

EVALUATION OF COASTAL TOURISM DEVELOPMENT IN MUNA DISTRICT, SULAWESI

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Abstract

This study aims to obtain the results of a survey of the evaluation of marine tourism development in Muna Regency in Southeast Sulawesi. The unit of analysis in this research is the Department of Tourism and Culture as one of the government agencies in Muna Regency, which is required to manage and contribute to the maximum revenue contribution to Regional Original Income (PAD) with selected respondents and critical informants is the Head of the Service, Head of Division and Head of Sub Division of Planning and Finance. The research method used is the descriptive qualitative method. The analytical tool used is the Realistic Evaluation Method with the Context-Mechanism-Outcome configuration approach. The results of the study show that the evaluation of marine tourism development in Muna Regency through an evaluation analysis of the Context and Mechanism can be obtained Outcomes: (a) several development programs that have been carried out by the Tourism and Culture Office, both destination development programs, marketing development, and creative economy development have been successfully implemented (b) The Department of Tourism and Culture has several gaps that must be corrected to achieve advanced and reliable management and development of marine tourism. The managerial implications to solve the problems: a) improving the management system of the tourism office by ensuring policies, goals and strategies as well as integrating and including development gaps so that they can become the focus for improvement of the tourism office, b) improving the implementation of development programs through the work process of the tourism office by including gaps points as the focus of improvement and directly supervised by the Regent and Head of Office.

Keywords: Evaluation, Development, and Marine Tourism.

INTRODUCTION

Tourism is present as a new economic icon in development, both on a regional and national scale, which undoubtedly contributes to people's lives' socio-economic welfare. In today's development, tourism is considered a productive sector that can be used as a mainstay sector in driving the wheels of development to increase local revenue (PAD), which ultimately leads to better economic growth.

The Indonesian government has realized the importance of tourism development in promoting national economic growth. As explained in Law Number 10 of 2009 article 4, the development of national tourism aims to increase economic growth, improve people's welfare, eradicate poverty, overcome unemployment, preserve nature, the environment, and resources, promote culture, raise the image of the nation, foster a sense of love. Homeland, strengthen national identity and unity and enhance the friendship between countries.

Like Muna Regency, it is one of the regencies located in the corner of Southeast Sulawesi Province's peninsula as an archipelago province and is located in eastern Indonesia. In its development, marine tourism in Muna Regency is still not optimal. Budget and infrastructure problems have become the main obstacles to advancing marine tourism in Muna Regency, damaged roads and poor quality asphalt make it difficult for tourists to access tourist sites, the unavailability of public transportation to reach tourist sites makes visitors hampered from carrying out site visit activities, the absence of signs or road directions make tourists confused in getting information, not to mention the lack of facilities such as the availability of food stalls, the lack of available toilet facilities, the unavailability of resorts or homestays close to tourist sites that make tourists think twice and even become lazy to visit tourist destinations, especially tourism marine life on Muna Island. Meanwhile, all of these are essential aspects and are very much needed by tourists. Based on a report published by Agus (2016), the APBD of Muna Regency in 2017 amounted to 1.1 trillion while the portion of the budget for the tourism sector was very minimal, namely 3 billion, then in 2018, the portion of the Muna Regency APBD increased to 1.2 trillion; however, the portion of the budget for the tourism sector has decreased to 1.8 billion (Fajar, 2017). So based on these data, it can be seen that indeed the Muna Regency government has made increasing efforts to advance the tourism sector,

but the lack of budget allocation in the tourism sector is the main obstacle and obstacle to making Muna Regency tourism progress and can compete with advanced tourism.

Therefore, the marine tourism sector in Muna Regency should receive serious attention from the local government as a form of commitment to develop and promote the region through the tourism sector. Touching is needed and establishing a unique strategy to promote tourism, for example, providing an appropriate portion of the budget, cooperating with investors to invest in building hotels, resorts, infrastructure, airports, and so on, which are policies that are very supportive in advancing marine tourism in Muna Regency.

LITERATURE REVIEW

Island Tourism

According to Prasiasa and Hermawan (2012: 17), marine tourism can be classified into specific interest tourism, so that market development requires certain strategies to increase market interest.

Prasiasa and Hermawan (2012: 104) also add that in developing marine tourism, there are two criteria that must be met, namely:

1. The main criteria consist of natural marine attractiveness, safety, environmental quality, availability of dive operators, friendliness of the population; and
2. Additional criteria consisting are of skills of supporting human resources for marine tourism, coastal natural attractions, availability of accommodation and restaurants, banking facilities including currency exchange, ownership of accommodation and restaurants by local communities, accessibility, availability of land transportation, communication media (telephone, internet, post) and information, socio-cultural attractiveness of coastal communities, availability of air transportation, climate, and quality of accommodation & restaurants.

Development of Marine Tourism Areas

Based on the regulation of the Government of the Republic of Indonesia No. 20 of 2005 Article 1 paragraph 3: Development is a science and technology activity aimed at utilizing proven scientific principles and theories to improve the functions, benefits, and applications of existing science and technology, or to produce new technology. The

definition of development, according to Damantik and Weber (2006: 11), is everything about activities and coordinated efforts to attract tourists, providing all facilities and infrastructure, goods and services as well as all necessary facilities to serve the needs of tourists.

Community Empowerment Based Marine Ecotourism Development

According to Machendrawati and Safei (2001: 31), in the community empowerment process, there are three stages, namely takwin, which is called the stage of community formation, tanzim, namely the stage of community development and structuring; and taudi, namely the stage of release and independence. The Community Development and Structuring Stage is a stage in changing the narrow view of society to its surrounding conditions so that they can comprehend thoroughly and eliminate social deterioration, thoughts and feelings so that society can develop and be trained.

The Role of Government in Tourism Development

According to Subadra (2006), the government has several roles in the tourism sector, namely:

1. Tourism planning, in this case, planning is carried out to achieve tourism development goals by avoiding the positive impacts that may arise.
2. Tourism Development Tourism development that can be carried out includes the construction of facilities and services, infrastructure such as roads, electricity, and water, as well as airports and ports.
3. Tourism Policy Policies, in the form of long-term development objectives, methods, or procedures, created informal legal statements and official documents. The policies created by the government serve as guidelines to be obeyed by stakeholders.
4. Tourism Regulations These regulations are made by the government, which consist of rules on the protection of tourists related to payments, fire safety regulations, food and health regulations for tourists, and regulations on the competency standards of service providers.

The Role of Stakeholders in Tourism Development

The definition of stakeholder, according to Hetifah (2003: 3), is defined as an individual, group, or organization that has an interest is involved or is influenced (positively or

negatively) by development activities or programs. In essence, tourism development involves three interrelated stakeholders, namely the government, the private sector, and the people of Rahim (2012: 1). Each stakeholder has a different role and function that needs to be understood so that tourism development in an area can be realized and carried out correctly.

Concept of Development Policy Evaluation.

According to Harry (1976: 173), policy evaluation activities include the following:

- a) Determine the focus of the evaluation to be carried out.
- b) Decide what data will be generated.
- c) Determine the changes to be measured.
- d) Using multiple methods of measuring.
- e) Designing evaluations so that they can respond to various program modifications.
- f) Design evaluation.

Jones (1984: 199) argues that: "evaluation is an activity designed to judge the merits of government programs which vary significantly in the specification object, the techniques of measurement, the method of analysis and the forms of recommendation." This explains that policy evaluation is an activity designed to assess or measure the benefits of a government policy or program implemented through more specific sub-policies. Policy evaluation activities have particular measurement techniques, analytical methods and produce policy recommendations. Concerning evaluation activities, from various policy evaluation activities, specification is a significant part and is a trigger activity.

Research framework

Based on the background and theoretical foundations above, the researcher is interested in researching with the following theoretical framework:

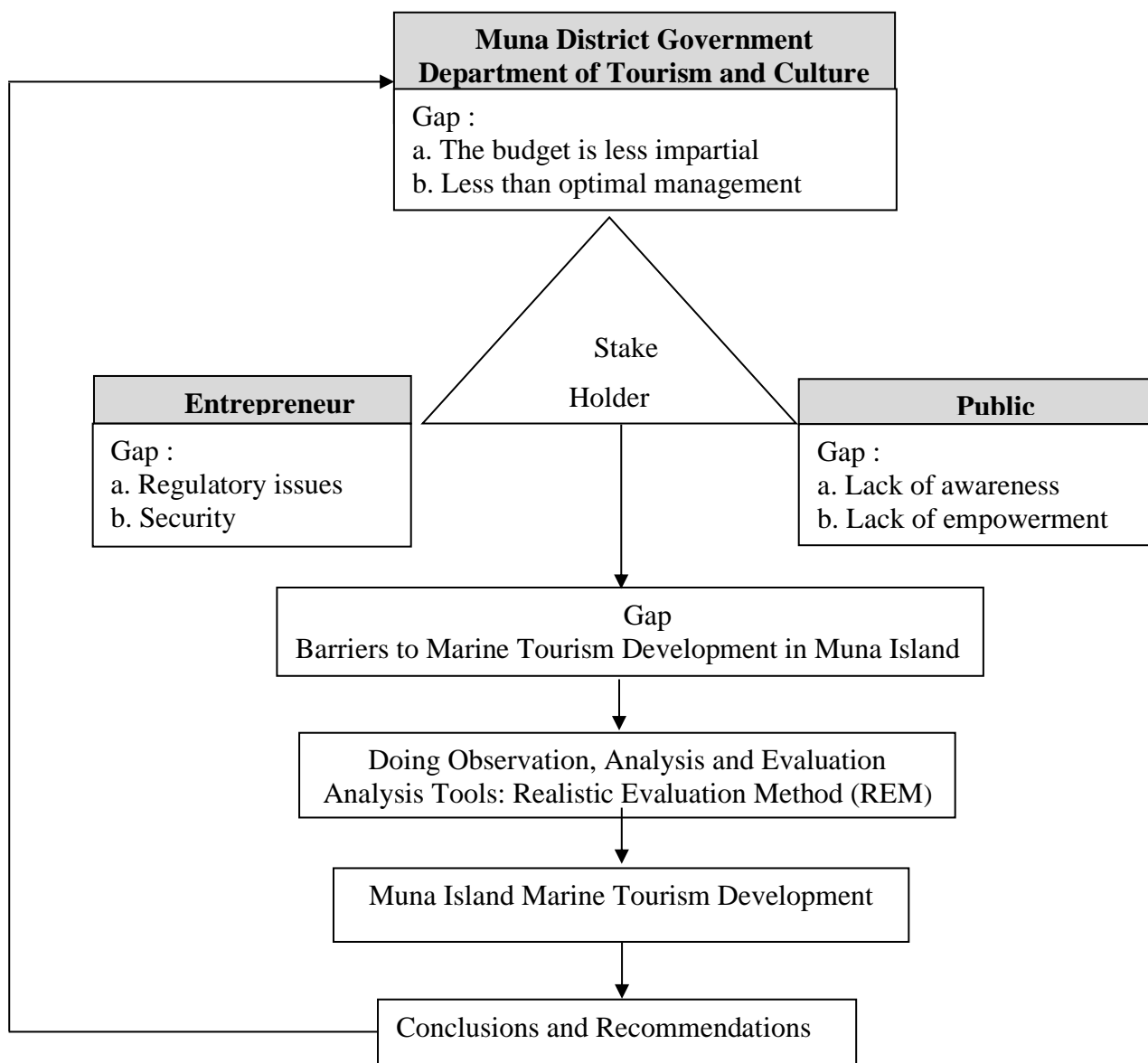


Figure 1. Research framework

RESEARCH METHOD

This research was conducted in Muna Regency, Southeast Sulawesi Province. The Muna Regency Tourism Office's research object is an agency/agency that has a significant role and responsibility for the item of research to be studied. This research was conducted from December 2019 to January 2020.

This type of research uses descriptive qualitative research, which is a research method or evaluation approach. Qualitative methods can be used to reveal and understand something

behind a phenomenon that is not even the slightest bit known, Straus and Cobin (2015: 5). This research design was chosen with the consideration to evaluate the development of marine tourism in Muna Regency. In this study, the evaluation model used is the REM (Realistic, Evaluation, Method) evaluation, model. The REM evaluation model was chosen because the aspects reviewed in this research model are more comprehensive than other evaluation models. There are three evaluation aspects in the REM model, namely context evaluation which includes development programs, Mechanism evaluation which includes facilities/materials/resources that support the implementation of the program; and outcome evaluation, namely evaluation of the performance of the development program. This research focuses on evaluating marine tourism development in Muna Regency in terms of context, mechanism, and outcome aspects.

Pawson and Tilley (1997: 114) show that the realistic evaluation method approach is research logic, guided by three themes of practical evaluation strategies. These realistic evaluation strategy themes increase the specificity of our understanding of the mechanisms through which a program achieves change; intensifying understanding of the program context that affects program mechanisms; and extending the accuracy of the forecasting program results. This "realistic explanation triad" attempts to open the "black box" of programmatic mechanisms.

Realistic evaluation findings are intended to assist in tailoring an effective program. The purpose of the realistic evaluation is that evaluation is helpful for policymakers by presenting data, in the form of:

- a) What worked / was effective?
- b) For who?
- c) Under what conditions?
- d) In terms of what?
- e) How?
- f) Not just: did this program work?

RESULT AND DISCUSSION

Description of the Unit of Analysis

In this research, what will be analyzed is the evaluation of marine tourism development in Muna Regency, Southeast Sulawesi. The explanation regarding the evaluation of marine tourism development in Muna Regency in this section will first be explained in detail related to the unit of analysis.

Department of Tourism and Culture of Muna Regency.

The Muna Regency Tourism Office was formed based on the Muna Regency Regional Regulation Number 6 of 2016 concerning the Formation and Composition of the Muna Regency Regional Apparatus. The Tourism Office is a staff element led by a Head of Service who is under and responsible to the Regent. Details of the duties, functions and work procedures of the Muna Regency Tourism Office are regulated in Regent Regulation Number 23 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Muna Regency Tourism Office.

Regarding its duties and functions, Disparbud has the authority to issue permits in the tourism sector including Tourism Business Permits for travel agents and others, managing Permanent Tourism Business Permits (ITUP), Tourism Business Registration Certificates or TDUP including Travel Business Registration Certificates, Signs List of Accommodation Provider Businesses, Tourism Area Business Registration Certificates, and others. Apart from permits in the tourism sector, Disparbud also has the authority to issue permits related to the cultural sector such as cultural activities, transfer of functions of historical buildings and others.

Organization Structure.

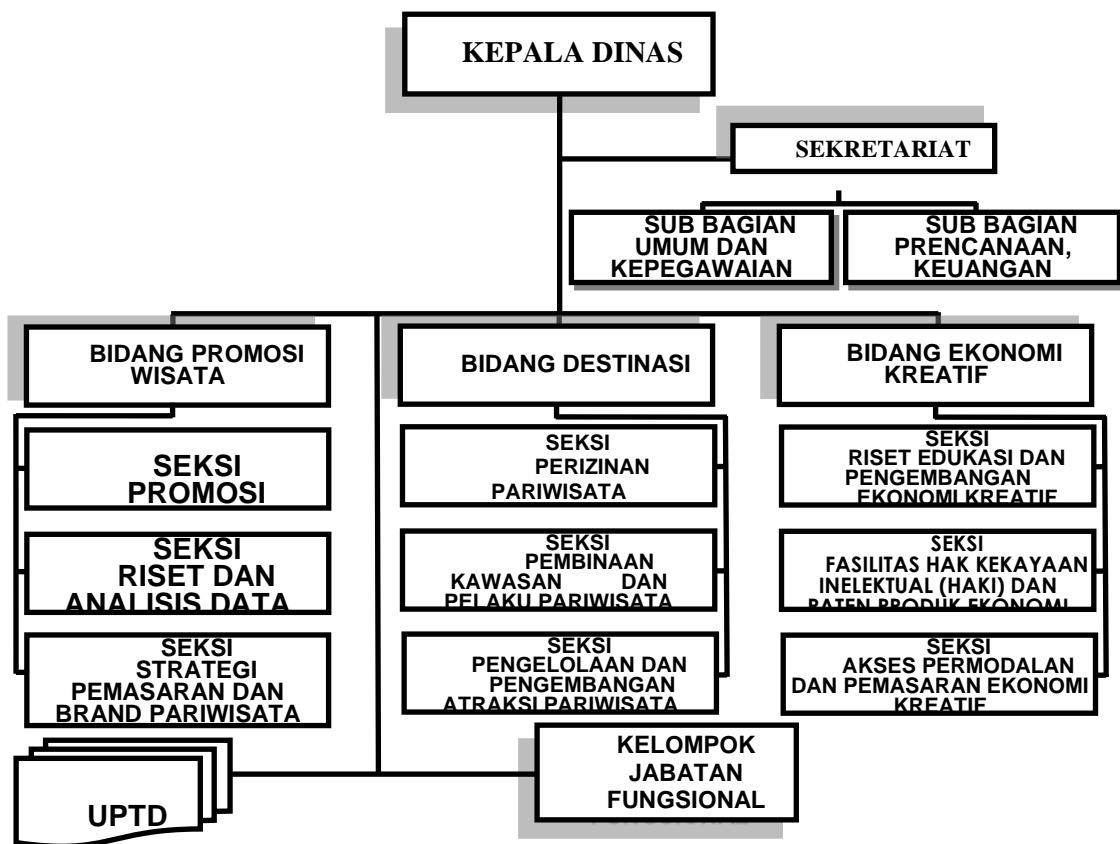


Figure 2. Organizational Structure of the Muna Regency Tourism and Culture Office

Source: Tourism and Culture Office of Muna Regency

Vision, Mission, Goals and Targets of the Tourism Office.

Tabel 1. Vision, Mission, Goals and Targets of the Tourism Office

Vision: Muna who is strong, independent, competitive and dignified			
Mission	Destination	Target	Target Indicators/KPI
Developing Regional Economy (Local and Regional) and Tourism	Developing and Preserving Regional Tourism Potential and Increasing Tourist	Increased visits of domestic and foreign tourists	The number of tourist visits.

	Visits to Muna Regency	Increasing the Tourism Infrastructure and Its Supporters	Percentage of Tourism Destination Development Tourism object developed
		Increasing Tourism Marketing Development	Number of Implementation of the Tourism Festival
		Increasing the Development of the Tourism Creative	Number of Small Businesses / Creative Crafts being developed

Source: Tourism and Culture Office of Muna Regency

Research Result

Understand The Work Process.

Understand the work process is the initial stage in evaluating the development of marine tourism in Muna Regency. According to Ahyari (2002: 65), the definition of process is a method, method or technique for the implementation or implementation of a certain thing. Meanwhile, the definition of work according to Poerwadarminta (2002) "work is doing something". Another opinion regarding the definition of work was put forward by Ndraha (1991), "work is the process of creating or forming new values in a resource unit, changing or adding value to an existing unit of means of meeting the needs".

Based on some of the above definitions regarding process and work, the researcher can conclude that the definition of a work process in question is a way to understand a work method or technique for the implementation or implementation of a certain thing. At this stage, researchers must understand how the state of marine tourism development in Muna Regency is. The process of developing marine tourism in Muna Regency is strongly influenced by local government policies in this case by the Muna Regency Tourism and

Culture Office. The marine tourism development policy in Muna Regency is implemented based on existing legislation so that referring to the existing regulations will certainly make it easier for the Muna Regency Tourism and Culture Office to carry out its work tasks in formulating strategies and policies.

The strategies and policies in the strategic plan of the Muna Regency Tourism Office are the strategies and policies of the Office to achieve the medium-term goals and objectives of the Muna Regency Tourism Office which are aligned with regional strategies and policies, as well as priority program plans in the draft RPJMD. The strategy and medium-term policies of the Muna Regency Tourism Office show how to achieve the goals, medium-term targets and performance targets of the RPJMD priority programs which are the duties and functions of the Tourism Office. The strategies and policies in the Tourism Office's Strategic Plan then form the basis for the formulation of the activities of the Muna Regency Tourism Office for each of the RPJMD priority programs which are the duties and functions of the Muna Regency Tourism Office. Based on the aforementioned goals and objectives, several strategies and policy directions have been selected to achieve them:

Table 2. Strategy and Policy Direction of the Muna Regency Tourism Office

Purpose	Target	Strategy	Policy Direction
Developing and preserving regional tourism potential and increasing tourist visits to Muna Regency	Increasing the Tourism Infrastructure and Its Supporters	Increased Destination Development	Increase Destination Development
	Increasing Tourism Marketing Development	Improvement of Tourism Marketing Development	Increase Tourism Marketing Development
	Increasing the Development of the Tourism Creative	Increasing Creative Economy Development	Enhancing Creative Economy Development

Source: Tourism and Culture Office of Muna Regency

Perform Program Evaluation.

According to Arifin & Zainal (2010: 45), they say that evaluation is a process not a result (product). The results obtained from evaluation activities are the quality of something, both concerning the value or meaning, while the activity to arrive at the value and meaning is evaluation. Meanwhile, Wahab (1997: 14), provides that program evaluation is the process of determining systematically the value, purpose, effectiveness or suitability of something according to predetermined criteria and objectives.

In this study, program evaluation is carried out using the C-M-O (Context-Mechanism-Outcome) configuration approach. Like Pawson and Tilley (2004: 11), realistic evaluation empirically tests each C-M-O configuration and produces findings that suggest types of C-M-O that can work in maintaining the program that results in achieving program results. Therefore, program implementers are not only presented with findings related to cause and effect or unqualified generalizations as is the case with other approaches, but are presented with certain C-M-O menus that are ideal for program success. The performance program evaluation conducted by researchers at the Muna Regency Tourism and Culture Office can be seen as follows:

Program Specification 1: Tourism Destination Development Program.

The tourism destination program/policy has a policy direction to improve the development of marine tourism destinations in Muna Regency based on the Minister of Tourism Regulation No. 29 of 2015-2019 point 1 regarding the Ministry of Tourism's Strategic Plan, namely developing tourism destinations that are competitive, environmentally and culturally sound in increasing national and regional income and creating an independent society.

The context developed by the agency:

- a) Increasing the image of tourism
- b) Development of leading tourism

With the following mechanism:

- a) Developing tourism areas or places that have potential and have relatively good community readiness, this step is called DPD (Regional Tourism Region)

- b) Developing tourist attractions by being made into a package area in which there is more than one marine tourism object; this step is called KSPD (Regional Tourism Strategic Areas)
- c) Forming a cross-sectoral coordination team for regional tourism development by involving stakeholders including the Public Works Office, the Health Service, the Education Office, the Environment Agency, Kominfo, the Regional Development Planning Agency, and several investors.
- d) Building a tourist information center and its accessories on the Bungin Pinungan Towea beach
- e) Build a dive center and equipment at the Bungin Pinungan Towea beach tourism object
- f) Develop a 3A profile

This leads to the following results:

- a) The implementation of the development of tourism areas or places that have the potential and have good community readiness, including:
 - 1. The flight of changing rooms/toilets in the moko bathing room
 - 2. The flight of changing rooms/toilets in the walengkabola bathing area
 - 3. Flying parking area on maleura beach tourism
 - 4. The arrangement of the tourist area of the langkoroni beach
 - 5. The arrangement of the motonuno bathing area
- b) The development of tourist attractions by making them into a single area package in which there is more than one marine tourism object.
- c) Establish a cross-sectoral coordination team for regional tourism development by involving stakeholders including the Public Works Office, the Health Service, the Education Office, the Environmental Service, Kominfo, Regional Development Planning Agency, and several investors.
- d) The establishment of a tourist information center and its accessories on the Bungin Pinungan Towea beach.
- e) The availability of a dive center and equipment at the Bungin Pinungan Towea beach tourism object.
- f) Implemented the 3A profile compiler.

Program Specification 2: Tourism Marketing Development Program.

The tourism marketing program/policy has a policy direction to improve the marketing development of marine tourism in Muna Regency based on the Minister of Tourism Regulation No. 29 of 2015-2019 point 3 concerning the Ministry of Tourism's Strategic Plan, which is to develop tourism marketing in a synergistic, superior, and responsible way to increase domestic tourist travel and foreign tourist visits so that they are competitive in the international market.

The context developed by the agency:

- a) Implementation of Domestic and International Tourism Promotion

With the following mechanism:

- a) Conducting tourism publications by involving and utilizing media both TV shows, Facebook, Instagram, Twitter, fixed media, and online media as an effort to increase the promotion of marine tourism in Muna Regency
- b) Involving tourism communities as participating communities to help promote tourism
- c) Participating in and being directly involved in the Hallo Southeast Sulawesi event
- d) Participate and be actively involved in JKPI (Indonesian Heritage City Network) activities
- e) Conducting socialization and cultural festival to strengthen the socio-culture of the surrounding community

This leads to the following results:

- a) The implementation of tourism publications by involving and utilizing media such as TV shows, Facebook, Instagram, Twitter, fixed media, and online media as an effort to increase the promotion of marine tourism in Muna Regency
- b) Involvement of tourism communities as participating communities to help promote marine tourism
- c) Implementing the promotion of marine tourism in Muna Regency through Hallo Sultra
- d) Implemented promotion of marine tourism in Muna Regency through JKPI (Indonesian Heritage City Network)

- e) The implementation of socialization and cultural festivals leads to changes in people's behavior which slowly improves from a closed attitude to an open attitude due to the intensity of communication with people outside them.

Program Specification 3: Creativity Economy Development Program.

The creative economy program/policy has a policy direction to improve the creative economy development of marine tourism in Muna Regency based on the Minister of Tourism Regulation No. 29 of 2015-2019 point 2 regarding the Ministry of Tourism's Strategic Plan, which is to develop products and services for the tourism industry that is internationally competitive, increase business partnerships, and be responsible for the natural and socio-cultural environment.

The context developed by the agency:

- a) Art development
- b) Development of tourism awareness groups

With the following mechanism:

- a) Conducting human resource coaching and training related to tourism awareness

This leads to the following results:

- a) The implementation of coaching and training for 560 human resources related to tourism awareness by obtaining 560 certificates

Analyzing The Gaps.

According to Ray (2011: 163), gap analysis analyzes gaps between lists of business needs caused by various reasons. So it takes an effort to identify which parts may have gaps because it is impossible to find a 100% fit or perfect piece. According to Bens (2011: 160), gap analysis has meaning in identifying the missing steps needed to achieve the goal. Gap analysis is a planning tool that creates a shared view of what needs to be done to remove the present and desired future gaps. Bens (2011: 160) argues that the purpose of gap analysis is to encourage a realistic review of the present and help identify things that need to be done to arrive at future desires.

Gap analysis aims to evaluate the user's needs for the system and identify whether there is a fit or gap between the system's needs and users. Fit means the needs (requirements) are met by the system. While a gap means that the system's requirements are not met, the objectives of fit-gap analysis are:

- a) Collect requirements from the company.
- b) The initial step to determine the necessary adjustments (customization).
- c) Ensure that the new system meets the needs of the company's business processes.
- d) Ensuring that the business process will become "best practices."
- e) Identifying problems that require policy change.

After conducting an in-depth interview with the Head of the Department, the Head of the Planning and Finance Sub Division, and the Head of the Development, Marketing and Creative Economy Division, it was seen that there were several gaps in the development of marine tourism in Muna Regency which is currently underway, of course also by referring to existing documents. Such as a work program plan that has been set as a comparison to see the effectiveness of the program. The gaps found are the results of in-depth interviews that have been carried out, and these are gaps that must be corrected/corrected by the Muna Regency Tourism and Culture Office, while the gaps obtained can be seen on the analysis of the gaps using the C-M-O configuration evaluation as follows:

Table 3. Analyzing The Gaps C-M-O for the Evaluation of Marine Tourism Development in Muna Regency Using the Realist Approach

No.	Context	Mechanism	Outcome
1	Budget	Maximizing the limitations of the lack of an inadequate budget (APBD)	The programs that have been determined are not fully implemented due to the minimum budget (APBD) and are very dependent on the APBN.
		Utilizing APBN sources through special allocation funds.	
2	Management	Cooperating with stakeholders in improving infrastructure and supporting facilities, be it related to roads, telecommunications, security and clean water.	The lack of coherence between the ranks of regional apparatus organizations in supporting tourism development, both the Public Works Office, the Transportation Service, the Police, the Health Service, the Education Office, the Environment Service, Kominfo, the Regional Development Planning Agency and several investors.
		Imposing a levy on tourist objects.	Retribution income is not in accordance with what was expected because of dishonest management with regular collection.

3	Citizen's awareness	Improvement of human resources (local communities).	The community is not yet fully prepared for how to care for destinations regarding cleanliness and non-maintenance of existing facilities.
4	Community empowerment	Cooperating with the surrounding community by forming a tourism awareness group consisting of at least 15 people/tourist destinations.	The formation of a tourism awareness group, but the agency considers this has not met the standards as set because the government has only been able to finance 1 tourist / tourist destination as an honorary staff.
		Involving the community in managing tourist objects.	The community gets space and takes on a role as traders so as to give birth to new economic activities, but the tourism office has not provided a special place as a localization for traders.
5	Regulation	Make perda (regional regulations) on the Regent's decision regarding the designation of several villages as tourism villages.	A regional regulation was formed by establishing several villages as tourist villages but the local government also expects ADD and DD in developing tourist destinations while ADD and DD have priority programs for the construction of basic facilities for the needs of the community.
		Collaborating with ministerial regulations (candy) that support the development of tourism throughout the archipelago.	The tourism office considers the requirements set by the ministry to be quite difficult to fulfill, so that very few programs are left out of the many proposed programs.
6	Security	Coordination with the authorities in taking preventive actions.	There is still a high level of alcohol which often creates an uncomfortable atmosphere for tourists visiting tourist objects.

Source: Processed by researchers

Based on analyzing the gaps as listed in the table above, it can be obtained an explanation that the activities programs carried out by the Muna Regency Tourism and Culture Office have not been fully implemented and implemented.

Discussion

Nugroho, in his premise, argues that every policy must be evaluated before being replaced, so there needs to be a clause "can be replaced after evaluation" in every public policy. This needs to be used as a reference because, first, to avoid the bad habits of public

administration in Indonesia, which often apply the principle of "change officials, must change regulations." Second, so that each policy is not changed just because of the "desire" or "taste" of the official who was then authorized by Nugroho (2008: 471).

Based on an interview with Amiruddin Ako, S.Pd., M.Si, as the Head of the Muna Regency Tourism and Culture Office, he said that the background behind the development of marine tourism in Muna Regency is that marine tourism has extraordinary potential and is natural and has the beauty of the sea. When it is not good with other areas such as Wakatobi, Raja Ampat, and other tourist areas, the potential for marine tourism owned by Muna Regency can be maximized if it can become one of the mainstay commodities of the region. Meanwhile, according to Darwi, S.Pd., M.Si, as the Head of the Tourism Destination Development Division, he said that the development of marine tourism in Muna Regency was based on the Regional Tourism Development Master Plan (RIPPARDA) so that based on this, the region wished to encourage the potential for marine tourism so that can be developed.

Development Program Enhancement Initiatives

The development program improvement initiative is a development activity plan based on the findings of existing gaps. These findings are based on interviews with the Tourism Office officials who are involved in formulating marine tourism development policy programs. Based on the results, it is possible to identify improvements to be made.

Increased Budget Development.

- a) The office builds a strong commitment with the regions through the DPRD for budget alignment so that the APBD can provide a portion that is following the needs of the Tourism Office in supporting planned programs considering that the part of the budget from the APBD is very minimal and limited
- b) The agency needs to be wise, careful and must be able to compile proposal documents for budget planning and fulfill all the requirements requested by the ministry so that all proposed programs can be well saved

Improvement of Development Management.

- a) The local government, through the tourism office, builds a solid commitment to integrating all levels of regional personnel organizations in working and supporting tourism development, including the Public Works Service,

- Transportation Service, Police, Health Service, Education Office, Environmental Service, Kominfo, Regional Development Planning Agency, and some Investors
- b) Through regional regulations regarding the establishment of official tourist villages, the momentum can be used for locations or fostered towns such as the holding of fishing villages
 - c) The office needs to improve the management of user fees properly and strictly by taking the following steps:
 - through the village government in collaboration with the local government agency to make a parade in managing retribution collection
 - The office manages the levy by providing it to a third party (investor) to collect fees
 - The office improves the management of levies collection through digital management so that online groups are carried out for the sake of transparency in collecting levies to avoid dishonest management
 - d) The office needs to learn about the successful management and development of marine tourism villages through a comparative study.

Increasing Community Awareness Development

- a) The Office Strengthens the socio-culture of the surrounding community through intense socialization and cultural vestiges in order to create awareness and a sense of belonging to the community (feelings of love for tourism objects so that people feel they belong) so that they can slowly encourage community awareness to be more prepared for how to care for destinations regarding about cleanliness and maintaining the facilities that have been given to them
- b) Disan needs to organize or improve institutions that manage the marine tourism sectors through counseling and training

Improvement of Community Empowerment Development.

- a) Strengthening and maximizing tourism awareness groups to meet standards as set by the government by providing a special budget in order to finance 15 people/tourist destinations as honorary staff
- b) It is imperative for the tourism office to carry out a better arrangement by providing a special place for traders through localization

- c) The agency can cooperate with MSMEs to form business groups for the arts and culture of the maritime community

Improving the Regulatory Program

- a) With the formation of regional regulations concerning the designation of several villages as tourist villages, the local government must commit to proportionate special budgets, both from the APBN and APBD
- b) The local government builds strong cooperation and commitment related to the designation of several villages as tourism villages through Village Assistance District Empowerment Experts to proportionate ADD (Village Fund Budget) and DD (Village Fund) in developing marine tourism destinations for the local community
- c) The tourism agency must be better prepared to meet the standard requirements requested by the ministry in accordance with the Law (Permen) so that the proposed programs can all be well listed
- d) The Agency opens the space as wide as possible by providing security and convenience guarantees for investors to invest

Improved Security management.

- a) Through coordination with the authorities, services can involve the police and the army through Babinsa (army) and Bhabinkamtibmas (police) as security officers on duty in the village so that unique posts are made at marine tourism object locations
- b) Through the local government agency, the provincial government builds strong cooperation and commitment with security forces and village officials to form customary local police so that the stability and security of marine tourism objects can be jointly maintained

CONCLUSION

Research on the evaluation of marine tourism development in Muna Regency, Southeast Sulawesi, aims to evaluate marine tourism's effect through an evaluation analysis of programs that have been launched and implemented by the agency using the evaluation approach (realistic evaluation method configuration context-mechanism-outcome). So

based on the background of the problem, supporting theories, the methodology of the analytical tools used, the following conclusions can be obtained:

1. Based on the research discussion, the development of marine tourism in the Muna Regency is strongly influenced by policies and regulations that have been made and implemented by the local government and ministries.
2. The results of the evaluation of marine tourism development in Muna Regency through an evaluation analysis of Context and Mechanism, the Outcome can be obtained:
 - a) Several development programs that have been carried out by the Tourism and Culture Office, both destination development programs, marketing development, and creative economy development, have been successfully implemented.
 - b) The Tourism and Culture Office has several gaps that must be corrected both from upstream to downstream to achieve advanced and reliable management and development of marine tourism
3. There are recommendations for overcoming gaps that hinder the marine tourism development process in Muna Regency, namely:
 - a) Improving the management system of the Tourism Office by ensuring policies, goals, and strategies as well as integrating and including development gaps so that they can become the focus for the improvement of the Tourism Office
 - b) Improving the implementation of the development program through the Tourism Office's work process by including gaps points as the focus of improvement and directly supervised by the Regent and Head of the Office.

Based on the conclusion of the research "Evaluation of Marine Tourism Development in Muna Regency in Southeast Sulawesi," the researcher suggests several alternative action plan to develop tourism destination as follows:

- a) Conducting studies or research related to the service management system on policies that are currently running or that will be developed

- b) Make improvements and assistance through experts and consultants to obtain a reliable system and policy strategy tailored to the conditions of the maritime tourism territory of Muna Regency.
- c) Conduct evaluation by external parties regarding processes, work management, and policies so that the office can find out its position. Evaluation by external parties aims to maintain the objectivity of the evaluation results for the agency before implementing policies through their programs.

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