

Analysis of Tourism Management in Coastal and Island Areas: A Case Study of Toronipa Beach, Southeast Sulawesi, Indonesia

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Abstract

This study examines tourism management at Toronipa Beach, Southeast Sulawesi, Indonesia, an emerging coastal tourism destination that faces various challenges, such as conflicts related to levy mechanisms. The purpose of this study is to understand the dynamics of tourism management in the area and the relationships among stakeholders within the context of community-based tourism (CBT). The method used is a qualitative approach, with data collection techniques including field observations, in-depth interviews with business actors and the community, as well as secondary document analysis. The main findings show that tourism management is dominated by the local community, but there are inconsistencies in levy implementation that cause conflicts with tourists. This study emphasizes the importance of transparent governance and community capacity empowerment to support tourism development. The implications of the study point to the need for synergy among the government, local communities, and the private sector in managing destinations so that socio-economic benefits can be shared fairly.

Keywords: Coastal Tourism, Community-Based Tourism, Toronipa Beach, Tourism Management.

INTRODUCTION

Tourism is a key driver of economic growth, regional development, and employment in Indonesia. According to the 2023 Tourism Trends and Policies report, the tourism sector contributes approximately USD 14 million to Indonesia's gross domestic product (GDP). As an archipelagic country with extensive coastlines, Indonesia holds significant potential for tourism development. This potential is further reinforced by government policies that prioritize the maritime sector. Coastal tourism development is a primary focus, considering that Indonesia's beaches are favorite destinations frequently visited by both domestic and international tourists. It is estimated that more than 600 million people live in coastal areas (NFCCC and IUCN, 2022).

The role of the government as a stakeholder is vital in creating policies that support tourism management in coastal and island areas. Community-based tourism (CBT) began to be recognized in the early 1980s as an important element in the development of alternative tourism. This concept has gained high hopes to become a solution in addressing tourism problems in developing countries, as well as helping rural communities in coastal and island areas.

The objectives of CBT are community development, capacity building, local control and development of local businesses, sustainable livelihoods, and poverty alleviation. Concern and

attention in CBT are very local, focusing on local communities where the main emphasis is on the development of the community itself, the survival of the people, their active involvement, and the benefits that can be directly obtained by the local community.

Here are 10 indicators of CBT namely: community participation, benefit sharing, preservation of tourism resources, partnerships and support from both within and outside the community, local ownership, management and leadership, communication and interaction among stakeholders, quality of life, scale of tourism development, and tourist satisfaction (Vajirakac, 2011; Dangi, T. B., & Jamal, T, 2016; Irwan et al., 2021).

CBT is an approach in tourism management that emphasizes the involvement of the local community to control and participate in the management and development of tourism, starting from planning, arrangement, management, and development conducted by the community.

In addition to development and management fully under the control of the local community, the utilization of financial results from its management is carried out by the local community (Beeh, 2017). Briones, Yusay, and Valdez (2017) stated that the community is the main actor and primary focus in CBT because they act as labor providers. Furthermore, it is crucial that the community is involved and provides consent in every project related to tourism, as they are

the ones who will directly experience the initial impact of these activities. In general, various definitions of CBT include certain characteristics and limitations (Amerta, 2017): (1) a form of tourism governance that provides opportunities for local communities to control and actively participate in the management and development of tourism, (2) a form of tourism governance that creates opportunities for individuals who are not directly involved in the tourism business to also gain benefits from this sector, (3) a form of tourism governance that requires structured empowerment and a fair and democratic distribution of benefits, particularly for underprivileged communities at tourist destinations.

One important aspect closely related to the achievement of community-based tourism governance is governance that focuses on the community itself. Empowerment and community participation are considered crucial elements (Briones, Yusay, & Valdez, 2017; Amerta, 2017), where the main principle of CBT is that the development and utilization of community resources must be controlled and managed locally by the community itself. However, although community involvement and citizen participation are common principles found in CBT literature, the management of community ownership rights and control over decision-making still faces various challenges. The main challenges in CBT include local capacity, marketing, and economic feasibility (Saayman & Giampiccoli, 2016:152).

Toronipa Beach, Southeast Sulawesi, Indonesia, is a coastal destination with great potential as well as challenges in tourism management. This area is known for its white sand stretching about 4 km and various distinctive natural and cultural tourist attractions (Puguh et al., 2022; Upe et al., 2024). It is located approximately 20 km from the center of Kendari City, the capital of Southeast Sulawesi Province. To the north, the beach faces the open sea, while to the east, there is a small island called Bokori Island. Toronipa Beach was first opened in 1993 by Mr. Lutping, along with 8 local residents who became the managers of Toronipa Beach, and was inaugurated by the Konawe government in 1996. By 2006, Toronipa Beach began to be visited by people from various regions. Therefore, the government, together with the community, continues to strive to develop and improve the quality of Toronipa Beach as a tourist destination. Currently, Toronipa Beach benefits from improved accessibility

thanks to the construction of the Kendari-Toronipa connecting road infrastructure. This infrastructure significantly reduces travel time and increases the number of tourist visits, contributing to local economic growth. As a continuously developing destination, ongoing monitoring and evaluation of management performance are necessary to adjust policies and strategies in line with changing field conditions.

With its beautiful sea, Toronipa Beach in Southeast Sulawesi has become one of the promising coastal tourism destinations with captivating natural beauty and a strategic location. Nevertheless, tourism management in this area still faces several obstacles, such as unclear levy mechanisms that cause conflicts with tourists. This article critically reviews these issues and proposes recommendations for community-based tourism management in Toronipa Beach.

METHODS

This study uses a qualitative approach with in-depth exploratory data collection techniques to understand the complexity of challenges and opportunities in community-based tourism (CBT). Data collection techniques include field observations, in-depth interviews with business actors, tourists, as well as analysis of secondary documents to understand policies and operational dynamics of tourism management in Toronipa Beach. The data is thematically analyzed to identify key issues in tourism management at Toronipa Beach, Southeast Sulawesi, Indonesia, the relationships among stakeholders, and socioeconomic impacts.

RESULTS AND DISCUSSION

Dominance of Local Communities in Tourism Management

Research results show that tourism management at Toronipa Beach is dominated by local communities who control the main facilities in the area. Community involvement in this management is an important asset in Community-Based Tourism (CBT) practices, which essentially aim to empower local communities so that they can manage and directly benefit from tourism potential in their region. However, this dominance of local communities also leads to inconsistencies in the implementation of entrance fees, resulting in conflicts, particularly related to the mechanisms of fee collection and management. The local government has attempted to set a uniform entrance fee of Rp10,000 to control

tourist access, but in practice, tensions still arise due to ineffective communication and policy enforcement among the government, the community, and business operators. The unclear levy mechanism has become a significant source of conflict, causing uncertainty for tourists and damaging the overall image of the destination, which can lower visitor satisfaction and potentially hinder long-term tourism growth.

In addition, a fairly high level of community involvement is a determining factor in the development of tourism at Toronipa Beach. The active participation of the local community in the management and development of the destination provides opportunities to develop inclusive and sustainable tourism practices. However, interview results reveal that community empowerment still needs to be improved, especially in terms of management capacity, marketing, and diversification of tourism products. Support from the government and business actors is needed so that community involvement is not merely symbolic but truly contributes to decision-making and management.

Conflicts and Inconsistencies in the Retribution System

Based on this study, it is known that the success of tourism management in coastal areas is determined not only by social capital and natural resources, but also by transparent, systematic governance that upholds the principles of justice. Transparency in the retribution mechanism is very important to eliminate tension and build trust among all stakeholders. In addition, improving physical and non-physical facilities, such as training for local managers, development of supporting infrastructure, and providing comprehensive tourist information, are strategic steps that must be taken.

Cooperation with the Stakeholders

Synergistic cooperation between the government, local communities, and tourism entrepreneurs is the key to building a sustainable and inclusive tourism management model. The government's role as a facilitator and regulator is crucial in creating a conducive environment for such partnerships, as well as ensuring that the benefits of the tourism sector are fairly distributed to all stakeholders, especially the local communities that have long been at the forefront of destination management.

Social-Economic Impact of Tourism Development

From a socio-economic perspective, tourism development at Toronipa Beach has contributed positively to improving the livelihoods of the local

community through the creation of jobs and business opportunities. However, this growth must be managed carefully to prevent negative impacts such as social inequality and over-commercialization. Management models such as community-based tourism (CBT) offer great opportunities in building a destination that not only attracts tourists but also provides direct socio-economic benefits to the local community without compromising environmental sustainability.

Evaluation and Monitoring of Tourism Management

The main challenge faced is ensuring that community participation is not merely symbolic, but is given space to take control in decision-making and the management of tourism outcomes. This requires improving human resource capacity through training, education, and providing access to information technology to strengthen the community's position in the tourism value chain. In addition, effective tourism promotion and marketing must also be optimized so that destinations such as Toronipa Beach can compete with other destinations at both national and international levels. Digital approaches and social media become important tools to reach a wider tourist market and increase awareness and interest in the destination. Furthermore, involving stakeholders regularly in the evaluation process can help identify problems early and formulate adaptive and responsive solutions.

CONCLUSION

Tourism management at Toronipa Beach, Southeast Sulawesi, Indonesia, shows that effective tourism management strongly depends on active community involvement as part of the Community-Based Tourism (CBT) approach, where the local community not only manages but also becomes the main beneficiary of tourism. However, inconsistency in the implementation of the levy system is a major challenge that needs to be addressed through transparent and collaborative governance among the government, community, and business actors. A management approach that integrates CBT principles lays the foundation for coastal tourism management that focuses not only on economic growth but also on community welfare.

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