

## Implementation of The Lake Paisu Pok Tourism Development Policy (Challenges and Recommendations for Enhancing Tourist Attraction)

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### ABSTRACT

This research aims to analyze the implementation of the flagship tourism development policy at Lake Paisu Pok. The research method used is a case study with a qualitative approach. Data were collected through in-depth interviews with various stakeholders, field observations, and documentary studies. The results of the research indicate that the implementation of the flagship tourism development policy at Lake Paisu Pok has achieved several achievements but still faces several challenges, such as a lack of supporting infrastructure, suboptimal coordination among relevant agencies, and ineffective tourism promotion and marketing. Based on these findings, it is recommended that local governments and various stakeholders improve coordination and cross-sectoral cooperation, enhance supporting infrastructure, and improve tourism promotion and marketing to enhance Lake Paisu Pok's attractiveness as a flagship tourism destination.

**KEYWORDS:** Policy Implementation, Development of Flagship Tourism, Lake Paisu Pok

### INTRODUCTION

In the governance of the Republic of Indonesia (RI), the tourism sector has long been recognized in the legal framework through Tourism Law No. 9 of 1990, which was later updated with Law No. 10 of 2009. Throughout the global evolution of tourism, particularly in Indonesia, from the Old Order era to the Reform era, it has made significant contributions to both national and global economic growth. Globally, tourism has contributed approximately 10% to the Gross Domestic Product (GDP) and created one job for every 12.8 workers, equivalent to 7.8% of total employment. Estimates indicate that this figure will increase to 8.6% by 2022. Yustika, A., & Puspa, I. (2021) The Ministry of Tourism has formulated a strategic plan for the development of the tourism sector in Indonesia.

The strategic plan of the Ministry of Tourism for the period 2015-2019 is based on recommendations from medium-term plans prepared by the Ministry of Tourism and Creative Economy, as well as national medium-term plans reflected in NAWA CITA. As a service industry sector, tourism has played a crucial role in national economic development, regional development, and improving community welfare through its foreign exchange contributions and its contribution to the GDP (Rahma, 2020).

The tourism industry has experienced rapid growth in recent decades, becoming one of the most popular industries globally (Suban et al., 2021). According to data from Statista, revenue in the Travel and Tourism sector is estimated to reach US\$854.80 billion in 2023, with a projected annual revenue growth rate of 4.41% from 2023 to 2027, creating a market volume of approximately US\$1,016.00 billion by 2027 (Akram, A., & Pasay, M. (2022). The number of tourists has also continued to increase, estimated to reach 1.6 billion in 2020. The tourism sector is also one of the largest employers, with around 200 million workers, accounting for more than 10% of the global workforce (IES, 2000). In 2005, international tourism also generated revenue of US\$680 billion, making it one of the largest sectors in international trade (Hasibuan et al., 2023).

The performance of the tourism sector can be evaluated through the number of visits by local tourists, which has shown significant growth from year to year. However, visits by foreign tourists have not yet reached the expected targets. Factors causing the low number of foreign tourist visits include ineffective promotion of local tourism destinations and a lack of international events (Dewi et al.,



2018). Additionally, preferences for tourist destinations tend to lean towards popular tourist spots rather than destinations based on specific interests, possibly due to a lack of awareness of the importance of environmental conservation and a lack of appreciation for natural beauty (Yuniati, 2018).

According to research conducted (Anandhyta & Kinseng, 2020), to increase foreign exchange earnings, both the central government and local governments must utilize the tourism potential in their respective regions, both in terms of cultural attractions and flagship tourism, to attract tourists' interest in visiting these destinations. Based on a survey by the World Tourism Organization (WTO), the number of maritime tourists continues to increase, accounting for more than three-quarters of the total global tourists. For example, in the Mediterranean region alone, the number of tourists reaches 100 million visitors annually (2001), engaging in various activities such as swimming, sunbathing, sports, landscape photography, enjoying marine life, fishing, boating, and more. This promising potential has prompted the government to continuously develop the tourism sector, emphasizing the importance of tourism development in increasing foreign exchange earnings, creating new job opportunities, and introducing local cultural wealth.

Policies regarding major tourist destinations are also outlined in the Strategic Plan of the Ministry of Tourism and Creative Economy of Indonesia for the period 2010-2014, which describes the national direction and strategy to move from comparative advantage towards competitive advantage. This includes the management of marine resources, food security, and efforts to mitigate climate change. The Ministry of Tourism and Creative Economy of Indonesia has also designed development programs in the National Tourism Development Master Plan for the period 2010-2025. If tourism sector development is planned and implemented sustainably across all regions of Indonesia, it can create new job opportunities, boost regional income, and increase foreign exchange earnings. All of these are important contributions from the tourism sector to Indonesia's future progress (Wulandari et al., 2020).

According to Rijal et al. (2020) and Widjaja (2024) Amar, A., & Pabataran, I. G. M. (2021) and Ambanu, K. B., & Hariyadi, H. (2023), Conflicts of interest between government agencies in developing flagship tourism destinations, such as the conflict between the agency handling National Parks (Ministry of Marine Affairs and Fisheries) and the tourism sector utilizing forests, marine

parks as tourist areas, hinder the development of tourism, especially from a geostrategic perspective. This will affect the policies taken by local governments, ultimately resulting in communities receiving less benefit from the utilization of these National Parks. Policy Dimension refers to the process of effective decision-making, involving a series of rational and political principles (Syahrial & Badollahi, 2020). The government has shown its concern for increasing economic growth, community welfare, and job creation through the tourism sector. Politically, the Indonesian Parliament issued Tourism Law No. 10 of 2009 as a step towards achieving these goals. However, the decisions made by the Parliament cannot yet be considered rational as they are not adequate in addressing the responsibilities of the tourism sector, especially concerning budget allocations. Therefore, concrete steps are needed to address these challenges.

Optimizing more effective tourism development planning by creating policies to encourage various sectors to promote tourism in Indonesia nationally, through Presidential Instruction Number 2 of 2022 concerning the Acceleration of Increasing the Use of Domestic Products and Micro, Small, and Medium Enterprises Products, where the President instructs integrated steps in cultural tourism development to the Minister, Head of Agencies, Chief of Police, Governors, Regents, and Mayors (Wahyuni, S., & Septiani, I. 2023). Another failure in implementing policies in the tourism sector is due to the lack of willingness to develop tourism both nationally and locally in a holistic manner. Antari, I. G. K., & Suardana, I. W. (2022) and Zainuddin, M., & Badollahi, M. Z. (2020) This is also influenced by political and administrative activities, not just economic or business factors alone. Additionally, the political will of the government in designing promotional policies also plays a crucial role, along with the government's understanding of the relationship between policy objectives and their implementation outcomes. In the cultural interaction dimension, there is a possibility of encounters between citizens representing various cultural aspects (Hasbi & Badollahi, 2019).

The planning of managing flagship tourist destinations has not yet become the primary focus of local governments, as reflected by the lack of infrastructure development and optimization of inter-island access. The quality of infrastructure and accessibility directly impacts the attractiveness of destinations, which also affects investor interest in providing tourism facilities such as hotels, transportation, and water sports activities. (Surya, P., & Ginting, N. 2023) and Arsyad, A., & Gani, S. (2023) This



planning is also related to the Coastal Area Management Planning System. Formulating plans for managing flagship tourist destinations in close cooperation with coastal communities is needed to consider their interests and give them maximum involvement opportunities.

However, the implementation of such policies is still not optimal due to the lack of competence, educational qualifications, and experience of government officials in the tourism sector. This has an impact on tourism development programs that do not yet reflect the interests of the community and the needs of tourists. The management of tourist attractions, which remains the responsibility of the government, is not well organized, especially in the main tourist destinations in Central Sulawesi. There is also a lack of socialization about flagship tourism in these areas, as well as unattractive promotional tools and materials. Furthermore, the lack of political support from the government in promoting tourism development as a priority has also been a constraint during the leadership of local government officials.

This situation arises because the tourism sector is not considered as one of the sources of Regional Original Revenue (PAD). Anggraeni, D., & Sari, D. (2021), Anam, A. A., & Nur, F. (2020) and Zainuddin, M., & Wardhani, A. K. (2023) One of the tasks of public managers (local government officials) is to be able to understand and implement existing policies such as laws, government regulations, presidential instructions, strategic plans, and local regulations to respond to the desires of their communities, as tourism development will have direct, indirect, and spin-off impacts on the interests and welfare of the community. The Strategic Plan (Renstra) 2021-2026 for the management of coastal areas and small islands in Central Sulawesi Province provides important guidance and inspiration in the development of flagship tourism sectors in the region. However, many tourism development plans have failed, both due to external factors and issues in the design and implementation stages. The implementation of tourism policies, especially the development of flagship tourism in Central Sulawesi, faces various challenges. Neither the government nor the community has fully embraced the maritime cultural spirit in their daily lives, and there is a lack of awareness of improving the maritime image for the younger generation through cultural activities and research. These efforts aim not only to preserve maritime cultural heritage but also to increase the number of tourists visiting Central Sulawesi.

The tourism sector encompasses various facilities and

services, such as accommodation, restaurants, water tourism attractions like beaches, tourist transportation, souvenirs, and cultural tourism facilities (Utomo, A., & Wijaya, A. 2020). Regarding local regulations (PERDA), our research area is located in areas with coastal and small island potentials in Central Sulawesi Province, which can be marketed to tourists as tourist destinations. This requires the improvement of infrastructure and supporting facilities while utilizing the regional tourism potential by maintaining the balance of ecosystems so that the tourism offered is based on environmental sustainability in coastal and marine areas (flagship tourism).

Banggai Regency, with its abundant natural wealth, has become an attractive tourist destination for both local and international visitors. Syamsidar, S., & Kusumawardhani, A. (2021) The potential for flagship tourism, especially with the presence of small and medium-sized islands, adds to its charm as an exotic destination. Various attractions are spread across the Banggai Islands region, including beautiful panoramas and a variety of recreational activities such as charming beaches, waterfalls, and natural bathing places.

One of the main strategies in tourism development is to present flagship tourist destinations, by displaying a variety of attractions and providing different experiences that create enjoyment and uniqueness for tourists. To maximize the development of flagship tourism, the Banggai Islands Government must continuously enhance the facilities and services to meet the needs of tourists, in addition to promoting its tourism potential. In realizing this, the government must also involve the local community in every step of tourism development, including planning, implementation, and evaluation. The local community plays a key role in ensuring the sustainability of the tourism industry, as they are the main actors in preserving the cultural and natural heritage in the region.

## **METHODOLOGY**

This research employs a qualitative approach with a case study methodology. Data is collected through in-depth interviews with relevant parties, field observations, and document studies. Data analysis is conducted using content analysis techniques, applying the case study method within a qualitative approach. In this process, information and documents are used as means to collect data that will be analyzed according to the procedures and principles of qualitative methods. Case studies, as explained by Creswell, J. W. (2016), Raharjo (2017), and Assyakurhohim

(2022), are scientific approaches involving intensive, detailed, and in-depth analysis of a program, event, or activity, whether at the individual, group, institution, or organizational level, to gain a profound understanding of the phenomenon. According to Creswell (2016: 19), a case study is a research approach in which researchers delve into the analysis of a specific case, often related to programs, events, activities, processes, or individuals.

In collecting data, the researcher adopts diverse approaches to ensure completeness and accuracy of the information obtained. Observation allows the researcher to directly observe and record phenomena occurring in the field, providing deep insights into the context of the research object. Interviews, as an interactive method, provide an opportunity for the researcher to gain perspectives and direct experiences from informants regarding the researched topic. In applying interview techniques, the researcher utilizes the Snowball method to identify key informants who can provide valuable insights into the research.

## RESULT AND DISCUSSIONS

The Central Sulawesi Provincial Government has initiated the development and prioritization of key tourism sites designated as flagship destinations under Central Sulawesi Governor Regulation Number 35 of 2016, aligned with the Long-Term Development Plan (RPMD). This initiative aims to fully harness the tourism potential of the region, particularly focusing on flagship tourism. The development of these destinations seeks to bolster the tourism sector by expanding entrepreneurial opportunities, boosting community income, and increasing foreign exchange earnings. Notably, the tourism sector stands out as the only service sector maintaining a surplus in foreign services payments, with projections indicating continued growth in the future.

Diah Agustini, the Head of the Central Sulawesi Tourism Office, underscores the strategic importance of this initiative in advancing regional tourism:

*“Central Sulawesi Province offers a complete destination or comprehensive tourism destination, ranging from beaches, mountains, rivers, waterfalls, and a fascinating cultural diversity that attracts tourists. Therefore, the Central Sulawesi Tourism Office has partnered with 60 partners from the tourism industry in the province in the Central Celebes Travel Fair 2023 event to collaborate in*

*offering the best travel package promotions in the province”*

Essentially, flagship tourism encompasses a spectrum of activities spanning economic, artistic, cultural, and strategic environmental issues, distinguishing it as a national asset of Indonesia. Therefore, integrated policies are critical to maximizing its potential while ensuring economic benefits without compromising conservation efforts. To meet transparency and accountability standards, flagship tourism policies must be transparent, easily comprehensible, and accessible to the public and business sectors alike. This necessitates accurate, reliable, and consistent data across all aspects related to flagship tourism. Furthermore, clear and comprehensive information presented in accessible formats is essential to demonstrate the broader community benefits. By making comprehensive flagship tourism information widely available, the hope is to garner increased public and business engagement and cooperation with the Central Sulawesi provincial government.

Central Sulawesi is renowned for its rich maritime culture and vast marine potential. In developing these assets, the provincial government enacted pivotal regulations such as Central Sulawesi Governor Regulation Number 17 of 2006 on the Strategic Plan for Coastal and Marine Area Management (2006-2025), and Central Sulawesi Provincial Regulation Number 06 of 2007 concerning Coastal Area Management. Zulqurnaini, M., & Mukminin, A. (2021) These regulations provide the framework for integrated management, encompassing detailed planning including spatial planning, area management plans, and cross-institutional action plans for resource and coastal area development. The strategic plan aligns the vision for coastal area management across the province's 13 coastal districts and municipalities, illustrating a shared commitment to optimal resource management.

Despite clear policies outlined in Central Sulawesi Provincial Regulation Number 06 of 2007 regarding flagship tourism management in coastal areas, implementation remains suboptimal. While local governments, districts, cities, and legal entities are authorized to manage tourism in coastal areas under Article 29(1), no local regulations at the district or city level in Central Sulawesi specifically address flagship tourism management in coastal and marine areas.

This centralized approach to tourism management at the provincial level excludes districts and cities, impacting the

potential development of maritime assets such as the Togeang Islands, Banggai Islands, and Lake Paisu Pok, known for their rich biodiversity. However, tourism development in Central Sulawesi faces challenges due to inadequate infrastructure and limited focus on snorkeling and diving activities. Enhanced coordination between the provincial government, districts, cities, and relevant agencies is crucial to optimize flagship tourism management in Central Sulawesi's coastal and marine areas. Concrete steps are needed to improve tourism infrastructure and diversify tourism products, thereby leveraging the region's abundant marine tourism potential more effectively.

### **The Tourism Destination of Lake Paisu Pok**

The tourism destination of Lake Paisu Pok, situated in Central Sulawesi Province's Lukpanenteng Village, North Bulagi District, Banggai Islands Regency, stands out as one of Indonesia's natural marvels. Encompassing an area of approximately 2.48 square kilometers, the village offers a rich tapestry of cultures and attractions. Alongside Lake Paisu Pok, visitors can explore six other picturesque spots: Paisu Batango, Paisu Tumundo, Paisu Mandauling, Batu Kadut, Papalas Beach, and Poganda Beach, each boasting unique natural charms. Lake Paisu Pok attracts both domestic and international tourists seeking activities such as swimming, snorkeling, diving, freediving, camping, sightseeing, and photography. The development of Lake Paisu Pok as a premier tourist destination follows a Detailed Engineering Design (DED) conducted by UGM (Gadjah Mada University). This document serves as the blueprint for the site's development, outlining the necessary steps and requirements.

The implementation of the Lake Paisu Pok Prime Tourism Destination Development Policy underscores the establishment of standards and policy objectives aimed at fostering balanced and integrated tourism resource management. Central to this policy is the objective of enhancing local economic growth. To gauge the policy's success, one can examine economic activity indicators within the local community, particularly in terms of tourist visits both domestic and international to Lake Paisu Pok from 2020 to 2022. This assessment provides insights into the policy's impact on local economic development and its alignment with broader tourism management goals in the region.

Based on the updated data from 2020 to 2023, tourist visits to Lake Paisu Pok have shown a positive trend, with the

number of visitors increasing from 25,459 in 2020 to 31,000 in 2023. This steady growth reflects sustained interest from both domestic and international tourists in this captivating destination. Over the same period, the tourism sector at Lake Paisu Pok has contributed significantly to the local economy, generating Rp. 127,760,000 in revenue. This underscores the economic importance of tourism to the region, highlighting its potential for further development and investment.

In addition to its economic impacts, infrastructure development in Lukpanenteng Village, particularly around Lake Paisu Pok, has brought substantial benefits. The establishment of facilities such as electricity networks, clean water supply systems, internet access, roads, and other amenities has greatly improved comfort and service quality for tourists while bolstering essential infrastructure for the local community. Before the establishment of this tourist destination, most residents relied on fishing and agriculture, with limited economic opportunities. However, tourism development has catalyzed significant improvements across various fronts, including the proliferation of local businesses and higher household incomes. Despite these strides in infrastructure, several challenges remain, notably the issue of limited electricity supply, which directly affects water availability as well as telecommunications access. These challenges become particularly pronounced during extended power outages, underscoring the need for continued efforts to fortify basic infrastructure to sustain tourism growth and enhance local welfare effectively.

The development and execution of the tourism destination policy at Lake Paisu Pok have encountered several obstacles that necessitate attention. Foremost among these challenges is infrastructure inadequacy, especially concerning reliable electricity and telecommunications access, which impacts the functionality of tourist amenities and services. Additionally, the uneven economic benefits derived from increased tourism activity pose a challenge to inclusive economic development within the community. Moreover, ensuring environmental sustainability amidst heightened tourism demands remains crucial to preserving the natural integrity of the area. Furthermore, engaging stakeholders from diverse backgrounds is pivotal in designing and implementing policies that are both efficient and sustainable.

To address these challenges comprehensively, strategic measures are imperative. Firstly, enhancing basic infrastructure including reliable electricity and improved



telecommunications access—is paramount to supporting sustainable tourism growth. Secondly, implementing training and skill development initiatives for residents can empower them to actively participate in the tourism sector, thereby fostering more equitable economic outcomes. Thirdly, adopting sustainable environmental practices and enforcing stringent regulations to monitor tourism's impacts on the environment are essential for long-term ecological preservation. Lastly, fostering enhanced coordination and stakeholder involvement in decision-making processes will ensure that policies are inclusive and effectively implemented, aligning the interests of all parties involved.

The evaluation of the Lake Paisu Pok Tourism Destination Development Policy reveals several key achievements and positive impacts. Notably, there has been a significant increase in tourist visits, both domestically and internationally, from 2020 to 2023, indicating successful policy implementation in attracting diverse tourist demographics and boosting tourism sector revenue. Additionally, the policy has positively influenced the income and welfare of the local community by creating new economic opportunities within the tourism industry. Furthermore, infrastructure improvements around Lake Paisu Pok have enhanced accessibility and service quality, benefiting both tourists and residents alike. In conclusion, the Lake Paisu Pok Tourism Destination Development Policy has delivered substantial positive outcomes across economic growth, community welfare, and infrastructure enhancement. These achievements underscore its effectiveness in meeting its objectives and generating tangible benefits for all stakeholders involved.

### **Socialization and Promotion Program for Strengthening the Competitiveness of Lake Paisu Pok Tourism Products**

Effective socialization and promotion strategies are pivotal for enhancing the competitiveness of flagship tourism products like Lake Paisu Pok. These strategies go beyond mere dissemination of information; they involve active community engagement to garner support for government policies and tourism initiatives. Successful socialization and promotion efforts require clear policies, meticulous planning, well-organized implementation, and continuous evaluation. These elements ensure that the goal of boosting tourism product competitiveness is achieved through enthusiastic community involvement and robust stakeholder support.

Socialization and promotion officers play a crucial role in this process by thoroughly understanding the objectives and addressing pertinent issues effectively. They employ various communication methods, both direct and through mass media, to effectively convey messages and engage with diverse audiences. Azhary, a tourism observer, emphasizes the importance of these strategies in fostering community participation and enhancing the visibility and attractiveness of Lake Paisu Pok as a premier tourism destination:

*"To be honest, I've heard about flagship tourism, but the socialization regarding flagship tourism policy has never been done by the government; what exists is only general tourism."*

The transformation of flagship tourism policy information has encountered challenges, particularly concerning the clarity and dissemination of policy details, as noted by various interviewees. Based on interview findings, it is evident that the effectiveness of flagship tourism policy implementation hinges on successful socialization and promotion efforts. These efforts are critical in enhancing the competitiveness of flagship tourism products. Key indicators include the dissemination of policy updates and guidelines, ensuring clarity and consistency in conveying policy information from policymakers to implementers, target groups, and other stakeholders. However, interview feedback suggests that there are gaps in how policy information is communicated and understood. Some stakeholders perceive a lack of clarity in the transformation of flagship tourism policies. This underscores the importance of robust socialization strategies to bridge these gaps and ensure comprehensive understanding and buy-in from all involved parties. In summary, effective socialization and promotion of flagship tourism policies are essential not only for disseminating information but also for fostering broad support and effective implementation. Clear and consistent communication of policy details is crucial to maximize the impact of flagship tourism initiatives and achieve sustainable tourism development goals.

### **Implementation of the Lake Paisu Pok Tourism Product Competitiveness Strengthening Policy through Effective Socialization**

The efficient socialization of the Lake Paisu Pok tourism product competitiveness strengthening policy is pivotal for its successful implementation. This process must engage

policy implementers, target groups, and relevant stakeholders comprehensively to ensure a thorough understanding and effective execution of the policy objectives. However, insights gathered from interviews with several stakeholders highlight deficiencies in the transformation and dissemination of policy information by the government. This inadequacy could potentially hinder efforts to enhance the competitiveness of tourism products.

Improving the socialization efforts is crucial to rectify this situation and ensure that flagship tourism policies, such as those about Lake Paisu Pok, are implemented effectively. As emphasized by Irfan during an interview on April 23, 2022:

*"The government has never conducted socialization about flagship tourism policy. I only found out that there is a Regional Regulation about the Strategic Plan, especially about strengthening the competitiveness of tourism products."*

This opinion is in line with Azhary's statement that:

*"In this case, I have never heard of direct socialization about flagship tourism policy conducted by the government, but I have found information about flagship tourism indirectly through the media."*

Based on feedback from several informants, it is evident that the information regarding the flagship tourism policy aimed at strengthening competitiveness in Central Sulawesi Province lacks clarity. This deficiency poses challenges for policy implementers tasked with managing flagship tourism initiatives. Moreover, the consistency in conveying policy information from policymakers to implementers plays a crucial role in the successful execution of these policies.

Findings from interviews in this study reveal that policymakers have not maintained consistency in their decisions. This inconsistency hampers the effective socialization of policies aimed at enhancing the competitiveness of flagship tourism products. Key issues identified include the absence of adequate socialization regarding flagship tourism policies, the lack of issued guidelines for implementing flagship tourism initiatives, unclear communication of policy information from policymakers to those implementing flagship tourism policies, and inconsistencies in policy information delivery.

To address these challenges, it is essential to improve the socialization process surrounding flagship tourism policies. Clear and consistent communication channels need to be established to ensure that all stakeholders understand the objectives and procedures of the policies. This will facilitate more effective implementation and management of flagship tourism initiatives in Central Sulawesi Province, thereby maximizing their potential benefits for local communities and the tourism sector as a whole.

### **Implementation of Lake Paisu Pok Tourism Product Promotion**

Implementation of tourism product promotion for Lake Paisu Pok plays a pivotal role in bolstering the economy of Central Sulawesi. The natural allure of Lake Paisu Pok holds significant tourism potential, particularly appealing to international visitors. Yet, realizing this potential requires diligent management and sustained promotional efforts. Effective promotion is instrumental in boosting tourist arrivals, thereby fostering economic benefits for the local community.

To maximize the benefits, strategic and sustainable promotion strategies are essential. These efforts should be meticulously planned to highlight the unique attractions of Lake Paisu Pok and to attract diverse visitor demographics. By increasing tourist footfall through targeted promotion, Central Sulawesi can capitalize on its natural assets and enhance its reputation as a desirable tourism destination.

As emphasized by Bambang Haryanto, a travel agent, the strategic promotion of Lake Paisu Pok's tourism products is crucial for attracting a broader audience and stimulating economic growth in the region:

*"So far, we have been actively conducting roadshows to several provinces and even to several countries, but apparently, we lack promotion. For example, in China, they have no idea, not only about Indonesia but also about Lake Paisu Pok; they only know about Bali. They are more familiar with Singapore. China is a good target for promotion because it combines tourism with business. Unlike European tourists who are mostly for leisure. Chinese people travel, but their business minds are also active. I believe we can target the Chinese market, and we can share what we can develop."*

Based on the findings from interviews, it is evident that the Central Sulawesi Provincial Government has been less proactive in promoting its flagship tourism destinations, which has contributed to a decline in foreign tourist visits to the region in recent years. Unlike promoting corporate products, marketing tourist destinations requires specialized strategies, particularly in international markets through effective public relations efforts.

To address this, initial promotional efforts can begin with creating visually appealing brochures with detailed maps, establishing informative websites, erecting plaques and banners, and utilizing local radio and television for advertising. Embracing technological advancements is crucial, including the establishment of an interactive website for tourism enthusiasts and regular updates on upcoming events to encourage participation. Moreover, the Central Sulawesi Provincial Government should refine its promotion strategies to align with long-term goals. These strategies should encompass medium-term initiatives, typically spanning one to three years, to ensure sustainable growth in tourist arrivals. Key strategies include enhancing public relations activities, expanding flagship tourism products, refining marketing campaigns for tourism services and destinations, and bolstering international public relations efforts. Each district and city within the province can tailor technical programs to their specific competencies, strengths, weaknesses, and potential constraints. Conducting comprehensive audits of tourism areas slated for development is essential to inform these strategic initiatives effectively.

By adopting these targeted strategies and leveraging local strengths, Central Sulawesi can effectively promote its flagship tourism destinations, attract more tourists, and stimulate economic growth across the region. This concerted effort is crucial for revitalizing the tourism sector and positioning Central Sulawesi as a prominent destination on the global tourism map.

### **Development of Human Resources for Lake Paisu Pok Tourism**

The development of human resources (HR) for Lake Paisu Pok tourism is crucial for optimizing tourism potential and ensuring sustainable growth. This initiative aligns with decentralization policies in Central Sulawesi, empowering local authorities to effectively manage tourism policies and enhance the quality of tourism services. Adequate training and empowerment programs are essential to equip local

stakeholders with the necessary skills and knowledge. This approach aims to foster community involvement, improve service standards, and support the strategic development goals for Lake Paisu Pok as a flagship tourism destination in the region.

In Central Sulawesi, the development of tourism HR should focus on empowerment to maximize existing potential. This approach aims to enhance the capabilities of tourism actors involved in implementing strategic plans (Renstra) and executing planned programs and activities effectively. Strengthening tourism HR is thus critical for driving tourism growth across Central Sulawesi, including at Lake Paisu Pok. As highlighted by insights from Berlian, a tourist, addressing these HR development challenges is crucial for optimizing tourism experiences and ensuring sustainable tourism development in the region.

*"The strengthening of the competitiveness of flagship tourism products depends heavily on the presence of nature as God's gift, which must be protected, preserved, and its environment maintained. The natural potential full of diverse natural wealth is a potential that must be utilized as much as possible for the welfare of the entire community, and what needs to be emphasized are the opportunities, challenges, and hopes for the future."*

The above statement needs to be seen as a moral movement, where the community realizes that they have neglected the existence of real things in the field, they need to promise and carry out activities to utilize and utilize the potential of natural resources for the welfare of the community. In the future, public awareness of the great dependence on natural resources will increase, which will require the presence of skilled and professional tourism HR. As stated by Mr. Ilham (tourist):

*"Skilled and professional human resources in the field of flagship tourism are needed, considering that human resources are the key to implementing flagship tourism development programs. Therefore, existing human resources can be developed through education and training on tourism, especially flagship tourism."*

The coaching of human resources (HR) in flagship tourism is pivotal for maintaining and enhancing performance, facilitated through comprehensive Education and Training Programs. These programs are designed to foster resilient,



skilled, and esteemed human capital capable of meeting the evolving demands of the tourism sector. In Central Sulawesi, there is a growing need to prioritize qualitative improvements alongside quantitative metrics such as foreign exchange earnings, job creation, and tourist arrivals. Currently, the focus on enhancing HR and bureaucratic capabilities for flagship tourism appears inadequate, highlighting the need for a more robust approach to human capital development. In the context of Lake Paisu Pok Tourism, effective resource management is essential, encompassing both human and financial aspects. Human resources are particularly critical for the sustainable management and development of this tourism destination.

**Table 1.** List of Lake Paisu Pok Tourism Managers

No.	Position	Age	Education
1	Chairman of BUMDes	30	S1
2	Secretary/Treasurer of BUMDes	30	S1
3	Chairman of POKDARWIS/Tourism Ambassador of Paisupok	24	SMA/SLTA/equivalent
4	Vice Chairman of POKDARWIS	25	SMA/SLTA/equivalent
5	Secretary of POKDARWIS	22	SMA/SLTA/equivalent
6	Treasurer of POKDARWIS	25	SMA/SLTA/equivalent
7	Member of POKDARWIS	22	SMA/SLTA/equivalent
8	Member of POKDARWIS	20	SMA/SLTA/equivalent
9	Member of POKDARWIS	23	SMA/SLTA/equivalent

*Source: Data Documents, 2023*

The table presented highlights nine tourism managers occupying various positions with differing levels of education. However, challenges in organizational structure within BUMDes allow for dual roles in management, as seen in the case of the Secretary/Treasurer. Additionally, the role of POKDARWIS is pivotal in management, yet its effectiveness is hindered by the lack of formal recognition from the village government. Financial resources also play a critical role in supporting tourism development. Local and village governments have shown significant support through budget allocations for infrastructure and training. However, recent budget reductions, due to reallocation towards social assistance programs like BLT, have impacted available funds for tourism development. Despite these challenges, the substantial revenue generated from

tourism underscores the immense economic potential of Lake Paisu Pok as a key contributor to the local community's financial well-being.

**Table 2.** Revenue of Danau Paisu Pok Tourism Destination for the Years 2018-2022

No.	Year	Description		Surplus/Deficit
		Revenue	Expenses	
1	2018	Rp17.044.000	Rp2.112.000	Rp14.932.000
2	2019	Rp92.650.000	Rp25.645.000	Rp67.005.000
3	2020	Rp71.550.000	Rp28.998.000	Rp42.552.000
4	2021	Rp86.082.000	Rp39.937.000	Rp46.145.000
5	2022	Rp136.198.000	Rp65.300.500	Rp70.897.500
Total		Rp403.524.000	Rp161.992.500	Rp241.531.500

*Source: BUMDes Lukpanenteng*

According to the data presented in the table, revenue at the Paisu Pok tourist destination has shown a fluctuating trend over recent years. The revenue declined in 2020 and 2021 due to pandemic-related restrictions affecting tourist visits. However, in 2022, revenue rebounded as the region transitioned to the new normal, with increased visitor interest in Paisu Pok. Operational expenses at Paisu Pok are primarily funded by this revenue, enhancing the overall tourism experience. Revenue distribution occurs biannually, with 40% allocated to landowners, 40% to village revenues, and 20% earmarked for employee salaries. Funding sources for Paisu Pok tourism include support from the District Government through the Tourism Office, budget allocations from the Village Government via BUMDes, and profits from local businesses. Despite its financial potential, challenges persist due to coordination issues among management institutions like BUMDes and POKDARWIS, along with the village government. Ineffective communication and coordination can hinder policy implementation and agreements among stakeholders. Strengthening coordination mechanisms among these institutions and the village government is crucial to ensuring the sustainable development and success of Lake Paisu Pok Tourism.

### **Program to Strengthen the Competitiveness of Lake Paisu Pok Tourism Products**

The program aimed at enhancing the competitiveness of flagship tourism products at Lake Paisu Pok must prioritize several critical aspects to ensure its success and sustainability. Key initiatives should focus on improving infrastructure and facilities, securing long-term funding



commitments, and implementing effective environmental conservation programs.

#### 1. Enhancing Infrastructure and Facilities

A crucial starting point for improving Lake Paisu Pok's tourism competitiveness is the provision of adequate infrastructure and facilities. This includes ensuring good road access, reliable transportation options, effective communication networks, availability of healthy cuisine, engaging entertainment offerings, safe and comfortable accommodation options, and comprehensive tourism facilities. These improvements are essential to enhancing visitor satisfaction and encouraging longer stays, thereby boosting local tourism revenue.

#### 2. Long-Term Funding Commitments

Sustaining efforts to strengthen flagship tourism products require consistent and reliable funding mechanisms beyond government allocations. One approach is to explore funding sources such as membership fees from tourism associations or levies on tourism-related activities. This diversified funding approach can help ensure continuous improvements and maintenance of tourism infrastructure and services at Lake Paisu Pok.

#### 3. Collaboration with Stakeholders

Effective collaboration among stakeholders is crucial for the success of Lake Paisu Pok's tourism competitiveness program. Organizations like the Central Sulawesi Tourism Entrepreneurs Association (Gahawisri), the Indonesian Diving Association (POSSI), and the Association of Indonesian Travel Agencies (ASITA) in Central Sulawesi play pivotal roles. Their involvement ensures that initiatives are aligned with market needs, catering to various visitor segments—domestic and international—each with unique preferences and spending capacities.

#### 4. Environmental Conservation and Sustainability

In addition to infrastructure and financial considerations, prioritizing environmental conservation is paramount. Lake Paisu Pok's natural beauty and biodiversity must be preserved through sustainable tourism practices. This includes establishing protected zones, implementing coral reef preservation programs, and promoting responsible tourism behaviors among visitors and local communities. These efforts not only safeguard the ecosystem but also

enhance the destination's attractiveness to environmentally conscious tourists.

#### 5. Challenges and Considerations

Despite concerted efforts, challenges such as budget constraints and the need for clearer destination categorization persist. Addressing these challenges requires streamlined policies, improved budget allocation strategies, and better identification of tourism assets worthy of flagship status. Moreover, adapting strategies to meet the diverse needs of both domestic and international tourists remains essential for sustained tourism growth in Central Sulawesi.

By focusing on these strategic pillars infrastructure enhancement, sustainable funding mechanisms, stakeholder collaboration, and environmental stewardship the program to strengthen Lake Paisu Pok's tourism competitiveness can achieve lasting success, benefiting local communities and preserving the region's natural heritage for future generations.

### **Restructuring the Tourism Bureaucracy in the Program to Strengthen the Competitiveness of Products**

Restructuring the tourism bureaucracy is pivotal in enhancing the competitiveness of tourism products, addressing organizational inefficiencies, and optimizing resource utilization. The configuration of tourism departments varies across regions, influenced by local conditions and resource constraints.

In certain regions, there exists a separation of departments managing the social, cultural, and tourism sectors. Conversely, due to resource limitations, some districts consolidate these functions into a single department. The debate on whether departments should remain distinct or integrated hinges on the unique priorities and operational needs of each sector. For instance, the social sector predominantly addresses poverty alleviation and community welfare, while the tourism sector focuses on strategic tourism planning, attraction management, and oversight of tourism enterprises such as hotels, travel agencies, and dining establishments.

Internal bureaucratic challenges often manifest in recruitment and promotion practices that prioritize general administrative criteria over specialized competencies crucial for effective tourism development. This mismatch results in a gap between the demands of tourism sector roles and the qualifications of civil servants and staff. Consequently, reforming recruitment and promotion

structures to emphasize tourism-related competencies is essential. This ensures that personnel possess the requisite skills to meet industry demands and deliver high-quality public services effectively.

Public dissatisfaction with the current state of the tourism bureaucracy underscores the urgency for reform. Stakeholders, including industry professionals and community members, express concerns that the existing bureaucracy fails to recognize tourism's potential as a key economic driver. This perception highlights the need for bureaucratic reforms that elevate tourism to a status commensurate with its economic and cultural significance.

Reflecting stakeholder perspectives, such as those expressed by YSR, underscores the critical need for the tourism bureaucracy to elevate its recognition and support for tourism as a primary economic sector. Aligning bureaucratic practices with the dynamic needs of the tourism industry not only enhances service quality but also contributes significantly to sustainable economic development and cultural enrichment in Central Sulawesi.

In the program to strengthen the competitiveness of tourism products, restructuring the tourism bureaucracy structure plays a crucial role. In some areas, departments dealing with the social, cultural, and tourism sectors are separate. However, due to limitations in facilities and infrastructure, some districts combine these three sectors into one department. Opinions on whether departments should remain separate or not depend on the focus and needs of each sector. For example, the social sector deals more with social issues such as poverty, while the tourism sector focuses more on tourism planning, management of tourist attractions, and supervision of tourism businesses (hotels, travel agencies, restaurants, bars, cafes, etc.).

On the other hand, the internal tourism bureaucracy faces imbalances, especially in recruitment and promotion systems. This system tends to be based on general requirements and administrative-formal aspects, while competency standards important for performing roles and functions in tourism development have not become the main criteria in the selection of civil servants and staff in the tourism bureaucracy environment. Therefore, improving the recruitment and promotion structure and processes in the tourism bureaucracy needs attention to ensure that they have qualifications and competencies that match the job demands in the tourism sector. This, of course, cannot provide optimal services, thus affecting the

quality of services provided to the public. As felt by YSR, he said:

*We are disappointed with the current tourism bureaucracy; we are disappointed because the current tourism bureaucracy cannot appreciate tourism as a sector that can be superior to other sectors.*

The existing bureaucracy is considered to only see tourism as a part similar to other fields or sectors. Furthermore, YSR mentioned that:

*I have suggested to the Regent that to appoint civil servant candidates in the Tourism Office, they must have skills in the tourism sector, because in any case, their skills support the implementation of tasks in the tourism sector because, in Banggai, there is only one person who has a tourism diploma.*

Accentuating competency standards in the recruitment and promotion of tourism bureaucracy apparatuses for recruitment and promotion has strong theoretical and practical foundations. The effectiveness of the tourism bureaucracy, which among other things can be seen from how well the bureaucracy can perform the tasks entrusted by the institution, can be achieved if human resources have competence in their fields.

### **Enhancing the Effectiveness of Partnerships and Coordination among Lake Paisu Pok Tourism Stakeholders**

Enhancing the effectiveness of partnerships and coordination among Lake Paisu Pok tourism stakeholders has been instrumental in increasing tourist visits to the area. Statistical data indicates a notable rise in visitor numbers following the implementation of targeted policies aimed at enhancing the competitiveness of flagship tourism products in Central Sulawesi. Stakeholders from government, private, and community sectors have collaborated extensively in this effort.

The Central Sulawesi provincial government has been a key actor, initiating various activities to foster effective partnerships and coordination among stakeholders. This includes crucial collaborations among government agencies such as the Tourism Office, event organizers, district/city governments, archaeologists, architects, tourism consultants, hospitality entrepreneurs, travel

agencies, and local tourism awareness groups. These partnerships are pivotal in supervising and enhancing the competitiveness of flagship tourism products, particularly in managing areas and marine resources.

Partnerships with the private sector have also been integral, evidenced by joint efforts in organizing annual events and promoting flagship tourism offerings. These collaborations are tailored to specific activities, supporting promotional campaigns targeted at international markets through direct outreach to countries like World Heritage Cities and UCLG Asia Pacific members. Locally, partnerships with regional tourism offices ensure effective promotion to domestic tourists.

To further strengthen the competitiveness of flagship tourism products in Central Sulawesi, several strategic steps are essential:

1. Collaborating with provincial/district/city governments and the private sector to develop cost-effective tour packages.
2. Enhancing destination and cultural heritage asset quality through synergistic efforts between the private sector and government.
3. Providing technical assistance from the Central Sulawesi provincial government to the private sector in managing flagship destination areas.
4. Directing city/district governments to manage flagship destination areas and create competitive tour packages, potentially involving private management with government oversight.
5. Establishing partnerships with financial institutions to attract investments for destination development, potentially offering incentives like tax exemptions.
6. Prioritizing the development of flagship tourism areas, particularly in districts/cities rich in natural marine tourism assets.

These steps are crucial in sustaining the growth and competitiveness of Lake Paisu Pok as a premier tourism destination, ensuring economic benefits and enhancing the overall tourism experience. Coordination and collaboration among all stakeholders remain paramount in achieving these goals effectively.

### Role of Local Communities around Lake Paisu Pok

The role of local communities surrounding Lake Paisu Pok in conservation and environmental management is pivotal due to their profound local knowledge essential for

sustaining the ecosystem and natural resources. However, these communities face challenges as their livelihoods heavily rely on these resources. Hence, engaging them in conservation efforts and fostering awareness about the significance of environmental preservation for long-term ecosystem sustainability is critical. Rigorous enforcement of environmental laws is equally vital to safeguard the ecosystem against violations.

Enhancing awareness and involvement of local communities and stakeholders in environmental stewardship is imperative. The government should take proactive measures, such as establishing protected zones and conducting comprehensive research to understand and preserve the natural tourism potential, including the landscapes around Lake Paisu Pok. These initiatives are underscored by concerns raised by Muh Zheyne about the need for:

*There still needs to be socialization so that the community understands the importance of preserving the potential. There is a lot of garbage around the destination.*

With sustainable efforts, initiatives aimed at enhancing the competitiveness of flagship tourism products serve as instruments for knowledge dissemination, fostering ecosystem harmony, benefiting residents, preserving the environment, and honoring local culture and traditions. To effectively increase tourist visits, bolstering partnerships and coordination among tourism stakeholders is paramount. This collaboration spans government entities, private enterprises, and community organizations. An illustrative example is the joint oversight and development of terrestrial and marine areas by government agencies and private sector actors. In essence, comprehensive and synchronized endeavors involving all relevant parties including government, private sector, and community are essential to elevate the competitiveness of flagship tourism products.

### Challenges and Progress in Lake Paisu Pok Tourism Infrastructure

The evaluation of tourism destination development policies reveals significant infrastructure and environmental challenges impacting Lake Paisu Pok in the Banggai Islands Regency. Infrastructure limitations, such as inadequate road accessibility and insufficient accommodation and dining facilities, pose barriers to attracting tourists to Lake Paisu Pok. These shortcomings



diminish visitor satisfaction and hamper the area's tourism potential. Moreover, environmental issues, including habitat degradation and pollution from increased tourism activities, threaten the sustainability and natural appeal of Lake Paisu Pok as a tourist destination.

While efforts to develop Lake Paisu Pok as a tourist attraction have shown promising results, infrastructure development in Lukpanenteng Village remains a focal point. Despite notable improvements, critical concerns persist, notably the limited electricity supply, which operates for only 14 hours daily with frequent outages. This situation impacts water availability, which relies entirely on electricity. Furthermore, interruptions in telephone and internet services due to power outages affect communication networks crucial for tourism operations and local livelihoods. Addressing these infrastructure constraints is essential to fostering sustainable tourism growth and enhancing community welfare dependent on tourism.

The ongoing infrastructure development in Lake Paisu Pok encompasses initiatives like expanding the electricity grid, providing clean water access, enhancing internet connectivity, road maintenance, and establishing essential amenities. These efforts aim not only to improve physical infrastructure but also to stimulate economic activities within the community. Enhanced infrastructure is anticipated to stimulate local businesses catering to tourism, bolster hospitality and culinary sectors, and create new job opportunities. Thus, evaluating infrastructure progress at Lake Paisu Pok entails assessing both its physical development and its broader socioeconomic impacts on the local community and tourism sector.



**Figure 1.** Infrastructure Project Display at Paisu Pok  
*Source: Documentation of Data, 2023*

By enhancing infrastructure, there is an expectation of fostering growth in the tourism sector. Improved facilities

and amenities can attract more tourists to Lake Paisu Pok, thereby boosting local businesses catering to tourism. This growth may include an expansion in the hospitality and culinary sectors, offering new job opportunities and increasing income sources for residents. Additionally, enhanced infrastructure supports better visitor experiences, potentially leading to longer stays and increased spending in the area. The evaluation of infrastructure progress in Paisu Pok extends beyond physical development. It encompasses an assessment of its broader impacts on economic activity and the welfare of the local community. Sustainable infrastructure development not only enhances the attractiveness of Lake Paisu Pok as a tourist destination but also contributes to the overall socio-economic development of the region. Thus, monitoring and improving infrastructure play a critical role in ensuring the sustainable growth of tourism and benefiting the livelihoods of residents.

## CONCLUSIONS

Based on the research findings and interviews regarding Lake Paisu Pok's tourism promotion and human resource development in the tourism sector, it is evident that Lake Paisu Pok holds significant tourism potential, particularly for foreign tourists. However, there is a clear need for improvement in promoting the destination, particularly in international markets. Enhancing human resource capabilities through education and training is also essential. Effective coordination among relevant agencies, the government, the private sector, and the local community is crucial to strengthening the competitiveness of tourism products and effectively managing the destination. By fostering such collaboration, Lake Paisu Pok has the potential to emerge as a premier tourist destination, contributing positively to the economy of Central Sulawesi and enhancing its global appeal.

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