

## Implementation of the Tourism Development Master Plan Policy in Sinjai Regency

Muhammad Ikhsan<sup>1\*</sup>, Alyas<sup>1</sup>, Jaelan Usman<sup>1</sup>

<sup>1</sup>Universitas Muhammadiyah Makassar, Indonesia

✉ muhammadikhsan36389@gmail.com\*

Abstract	Article Info
<p>This study aims to analyze the implementation of the Tourism Development Master Plan (RIPK) policy in Sinjai Regency, focusing on the management of the Tongke-Tongke Mangrove Forest as a leading tourism destination based on sustainability. A descriptive qualitative approach was used to examine three main aspects of policy implementation: alignment of development with environmental conservation principles, strengthening regional tourism attractions, and achieving tourism development targets. The results indicate that the implementation of the RIPK has made a positive contribution to tourism development, as evidenced by efforts to preserve mangroves, improve tourism support facilities, and create new economic opportunities for coastal communities. However, policy implementation still faces several challenges, such as limited development budgets, inadequate facilities and infrastructure, and suboptimal community empowerment. Furthermore, implementation effectiveness is strongly influenced by communication factors between stakeholders, human resource capacity, and the disposition of implementers, which are generally good but require strengthening cross-sectoral coordination. Overall, this study confirms that the sustainable development of the Tongke-Tongke Mangrove Forest as a leading tourism destination requires more comprehensive, collaborative, and community-participatory policy support.</p>	<p><b>Article History</b>            Received :  <i>October 12, 2025</i>            Revised :  <i>December 11, 2025</i>            Accepted :  <i>December 30, 2025</i></p> <p><b>Keywords:</b>  <i>Sustainable Tourism, Tongke Mangrove Forest, Destination Development</i></p>

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### INTRODUCTION

Indonesia is one of the countries in the world with immense tourism potential spread throughout its territory. Therefore, tourism can be a source of economic growth and employment if managed properly by the government and the community. Furthermore, tourism can be part of a major industry with the potential to elevate a country's standing and increase foreign exchange earnings. Tourism plays a crucial role, not only attracting local and international tourists but also generating economic and social benefits if managed effectively. Therefore, national awareness, through local governments, is needed regarding tourism potential so that it can be utilized through development and expansion in the tourism sector. Therefore, local government policies in tourism development are crucial in supporting the success of national tourism development. Tourism development and growth need to be anticipated to ensure its continued progress and support (Simamora et al., 2016).

In tourism development, the government has divided responsibility for tourism management between the central and regional governments. This is done so that regional governments can develop tourism according to the unique characteristics of their respective regions. Tourism development must, of course, involve establishing policies deemed highly effective, so that the policies created and planned for tourism development can be implemented in accordance with the objectives set forth in those policies.

On a national scale, tourism sector development has been outlined in various government policies. Tourism sector development policies have begun to be incorporated into laws, presidential decrees, and regional regulations. Therefore, the regulation and implementation of national tourism management in Indonesia are regulated by law, namely Law No. 10 of 2009 concerning Tourism. Therefore, with the existence of policy provisions in the form of tourism sector laws, each region is expected to make efforts to implement the mandate of this law to realize shared goals, especially in the tourism sector.

Tourism laws, along with established policies, are essentially one of the government's efforts to address tourism issues and achieve tourism goals. Therefore, the implementation of these policies is crucial. Policy implementation is a crucial stage in the policy process, encompassing all actions taken by the implementer to implement previously formulated policies to achieve their objectives. This stage significantly influences the final outcome of a policy.

Policy implementation is essentially an activity to distribute policy outputs (*to deliver policy output*) carried out by implementors to target groups (*target group*) as an effort to realize policy objectives. So that policy objectives are expected to emerge when (*policy output*) can be accepted and utilized well by the target group so that in the long term the policy results can be realized according to Purwanto and Sulistyastuti in (Ramadani, 2019). According to Khan & Khandaker, (2016) to achieve success *outcome* Policy success depends not only on the development of an effective system but also on the management of its implementation. Once a policy has been formulated, it should be implemented to achieve its intended goals. Hidayat (2019) also explain that the most important elements in policy implementation are the existence of policy objectives or targets, the existence of activities to achieve these objectives, and the existence of activity results. Therefore, policies governing tourism should be implemented and used as guidelines for tourism development to achieve the desired goals and results.

Currently, the tourism sector is one of the priority sectors in development in Indonesia because it has enormous prospects for development, Pitana & Gayatri in (Lisa et al., 2017). In addition, tourism is an industry that has great potential to be an instrument for increasing labor absorption because the tourism industry is a labor-intensive industry and its current development is relatively rapid. Then (Kiwang & Arif, 2020) also explained that the positive impact of the presence of tourism is improving community welfare, tourism has also become a dynamic driver of the socio-cultural life of the community because it benefits the community through job creation, increasing foreign exchange, encouraging exports and changing the economic structure of the community for the better.

Therefore, if the government is committed to making tourism the backbone of the country's economy, tourism needs to be made a priority for national development according to Brahmanto in (Salahudin Saiman, 2022). In addition, it is also important to note that the implementation of tourism development requires adjustments to aspects that must be met in tourism development itself. So it is hoped that through policy implementation it will support aspects of community empowerment (Sinaga et al., 2021). This phenomenon must be a concern for policy assistants as mandated that national tourism development is directed to become a mainstay and superior sector which will be broadly translated as the largest foreign exchange earnings that will drive economic growth, increase regional income, empower the community economy, expand employment and business opportunities.

There is also the role of regions in developing regional tourism in general. *massive* has become an important point for creating employment opportunities for the local community by popularizing the region at the national level, while also contributing to the improvement of national tourism in Indonesia, Oka in (Rifan & Fikriya, 2021). In addition, it is also important for

the government through its policies to develop the potential of tourist attractions in the form of tourism development. Considering that tourism development is one of the efforts to distribute development equitably in the region in order to improve community welfare and the economy, the tourism potential in Sinjai Regency must be fostered and developed optimally, directed and integrated in accordance with national and regional policies. Judging from the tourism potential in Sinjai Regency, there are several tourist destinations that have been managed by the Sinjai Regency Government, namely; Batu Pake Gojeng Archaeological Park, Balangnipa Fort, Batu Barae Waterfall, Grand Forest Park, Tongke-Tongke Mangrove Forest, Larea-rea Island, and Lembang Saukang Waterfall (Source:[www.sinjaikab.go.id](http://www.sinjaikab.go.id)).

With these tourism potentials, local governments are expected to have the ability to identify and manage the potentials that exist in their regions, to be utilized effectively and efficiently for the implementation of development activities in order to improve the quality of life of the community and their regions. Therefore, local governments are obliged to consistently manage and develop the potentials that exist in their regions, one of which is the management and development of the tourism sector, which is expected to improve community welfare and regional income (Purnamaningrum & Tri Nugroho, 2022). If we observe the condition of the existing tourism sector, of course the tourism sector does not only have an impact on regional income but should also be able to provide a positive impact on the community, both in the form of employment opportunities, the tourism sector can be said to be a sector that is ready to absorb labor because it not only creates new jobs but can also revive workers around the tourist attractions.

Stating that tourism development plays a role in economic growth and can improve community welfare, such as by creating more job opportunities and business opportunities for the community, increasing income for both the community itself and the state, particularly the regional government. Tourism can also be an alternative supporter of the community's economy and regional income. This is similar to what Sanjaya expressed in Apriliani et al. (2022), who stated that the tourism sector has a strategic role and function in development, and in addition to generating regional income, tourism can increase community economic growth. Furthermore, the tourism sector's significant role in absorbing labor makes it a sector worthy of development to create broader employment opportunities (Wahyu & Triani, 2023).

In the end, the development of the tourism sector as it stands today is one of the leading sectors (*leading sector*) in the national economy that constantly needs to be developed and improved. When viewed from an economic aspect, it can increase community income, expand employment opportunities, increase government revenue, increase foreign exchange earnings, enhance national entrepreneurship, and contribute to regional development. That tourism development is directed at developing tourism as a mainstay and superior factor in the broad sense that can become a source of regional income, encourage economic growth, empower the community economy, expand employment and business opportunities because tourism is a labor-intensive industry and increase the use and marketing of national products in order to improve people's welfare. With these various impacts, tourism becomes a locomotive of development that attracts all sectors to move forward (Handono, 2022). Furthermore, tourism development in a region can have impacts that are considered positive, namely the impact on increasing foreign exchange earnings, increasing employment and business opportunities, increasing government revenue from taxes and profits of government-owned enterprises, and so on (Sukmana, 2018).

Based on the positive impacts of tourism development, the local government is expected to capitalize on existing opportunities to bring about positive changes to regional tourism. Therefore, through the policy of Sinjai Regency Regional Regulation Number 19 of 2019 concerning the 2018-2033 Tourism Development Master Plan, the Sinjai Regency regional government, specifically the Sinjai Regency Tourism and Culture Office, as the leading sector, is certainly at the forefront of implementing regional tourism development. Certainly, with the creation of this regional regulation, it will be easier for the local government to direct tourism development.

The policy in this case the regional regulations that have been made certainly need to be implemented in order to achieve the objectives of the policy itself. The intent and purpose of the contents of the policy of the Sinjai Regency Regional Regulation Number 19 of 2019 concerning the 2018-2033 Tourism Development Master Plan as stated in Chapter III article 4 includes the purpose of the RIPPARKAB, namely to realize development harmony, determine superior tourism areas, and determine development targets. Furthermore, in article 5 it is stated that the purpose of the RIPPARKAB is to provide direction for district tourism development, provide planning guidelines needed in district tourism development, and become a reference for all tourism stakeholders.

In implementing the tourism development master plan policy, the regional government certainly has three points that become the aims and objectives of the policy to be implemented and achieved: realizing development harmony, determining superior tourism areas, and determining development targets. As in the process of achieving tourism development harmony, it is best to pay attention to several aspects of balance, including social, economic, and environmental aspects. Therefore, the development concept that needs to be considered for synergy includes infrastructure development, community welfare, and environmental sustainability. Harmonious tourism development must pay attention to the principle of sustainability, which includes economic aspects (increasing regional and community income), social (cultural preservation and improving the quality of life of the community), and environmental (natural resource conservation and managing the negative impacts of tourism). Therefore, tourism development is expected to not only prioritize physical infrastructure but also pay attention to sustainable environmental aspects (Krasnokutskaja et al., 2024; Ye et al., 2024).

The Sinjai Regency Government, in managing and developing tourism, has many potential tourist destinations, one of which is the Tongke-Tongke Mangrove Forest. The Sinjai Regency Government is currently committed to making this tourist destination a leading tourist destination, so there are several important considerations in the development process. That in order for a destination to be superior compared to other destinations, it must have and be supported by human resources, natural and physical resources, knowledge, capital, tourism infrastructure and facilities, historical and cultural resources, and the economic size of the area.

Human resources in the tourism industry are not only useful as a workforce, but also play a key role in creating a quality travel experience. The services provided by these workers significantly impact visitor satisfaction. However, in practice, human resource management in the tourism sector often faces various obstacles. One common problem is the lack of a workforce with skills and competencies that meet industry standards. Furthermore, achieving excellence in tourism also requires the availability of adequate facilities and infrastructure. Tourism facilities and infrastructure encompass various essential elements such as transportation accessibility, accommodation facilities, tourist information centers, and other supporting facilities such as parking, public restrooms, prayer rooms, and recreation areas. The better the facilities and infrastructure provided, the more likely it is that the tourist destination will be visited.

Another challenge currently being faced in the development of tourism in the Tongke-Tongke Mangrove Forest is sustainable development, which takes into account several aspects, including environmental, social, community participation, and economic aspects, to achieve harmony in tourism development. This ensures that development can benefit all parties involved. This is in accordance with what was stated by Satrio Wibowo & Arviana Belia (2023) that sustainable tourism (*sustainable tourism*) is tourism that considers current and future economic, socio-cultural, and environmental impacts. Furthermore Chafid & Muhammad, (2019) also explain that sustainable tourism is expected to consider the environment in its development, empower local communities, foster local culture, and stimulate economic growth in the surrounding community.

Tourism development in the Tongke-Tongke Mangrove Forest area must be carried out with careful consideration, as it can threaten the sustainability of the existing natural ecosystem. For example, expanding the bridge for visitors would require cutting down many mangrove trees. With the expansion of the bridge, the number of visitors would also increase, leading to new

threats related to the littering of visitors in the mangrove forest, which would undoubtedly pollute the environment. Therefore, the government is expected to play a role in addressing this issue. Furthermore, local community participation is also crucial, both in environmental conservation and tourism activities.

To achieve harmony in tourism development, local community involvement in the development of tourist destinations is crucial. The concept of developing a tourist destination can be implemented through empowering local communities, with the community participating in planning, management, and voting in development decisions. Therefore, local community involvement is expected to have a positive impact on improving the welfare and economy of the community and region. However, in reality, local community involvement in contributing to the Tongke-Tongke Mangrove Forest tourism area is still minimal.

In developing tourism, the Regional Government certainly hopes to improve the regional economy and also improve the welfare of the community, especially those living around tourist attractions. Therefore, the Government's development goal is to create opportunities for local communities to participate in tourism activities, thereby opening up employment opportunities. However, in reality, the local community is not yet fully involved in tourism activities. This is evident in the lack of MSMEs, arts attractions, and tour guides at the Tongke-Tongke Mangrove Forest tourist destination. This lack of tourism activities will undoubtedly impact the selling point of marketing and promotion, making it difficult to develop. However, with targeted and well-targeted marketing and promotion, the tourist attraction of Tongke-Tongke Mangrove Forest will increase.

The next target in tourism development is to build cooperation between the government, the private sector, and the community. This cooperation between government and private sector plays a vital role in developing tourism infrastructure, creating supportive regulations, and promoting tourist destinations both locally and internationally. The government, through its policies and regulations, can create a conducive environment for investment in the tourism sector local communities. Local communities also play a key role in tourism development. In addition to hosting tourists, communities can also be directly involved in tourism economic activities, such as small and medium enterprises (SMEs) in the culinary, handicraft, and tour guide sectors. Community participation not only helps improve local well-being but also ensures that tourism development proceeds smoothly.

This research is important because it can provide a concrete understanding of the successes and challenges in implementing mangrove-based ecotourism policies. The results can serve as a reference for policymakers, local stakeholders, and tourism actors in designing more effective, equitable, and sustainable tourism destination management strategies. This study aims to analyze the implementation of the RIPK policy in Sinjai Regency, with a focus on the Tongke-Tongke Mangrove Forest, covering aspects of environmental conservation, tourism facility development, community empowerment, and destination management. Its scientific contribution is to provide an empirical analysis of policy implementation in the context of mangrove-based tourism, as well as providing policy recommendations and management models that can be applied to other mangrove areas in Indonesia and regionally.

## **METHOD**

The research approach plays a crucial role in conducting a research. This study employed a qualitative approach because it is able to describe the activity process based on real-world conditions as a basis for identifying deficiencies and weaknesses, thus formulating improvement efforts. This approach aligns with the research objectives, which are to identify variables, obstacles, and efforts in implementing tourism development policies (Wijaya, 2019). The qualitative approach produces descriptive data in the form of written, spoken, and visual texts about the phenomena under study. The research method employed is descriptive research with qualitative methods, which aims to systematically describe current events based on empirical facts from the field. This research process focuses on the facts and problems found in the field

and interprets the data in the form of words and sentences to illustrate the "Implementation of the Tourism Development Master Plan Policy in Sinjai Regency."

The research focuses on understanding the implementation of the Tourism Development Master Plan Policy to determine the level of suitability and achievement of tourism development goals in the area. The research informants are key parties deemed capable of providing relevant information regarding the research problem, namely the Head of the Sinjai Regency Tourism and Culture Office, the Program and Finance Sub-Division, the Destination and Tourism Industry Development Division, the Tourism and Creative Economy Adyatama, the community, and visitors.

Data collection was conducted through three techniques: interviews, observation, and documentation. Interviews were conducted through a direct question-and-answer process with informants to obtain accurate data and deepen information (Achjar et al., 2023). Observations were conducted by directly observing the research object to obtain supporting or comparative data from the interview results; this technique helps researchers identify social phenomena based on empirical reality in the field (Winarni, 2021). Documentation was conducted to obtain written, visual, or official documents relevant to the research, such as notes, regulations, policies, and other documents to complement the interviews and observations.

Data analysis was conducted throughout the research process, from before entering the field, while in the field, until after the research was completed. The analysis used the Miles and Huberman model in (Qomaruddin & Sa'diyah, 2024), which includes three stages: data condensation, data presentation, and drawing and verifying conclusions. Data condensation was carried out by selecting, focusing, simplifying, abstracting, and transforming data from field notes and interview transcripts. Data presentation was carried out through brief descriptions, tables, and charts that illustrate the analysis to facilitate the preparation of information in an integrated manner. The final stage was drawing conclusions and verification, namely summarizing the data according to the problem formulation, then re-verifying those conclusions until valid and consistent results were obtained.

Data validity was tested to ensure the credibility of the research findings. This testing was conducted through triangulation and member checking. Triangulation was used to verify the accuracy of data across multiple sources, techniques, and data collection times. Meanwhile, member checking was conducted by reconfirming the data obtained with the data provider to ensure the accuracy of the information. Member checking was conducted after the data collection process or after drawing conclusions to ensure that all data aligns with the actual information from the source.

## **RESULT AND DISCUSSION**

The implementation of the Sinjai Regency Regional Tourism Development Master Plan (RIPK) aims to serve as a benchmark for sustainable tourism development. Its implementation is assessed from several perspectives, including environmental sustainability, community economic development, the creation of superior tourism, employment, and the development of potential tourist attractions.

### **Implementation of the Tourism Development Master Plan Policy**

#### **1. Development Harmony**

The implementation of the Tourism Development Master Plan (RIPK) policy in the Tongke-Tongke Mangrove Forest area shows a strong orientation towards the principle of *sustainable tourism*, namely tourism development that maintains the environmental ecosystem. The Tongke-Tongke Mangrove Forest area covers 173.5 hectares, with 78 hectares utilized as a tourist area. Its status as a natural tourist area demands a development strategy that still takes into account environmental carrying capacity. The local government, through the Sinjai Regency Tourism and Culture Office, has pursued various forms of tourism infrastructure development, such as bridge expansion and the construction of observation towers. However, each development process is carried out with environmental mitigation mechanisms, for example,

replanting mangrove trees in areas that have been cut down for the construction of tourist facilities. In addition, regular water and air quality checks are carried out to ensure there is no pollution in the mangrove forest area.

Environmental management efforts are also carried out through the provision of cleaning facilities such as trash bins and the assignment of cleaning staff in tourist areas. From a social empowerment aspect, the Tourism Office provides education to the surrounding community to jointly maintain the sustainability of mangrove forests and refrain from illegal logging. Although the implementation of the policy has been carried out in accordance with the principles of environmental sustainability, policy implementers acknowledge that there are obstacles in the form of budget limitations, so that several conservation programs cannot be optimized optimally. The implementation of RIPK in the Tongke-Tongke Mangrove Forest area has demonstrated harmony between tourism development and environmental conservation efforts, through reforestation, water quality monitoring, provision of cleaning facilities, and collaboration with local communities in maintaining ecosystem sustainability.

## **2. Featured Tourism**

The main objective of the RIPK policy is to create a leading tourist attraction as a driving force for the regional tourism sector. Based on research findings, the Tongke-Tongke Mangrove Forest has been designated as a leading tourist icon in Sinjai Regency due to its distinctive characteristics: the largest and most extensive mangrove area in Indonesia, covering an area of 173.5 hectares. This tourist attraction dominates the number of tourist visits compared to other tourist attractions in Sinjai Regency. Visit statistics from 2019–2023 show that the Tongke-Tongke Mangrove Forest received the highest total number of visits with 307,503 tourists in the last five years. This achievement has a significant impact on increasing regional income through tourism levies.

To maintain its status as a leading tourist destination, the local government has undertaken various initiatives, including promoting tourism through festivals, adding facilities (photo spot areas, expanding tourist bridges, and rest areas), and improving accessibility through a paved road network located only ±5 km from the center of Sinjai City. The government also plans to build additional facilities such as a prayer room (mushalla), public restrooms, and a cafe, as well as alternative new access routes closer to the tourist destination. However, implementation is still hampered by limited budget allocation. Therefore, the Tongke-Tongke Mangrove Forest has met the indicators of a leading tourist destination, based on the uniqueness of the object, the number of visitors, ease of access, the availability of facilities, and its contribution to the regional economy.

## **3. Development Targets**

The goal of developing the tourism sector is not only to improve the quality of tourist attractions but also to expand the socio-economic impact on the community. One of the strategic goals to be achieved through the development of the Tongke-Tongke Mangrove Forest is to increase employment opportunities for the surrounding community. As tourist visits increase, the need for workers in the tourism sector, such as tour guide services, culinary and souvenir sales, parking services, and facility management, becomes increasingly relevant. Therefore, tourism development in mangrove forest areas is expected to contribute to the sustainable improvement of local community welfare.

The implementation of the Tourism Development Master Plan in the Tongke-Tongke Mangrove Forest area has shown positive progress. This policy has been realized through infrastructure development that aligns with environmental sustainability, strengthening the area's status as a leading regional tourism destination through improved promotion and facilities, and creating economic opportunities for the surrounding community. However, several obstacles remain, particularly budget constraints and suboptimal community empowerment. Efforts to strengthen sustainability-based tourism development and improve cross-sector coordination are crucial to achieving competitive and sustainable tourism development.

## **Successful Implementation of the Tourism Development Master Plan Policy**

### **1. Communication**

Communication is a fundamental element in the success of policy implementation because it determines the involvement of all stakeholders in the implementation process. Policy implementation can only be effective if accurate, clear, and comprehensive information is provided to both implementers and beneficiaries. In the context of the implementation of the Sinjai Regency Tourism Development Master Plan (RIPPAR), communication is measured through three indicators: information transmission, information clarity, and information consistency.

#### **a. Information Transmission**

Transmission refers to the process of conveying messages from policymakers to those involved in implementation. The study found that information transmission in the implementation of RIPPAR in Sinjai Regency has been effective. The Head of the Sinjai Regency Tourism and Culture Office emphasized that every planned activity is communicated in advance through meetings and discussions to prevent miscommunication. This statement was reinforced by the Destination Development and Tourism Industry Division, which stated that routine coordination with stakeholders at the regional, provincial, and ministerial levels is carried out to convey policies and programs and obtain support for their implementation.

In addition, the Program Sub-Section of the Tourism and Culture Office explained that prior to program implementation, socialization and coordination meetings were conducted with relevant agencies to convey important information so that synergy between parties could be built. Adyatama Pariwisata also stated that socialization was carried out not only with government agencies but also with the community to ensure that all parties understood the policy information well. Interviews with the community around the Tongke-Tongke Mangrove Forest tourist attraction showed that the community had been involved in the information transmission process through socialization forums and meetings with village officials. Through these forums, the community had the opportunity to provide input regarding the development of tourism activities. This indicates the achievement of two-way communication transmission between the government and the community. Thus, it can be concluded that the communication transmission process in the implementation of RIPPAR has been running effectively through meeting forums, socialization, and discussions involving government agencies, community leaders, and the community around the tourist attraction.

#### **b. Clarity of Information**

Clarity of information relates to the firmness, openness, and ease of understanding of policy messages by the public and implementers. The study results indicate that information regarding tourism policies in Sinjai Regency has been delivered clearly and is easily accessible to the public. The Head of the Tourism and Culture Office stated that information regarding RIPPAR is disseminated through online media to reach all levels of society. This statement is supported by the Destination Development and Tourism Industry Division, which explained that information regarding policies and programs can be accessed through the official website of the Sinjai Tourism and Culture Office ([disparbud.sinjaikab.go.id](http://disparbud.sinjaikab.go.id)). Furthermore, information provision is also strengthened through publications on social media, placement of coverage advertisements, and utilization of developments in information and communication technology. These findings indicate that information delivery is open, accountable, and responsive to the public's need for tourism information.

The community also confirmed that information regarding tourism activities, particularly at the Tongke-Tongke Mangrove Forest, is clearly accessible through Instagram and the Sinjai Tourism and Culture Office website. Information about tourism activities and events is also regularly announced, making it easily accessible to visitors and the surrounding community. Therefore, it can be concluded that the delivery of tourism policy information to the public is clear, open, and easily accessible.

### **c. Consistency of Information**

Consistency of information is necessary to ensure consistent messaging and avoid confusion for implementers and target groups. The Head of the Tourism and Culture Office explained that the implementation of the RIPPAP policy is guided by agreed-upon short- and long-term planning. Each planned agenda is adjusted to budget availability and communicated regularly through coordination meetings. The Destination Development and Tourism Industry Division also stated that information regarding tourism activities, budgets, and inter-stakeholder collaboration is consistently disseminated over time. The Program Sub-Section added that consistency is maintained through the implementation of a jointly prepared activity plan so that all parties have the same understanding and work guidelines.

This statement was reinforced by Adyatama Pariwisata, which emphasized that transparency and speed of information are commitments that must be consistently maintained. From the community perspective, residents around tourist attractions stated that information regarding tourism activities is always updated regularly through social media and the Disparbud website, and can be obtained very clearly and easily. Based on these findings, it can be concluded that the consistency of communication of the Sinjai Regency Tourism and Culture Office has been maintained through continuous, accurate, and open information delivery, thus supporting the ongoing and effective implementation of RIPPAP.

Communication in the implementation of the Sinjai Regency Tourism Development Master Plan has been very successful, based on three main indicators: information transmission, clarity, and consistency. The process of delivering information through meeting forums, outreach, websites, and social media allows all parties to achieve a common understanding of the objectives, programs, and direction of tourism policy. Community involvement in communication forums also strengthens the effectiveness of policy implementation through collaboration and input from various parties. Thus, communication is a key factor positively influencing the successful implementation of tourism development policies in Sinjai Regency.

## **2. Resources**

Resources are a strategic element in supporting the successful implementation of tourism policies. The availability of resources determines the extent to which a policy can be implemented effectively, efficiently, and sustainably in accordance with its stated objectives. In the context of implementing the Tourism Development Master Plan (RIPPAP) in Sinjai Regency, resources fall into three main categories: human resources, financial resources, and facilities and infrastructure.

### **a. Human Resources**

Human resources (HR) are a fundamental factor in the implementation of tourism policies, as the success of tourism management depends heavily on the quality and adequacy of the personnel involved. HR in this context encompasses all parties involved in policy implementation, both at the agency level and at tourist destinations. Based on interviews, the Head of the Sinjai Regency Tourism and Culture Office (TB) stated that human resources are sufficient, with a total of sixteen employees carrying out duties according to the organizational structure, plus additional personnel assigned to several tourist destinations. Employees regularly participate in training activities to improve their skills and professionalism.

Furthermore, the Destination Development and Tourism Industry Division (MS) explained that human resource fulfillment is carried out through a qualification process based on skills, abilities, and competency suitability to job requirements. In addition, training and coaching are conducted almost annually, covering destination development, homestay training, creative industries, tour gateways, and culinary training. However, MS also noted that there are still obstacles in the sustainability of the skills acquired by training participants. In line with this statement, the Program Sub-Section (AK) added that the department's employees have sufficient

and have participated in technical guidance (bimtek) to increase their knowledge of tourism management.

Based on the descriptions of all informants, it can be concluded that The availability of human resources in the implementation of RIPPAR in Sinjai Regency is considered adequate, both in terms of quantity and assignment of tasks. Competency improvement efforts are being carried out through training and technical guidance, although the utilization of training outcomes still requires optimization. Therefore, the primary challenge is not the availability of human resources, but rather the sustainable improvement of work capacity.

### **b. Financial Resources**

Financial resources relate to the availability of budgets as capital for implementing tourism development policies and programs. Funds are needed for infrastructure development, improving tourist facilities and infrastructure, organizing events, promoting tourism, and other destination management activities. The Head of the Sinjai Regency Tourism and Culture Office (TB) explained that the current year's funding allocation is focused on the cultural sector, resulting in numerous events being held. Meanwhile, in previous years, there was a budget for tourism infrastructure development. Funding sources come from the Regional Budget (APBD), the National Budget (APBN), the Special Allocation Fund (DAK), the General Allocation Fund (DAU), and Corporate Social Responsibility (CSR) funds, including from Bank Indonesia for the development of the Tongke-Tongke Mangrove Forest. However, TB emphasized that the available budget remains limited and cannot fully meet the needs of RIPPAR implementation.

Informant MS added that there was no budget available for destination development this year, unlike previous years, which received funding from the central government, provincial governments, and grants. The largest source of funding so far has come from the Special Allocation Fund (DAK). Another informant (AK) clarified that funding sources come from the DAK, DAU, and provincial grants, with the DAU being the most consistently available source each year. Therefore, it can be concluded that The implementation of Sinjai Regency's RIPPAR policy is highly dependent on central and regional government funding, grants, and CSR. However, budget constraints are a major obstacle, preventing several tourism development plans from being fully realized.

### **c. Facilities and Infrastructure**

Facilities and infrastructure are the physical resources that support tourism activities, including the availability of supporting facilities, roads, transportation, accommodations, and comfort at tourist attractions. The quality and completeness of these facilities and infrastructure significantly determine the attractiveness of a destination and the tourist experience.

Based on interviews, the Head of the Tourism and Culture Office (TB) explained that facilities and infrastructure at the Tongke-Tongke Mangrove Forest tourist attraction are still limited. Facility development is hampered by the area's protected forest status, requiring permits from the Environment and Forestry Office. Furthermore, facility development requires investor support as it cannot be fully implemented solely with local government funding.

The Destination Development and Tourism Industry (MS) Division confirmed that on-site facilities are incomplete, particularly the availability of prayer rooms and restrooms near the gate and tourist area. Budgetary constraints are the main obstacle to providing these facilities, despite improved road access. Adyatama Pariwisata (IM) expressed similar sentiments, emphasizing that facilities and infrastructure still need to be improved, both in terms of completeness of facilities and maintenance costs, which also require budget allocation. It can be concluded that Facilities and infrastructure at the Tongke-Tongke Mangrove Forest tourist attraction are still inadequate, particularly visitor support facilities. Budget constraints and protected area regulations hinder optimal facility development and maintenance.

Table 1. Implementation of Tourism Development Master Plan policies in Sinjai Regency

Resource Components	Condition	Vital Records
HR	Adequate	Need for continuous improvement and optimization of competencies
Financial	Limited	Highly dependent on APBD, APBN, DAK, grants, CSR
Sarana & Prasarana	Not sufficient	Hampered by protected area permits & budget constraints

Thus resource constraints do not lie in the availability of human resources, but in limited funding and physical facilities which determine the sustainability of policy implementation.

### 3. Disposition

Disposition in tourism policy implementation refers to the attitudes, commitments, willingness, and responsibilities of policy implementers in carrying out their duties according to their assigned roles. Disposition includes a clear division of tasks, authority, and responsibilities among relevant parties, such as the central government, regional governments, tourism organizations, local communities, the private sector, and other stakeholders. Clarity of disposition aims to prevent overlapping authority and ensure that each policy implementer works according to their capacity and receives the necessary resource support, such as manpower, facilities and infrastructure, and budget. In the context of the implementation of the Sinjai Regency Tourism Development Master Plan (RIPPAR), the disposition aspect is reviewed through two main indicators: bureaucratic appointments and providing incentives.

#### a. Appointment of Bureaucracy

Bureaucratic appointments relate to the process of appointing staff or employees responsible for implementing tourism policies. The selection of implementers must consider competency, commitment, experience, and suitability of their background to the assigned tasks. Appropriate bureaucratic appointments are expected to increase the effectiveness of policy implementation. The Head of the Sinjai Regency Tourism and Culture Office (TB) explained that the employee selection process is carried out selectively, taking into account educational level, experience, and suitability to the field of work. This demonstrates that the recruitment of policy implementers is carried out with attention to credibility and suitability for the task to ensure effective program implementation.

Similar information was provided by the Tourism Destination and Industry Development Division (MS), which emphasized that policy implementers must be active, responsive, and understand their assigned tasks. Mismatched employee qualifications are considered to create performance barriers and potentially hinder the achievement of policy implementation targets. Furthermore, Adyatama Pariwisata (IM) emphasized the importance of employee competence, performance, and interest in tourism for smooth and professional policy implementation.

Based on all the informant's statements, it can be concluded that the appointment of bureaucracy in the implementation of Sinjai Regency's tourism policy is carried out by emphasizing aspects of education, experience, competence, active attitude, responsiveness, performance, and interest in the tourism sector. Thus, selecting the right implementer is an important factor in ensuring the effectiveness of policy implementation.

#### b. Incentives

Incentives are a form of appreciation given to policy implementers as a stimulus to improve performance, participation, and work motivation. In the implementation of tourism policies, incentives are seen as a factor that encourages implementers to work optimally and responsibly in achieving policy objectives. The Head of the Sinjai Regency Tourism and Culture Office (TB) explained that all employees involved in policy implementation receive incentives in

the form of salaries with varying amounts based on rank, class, and position in accordance with applicable regulations. Despite the differences in the nominal incentives, the implementation of tasks continues to run smoothly. The informant added that civil servant employees receive a monthly salary, while volunteers receive incentives based on the amount of involvement in tourism activities. The amount of incentives for volunteers depends on the activities carried out and is funded by the General Allocation Fund (DAU).

The Program Sub-Section (AK) also stated that incentives for volunteers are provided if they are involved in activity committees and have a committee Decree (SK). Meanwhile, tourist attraction officers receive incentives managed by the Regional Revenue Agency (Bapenda), separate from the incentive mechanism for civil servants. It can be concluded that incentives for implementing Sinjai Regency's tourism policy are provided in the form of salaries or honorariums adjusted for employee status, position, and work activities. Incentives serve as a driving factor to increase motivation, performance, and responsibility of policy implementers.

Table 2. Disposition of tourism policy implementers in Sinjai Regency

Indicator	Key Findings	Implications
Bureaucratic appointment	Selective based on education, experience, competence, performance, and interests	Supporting the effectiveness of policy implementation
Incentive	Salary/honorarium based on employment status and activity involvement	Increase motivation, loyalty, and work responsibility

Thus, the disposition of the implementer is an important factor in the successful implementation of the RIPPAP policy in Sinjai Regency, because the attitude and commitment of implementers have been proven to influence the quality of policy implementation in the field.

#### 4. Bureaucratic Structure

The bureaucratic structure in policy implementation refers to the organizational structure and working relationships between units, each with its own duties, functions, and responsibilities in the policy implementation process. A well-organized structure aims to ensure that policy implementation is systematic, coordinated, and aligned with the desired objectives. In the context of tourism policy implementation, the bureaucratic structure also serves as a control mechanism to ensure that each task implementer works according to established rules, thus avoiding overlapping authority and program implementation errors.

##### a. Standard Operating Procedure

Standard Operating Procedures (SOPs) are written guidelines that systematically regulate the stages of tourism policy implementation. SOPs aim to maintain consistency, efficiency, and quality of policy implementation, both in terms of budget utilization and in tourism development and development activities. SOPs enable policy implementers to understand the actions to be taken and the methods for implementing them, ensuring effective and efficient implementation. Ideally, SOPs are developed based on stakeholder involvement, are relevant to policy needs, are easy to understand, and are updated periodically to adapt to the dynamics of tourism development.

Informant TB (Head of the Sinjai Regency Tourism and Culture Office) stated that the policy implementation has been based on the applicable SOP, starting from the budget usage procedure to the implementation of tourism activities. This shows that every action must comply with the established rules to avoid deviations. In line with this, informant MS (Destination Development and Tourism Industry Division) emphasized that the implementation of activities must follow procedures and violations of the SOP have the potential to result in sanctions. Furthermore, informant IM (Adyatama Pariwisata) explained that all programs, budget usage, and the involvement of external and internal parties are implemented based on accountable rules.

Based on these three statements, it can be concluded that SOPs play a central role in the implementation of the Sinjai Regency Tourism Development Master Plan. SOPs serve as formal

guidelines that ensure program implementation, budget utilization, and stakeholder engagement are carried out according to procedures, thus minimizing the possibility of administrative and technical violations.

### **b. Fragmentation**

Fragmentation in tourism policy implementation relates to the division of tasks, responsibilities, and authority between organizational units and involved external parties. Well-managed fragmentation results in clear role allocation, intensive coordination, and mutually supportive collaboration. Conversely, uncontrolled fragmentation can lead to disintegration, role confusion, and ineffective policy implementation.

Informant TB explained that the government plays a role in encouraging the development of the regional tourism sector, but local communities are the main actors in revitalizing tourism activities. Therefore, policy implementation also involves local communities and universities to strengthen the tourism ecosystem through promotional activities, education, and scientific studies. This statement was reinforced by informant MS, who stated that the implementation of tourism policies is not only the responsibility of the government, but also involves the community, private sector actors, tourism communities, and universities according to their respective roles. Furthermore, informant AK emphasized that the division of tasks between sectors within the organization is clear so that there is no overlap, and coordination is carried out intensively with both internal and external parties.

From all the informants' statements, it can be concluded that the implementation of Sinjai Regency's tourism policy applies a clear division of tasks and responsibilities, both within the internal bureaucratic structure and with non-governmental actors. Well-managed fragmentation through coordination and collaboration is a supporting factor in achieving effective policy implementation without overlapping authority.

The bureaucratic structure for implementing the Sinjai Regency Tourism Development Master Plan is based on strict SOP guidelines as the operational reference for all bureaucratic actions, as well as well-managed role fragmentation between government units and external stakeholders. The combination of these two aspects contributes to orderly, coordinated, and overlapping policy implementation, thus supporting the effective achievement of regional tourism development goals.

## **DISCUSSION**

The results of the study revealed that in the process of implementing the tourism development master plan policy on development harmony focused on the Tongke-Tongke mangrove forest tourist attraction in Sinjai Regency, the government in this case the Sinjai Regency Tourism and Culture Office as the main implementer of the policy in addition to carrying out the construction and development of tourist attractions, continues to strive to carry out and pay attention to environmental sustainability in the Tongke-Tongke mangrove forest tourist attraction as a form of achieving development harmony between the tourist attraction and the environment around the tourist attraction. There is also the construction and development carried out at the Tongke-Tongke mangrove forest tourist attraction in the form of the construction of a road bridge for visitors and has been expanded as well as the construction of viewing towers. In addition to the infrastructure development carried out, of course, repairs are also carried out on the condition of the mangrove forest if there is damage. One form of effort to maintain the sustainability of damaged mangrove forests is that the Sinjai Regency Tourism and Culture Office carries out the process of replanting or reforestation of mangrove trees. In addition, the provision of trash bins is carried out to maintain environmental cleanliness from pollution from visitor waste. Another effort to preserve mangrove forests is to educate local communities about the benefits of mangrove forests and the dangers of illegal logging. This can contribute to the preservation of mangrove forests, which are used as tourist attractions.

In the process of implementing the tourism development master plan policy, the goal is to achieve superior tourism. The Sinjai Regency Tourism and Culture Office has designated the

Tongke-Tongke mangrove forest as a leading tourist destination and a tourism icon in Sinjai Regency. This is based on the large number of tourists visiting and also providing the largest income for the region. Therefore, to maintain this predicate, the Sinjai Regency Tourism and Culture Office continues to strive to promote tourism through various media such as Instagram and Facebook social media and online news coverage. In addition, various cultural festivals are often held to attract public interest and attention to Sinjai Regency tourism. In addition, an important thing to pay attention to is the procurement and improvement of facilities and infrastructure at the Tongke-Tongke mangrove forest tourist location. Therefore, the impact of the efforts that have been made has brought many changes to the number of visitors who continue to come to the Tongke-Tongke mangrove forest tourist attraction, which directly has a significant impact on regional revenue from the implemented levies. Based on this, the Tongke-tongke mangrove forest tourist attraction is the only tourist attraction that generates the most regional income every year and is worthy of being a leading tourist attraction in Sinjai Regency.

The implementation of the tourism development master plan policy, in addition to creating harmony in development and achieving superior tourism, also includes development targets. The local government, in this case the Sinjai Regency Tourism and Culture Office as the implementing agency, has developed the Tongke-Tongke mangrove forest tourist attraction, especially with the aim of creating employment opportunities. To support job creation and expansion, training and skills development are being conducted for the community surrounding the tourist attraction. This aims to ensure that, with the skills and knowledge, the community can be more productive and earn income, thus positively impacting the lives of the people surrounding the Tongke-Tongke mangrove forest tourist attraction.

### **1. Environmental Conservation and Tourism: Harmonization vs. Challenges**

Your research shows that the implementation of the Tourism Development Master Plan (RIPK) in the Tongke-Tongke Mangrove Forest has attempted to apply the principles of *sustainable tourism* namely the construction of tourist facilities such as bridges and observation towers, accompanied by environmental mitigation measures such as reforestation, water quality monitoring, provision of sanitation facilities, and public education about mangrove conservation. These findings align with the literature on mangrove ecotourism in Indonesia: several studies have shown that the mangrove ecotourism model can have dual impacts (ecological conservation and socio-economic benefits) when managed with appropriate policies (Malik et al., 2025; Soetijono et al., 2021; Vargas-del-Río & Brenner, 2023).

However, the literature also points to serious challenges such as ecological pressures from excessive tourism, limited local management, and unequal distribution of economic benefits (Blanton et al., 2024; Mandić, 2020). Therefore, the Tongke-Tongke Mangrove Forest needs to be vigilant about the risks of mangrove habitat destruction, erosion of visitor routes, and potential environmental degradation if environmental capacity is not properly managed.

Another case study on mangrove ecotourism (e.g., Wisata Mangrove Silau Laut, North Sumatra) shows that with a collaborative management approach involving the community, government, academics, and the private sector, ecotourism can be an instrument of conservation and community empowerment (Nasution et al., n.d.). Thus, although Tongke-Tongke has implemented environmental mitigation policies, to maintain long-term sustainability, it is necessary to develop a more systematic management framework: for example, visitor capacity regulations, periodic ecosystem monitoring, environmental education for visitors, and capacity building for local communities.

### **2. Leading Tourism and Regional Competitiveness: Opportunities and Strategies**

Your research findings indicate that Tongke-Tongke has successfully become a leading tourist attraction in Sinjai Regency based on its uniqueness (extensive mangroves), relatively high visitor volume (2019–2023), accessibility, and the availability of supporting facilities. This is consistent with the literature emphasizing that mangrove ecotourism can enhance tourist appeal while providing economic benefits to coastal communities (Desnyarti & Zulkarnaini,

2025). In many cases, mangrove ecotourism has been shown to contribute to environmental conservation while opening up alternative economic opportunities for local communities (crafts, culinary arts, tourism, guide services, etc.) (Septiansa et al., n.d.; Setiawan, 2023a).

However, becoming a leading tourist destination also requires a sustainable management strategy: adequate facilities, visitor management, professional service, and ongoing development of tourist attractions. Several studies suggest diversifying tourism products (e.g., environmental education tours, bird-watching, conservation education, community homestays) to increase added value and equitably distribute benefits (Dewi & Ma'ruf, 2025; Nazyul & Syafril, 2025). Therefore, the local government needs to make Tongke-Tongke a model of integrated ecotourism that relies not only on passive tourism (walking, photography, and visits), but also develops educational tourism packages, conservation, and mangrove-based community empowerment.

### **3. Socio-Economic Impact & Local Community Empowerment**

One of the main goals of RIPK is to improve the economy and create employment for the local community. Your data and interviews indicate that tourism in Tongke-Tongke opens up various job opportunities: guide services, ticketing, cleaning, parking, and micro-enterprises such as crafts, food, and souvenirs. This aligns with research on mangrove ecotourism in Indonesia and abroad, which has found that ecotourism can improve the well-being of coastal communities, diversify livelihoods, and help reduce dependence on environmentally damaging practices (e.g., logging or land conversion) (Az-Zahra et al., 2025; Nicha & Zulkarnaini, 2025; Ramayati & Safira, 2024).

However, the literature also warns that the success of empowerment depends heavily on local management capabilities, training, and benefit-sharing models. One study found that limited community capacity and a lack of regulation result in uneven distribution of economic benefits, which in the long term can lead to ecological degradation (Leonardi, 2025; Rahmaini, 2025; Sembiring & Bahrudin, 2024). In the case of Tongke-Tongke, despite the availability of training and job opportunities, an inclusive management system needs to be developed, such as the formation of community-based tourism management groups, ongoing capacity building, and a mechanism for equitable distribution of economic benefits to ensure widespread and sustainable positive impacts.

### **4. Policy and Institutional Architecture: The Importance of Collaboration and Integrated Management**

The implementation of the RIPK in Tongke-Tongke has demonstrated a relatively orderly bureaucratic structure and implementation procedures, with adherence to standard operating procedures (SOPs), distributed tasks and responsibilities, and effective communication between the government and the community. However, the literature on mangrove ecotourism suggests that long-term success requires a broader and more collaborative institutional framework involving various stakeholders: local governments, local communities, academics, the private sector, and environmental NGOs (Alfiandri et al., 2024; Ishak & Hos, 2025; Islamia & Purwanto, 2025; Lualas et al., 2025). An ideal sustainable management model (e.g., in the case of Silau Laut Mangrove Tourism) consists of four main pillars: environmental conservation, community participation, regulations based on the area's carrying capacity, and educational promotion (Nasution et al., 2025). Therefore, although the bureaucratic structure in Tongke-Tongke already exists, to maintain the sustainability of tourism and conservation, collaborative institutions and regulations oriented towards environmental carrying capacity, impact monitoring, and benefit sharing need to be developed.

This research contributes to an empirical understanding of how RIPK policies can be implemented in a mangrove area, particularly in Tongke-Tongke, and how environmental, socio-economic, and institutional aspects interact. The findings also indicate that despite significant progress, classic ecotourism challenges (limited budgets, management capacity, and risk of environmental damage) remain. As a limitation, this research is qualitative and relies on interview data and administrative reports. To strengthen the argument, further quantitative

research is needed: for example, ecological monitoring (biodiversity, water quality, mangrove health), surveys of economic impacts on local households, analysis of the area's carrying capacity, and assessment of tourist perceptions of service quality and the environment.

## CONCLUSION

The implementation of the Tourism Development Master Plan (RIPK) in Sinjai Regency has shown positive results, particularly through the management of the Tongke-Tongke Mangrove Forest as a leading destination that applies the principles of sustainable development. The alignment between tourism development and environmental conservation is evident in reforestation, water quality monitoring, the provision of sanitation facilities, and public education on mangrove ecosystem preservation. This area has even succeeded in becoming the most visited destination for the past five years and has contributed significantly to Regional Original Income. Although facilities and accessibility have improved, several development plans, such as a prayer room (mushalla), toilets, and additional facilities, have not been realized due to budget constraints and protected area regulations. The tourism development target has been well-executed by increasing community employment opportunities, although empowerment has not been optimal. Communication between stakeholders is effective and supported by various information dissemination media, while human resources are deemed adequate through clear division of tasks and competency training. However, financial resources remain a major constraint due to reliance on various funding schemes that are not always sufficient, thus hampering the provision of physical facilities and infrastructure. Furthermore, the disposition of policy implementers has been quite good, although incentives for volunteers remain uneven. Overall, the implementation of RIPK in Sinjai Regency has moved towards developing competitive tourism, but still requires strengthening funding, cross-sector coordination, and more strategic community empowerment so that long-term sustainability can be optimally achieved.

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## AUTHOR CONTRIBUTION STATEMENT

The author states that the entire process of compiling the research entitled "*Implementation of the Tourism Development Master Plan Policy in Sinjai Regency*" This is an independent work carried out with sincerity and full responsibility. The author's contributions to this research include problem formulation, theoretical framework development, research method planning, data collection through observation and interviews, data analysis, and the preparation of the overall research report. The author also ensures that all data sources, information, and quotations used have been correctly cited in accordance with academic principles. Therefore, the author is fully responsible for the authenticity of this research and the scientific accuracy of the content presented. Hopefully, this research can make a real contribution to the development of sustainable tourism policies in Sinjai Regency.

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