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Evaluation Of Tourism Area Development Policy In Boalemo Regency

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Abstract

The research aims to evaluate the policy of developing tourist areas in Boalemo Regency based on the CIPP evaluation method. The research approach used is a qualitative method with descriptive research methods and research procedures carried out by observation and interviews with informants. The data analysis technique used is an interactive analysis of the miles and huberman models. The results of the study show that the policy of developing tourist areas in Boalemo Regency has had a positive impact, but its effectiveness has not been optimal and sustainable. (1) In the context aspect, the policy has been in accordance with tourism potential and local economic needs, but the priorities of accessibility, cleanliness, security, facilities, community participation, and environmental protection have not been fully met. (2) In the aspects of input, budget, human resources, infrastructure, data, technology, institutions, and partnerships are still limited. (3) In the process aspect, the implementation has included improving facilities, promotion, services, community empowerment, and fostering MSMEs, but coordination, maintenance, supervision, and program continuity are still weak. (4) In the product aspect, policies increase visits, business opportunities, employment, and community and regional income, although the results are not stable, even, and sustainable.

Keywords: Tourism; Policy; Evaluation; Development; Boalemo

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INTRODUCTION

In the last two decades, the development of tourist areas has become one of the development strategies that are widely implemented by various countries as an instrument to encourage economic growth, create jobs, and strengthen the local economy. Tourism is no longer seen only as an entertainment sector, but has developed into a strategic sector that contributes to sustainable development, poverty reduction, and improvement of people's welfare. The global phenomenon shows that tourism is a cross-dimensional sector related to economic, social, environmental, and governance policies because tourism activities are able to create value chains through transportation, services, local MSMEs, and strengthening economic communities in areas with limited economic access. In the sustainable development agenda, tourism is placed as a sector that is able to encourage decent work, economic growth, and strengthen people's livelihoods (UNDP 2018).

The development of the global tourism paradigm has also changed from an approach that was previously oriented towards exploiting natural potential and increasing the number of tourists to an approach that emphasizes sustainability, inclusivity, equitable distribution of benefits, and a balance between economic interests and the socio-ecological carrying capacity of destinations. This paradigm shift requires a policy of developing tourist areas that not only focuses on the physical development of destinations, but also pays attention to institutional capacity, cross-actor coordination, community participation, and adaptive and sustainable policy evaluation (Muda 2025). Therefore, tourism planning needs to be understood as a policy process that connects goals, instruments, role sharing, and control of development impacts.

However, various studies show that the success of tourism area development is not only determined by the amount of natural and cultural potential that an area has. Many areas with high tourism potential still experience obstacles in achieving sustainable tourism development due to weak policy implementation. Problems such as policy incompatibility with the local context, weak coordination between agencies, limited resources, low quality of policy communication, and lack of community participation are factors that affect the success of destination development. The success of tourism policy does not only depend on the quality of policy documents, but is also influenced by inter-stakeholder interaction, the capacity of implementing organizations, policy interpretation, and the dynamics of the destination environment.

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The tourism sector is one of the strategic sectors in regional development because it has the ability to increase economic growth, regional income, and community employment opportunities. The implementation of tourism development policies in Indonesia still shows a variety of achievements between regions. Some regions are able to develop tourist destinations optimally, while other regions still face various obstacles even though they already have regulations and development planning. This condition shows that the success of policies is not only determined by policy design, but also by the effectiveness of implementation at the regional level (Anwar, Budiawan, and Vestikowati 2024; Qibtiah, Romadhan, and Roziqin 2025; Wahid, Rusliad, and Bahri 2025). Factors such as policy communication, program consistency, organizational capacity, coordination, and the ability to build collaboration with the community are important aspects in determining the success of implementation (Qibtiah et al. 2025).

This phenomenon is also seen in the development of tourist areas in Boalemo Regency, Gorontalo Province. Boalemo Regency has various tourism potentials such as Bolihutuo Beach, Queen Beach, marine tourism areas on the coast of Tomini Bay, as well as local culture- and religious-based destinations. The development of the tourism sector has obtained a policy basis through Gorontalo Provincial Regional Regulation Number 2 of 2019 concerning the Gorontalo Province Regional Tourism Development Master Plan for 2019–2025 and Boalemo Regency Regional Regulation Number 1 of 2019 concerning the Regional Tourism Development Master Plan. The regulation shows that the local government has placed tourism as part of the regional development strategy.

However, the existence of these regulations has not fully resulted in the development of integrated and sustainable tourist areas. Based on initial observations, there is still a gap between policy direction and implementation conditions on the ground. The problem can be seen in the tendency of development that is more oriented towards the provision of physical facilities rather than strengthening the destination management system in a sustainable manner. In addition, some tourist areas still face limitations in facilities, infrastructure, amenities, digital promotion, and management capacity. This condition shows that the success of destinations is not only determined by the existence of tourist attractions, but also by the ability of policies to transform their potential into quality tourism products.

Another aspect of concern is community involvement in destination management. Community participation is an important element in sustainable tourism development because the community plays a role as well as an actor who maintains the sustainability of tourist areas.

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Studies on destination governance show that stakeholder participation, leadership, and coordination have an influence on the sustainability and competitiveness of destinations (Spadaro et al., 2023; Fang et al., 2022).

In addition, policy evaluation is needed to find out the extent to which tourism development programs provide real benefits to the community. Evaluation does not only look at the number of activities or budget absorption, but also needs to measure changes in the quality of destinations, increased business opportunities, economic benefits, and program sustainability. The CIPP (Context, Input, Process, Product) approach can be used to analyze the suitability of policy needs, the adequacy of resources, the quality of implementation, and the results achieved. Tourism evaluation studies with the CIPP approach show that the success of the program must be viewed comprehensively from the context to the policy product (Iqbal & Sihombing, 2021; Adriwati et al., 2025; Jofari et al., 2025; Syafiah et al., 2025).

Based on this description, research on the evaluation of tourism area development policies in Boalemo Regency is important because there are indications that there is an implementation gap between policy objectives and empirical conditions of destinations. This research is needed to determine the level of policy suitability, resource adequacy, quality of implementation process, and policy results that have been achieved. Using the CIPP perspective, this study is expected to be able to provide a comprehensive overview of the supporting and inhibiting factors of tourism area development.

LITERATURE REVIEW

Public Administration

Public administration is a field of science and practice that regulates the process of drafting, implementing, and evaluating public policies through resource management, organization, and decision-making to achieve community goals. Public administration acts as a link between political values and public needs in the implementation of effective and responsive government (Rahardian 2024; Muslih, Rahad, and Marbun 2019). This concept also emphasizes the importance of good governance, community participation, and institutional coordination in realizing quality public services (Rahardian 2024).

Public Policy Evaluation

Public policy evaluation is a systematic process to assess the value, benefits, and performance of a policy in order to determine the level of achievement of goals and be the basis

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for subsequent policy improvement. Evaluation not only measures results, but also serves as a learning mechanism in the policy cycle through context, process, and impact analysis of implementation (Dunn 2017; Rossi et al. 2019; Peters 2019). This approach helps governments produce more effective, responsive, and sustainable policies by considering the needs of the community and the dynamics of the evolving policy environment.

CIPP Evaluation Model

CIPP (Context, Input, Process, Product) evaluation is a policy evaluation model used to comprehensively assess all program stages, starting from the suitability of needs, resource readiness, quality of implementation, to the results achieved. This model is oriented towards providing information to support decision-making and policy improvement in a sustainable manner (Stufflebeam and Zhang, 2017; Zhang and Wu, 2025). The context dimension assesses the relevance of goals and needs, the input dimension evaluates resource readiness, the process dimension assesses policy implementation, while the product dimension assesses the achievement and impact of policies on goals (Hall, 2019).

METHODOLOGY

The research approach used is the qualitative method. According to Abdussamad (2021), qualitative research is research that intends to understand the phenomenon of what the research subject experiences holistically and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods. Descriptive research methods and research procedures are carried out by observation and interviews with informants. The data analysis technique used is the interactive analysis of the Miles and Huberman model.

RESULTS

1. **Sub Focus 1: context dimension in the evaluation of tourism area development policies in Boalemo Regency**

a. Background and basic needs of tourism area development

The policy of developing the Boalemo Regency tourist area is motivated by the great potential for natural, marine, cultural, religious, and creative economy tourism that has not been optimally managed. The main needs include improving facilities, cleanliness, services, management capacity, and destination governance. This policy is relevant to encourage

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economic growth, open business opportunities, increase community income, and strengthen regional tourism identity in a sustainable manner.

b. Policy conformity with the actual conditions and problems of the tourism sector
Boalemo Regency's tourism development policy has been in accordance with the needs of the tourism sector, especially the improvement of infrastructure, promotion, services, human resources, and the creative economy. However, implementation still faces budget limitations, management capacity, and technology utilization. Therefore, policies need to continue to be adjusted to changes in tourist needs so that they are more adaptive, equitable, and able to respond to the dynamics of destination development.

c. Process of identifying problems and policy needs
The identification of tourism policy needs in Boalemo Regency has been carried out through field observations, inter-agency coordination, management reports, and discussion forums. The problems found include infrastructure, accessibility, promotion, human resources, governance, and community participation. However, public consultation still needs to be strengthened so that local needs can be accommodated more systematically through routine evaluations and feedback mechanisms.

d. Utilization and integration of tourism resource potential
Boalemo Regency's tourism policy has utilized the potential of nature, nautical, cultural, historical, religious, and creative economy. However, development is still dominant in natural tourism so that the potential of local culture and products is not optimal. It is necessary to integrate various potentials through integrated tour packages, strengthening community capacity, promotion, and character-based planning for each destination.

e. Stakeholder participation in policy-making
Stakeholder participation has been carried out through the involvement of the community, Pokdarwis, MSMEs, village governments, and related parties, but it is not yet fully inclusive. There is still more involvement at the implementation stage than policy formulation. Therefore, a structured participatory forum is needed so that people's aspirations can influence planning, increase legitimacy, and strengthen their sense of belonging.

f. Alignment of community needs with policy priorities
Boalemo Regency's tourism policy has taken into account the needs of the community, but there is still a gap between local needs and the government's ability to respond to them. Budget and regulatory constraints are factors that hinder the fulfillment of facilities,

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businesses, and empowerment needs. Alignment needs to be done through priority mapping based on urgency, economic benefits, social impact, and sustainability.

g. Social, economic, and political environmental support
Social, economic, and political support for Boalemo Regency's tourism policy is quite positive through community acceptance, business opportunities, and local government commitment. However, challenges such as cleanliness, security, business structuring, and coordination still affect the effectiveness of policies. Institutional strengthening, role sharing, and cross-stakeholder coordination are needed for such support to be sustainable.

h. Clarity of policy objectives and objectives
The objectives of Boalemo Regency's tourism policy have been clearly formulated to increase visits, regional income, local economy, employment, and community welfare. However, public understanding of its goals and roles is still uneven. Simpler, sustainable, and easily accessible policy communication is needed so that policy goals can be implemented in harmony.

i. Policy conformity with regional development planning documents
The policy of developing tourist areas in Boalemo Regency has been aligned with regional planning documents such as the RPJMD and RIPPARDA. However, changes in tourist needs, technology, and destination conditions require regular policy updates. Evaluation of targets, indicators, and programs is needed so that the compatibility between planning documents and field implementation is maintained.

j. Success factors for tourism area development policies
The success of Boalemo Regency's tourism policy is determined by the integration of destination potential, government commitment, community support, facilities, promotion, services, and environmental management. Tourism potential will not be optimal without good governance. Therefore, cross-sector coordination, sustainable budgeting, management capacity building, and community participation are needed to achieve sustainable tourism.

2. Sub Focus 2: input dimensions in the evaluation of tourism area development policies in Boalemo Regency

a. Availability and adequacy of the budget in supporting the development of tourist areas

The budget for the development of tourist areas in Boalemo Regency still does not fully meet the needs of destinations. Despite the increase in the budget in 2026, the need for basic facilities, promotions, maintenance, and human resource improvement is still greater. Budget

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effectiveness depends on the accuracy of priorities, the efficiency of the use of funds, the consistency of financing, and alternative funding support through the central government, the private sector, and the community. The budget conditions of the Boalemo Regency Tourism, Youth and Sports Office are presented in the following graph:

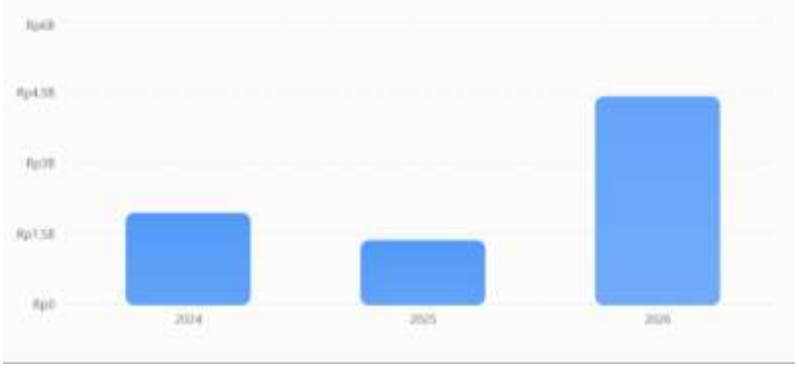


Figure 1: Budget of the Boalemo Regency Tourism, Youth and Sports Office

Based on budget data and interview results, the availability of the budget for the development of tourist areas in Boalemo Regency shows fluctuating conditions and is not fully adequate. The budget of IDR 1.934 billion in 2024 will decrease to IDR 1.354 billion in 2025, then increase significantly to IDR 4.4 billion in 2026. Despite the increase in 2026, qualitative findings show that the real needs in the field are still greater, especially for the repair of toilets, rinse places, garbage cans, lighting, parking, business space, trader arrangement, promotion, and human resource capacity building. The limited capacity of the regional fiscal means that the program must be implemented gradually and multi-year based on a priority scale. Thus, the increase in the budget does not automatically reflect sufficiency, because its effectiveness depends on the suitability of the allocation to needs, the consistency of financing, and the efficiency of the use of regional funds.

b. Planning and budget allocation system for tourism area development programs

The planning and allocation of the tourism budget in Boalemo Regency has followed a formal mechanism through proposals, discussions with regional apparatus, TAPD, and the DPRD. However, fiscal limitations mean that not all needs can be realized. A data-based priority system, process transparency, and feedback mechanism are needed so that the budget is more on target, accountable, and in accordance with the strategic needs of the destination.

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c. Availability of human resources in the implementation of tourism policies
The availability of tourism human resources in Boalemo Regency still faces limitations in number, competence, and active involvement. Destination management requires personnel who are able to handle services, cleanliness, promotion, MSMEs, and area management. Therefore, it is necessary to strengthen the organization, clear division of tasks, continuous training, and increase the capacity of the community and managers to be more professional.

d. Capacity and competence of human resources for tourism area management
The competence of tourism managers in Boalemo Regency has developed, but it is not even and is still limited to basic skills. Capabilities in destination management, digital marketing, hospitality, business management, and information technology need to be strengthened. Capacity building must be done through structured training, mentoring, certification, and evaluation so that managers are able to improve the quality of services and the competitiveness of destinations.

e. Capacity building and improvement of the competence of implementers and the tourism community

Capacity building programs for implementers and tourism communities have been carried out through tourism awareness training, services, MSMEs, and digital promotion, but they are still limited and not sustainable. Data shows that only a small percentage of human resources have a tourism background or special certification. Regular training, mentoring, and evaluation are needed so that the competence of managers and the community is more optimal. The table to illustrate capacity building and improving the competence of implementers and the tourism community:

Table 1: capacity building and competency improvement of implementers and tourism communities

No.	Status/Type of Employment	Quantity	Tourism Competencies/Background	Remarks
1	ASN Tourism, Youth and Sports Office	38 people	4 people D3 Tourism	Most of the ASN do not have a formal tourism education background
2	Part-Time P3K Office Staff	15 people	1 person D3 Tourism	Supporting the implementation of official

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No.	Status/Type of Employment	Quantity	Tourism Competencies/Background	Remarks
				administration and operations
3	Part-Time P3K Tourist Destination Manager	13 people	13 people certified in Tourism Governance and Management Technical Guidance	Have basic technical competencies in destination management
Total		66 people	5 people from D3 Tourism and 13 people certified by Technical Guidance	Human resource capacity is available, but tourism-specific competencies still need to be strengthened

Source: Boalemo Regency Tourism, Youth and Sports Office, 2026

Based on personnel data and interview results, the capacity of human resources at the Boalemo Regency Tourism, Youth and Sports Office has been supported by 38 civil servants, 15 part-time P3K office staff, and 13 part-time P3K tourist destination managers. However, only five employees have a D3 Tourism background, while 13 destination managers already have a certificate in Tourism Governance and Management Technical Guidance. This condition shows that technical competencies are available, but they still need to be strengthened and expanded. The findings of the interview also show that training for Pokdarwis, MSME actors, and destination managers is still limited, basic, and not sustainable. Therefore, capacity development needs to be carried out periodically, needs-based, accompanied by mentoring, evaluation, and practical materials such as hospitality, digital promotion, tourist safety, and local product innovation.

a. Availability and quality of supporting infrastructure for tourist areas
   Boalemo Regency's tourism infrastructure is available, but its quality and maintenance are still obstacles. The main problems include toilet facilities, sanitation, garbage cans, lighting, parking, and business space that are not optimal. Improvements need to be made in stages based on urgency and economic benefits, accompanied by maintenance standards, division of responsibilities, and routine supervision so that facilities are sustainable.
b. Utilization of promotional media and information technology
   The digital promotion of tourist destinations in Boalemo Regency has utilized social media such as Facebook, Instagram, and TikTok to increase tourism visibility. However, the

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promotion strategy is still not optimal due to limited content, frequency of publication, and integration of destination information. Reinforcement is needed through promotional calendars, professional content, media collaboration, and data-driven evaluation to make promotion more effective.

c. Institutional structure and coordination of authority between agencies
The Boalemo Regency tourism development institution has involved various parties, such as local governments, villages, technical OPDs, destination managers, and MSMEs. However, coordination still tends to take place during certain activities. Regular coordination forums, clear division of authority, work standards, and reporting systems are needed so that destination management is more integrated, responsive, and sustainable.

d. Private sector involvement and community organizations
The involvement of the private sector and community organizations in the development of tourism in Boalemo Regency exists, but it is still limited to certain activities such as event promotion and support. Facility investment, business partnerships, and long-term support are not optimal. The government needs to provide a clear cooperation scheme, investment database, and incentives so that partnerships can strengthen destination development.

e. Limited resources as a factor inhibiting policy implementation
Limited budget, human resources, facilities, business capital, and promotion are the main obstacles to the implementation of Boalemo Regency's tourism policy. These problems are interrelated and affect service quality, innovation, and stability of visits. The solutions needed include increasing human resource capacity, gradual budgeting, improving facilities, supporting businesses, and expanding partnerships to make tourism development more effective and sustainable.

3. Sub Focus 3: process dimensions in the evaluation of tourism area development policies in Boalemo Regency

a. Implementation of tourism area development policies at the implementation stage
The implementation of Boalemo Regency's tourism policy has been carried out through destination arrangements, facility improvements, promotions, events, community empowerment, and strengthening MSMEs. However, implementation is still inconsistent due to limited budgets, human resources, facilities, and coordination. A sustainable program schedule, clear division of roles, and regular monitoring are needed so that policies do not stop at temporary activities, but produce sustainable destination management.

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b. Suitability of program implementation with policy plans and targets
Boalemo Regency's tourism development program has led to policy targets through improving facilities, regional planning, cleanliness, and tourism activities. However, the achievement has not been optimal because it is influenced by budget limitations, changes in priorities, technical constraints, and external factors. Realistic targets, implementation control, and periodic evaluation are needed so that the difference between plans and realization can be corrected immediately.

c. Coordination mechanism between agencies in the implementation of tourism policy
Inter-agency coordination in the development of tourism in Boalemo Regency has been carried out through meetings, technical communication, and the division of tasks between actors. However, coordination is still more active during certain activities than routine management. This condition can cause delays in problem solving and unclear responsibilities. Periodic coordination forums, reporting systems, and communication procedures are needed to make the implementation more integrated.

d. Effectiveness of communication between the government, the community, tourism managers, and business actors
Communication between tourism actors in Boalemo Regency has taken place, but it has not been fully effective and evenly distributed. Information about programs, rules, facilities, and division of roles has not always been conveyed uniformly. This condition has the potential to cause differences in understanding and small conflicts. Strengthening communication through regular forums, official information channels, and complaint mechanisms is needed so that relations between actors are more transparent and coordinated.

e. Community participation in the implementation of tourism area development
The people of Boalemo Regency have participated through Pokdarwis, MSMEs, service actors, and local groups in maintaining cleanliness, supporting promotions, and providing tourism products. However, involvement is still limited to certain activities and has not been fully organized. It is necessary to strengthen the role of the community through training, mentoring, incentives, and involvement in decision-making in order to become the main actor in destination management.

f. Barriers to implementing policies and problem-solving strategies
The implementation of Boalemo Regency's tourism policy faces obstacles in the form of budget limitations, facilities, human resources, community participation, promotion,

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weather, and communication between sectors. These obstacles affect the quality of services and the sustainability of the program. The settlement strategy has been carried out through coordination, evaluation, mutual cooperation, and priority setting, but it needs to be strengthened with rapid response mechanisms, responsibility sharing, and partnerships.

g. Program implementation monitoring and evaluation system
Monitoring and evaluation of Boalemo Regency tourism has been carried out through field visits, manager reports, evaluation meetings, government supervision, and community input. However, its implementation is not routine and still focuses on administrative aspects such as budgets and activities. More measurable indicators, documentation of findings, clear follow-up, and evaluation of managerial capacity to improve the quality of destinations are needed.

h. Information transparency and dissemination of tourism programs
The dissemination of information on the Boalemo Regency tourism program has been carried out through social media, village government, official channels, and direct meetings. However, the information is not completely evenly distributed and easy to understand by the entire community and business actors. An integrated public communication system, regular publications, simple language, and feedback mechanisms are needed so that the community is more aware of opportunities and actively participates.

i. Decision-making mechanisms face implementation constraints
Decision-making in dealing with tourism obstacles in Boalemo Regency is carried out in stages through problem identification, coordination, and inter-stakeholder deliberation. Technical problems are handled by the manager, while strategic problems involve the local government. However, clearer handling procedures, decision documentation, completion deadlines, and the person in charge are needed so that decisions are faster, accountable, and responsive.

j. Process factors that determine the effectiveness of policy implementation
The effectiveness of the implementation of Boalemo Regency's tourism policy is determined by coordination, communication, program consistency, and community participation. Success does not only depend on policy design, but the ability of all actors to carry out their roles together. Strengthening coordination forums, open communication, periodic evaluations, and feedback mechanisms are needed so that implementation runs consistently, responsively, and produces sustainable benefits.

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4. **Sub Focus 4: product dimensions in the evaluation of tourism area development policies in Boalemo Regency**

a. Achievements of the tourism area development program after the implementation of the policy

The policy of developing tourist areas in Boalemo Regency has produced positive achievements through improving facilities, promotion, empowering Pokdarwis, and the development of MSMEs. The program has begun to encourage economic change for the community through business opportunities, employment, and increased income. However, the sustainability of results still requires improving service quality, sustainable promotion, equitable distribution of benefits, and consistent destination management so that the impact is wider.

b. The development of tourist visit rates as an indicator of policy success

Tourist visits in Boalemo Regency show an increase after the development of facilities and promotions, but they are still volatile. Visits are more dominant on weekends, holidays, or certain events. These conditions are influenced by weather, facilities, promotions, and tourist experiences. Therefore, success needs to be measured through the stability of the visit, length of stay, economic impact, and promotion support and maintenance of the destination.

c. Contribution of the tourism sector to increasing regional income

The tourism sector of Boalemo Regency makes a positive contribution to regional revenue through levies, facility utilization, and tourism economic activities. However, its contribution still needs to be strengthened through increased visits, facility quality, service variety, and transparent revenue management. Revenue recording systems, facility maintenance, and cost and benefit evaluation are needed to optimize tourism contributions.

d. The impact of policies on economic improvement of the community around tourist areas

Boalemo Regency's tourism policy has an economic impact through increasing business opportunities, MSME income, trade, services, and local jobs. However, the benefits are not even due to limited capital, skills, and public access to tourism activities. Training, business support, trade space arrangement, and product diversification are needed so that the economic benefits of tourism are more inclusive and sustainable.

e. Creation of economic opportunities and employment through tourism development

The development of Boalemo Regency's tourist area has opened up job opportunities through culinary businesses, parking, rental, rides, cleanliness, security, and local products. However,

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most of the work is still informal and depends on the number of visits. Strengthening MSMEs, skills training, access to capital, and the involvement of the younger generation are needed so that economic opportunities develop into more stable jobs.

f. Improving the quality of facilities, infrastructure, and services of tourist destinations
Improvements to tourism facilities and infrastructure in Boalemo Regency have increased the attractiveness of destinations through the construction of supporting facilities. However, problems of cleanliness, toilets, garbage cans, area planning, and maintenance are still the main obstacles. Improving the quality of destinations needs to be accompanied by service standards, manager training, routine maintenance, and community involvement so that tourist comfort is more guaranteed.

g. Increasing the attractiveness and competitiveness of Boalemo Regency tourist areas
Boalemo Regency's tourism policy has increased its attractiveness through promotions, events, facilities, and the development of natural and cultural potential. Destinations such as Bolihutuo, Love Island, and Mohupomba Island are increasingly known to tourists. However, competitiveness still faces obstacles in accessibility, basic facilities, cleanliness, and services. The development of integrated tourism products is needed so that destinations can compete sustainably.

h. The level of satisfaction of the community and tourists with the results of the development of tourist areas
Public and tourist satisfaction with the development of tourism in Boalemo Regency has increased, mainly due to the natural beauty, destination atmosphere, and improved facilities. However, there are still complaints related to cleanliness, sanitation, toilets, and services. Increasing satisfaction requires consistent service standards, orderly management of the area, handling of complaints, and periodic evaluations based on tourist and community input.

i. Sustainability of the benefits of tourism area development policies
The sustainability of Boalemo Regency's tourism benefits depends on the maintenance of facilities, budget support, human resource capacity, community participation, and environmental protection. Physical development without maintenance risks reducing the quality of destinations. Therefore, it is necessary to share responsibilities between actors, continuous promotion, routine evaluation, and environment-based tourism management so that economic and social benefits can be sustained.

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j. Effectiveness of achieving policy objectives and their supporting and inhibiting factors
The achievement of Boalemo Regency's tourism policy goals shows progress through improving the local economy, regional income, business opportunities, and destination facilities. Success is supported by natural potential, the government, Pokdarwis, MSMEs, and the community. However, effectiveness is still hampered by budget limitations, human resources, infrastructure, promotion, coordination, and participation. Capacity building, priority investment, and evaluation are needed to optimize the benefits.

DISCUSSION

Tourism area development policies are a planned effort to optimize regional potential through balanced economic, social, cultural, and environmental benefits. The success of policies is determined by planning, implementation, implementation capacity, and impact, so that evaluation becomes an important instrument (Rantung et al., 2025). Tourism development includes the management of space, facilities, the environment, community economy, and governance between actors (Tui et al., 2023).

Boalemo Regency's tourism area development policy has had a positive impact through improved facilities, promotions, visits, business, employment, and the economy. However, its effectiveness is still limited by budget, human resources, infrastructure, coordination, maintenance, and community participation constraints (Polontalo et al., 2023). Strengthening collaborative governance, policy integration, technology, and periodic evaluations are necessary for destination sustainability (Tohopi et al., 2024). Tourism success requires synergy between actors (Nanda et al., 2023; Fatina et al., 2023).

At Bolihutuo Beach, success needs to be seen from cleanliness, safety, service, business order, and facility maintenance (Mopili et al., 2025). Micro business empowerment requires leadership, innovation, technology, collaboration, and capacity building (Purnomo and Purwandari, 2025), while destination resilience is influenced by service quality, environment, community, and tourism service chains (Karsokienė et al., 2025).

The equitable distribution of economic benefits requires access to capital, skills, information, and community participation (Tohopi et al., 2025), taking into account motivations, capabilities, regional identities, and institutions (Fan et al., 2024) through collaboration between actors (Maccioni et al., 2024). Policy strengthening must integrate planning to environmental control (Lapagu et al., 2024), adaptive to change (Mihalič, 2024), pay attention to sustainability

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and reputation (Baena and Cerviño, 2024), and be supported by impact and technology evaluations (Miller and Torres-Delgado, 2023; Pinho and Leal, 2024).

1. **Context dimension in the evaluation of tourism area development policies in Boalemo Regency**

The context dimension in the evaluation of tourism area development policies assesses the ability of the policy to understand the needs, potentials, problems, and environmental conditions of the destination. The relevance of the policy does not only depend on the planning documents, but the suitability of the destination with field conditions and management capacity. The evaluation shows that the tourism policy of Boalemo Regency is in accordance with the local natural, nautical, cultural, and economic potential, but the mapping of needs still needs to be strengthened related to accessibility, cleanliness, sanitation, security, facilities, promotion, community participation, and environmental protection (Bilatula et al., 2025).

The goal of increasing visits, regional income, business, and community welfare has been relevant, but the gap between the destination and the actual conditions has led to suboptimal results. Bolihutuo Beach requires strengthening the maintenance of facilities, services, regional planning, and the environment. Tourism development must integrate promotion, facilities, tourist experience, economy, and sustainability.

The economic benefits of tourism are uneven due to differences in access to capital, skills, information, business locations, and decisions. Community participation needs to be expanded from planning to evaluation in order to become part of destination management. The use of data on visits, facilities, tourist satisfaction, economic benefits, and environmental pressures is needed. Manotungvorapun and Gerdsri (2025) emphasize the alignment of strategic objectives, capacity, technology, and stakeholder responsibilities, while Bayramoğlu (2025) emphasizes longitudinal analysis of destination change.

Multi-stakeholder collaboration is also important because sustainable management requires learning and adaptation between actors (Panagiotopoulou and Skoultsos, 2025). Digital technologies can strengthen information, marketing, and coordination with institutional support (Polukhina et al., 2025). Overall, the tourism policy context of Boalemo Regency is relevant, but it needs to be more responsive, inclusive, and sustainable. The image of the destination must be supported by real sustainability practices (Godovykh et al., 2024), as well as concrete changes in tourism management (Higham et al., 2022).

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2. Input dimensions in the evaluation of tourism area development policies in Boalemo Regency

The input dimension in the evaluation of tourism area development policies assesses the readiness of resources to translate policy objectives into concrete actions. The elements include budget, human resources, infrastructure, regulations, data, technology, and partnerships. The availability of inputs is not only seen from the quantity, but also its adequacy, distribution, suitability, and usability.

The evaluation shows that Boalemo Regency's tourism policy inputs have supported the implementation of the program, but have not fully met the needs of the destination. Budget, institutions, infrastructure, technology, and stakeholder involvement are available, but the quality and sustainability are still limited. This condition affects the maintenance of facilities, promotion, services, MSME coaching, and management of Bolihutuo Beach which still needs to strengthen cleanliness, sanitation, facilities, and management capacity.

Input problems are not only related to limited resources, but also the accuracy of allocation and management. Physical development must be balanced with maintenance, technical personnel, training, supervision, and service standards. Institutional strengthening through coordination between the government, villages, Pokdarwis, communities, MSMEs, and business partners is also needed, accompanied by a data system to support needs-based decisions.

Santos et al. (2022) emphasized that marine tourism investment needs to strengthen connectivity, facilities, and capacity of destinations. Kritikos et al. (2025) highlight innovation, cooperation, and institutional capacity. Alsahafi et al. (2023) emphasize the importance of a data-driven approach, while Julio Guerrero and Dias (2024) point out the benefits of tourist tracking. Fan et al. (2024) explain the importance of community motivation, opportunity, capability, and institutions, while Pato and Duque (2023) emphasize stakeholder engagement and sustainability. Strengthening inputs needs to be done through needs-based allocation, sustainable maintenance, capacity building, integrated data, and accountable partnerships.

3. Process dimensions in the evaluation of tourism area development policies in Boalemo Regency

The process dimension in the evaluation of tourism area development policies assesses the translation of policies into actions through implementation, coordination, supervision, and adaptation. The quality of the process is not only seen from the implementation of the program,

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but also the suitability of plans and practices, the involvement of actors, the use of resources, and the ability to overcome obstacles. Changes during implementation can be a form of adaptation, but still require a clear basis for accountability to be maintained.

The implementation of Boalemo Regency's tourism policy has been carried out through the development of facilities, promotion, cleanliness, services, community empowerment, and local business development. However, the process is not optimal because it is influenced by budget limitations, management capacity, coordination, maintenance, and promotion that are still situational (Yakobus et al., 2024). Bolihutuo Beach shows that improving facilities and promotions needs to be balanced with sanitation, cleanliness, services, and continuous maintenance.

The main obstacle to the process is the lack of integration of physical development, promotion, services, and economic empowerment. Facilities require regular maintenance, while promotion must be supported by service readiness. Therefore, a work cycle with schedules, responsibilities, operational costs, performance standards, and clear follow-up is needed. Coordination between the government, villages, destination managers, Pokdarwis, communities, MSMEs, and business partners needs to be strengthened so that they do not depend on local governments.

Periodic monitoring of facilities, cleanliness, tourist complaints, businesses, and visits are the basis for improvement. Guo and Li (2025) emphasize policy coordination, government connectivity, and local actions. Hajar et al. (2025) highlight flexibility, collaboration, and local knowledge. Amri et al. (2025) emphasize risk preparedness, while Smolčić Jurdana and Agbaba (2025) emphasize transparency and cooperation. Wondirad et al. (2026) and Becken and Scott (2024) emphasize the importance of adaptive governance, indicators, and monitoring for destination sustainability.

4. Product dimensions in the evaluation of tourism area development policies in Boalemo Regency

The product dimension in the evaluation of tourism area development policies assesses the results and impact of policies on economic, social, institutional, and environmental aspects. Success is not only seen from facilities, visits, income, and business, but also service quality, equitable distribution of benefits, environmental sustainability, and the ability of the community to maintain development results.

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The evaluation shows that Boalemo Regency's tourism policy has produced positive changes through improvements in facilities, promotions, visits, business opportunities, employment, and economic activities. However, these results have not been completely stable because they are influenced by the quality of facilities, cleanliness, services, weather, promotion, and management capacity. Bolihutuo Beach shows that the construction of facilities needs to be accompanied by improvements in toilets, sanitation, cleanliness, and maintenance so that the benefits can be sustainable. The success of policy products needs to be measured through tourist satisfaction, equitable distribution of benefits, length of stay, expenses, and repeat visits.

Tourism growth still tends to be seasonal, so the income of MSMEs and service providers fluctuates (Yusuf et al., 2024). Promotion needs to be supported by the quality of facilities, variety of attractions, security, comfort, and service. Economic benefits are also not fully inclusive due to differences in capital, skills, business locations, and marketing. Wani et al. (2024) show that community-based tourism improves the quality of life when the economic, social, and environmental benefits are felt by the community, while Ahn and Bessiere (2023) emphasized the importance of community empowerment in destination competitiveness.

Croes et al. (2024) explain that the benefits of tourism are influenced by social, cultural, environmental, and regional factors. Godovykh et al. (2025) emphasize community welfare as a center for impact evaluation. Strengthening policy products requires facility maintenance, tourism diversification, services, participation, and data-driven evaluation. Ramkissoon et al. (2025) and Nguyen-Dinh and Zhang (2025) affirm that place attachment, trust, quality of life, and positive environmental change support the sustainability of destinations.

CONCLUSION

The policy of developing tourist areas in Boalemo Regency has given positive results through improving facilities, increasing promotions, growing visits, business opportunities, employment, and economic benefits for the community and the region. However, its effectiveness is not optimal because there are still limitations in budget, human resources, service quality, facility maintenance, coordination, and equal participation. The gap between destination potential and management capacity causes policy results to be unstable and sustainable. Therefore, it is necessary to strengthen collaborative governance, priority-based programs, integrated promotion, routine maintenance, and periodic evaluation.

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Boalemo Regency's tourism development policy is in accordance with the potential of destinations and local economic needs, but it still needs to strengthen priorities on accessibility, basic facilities, promotion, community participation, and environmental protection to be more responsive, inclusive, and sustainable. Resources to support Boalemo's tourism policy are available, but they still face budget limitations, human resources, institutions, infrastructure, technology, and partnerships. Strengthening the capacity of management, coordination, data utilization, and resource allocation is needed to make the policy run more effectively. The implementation of Boalemo's tourism policy has been carried out through the development of facilities, promotions, services, and community empowerment, but it has not been optimal due to coordination constraints, budget, management capacity, and maintenance. Strengthening of supervision, evaluation, and clear division of responsibilities is needed. Boalemo's tourism policy results in increased facilities, visits, business opportunities, employment, and economic benefits. However, the sustainability of results still needs to be strengthened through improving service quality, facility maintenance, tourism diversification, community participation, and continuous evaluation.

FUTURE DIRECTIONS

The development of Boalemo Regency's tourism area in the future needs to be directed at strengthening adaptive, collaborative, and sustainable governance through improving the quality of infrastructure, human resource capacity, technology utilization, and active community participation. Local governments need to strengthen data-based evaluation systems, expand partnerships with the private sector, and ensure equitable distribution of economic benefits. In addition, destination management must balance increasing tourist visits with environmental protection, service quality, and socio-cultural sustainability of local communities.

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