

Analysis Of Policy And Development Of Cepi Watu Beach Tourism Object As A Sustainable Tourism Destination In Nanga Labang Village, Borong District, East Manggarai Regency

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ABSTRACT

This research aims to analyze local government policies and formulate strategies for developing the Cepi Watu Beach Tourism Object as a sustainable tourism destination in Nanga Labang Village, Borong District, East Manggarai Regency. Cepi Watu Beach has stunning natural potential, a strategic location, and rich local culture. However, its management is considered less than optimal, especially related to the lack of facilities, inadequate infrastructure, and lack of local government support at the beginning of its development. This study uses qualitative methods with descriptive analysis and SWOT analysis (Strength, Weakness, Opportunity, Threat) to determine the strategic position and policy recommendations. The results of the SWOT analysis indicate that Cepi Watu Beach is in Quadrant I (Aggressive Strategy), which means this destination has great internal strength but faces significant external threats. The conclusion of the study shows that the development of Cepi Watu Beach requires support from the main components of tourism, namely: Attractions (natural beauty and panorama of Mount Poco Ndeki), Accessibility, and Amenities (supporting facilities such as toilets, gazebos, and parking areas). Recommended strategic policies include the development of community-based ecotourism supported by local governments, increased promotion through digital media, the construction of public facilities, and the establishment of formal management to ensure sustainability. Synergy between the district and village governments, as well as the active participation of local communities, is needed to overcome obstacles such as limited human resources and potential environmental degradation.

Keywords: *Tourism Policy, Destination Development, Cepi Watu Beach, Sustainable Tourism, SWOT Analysis.*

I. INTRODUCTION

Indonesia is an archipelagic nation with diverse natural and cultural riches. It has great potential for developing the tourism sector, both natural and cultural, due to its diverse ethnic groups, customs, and cultures. Its geographical location, as a tropical country, offers a wealth of natural beauty and wildlife. Tourism is a crucial sector in the Indonesian economy. It is a key driver of rapid economic growth, particularly in providing jobs, increasing income, and driving other sectors (Cahyani, 2021).

The tourism industry is a sector considered crucial for national currency growth and regional economic development. Successful development of the tourism industry will enhance its role in regional development, as it is a crucial factor in increasing regional income. Tourism industry development can be achieved by considering supporting

factors, such as the number of domestic and international tourists, the number of hotel rooms, the number of restaurants, and public spending on tourism (Aliansyah, 2019).

Tourism is not only a source of state revenue but also plays a vital role in creating jobs, improving public welfare, and introducing Indonesia's rich cultural heritage to the world. As a country rich in natural resources and diverse cultures, Indonesia has tremendous potential to attract tourists from all over the world. The tourism sector not only serves as a source of regional revenue but also plays a role in job creation, encouraging infrastructure development, and improving public welfare. Therefore, effective and sustainable management of tourist attractions is essential to maximize this potential.

In Law Number 10 of 2009 in Article 1 Paragraph 1 concerning Tourism, it states that "Tourism is a travel activity carried out by a person or group of people by visiting certain places for recreational purposes, personal development, or learning about the uniqueness of the tourist attractions visited in a temporary period." This definition confirms that tourism includes various purposes and motivations, from recreation to learning, which can increase the experience and knowledge of tourists about the places visited.

Tourism management must consider aspects that support tourist objectives and maintain the sustainability of the area's natural and cultural resources. Tourism development must be carried out sustainably and oriented towards improving community welfare, environmental preservation, and cultural preservation. Strategic tourism development policies need to be a primary concern at this time, as regions are focusing heavily on developing the potential of their tourism attractions (Muharam et al., 2022).

East Nusa Tenggara (NTT) Province is an attractive tourist destination, particularly in Eastern Indonesia, comprising various large and small islands rich in cultural and natural diversity. The largest islands are Flores, Sumba, Timor, and Alor. Each island offers unique tourism potential. Flores Island also boasts a variety of attractions and unique features not found elsewhere. Based on the Government Regulation of the Republic of Indonesia concerning the National Tourism Development Master Plan (RIPPARNAS) for 2010-2025, NTT has also been designated as an economic corridor along with Bali and NTB (West Nusa Tenggara), especially the island of Flores.

East Manggarai Regency, located on the island of Flores, is a region rich in natural beauty and culture. One promising tourist attraction in this area is Cepi Watu Beach. Cepi Watu Beach is one of the tourist attractions located in Nanga Labang Village, Borong District, East Manggarai Regency. This beach tourism has quite high recreational potential because it offers natural beauty that is still pristine, clean, white sand, calm waves, and stunning views. In addition to tourists, fishermen around the area also enjoy the beauty of the beach in the midst of their fishing activities. However, this beach is unique because of the many rocks on the edge of the round, oval, and pointed. When the

tide is low, visitors can play and take selfies among the rocks. The beauty of every corner of this beach is the main attraction.

The main attraction for visitors to this beach is the strong rolling waves, with lush trees along the shoreline adding to the beauty and cool atmosphere. Visitors who come here usually come specifically to challenge the waves, but some come to play soccer on the shoreline. The beach stretches three kilometers from west to east and features a stretch of brown sand along its shoreline. The scenery at Cepi Watu Beach remains very clean and beautiful with clear blue seawater. On the western side of the beach, there are rocks with freshwater springs flowing through their crevices.

Despite its high appeal, Cepi Watu Beach faces a number of serious challenges in its management, such as the lack of adequate infrastructure and support from the local government, which impacts the tourist experience and local economic development. Recognizing the importance of the implications for tourism development, one of the main problems is the lack of attention and support from the local government in the management of Cepi Watu Beach. Existing infrastructure, including public facilities such as toilets, parking lots, and recreation areas, is often in inadequate condition. The lack of service provision, such as food and souvenir vendors, makes the tourist experience less satisfying. This can also cause tourist interest to decrease in visiting this beach, which has a negative impact on the local economy and the potential for regional tourism development.

Lack of Infrastructure Public facilities such as basic infrastructure such as public toilets, inadequate parking areas, and reliable lighting systems are still very minimal and often do not meet minimum tourism standards. Inadequate public toilets, limited accessibility, and lack of other tourism support facilities, limited government support, lack of budget allocation, weak inter-agency coordination, and lack of attention to tourism development, lack of promotion and marketing, lack of efforts to promote Cepi Watu Beach to a wider market, poor waste management, lack of public awareness and adequate waste management facilities lack of tourism product development lack of innovation in developing unique and attractive tourism products lack of community participation the community has not been actively involved in the decision-making process and management of tourist attractions. the role and participation of local communities and stakeholders, which are crucial elements to achieve sustainable development, where the community is not only a tourist attraction, but also an active subject in decision-making.

Based on the description above, the researcher is interested in conducting research on "Policy Analysis and Development of Cepi Watu Beach Tourism Object as a Sustainable Tourism Destination in Nanga Labang Village, Borong District, East Manggarai Regency".

II. RESEARCH METHODS

This research is a qualitative descriptive study with a spatial approach. Descriptive research is more directed at revealing a problem or situation as it is and revealing existing facts, although sometimes interpretation or analysis is provided (Tika, 2005). This research began with observation, documentation, and interviews as data collection techniques and aimed to study the condition/status of the object at the time of the research. The development strategy direction was analyzed using a SWOT analysis combined with the results of the potential assessment.

III. RESULTS AND DISCUSSION

SWOT Analysis in Determining the Development Strategy for the Cepi Watu Beach Tourism Object

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a management strategy used to identify the internal and external conditions facing an organization. This analysis is also based on logic related to the development of a business's mission, goals, strategies, and policies in making strategic decisions that are deemed feasible.

From the results of the SWOT analysis, a strategy for developing sustainable tourism at Cepi Watu Beach, East Manggarai Regency was obtained.

1. SO (Strength-Opportunity) Strategy

SO strategy, or strengths-opportunities strategy, is a strategy that uses internal strengths to exploit external opportunities. The following strategies are recommended as strengths-opportunities strategies.

a. Cepi Watu Beach can develop community-based ecotourism,

Sustainable tourism management must truly position local communities as key actors, not merely passive participants. This is because the success of tourism destination development depends heavily on the direct involvement and sense of ownership of the surrounding community. Therefore, future empowerment efforts are needed through various forms of training, including:

1. Ecotourism management

The goal is to increase public awareness and knowledge about the importance of maintaining a balance between tourism activities and environmental sustainability. The local government, through the Tourism Office, has planned ecotourism-based training programs, such as:

- a. Management of organic and inorganic waste
- b. Greening of coastal areas with vegetation that prevents abrasion
- c. As well as the application of the principle of zero waste tourism

2. Homestay management.

A strategy currently being developed is the management of local homestays by local residents. These homestays provide authentic experiences for tourists and open up new economic opportunities for the community.

3. Improving service capabilities as a tour guide.

Young people around Cepi Watu Beach are being trained to become local tour guides who understand the history, customs, and natural resources of the area. Based on interviews, the tour guide training was initiated by the Tourism Office in collaboration with universities in East Manggarai. With an average of 1,300 tourists per month, it is estimated that there are approximately 25–30 tour guiding activities involving guides

This activity not only creates new job opportunities, but also strengthens the image of Cepi Watu Beach as an educational and cultural tourism destination.

4. utilization of digital technology to support promotional activities.

With this increased capacity, the community not only plays a role in maintaining the cleanliness and sustainability of the coastal environment but is also able to manage its tourism potential more professionally. The resulting impact is dual: maintaining environmental sustainability while simultaneously providing direct economic benefits through the provision of tourism services, accommodations, and the promotion of local products. Thus, the community-based ecotourism model can serve as a key foundation for realizing the sustainability-oriented development of Cepi Watu Beach.

5. Strengthening the Local Tourism Market

The village government also encouraged the establishment of the Cepi Watu Tourist Market, a local economic activity held twice a month. This activity provides a platform for the community to sell seafood, handicrafts, culinary specialties, and other creative economy products. With an average of 650 visitors each time the market opens, this activity creates significant economic turnover and strengthens the relationship between tourists and the local community.

b. Expanding local business diversification

In the context of sustainable tourism development, diversifying tourism products is a crucial strategy to strengthen a destination's competitiveness. Modern tourists generally seek more than just natural beauty; they also desire more varied, authentic, and memorable experiences. Therefore, Cepi Watu Beach needs to develop a diverse range of tourism products that meet these expectations while also providing economic benefits to the local community.

Diversification of tourism products can be realized in various ways. First, the development of seafood-based culinary specialties such as grilled fish, squid satay, seaweed dishes, and even Manggarai's signature chili sauce. The presence of these culinary specialties not only increases tourists' consumption choices but also increases the added value of fishermen's catches. Second, the production of traditional handicrafts such as ikat woven cloth, bamboo weaving, and accessories

made from seashells. These products serve a dual purpose: as souvenirs for tourists and as a means of preserving local cultural heritage.

Furthermore, diversification can also be achieved through the provision of cultural attractions. Traditional Caci dances, Manggarai drum music, and traditional ceremonies, creatively packaged, can provide both entertainment and interactive experiences for tourists. These cultural attractions play a crucial role in strengthening the destination's image as a unique, distinctive, and deeply rooted in local traditions. Furthermore, educational tourism packages such as weaving training, culinary workshops, or interpretive tours of coastal flora and fauna can also be developed to reach a wider tourist segment, including international tourists and young travelers seeking experiential learning.

c. Tourist attraction through government promotion and support.

Promotion is key to expanding Cepi Watu Beach's reach as a leading tourist destination. Future strategies can focus on leveraging digital media, intensive marketing through social media platforms (such as Instagram, TikTok, and YouTube), and strategic collaborations with travel agencies and travel influencers. This approach is expected to attract both domestic and international tourists with visual content that highlights the beach's natural beauty, unique culture, and supporting facilities.

The local government, particularly the East Manggarai Regency Tourism Office, plays a key role as a facilitator. Some initiatives that can be implemented include:

1. Provision of promotional infrastructure

Development of a digital tourist information center, bilingual signage, and free Wi-Fi access at beach locations to support user-generated content.

1. Information Training

Capacity building program for local business actors (such as homestay managers and traders) in digital marketing, SEO, and social media account management.

2. Holding an annual festival

Events such as the "Cepi Watu Cultural Festival" which integrates traditional Manggarai elements, such as traditional dances and local cuisine, to enhance seasonal appeal

d. The advantages of accessibility and strategic location are also added value to attract tourists who are looking for it.

Cepi Watu Beach enjoys a strategic location and is relatively easy to reach from the center of East Manggarai Regency. However, this potential has not been fully utilized due to limited accessibility and supporting infrastructure. Therefore, improving the quality of facilities and infrastructure is a top priority to enhance tourist comfort and strengthen the destination's overall appeal.

Some concrete steps that can be implemented include.

1. Provision of public transportation

Development of a shuttle bus route or regular public transportation from the nearest airport or port (for example, Komodo Airport or Labuan Bajo Port) directly to Cepi Watu Beach, with a schedule integrated through a mobile application for easy booking.

2. Development of basic facilities

Construction of hygienic and environmentally friendly public toilets (with waste processing systems), secure multi-level parking areas for four-wheeled and two-wheeled vehicles, gazebos or shady rest areas, as well as integrated waste management systems (such as separate trash bins and recycling programs) to maintain the cleanliness of the beach.

- e. Natural and authentic destination.

One of the main attractions of Cepi Watu Beach is its pristine natural environment, combined with the rich culture of the surrounding local community. This uniqueness must be consistently maintained to avoid the negative impacts of industrialized tourism, which often focuses solely on commercial aspects. Therefore, future destination development must integrate the principles of environmental conservation and cultural preservation as the main foundation, creating a balance between potential utilization and long-term sustainability.

Some steps that can be taken to maintain the natural and authentic identity of Cepi Watu Beach include:

1. Implementation of Tourism Area Zoning

Zoning tourist areas is an important strategy for maintaining a balance between utilizing tourism potential and preserving the environment. In the context of Cepi Watu Beach, zoning means dividing the beach area into several distinct functions. For example, a core conservation zone protects coastal ecosystems, such as coastal vegetation, marine life, and areas prone to abrasion. This zone must be protected from any form of physical development that could damage its sustainability.

2. The cultural richness of the Manggarai people, such as the Caci dance and various traditional rituals, can be transformed into tourist attractions by packaging them in cultural tourism packages. This strategy not only enriches the tourist experience but also strengthens local identity as a unique attraction of Cepi Watu Beach. However, the development process must remain mindful of limitations to avoid excessive modernization that could diminish the authenticity and meaning of these traditions. By maintaining a balance between tourism packaging and cultural preservation, local heritage can be preserved while providing economic benefits to the community.

3. To support sustainable tourism, the development of facilities in the Cepi Watu Beach area must implement environmentally friendly principles. This means that every tourist facility, such as homestays, food stalls, or rest areas, should be designed with harmony with the surrounding environment in mind. The use of local materials, the implementation of building designs with natural ventilation, and layouts that do not damage the beach view are all important steps to maintain the area's visual appeal.

Facilities and Accessibility at the Cepi Watu Beach Tourism Object

Facilities are both basic and supporting infrastructure that play a crucial role in supporting tourism activities, ensuring their smooth operation and providing comfort for visitors. Adequate facilities will support the development of a destination, while limited facilities can hinder increasing tourist appeal.

Based on the results of an interview with Mr. Rofinus Hibur Hiajau, Head of the Tourism and Culture Office of East Manggarai Regency, he explained that

"It's known that the facilities at Cepi Watu Beach are still basic, such as a parking area, restrooms, and a small kiosk operated by the local community. The local government has attempted to improve facilities through cross-sector collaboration with MSMEs, but budget constraints have been a major obstacle, preventing broader development.." (Interview dated July 1, 2025, 11:12.00 WITA)

Mr. Rofinus Hiaju Explains Further

"According to him, the facilities currently available at Cepi Watu Beach are limited to basic amenities such as public restrooms, gazebos for resting, a simple parking area, and community-run food stalls. However, some of these facilities are poorly maintained, making them less functional and less comfortable for visitors. Meanwhile, essential facilities that tourists desperately need, such as accommodation, restaurants, and a tourist information center, are currently not available at the beach. This limitation is due to a management system that still follows government mechanisms, requiring any improvements or additions to facilities to await budget allocations from the local government. This has slowed the development of facilities at Cepi Watu Beach and has not been able to optimally meet tourist needs."

The same thing was also conveyed by Mr. Siprianus Oyan Rahamat as the manager of the Cepi Watu beach tourist attraction. He stated that:

"He explained that several basic facilities are available for tourists at Cepi Watu Beach, such as public restrooms, a ticket booth at the entrance, and gazebos for resting. However, these facilities are still very limited and insufficient to accommodate tourists' needs, especially in essential facilities such as bathrooms and changing rooms, which are few in number and in inadequate condition. According to him, the facilities that most urgently need to be built are restaurants, accommodations, and a tourist information center, because these three facilities are greatly needed, especially by tourists from outside the area who are visiting for longer periods. With restaurants

*and accommodations, tourists will more easily meet their food and accommodation needs without having to return to Borong City. Meanwhile, the tourist information center will be very helpful for visitors in obtaining guidance on locations, tourist activities, and other supporting services. He also added that the development of facilities at Cepi Watu Beach is still hampered by limited funds and human resources, so the planning and construction of new facilities is progressing slowly and cannot optimally meet tourist needs."***(Interview July 7, 2025, 10:00-11:00 WITA.)**

The results of the researcher's interview with the source, Mr. Dama Labung Dawe, as a resident who lives around the Cepi Watu Beach tourist attraction, he explained that.

*"The facilities at Cepi Watu Beach are considered inadequate to meet tourist needs. Currently, there are only a few small gazebos for resting, bathrooms, and a simple stall run by the community. This situation often presents difficulties for tourists from outside the area, as there are no accommodations or restaurants near the beach. Therefore, the development of homestays and restaurants is needed to make tourists, especially those from outside the area, feel more comfortable and encourage them to stay longer in this tourist area.."***(Interview on July 9, 2025, 09:30-10:00 WITA)**

The results of the researcher's interview with the source, Mr. Baltasar Edar, as a visitor to Cepi Watu Beach. He explained that...

*"He assessed that the facilities at Cepi Watu Beach were not up to expectations. Toilets and changing rooms were limited, dining areas were inadequate, and sanitation facilities, such as trash receptacles, were severely lacking. He suggested providing a restaurant, accommodation, and children's play facilities to attract more visitors."***Interview on July 9, 2025, 10:10-10:30 WITA)**

The results of the researcher's interview with the source, Mr. Gaudensius Jerbau, as a visitor to Cepi Watu Beach. He explained that:

*"The number of trash bins is also minimal, making it difficult to maintain the beach's cleanliness. He believes improving these facilities will improve both the comfort and the beach's appeal. "My suggestion is to create eco-friendly tourism programs, such as clean-up activities with visitors, outreach on plastic waste reduction, and educational workshops on marine conservation."***Interview on July 9, 2025, 11:00-11:20 WITA)**

Based on the results of the researcher's observations conducted by the researcher, the researcher found that Cepi Watu Beach already has several basic facilities such as a ticket counter, parking area, gazebo, public toilets that are also used as changing rooms, and small kiosks selling food and drinks. However, the facilities are still limited both in terms of quantity and quality. Toilets are poorly maintained, trash cans are minimal, and

main supporting facilities such as lodging, restaurants, and tourist information centers are not yet available. In addition, facilities in the form of warning signs are also missing. This shows that the development of facilities at Cepi Watu Beach is not optimal so that additional maintenance and quality improvements are needed to provide comfort and meet the standards of tourist needs. The lack of maintenance at the tourist attraction makes the tourist attraction seem poorly managed in addition to the provision of security facilities to keep tourists safe while at the tourist attraction.

Accessibility at Cepi Watu Beach Tourist Attraction

Accessibility is a crucial aspect of tourism development because it directly relates to inter-sector connectivity. Without adequate transportation support, a destination will be difficult for tourists to reach. As the final point of a tourist journey, a tourist attraction must be easily accessible and easily found by visitors.

Based on an interview with Mr. Rofinus Hibur Hiajau, Head of the Tourism and Culture Office of East Manggarai Regency, he explained that:

"Accessibility to Cepi Watu Beach is generally considered quite good. This is evident from the condition of the main road connecting Borong City to the tourist site. Most of the road is paved, making it quite accessible for both two-wheeled and four-wheeled vehicles. The relatively short distance, approximately 10 kilometers, or approximately 20 minutes by motorized vehicle, is one of the advantages of this beach, making it easily accessible for tourists in Borong City. However, several points on the road are still experiencing minor damage, requiring further attention to ensure the comfort and safety of tourists. Furthermore, the main obstacle faced relates to public transportation, as there is currently no dedicated transportation route to Cepi Watu Beach. As a result, most tourists prefer to use private vehicles or rent vehicles to reach the tourist site.".." (Interview dated July 1, 2025, 11: 12.00 WITA) Regarding Access to the Cepi Watu Tourist Attraction, Mr. Simplisus Abi Wagut as the Head of Nanga Labang Village explained.

"Cepi Watu Beach is strategically located on the main road connecting Borong City with Ruteng, making it easy for tourists traveling between the two regions by land. For travelers from outside the region, access to the beach is also relatively easy via two major airports in East Nusa Tenggara. From Frans Sales Lega Airport in Ruteng, the trip to Cepi Watu Beach takes about 2.5 hours by land, while from Komodo Airport in Labuan Bajo the travel time is longer, around 4 to 5 hours. This situation indicates that Borong serves as the main entry point for tourists wishing to visit Cepi Watu Beach. However, there is currently no public transportation specifically serving the route to the beach. The absence of direct public transportation means that most tourists must use private vehicles or rent vehicles from Borong, Ruteng, or Labuan Bajo for easier and more flexible access.

The results of the researcher's interview with the source, Mr. Agus Kaang, as a resident who lives around the Cepi Watu Beach tourist attraction, he explained that.

"Most tourists visiting Cepi Watu Beach tend to use private vehicles, as they are considered more practical and flexible. However, the availability of public transportation with a dedicated Borong-

Cepi Watu route is considered very helpful and facilitates access for visitors. In terms of information, the beach's location is now quite well-known among tourists thanks to numerous social media posts showcasing its beauty.

The same thing was also conveyed by Mr. Siprianus Oyanh Rahamat as the manager of the Cepi Watu beach tourist attraction. He stated that

*"The road to Cepi Watu Beach is generally passable, although in some places the path is still narrow, requiring widening to ensure a more comfortable and safe journey for tourists. Currently, there is no public transportation with a dedicated route directly connecting Borong City to the beach area, so most visitors choose to use private or rental vehicles as their primary alternative. Meanwhile, information regarding access to Cepi Watu Beach is generally obtained through digital services such as Google Maps or posts on social media. This is because the availability of signposts on the route to the location is still very limited and has not been optimally managed."***(Interview July 7, 2025, 10:00.11.00 WITA.)**

The results of the researcher's interview with the source, Mrs. Fatmawati Mahmudiyah, as a visitor to Cepi Watu Beach. She explained that:

"The road to Cepi Watu Beach is generally in good condition, although some sections are damaged and require repair. Limited public transportation means tourists tend to use rental vehicles as their primary means of access. While information about access to the beach is readily available online, the management's promotion through social media is considered inadequate and has not been able to attract tourists effectively.

The results of the researcher's interview with the source, Mrs. Azijah F Rena, as a visitor to Cepi Watu Beach. She explained that:

"Overall, the road conditions to Cepi Watu Beach are quite good, so they don't pose any significant obstacles for tourists traveling. However, the availability of public transportation is still very limited, or almost non-existent, so most visitors prefer to use private or rental vehicles because they are considered more practical and suitable for their travel needs. In terms of information, digital promotion of Cepi Watu Beach is still not optimal, because the presentation of less than engaging content makes promotional efforts unable to fully attract tourist interest and attention."

Based on the researchers' observations, the road access to Cepi Watu Beach is considered quite adequate. The main route from Borong City is paved, making it easily accessible by both two-wheeled and four-wheeled vehicles. The beach's proximity to Borong City is also a distinct advantage, making it easier for both domestic and international tourists arriving via Ruteng and Labuan Bajo. However, public transportation to the beach is almost non-existent, so most visitors rely on private or

rental vehicles. In terms of supporting facilities, signage is still limited, although access to digital information via Google Maps and social media is quite helpful for tourists finding the location.

Based on these conditions, it can be concluded that accessibility to Cepi Watu Beach is quite good, although it is still not optimal. Several aspects that require attention include the provision of public transportation with direct routes, road widening at certain points, and improving the quality of digital information and promotion. Improvements in these aspects will not only enhance tourist comfort during travel but also support the development of Cepi Watu Beach as a leading destination in East Manggarai Regency and strengthen its appeal to visitors.

Regional Government Policy in Developing the Cepi Watu Beach Tourist Attraction

The government plays a crucial role in the development of the Cepi Watu Beach tourist attraction. This role is reflected in the policies and regulations established to support the management and preservation of the region's tourism potential. One example of the government's attention to the tourism sector in this region is seen in East Manggarai Regency Regulation Number 2 of 2015 concerning the Regional Tourism Development Master Plan (RIPPDA). This regulation serves as the legal basis for the regional government in determining the direction, strategy, and priorities for tourism development in East Manggarai Regency, including Cepi Watu Beach as a leading destination. Through this regulation, the government strives to create synergy between infrastructure development, tourism promotion, local community empowerment, and environmental preservation, so that tourism can develop sustainably and provide economic benefits to the local community.

Local government policies are a crucial foundation for tourism development, encompassing a series of decisions, regulations, and strategic steps to regulate, direct, and facilitate development, including in the tourism sector. These policies aim to ensure sustainable development of tourism destinations, involving local communities, and preserving the environment and culture. At Cepi Watu Beach, these policies are implemented through the planning, management, promotion, and supervision of the tourism destination.

The official policies of the East Manggarai Regency Government (such as Regional Regulation No. 5 of 2019 concerning the Regional Development Plan (RIPKD) and the 2021-2026 Medium-Term Development Plan (RPJMD) are summarized below, with more in-depth details. Each point covers regulatory aspects, empowerment, infrastructure, collaboration, and specific challenges at Cepi Watu Beach, to provide a more comprehensive picture of the local government's efforts to support sustainable tourism.

1. Strengthening Regulations through Regional Regulations

- a. The East Manggarai Regency Government has established a Regional Regulation (Perda) that specifically regulates the management of sustainable tourism

destinations, including limiting the number of tourist visits per day to prevent overcapacity and environmental degradation in areas such as Cepi Watu Beach.

- b. These regulations also cover environmental impact controls, such as prohibiting littering, waste management, and monitoring seawater quality and coastal ecosystems, to ensure tourist attractions remain environmentally friendly.
 - c. In addition, the Regional Regulation establishes operational standards for culturally and environmentally friendly attractions, such as guidelines for traditional tourism activities, cultural festivals, or ecotourism activities involving the conservation of local flora and fauna, with sanctions for violations to maintain long-term sustainability.
2. Community Empowerment in Tourism Business
 - a. This policy encourages the active participation of local communities through the development of tourism businesses such as homestays that use traditional and environmentally friendly building materials, traditional culinary specialties of East Manggarai (for example, grilled corn or fresh fish from the sea), as well as tour guide services trained in the history and culture of the region.
 - b. Training and mentoring programs are provided by the Department of Tourism and Creative Economy, including courses in hospitality skills, small business management, and digital marketing, to improve service quality and sustainable income for residents around Cepi Watu Beach.
 - c. The focus is on creating economic independence for communities without destroying local culture, with incentives such as initial capital assistance or certification for tourism products, so that tourists can experience the authenticity of Flores' cultural experience.
 3. Supporting Infrastructure Improvement
 - a. The local government is committed to improving road access to tourist destinations, including improving paved roads or pedestrian paths that are safe and environmentally friendly, to facilitate tourist mobility to Cepi Watu Beach without disrupting the forest or beach ecosystem.
 - b. Sanitation facilities have been improved with the construction of public toilets that use environmentally friendly wastewater treatment systems, as well as parking areas designed to accommodate vehicles without damaging vegetation, with capacities adjusted to prevent congestion.
 - c. The development of gazebos and other rest areas is carried out using local materials and designs that are integrated with the ecosystem, such as non-permanent wooden structures to minimize the impact on the environment, as well as the provision of supporting facilities such as separate trash bins and educational information boards about conservation.
 4. Cross-Sector Cooperation

- a. This policy encourages strategic collaboration with the private sector, such as tourism companies or hotels, for joint investment in the development of culturally based attractions (e.g., handicraft workshops or traditional dance performances) and environmentally friendly (such as ecotourism trekking around the coast).
 - b. The involvement of NGOs, such as environmental conservation organizations, helps in monitoring the impact of tourism and educational programs for tourists about the importance of nature conservation in East Manggarai.
 - c. Tourism communities and MSMEs are involved through joint forums for joint promotions, such as digital campaigns or annual events, as well as joint investments in infrastructure, with the aim of creating a mutually supportive and sustainable tourism ecosystem.
5. Facilities Development at Cepi Watu Beach and Obstacle Management
- a. The local government acknowledges that the facilities at Cepi Watu Beach are currently still basic, limited to a limited parking area, public bathrooms that need repair, and small kiosks managed by the local community to sell souvenirs or snacks, which are not yet adequate to accommodate the increasing number of tourist visits.
 - b. Improvement efforts are carried out through collaboration with MSMEs, such as providing training to manage kiosks more professionally or developing local products, but budget limitations from the Regional Budget (APBD) are the main obstacle, so that wider development of facilities (for example, expanding parking or permanent gazebos) cannot be fully realized.
 - c. Potential solutions proposed include applying for grant funds from the central government through the Ministry of Tourism and Creative Economy or national programs such as the Tourism Village Fund, as well as alternative financing schemes such as public-private partnerships (PPP) or crowdfunding from tourism communities, to overcome obstacles and realize more comprehensive development without sacrificing sustainability aspects.

2. Strategic Policy with SO Strategy in Developing Cepi Beach Tourism Object

The SO strategy is a strategy that optimizes internal strengths to capitalize on existing external opportunities. In the context of developing the Cepi Watu Beach tourist attraction, this strategy focuses on leveraging strong government support as a key force in driving various development opportunities in the regional tourism sector. Local governments play a central role, both in providing infrastructure and in formulating policies for sustainable tourism destination development.

- a) Increasing cooperation between the Regional Government and the Tourism Office in providing and improving the quality of facilities and infrastructure at coastal tourist attractions to increase the length of stay of tourists at the tourist attractions they visit.

- b) Increase collaboration with print and electronic media and create a dedicated website for Cepi Watu Beach tourism. Promotion through electronic media, especially the internet, offers better opportunities than other forms of promotion. The internet is a widely used necessity today.
- c) Increase attractions/events by utilizing technology as a promotional medium to attract tourists
- d) The role of the Department of Tourism and Culture is to develop tourist attractions, particularly marine tourism, by focusing on the quality of tourism operators and implementing tourism awareness activities. Furthermore, the role of the Regional Government is crucial in ensuring that all planned activities can be realized.
- e) Increasing cooperation with investors for infrastructure development is done by making it easier to obtain business permits for investors and expanding business networks to investors.
- f) Increasing public awareness to manage the cleanliness of coastal tourist attractions while maintaining the existing diversity, for example by creating facilities managed by the community such as providing souvenirs and culinary delights so that the community remains involved in the development of the beach.
- g) Creating training and outreach for tourism awareness groups in the form of:
 - 1. Providing tourism training to tourism awareness groups (Pokdarwis) in the form of seminars
 - 2. Conducting travel dialogues and tourism books as a form of promotion in print media
 - iii. Socializing the importance of tourism through cultural weeks, attractions, discussions, partners and Sapta Pesona
- h) The management of tourist attractions based on the local community aims to make the local community feel that they own the place and will maintain it well, especially since this place is able to provide additional income for the residents so that the community's welfare increases.

Cepi Watu Beach Manager

East Manggarai Regency, East Nusa Tenggara, is managed by the East Manggarai Regency Government through the Tourism and Creative Economy Agency as the primary agency responsible for planning, supervision, and development. This management is carried out collaboratively, involving local communities around the coast, who operate basic facilities such as small kiosks, parking areas, and restrooms, and working with MSMEs, tourism communities, and the private sector to ensure sustainable development. While NGOs are involved in conservation, the primary focus remains on community empowerment and environmental impact management, with budget constraints limiting infrastructure expansion. In practice, the Tourism Agency is tasked with coordinating programs such as training local tour guides, scheduling visits to avoid

overcapacity, and monitoring the quality of the coastal environment through regular surveys that involve measuring seawater pollution levels and coral reef conditions.

Local communities, mostly from coastal villages like Watu Village, play a crucial role in maintaining the area's cleanliness and providing homestay services or traditional culinary experiences, which not only increase their income but also enrich tourists' experiences with authentic Flores culture, such as folklore and traditional rituals often integrated into tour packages. Collaborations with MSMEs include support for the development of eco-friendly souvenir products, such as crafts made from recycled materials or sustainable seafood, while collaborations with the private sector often involve investment in digital promotions or annual tourism events, such as sunset festivals that attract both domestic and international tourists. NGOs, such as local conservation organizations, including those collaborating with WWF Indonesia, contribute through education on marine and terrestrial ecosystem preservation, including mangrove planting programs to prevent coastal erosion and environmental awareness campaigns for tourists.

However, budget constraints from the regional budget (APBD) often hinder the development of larger infrastructure, such as parking expansion or the construction of a tourist information center, so local governments rely on grants from the central government through the Ministry of Tourism and Creative Economy or public-private partnership schemes to address this, in the hope of increasing management capacity without sacrificing sustainability principles. Overall, this management model aims to achieve a balance between economic growth through tourism and the preservation of the local environment and culture, with the hope of making Cepi Watu Beach an example of a sustainable tourism destination in Indonesia that is able to provide long-term benefits for all parties involved.

Based on an interview with the Head of the East Manggarai Regency Tourism and Culture Office, Mr. Rofinus Hibur Hijau, the Tourism Office's vision is to make tourism a pillar of regional development based on sustainability, local excellence, and community empowerment. Its implementation is evident in coastal area development, community training in hospitality, homestays, and culinary arts, tourism awareness campaigns, cultural attraction development, and coastal conservation programs. Strategic policies also include strengthening regulations, community empowerment in tourism businesses, infrastructure improvements, cross-sector collaboration, and promotion through digital media and tourism events.

At the village level, the Head of Nanga Labang Village, Mr. Simplisius Abi Wagut, explained that the village government has established a policy to make Cepi Watu Beach a sustainable, environmentally friendly tourist destination and improve community welfare. These steps include developing a tourism management plan based on sustainability principles, improving basic facilities, implementing village tourism promotions, establishing tourism awareness groups (Pokdarwis), and establishing local

regulations related to waste management and ecosystem conservation. Support from the district government in the form of basic infrastructure, regional promotion, and technical assistance are crucial factors in policy implementation.

Although various policies have been implemented, this study identified obstacles in their implementation. Limited facilities and infrastructure, the potential for environmental damage due to uncontrolled tourism activities, and a lack of competent human resources are the main obstacles. Strategies to address these challenges include active community participation, local regulations related to cleanliness and conservation, and collaboration with district governments and non-governmental organizations for human resource training and the development of infrastructure to support sustainable tourism.

Overall, these findings indicate that the local government has implemented its strategic role in the development of Cepi Watu Beach, both at the district and village levels. However, policy effectiveness still needs to be improved through cross-sectoral synergy and coordination to ensure optimal, sustainable tourism development, providing tangible benefits to the local community, and preserving the local environment and culture.

Facilities and Accessibility at the Cepi Watu Beach Tourism Object

- a. Based on the results of interviews and surveys regarding facilities and accessibility of tourist attractions, the following findings were obtained:
 1. Facilities at Cepi Watu Beach are still limited. Some basic amenities, such as changing rooms, toilets, a small kiosk, a ticket counter, and a parking area, are available. However, key facilities like lodging, restaurants, gazebos, and security are inadequate, so tourists tend to visit for short periods without staying overnight. Maintenance and management of the facilities are also suboptimal due to budgetary, regulatory, and staffing constraints.
 2. Accessibility
The road to the beach is in good condition, paved and easily accessible by both two-wheeled and four-wheeled vehicles. Its proximity to Borong City is a plus, allowing easy access for tourists from Ruteng and Labuan Bajo. However, public transportation is almost non-existent, so visitors often use private or rental vehicles. Access to information is relatively good, as telecommunications and internet networks are readily available, supporting digital-based promotion.
- b. Based on the results of the SWOT matrix analysis and interviews, eight alternative policies were obtained that can be implemented to support the development of Cepi Watu Beach tourism.
 1. Develop community-based ecotourism supported by local government.
 2. Push diversification of local businesses such as stalls, homestays, crafts, and culinary specialties.

3. Increase tourism promotion through media, brochures, maps and signage.
4. Building public facilities (toilets, gazebos, parking) and assigning permanent management officers.
5. Establish formal management to maintain the cleanliness and facilities of the beach.
6. Reducing dependence on regional budget funds by encouraging private/MSME investment.
7. Carrying out environmental cleanliness campaigns and education for visitors and the community.
8. Strengthening the promotion and positioning of the destination to compete with other beaches in Flores, including Labuan Bajo.

IV. CONCLUSION

Based on the results of research that has been conducted regarding policy analysis and development of tourism objects as sustainable tourism destinations, the following conclusions can be drawn:

1. The development of Cepi Watu Beach requires the support of key components, namely adequate accessibility, tourist attractions in the form of natural beauty and the panorama of Mount Poco Ndeki, accommodations such as homestays, and supporting facilities such as toilets, gazebos, parking areas, information boards, and food stalls. Tourist activities that can be enjoyed by visitors, such as swimming, photography, and family recreation, must be supported by additional services, including rental of tourist equipment, local culinary, and the involvement of Pokdarwis to optimize the tourist experience. However, this study also found obstacles such as limited facilities, potential environmental degradation, and a lack of competent human resources. Therefore, active community participation, strict local regulations, human resource capacity building, and synergy with the district government and related institutions need to be continuously strengthened. Thus, the effectiveness of policies can be optimized so that the development of Cepi Watu Beach is truly able to provide sustainable economic, social, and environmental benefits for the community while preserving its natural charm.

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