources such as land, water and air must ensure accountability and prevent over-exploitation.

### **Training**

Training has been carried out by the Tourism Department, but it is not yet optimal. This can be seen from the existence of cooperation in tourism village management training to develop the potential and uniqueness of the village as an attraction for tourists/visitors. The hope is that tourist villages in Ciamis Regency will continue to innovate in tourism management. Local governments, especially the Tourism Office, must provide training not only for tourist villages but also in the fields of sustainable tourism, hotel management, improving business skills, vocational and professional training.

### **Promotion**

The promotional dimension has been quite effective in supporting sustainable tourism development in Ciamis Regency. This has become a program and activity implemented by the Ciamis Regency Tourism Office which is outlined in the Strategic Plan, Work Plan and Performance Accountability Report. This can be seen from the development of sustainable tourism in Ciamis Regency on the website <https://dispar.ciamiskab.go.id>. the existence of the Ciamis Regency Regional Tourism Promotion Agency (BP2D), and the availability of tourism information in the social sector. Media and mass media so that tourists/visitors can

get to know tourism in Ciamis Regency so as to provide a quality and satisfying tourism experience.

## E. CONCLUSION

The Ciamis Regency Regional Government has implemented various policies aimed at increasing sustainable tourism development. The policy includes careful planning, responsible management of natural resources, and empowerment of local communities. These efforts are directed at maintaining a balance between economic growth, environmental preservation and community welfare. Specific steps taken include building tourism supporting infrastructure, increasing promotion of local tourist destinations, and training for local communities in supporting ecotourism. Collaboration with various parties, including the private sector and communities, is also an important part of implementing this policy.

However, challenges in implementing this policy include budget limitations, public awareness of the importance of sustainable tourism, and cross-sector coordination which still needs to be strengthened. Thus, to achieve optimal sustainable tourism goals, ongoing evaluation and adjustment of policies is needed as well as capacity building in various related sectors. The efforts that must be made in implementing regional government policies to increase sustainable tourism development in Ciamis Regency are increasing the Budget and Investment. Regional governments need to increase budget allocations for the tourism sector, as well as encourage investment from the private sector. This can be done through public-private partnership (PPP) which focuses on infrastructure development, tourism promotion and environmental conservation. Education and Increasing Public Awareness. Education and outreach programs must be encouraged to increase local community awareness of the importance of sustainable tourism. Through training, seminars, and environmental campaigns, the public can better understand the economic and ecological benefits of responsible tourism. Infrastructure development and maintenance. The development of environmentally friendly infrastructure such as road access, sanitation facilities and renewable energy is very important to support sustainable tourism. The government must focus on developing tourist facilities that prioritize environmental preservation and tourist comfort. Strengthening coordination between sectors. Better coordination is needed between the government, the private sector and society in implementing sustainable tourism policies. Forming a cross-sector working team that regularly evaluates the development of tourism programs could be an effective solution to overcome this challenge. Development of superior tourism products. Ciamis Regency needs to identify and develop unique and sustainable superior tourism potential, such as ecotourism, agrotourism and cultural tourism. In this way, this area can offer a different and interesting tourist experience, as well as supporting the preservation of the environment and local cultural heritage. Strengthening Human Resources (HR) capacity. Training and capacity development for human resources in the tourism sector must be improved. This includes training for tour guides, destination managers, and business actors in the tourism sector so that they are able to provide quality and environmentally friendly services. Increasing Tourism Promotion and Marketing. The government needs to expand tourism promotion through digital platforms, social media, and participation in tourism exhibitions at both national and international levels. Promotion must highlight the sustainability aspects and unique potential of Ciamis Regency, with a focus on natural and cultural tourism. Strengthening Environmental Regulations and Supervision. Clear regulations related to environmental preservation and sustainable tourism governance need to be enforced consistently. Supervision and law enforcement regarding environmental destruction or exploitation of natural resources in tourist areas must be tightened. Collaboration with

Academics and NGOs. Regional governments can collaborate with academics and non-governmental organizations (NGOs) to conduct research and provide assistance in managing sustainable tourist destinations. Support from various parties will help the government implement policies more effectively. With these efforts, Ciamis Regency is expected to be able to develop a sustainable tourism sector, maintain a balance between economic, social and environmental interests, and provide sustainable benefits for local communities.

## REFERENCE

- Abdul Wahab, Solichin. 2002. Policy Analysis, From Formulation To Implementation Of State Policy. Jakarta: Bumi Literacy.
- Abdul, A. (2020). Data Analysis Techniques Data Analysis. Data Analysis Techniques Data Analysis, 1–15.
- Ali, M. N. (2022). Community Participation In Developing Tourism In Kersik Village Towards A Tourism Village In Marang Kayu District. Journal Of Business Administration FISIPOL UNMUL, 10(3), 246. <https://doi.org/10.54144/jadbis.V10i3.8682>.
- Artikel KTI/Jurnal:
- Awallyyah, F. N., Sihabudin, A. A., & Yuliani, D. (2022). Implementation Of The Tourism Destination Development Program By The Ciamis Regency Regional Tourism Promotion Agency. Galuh University Journal, 2(1), 1799–1807.
- Awan Y. Abdoellah, Yudi Rusfiana, 2016. Theory And Analysis Of Public Policy. Bandung: Alfabeta Bandung.
- Ciamis Regency Regional Regulation Number 16 Of 2016 Concerning The Ciamis Regency Regional Tourism Development Master Plan For 2017-2027.
- Ciamis Regency Regional Regulation Number 9 Of 2022 Concerning The Implementation Of Tourism And Tourism Businesses.
- Dunn, William N. 1998. Muhadjir Darwin (Editor). Introduction To Public Policy Analysis. Yogyakarta: Gadjah Mada University Press. 1998.
- Evi Satispi Et Al. UM Jakarta Press. Public Policy Analysis Policy Theory And Practice.
- Gfallis, A. (2013). Implementation Policy Theory. Journal Of Chemical Information And Modeling, 53(9), 1689–1699.
- Indah Prabawati Et Al, 2015. Public Policy Analyst. Surabaya. Unesa University Press.
- Ira, W. S., & Muhamad, M. (2020). Community Participation In The Implementation Of Sustainable Tourism Development (Case Study Of Pujon Kidul Tourism Village, Magelang Regency). Journal Of Applied Tourism, 3(2), 124. <https://doi.org/10.22146/jpt.43802>.
- Mariane, I., Palls, A., & Ariesmansyah, A. (2022). Policy Network Model In Supporting Tourism Policy Implementation In Kuningan District. Policy: Journal Of Administrative Sciences, Vol. 13 No. 2, June 2022. <https://doi.org/10.23969/politik.V13i2.5581>
- Muchammad Satrio Wibowo, & Belia, L. A. (2023). Community Participation In Sustainable Tourism Development. Journal Of Hospitality And Tourism Management, 6(1), 25–32. <https://doi.org/10.23887/jmpp.V6i1.58108>.
- Muslich, M., & Amin, M. 2019. Introduction To Development Administration. Jakarta: Kencana.
- Nuryanti, S. 2015. Indonesian Tourism: Challenges And Prospects. Jakarta: PT Gramedia Pustaka Utama.
- Nyoman Sunarta & Nyoman Sukma Arida. 2017. Sustainable Tourism. Bali : Cakra Press.

- Ode, L., Aziz, Z. F., Mustafa, L. O., Program, M., Administration, S., Postgraduate, P., & Kendari, U. (2022). Implementation Of Tourism Development Policies In Increasing Regional Original Income (Pad) In Bau-Bau City. *Implementation Of Tourism Development Policies In Increasing Regional Original Income (Pad) In Bau-Bau City. Journal Of Development Administration And Public Policy*, 13(1), 46–53.
- Putri, A. T., Arrum, A., & Putri, K. A. (2023). Implementation Of Tourism Development Policy At Tanjung Siambang Beach, Tanjungpinang City. *Journal Of Government And Policy (JPK)*, 5(1). <https://doi.org/10.18196/jpk.v5i1.19983>.
- Qodriyatun, S. N. (2019). Implementation Of Sustainable Tourism Development Policy In Karimunjawa. *Aspiration: Journal Of Social Issues*, 9(2), 240–259. <https://doi.org/10.46807/Aspiration.V9i2.1110>
- Republic Of Indonesia, 2009, Republic Of Indonesia Law No. 9 Of 2009 Concerning Tourism.
- Republic Of Indonesia, 2014, Law Of The Republic Of Indonesia No. 23 Of 2014 Concerning Regional Government.
- Setijawan, A. (2018). Sustainable Tourism Development In A Socioeconomic Perspective. *Planearth Journal*, 3(1), 7. <https://doi.org/10.31764/jpe.v3i1.213>
- Siagian, S.P. 1985, *Analysis And Formulation Of Organizational Policies And Strategies*, Jakarta: PT Gunung Agung.
- Simarmata, Janner (2007). *Database Design*. Yogyakarta: CV. Andi Offset.
- Sinaga, K., Nasution, M. A., & Dewi, A. T. (2021). Implementation Of Tourism Development Policy Based On Community Empowerment. *Public: Journal Of Human Resource Management, Administration And Public Services*, 8(1), 79–90. <https://doi.org/10.37606/publik.v8i1.163>
- Soekadijo, R.G. 2018. *Introduction To Tourism Science*. Jakarta: PT Gramedia Pustaka Utama.
- Sri Rahayu & Megasari G Saragih (2022). *Sustainable Tourism Development*. Medan: CV Tungga Esti.
- Sri Widari, D. A. D. (2020). Sustainable Tourism Development Policy: Theoretical And Empirical Study. *Journal Of Tourism Studies And Applications*, 1(1), 1–11. <https://doi.org/10.53356/diparojs.v1i1.12>
- State Administration Institute Of The Republic Of Indonesia, 2015. *Policy Analyst Training Module*. Jakarta : LAN RI.
- Sugiyono. 2017. *Quantitative, Qualitative And R&D Research Methods*. Bandung: Alfabeta.
- Widari. (2020). Sustainable Tourism Development Policy: Theoretical And Empirical Study. *Journal Of Tourism Studies And Applications*, 1(1).