

Policy Implementation of Tourism Development Through Community Empowerment Programs in an Effort to Increase Tourist Visits and Local Revenue (Study at the Batu City Tourism Office)

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Abstract:- The development of tourism in an area, in addition to empowering local communities can also help alleviate poverty in an area, because regional tourism will also be able to empower the community's economy and increase regional income. This study aims to analyze the Implementation of Tourism Development Policy Through Community Empowerment Programs in an Effort to Increase Tourist Visits and Local Revenue.

This type of research is qualitative, primary data is collected using interviews and and supports secondary data through documentation. The informants of this study are officials and competent parties who are deemed appropriate to the research objectives. Analysis of research data using interactive models (Miles, Huberman and Saldana, 2014: 33), namely; data collection, data display, data reduction and conclusions; drawing / verifying.

Research results prove; Tourism development policy is based on Batu City Perda No. 1/2013 concerning Tourism Administration. Community Empowerment in Tourism Development in Batu City is the establishment of a Tourism Awareness Group (Pokdarwis) in each sub-district in Batu City which is a tangible form of determination of the chosen social action. Community Empowerment Work Program in Tourism Development in Kota Batu, among others; Organizational Management Training, Standard Operating Procedure Training, Occupational Safety and Health Training, English and Indonesian Language Training, Guidance Training and Final Routine Meeting at the End of Every Month. The contribution of tourism development to tourism revenue in 2018 increased and also in 2018. The contribution of tourism development to the original income of Batu City in 2016 increased, for 2017 decreased, and in 2018 and 2019 increased.

Keywords:- Policy Implementation, Tourism Development, Community Empowerment, Tourist Visits, Local Revenue.

I. INTRODUCTION

A. Background

The potential of tourism in the region is allegedly also very beneficial to the local government in terms of local revenue aspects. Local governments can obtain income from the tax sector for various components of tourism such as lodging, tourist attractions, consumption services, transportation services and others. Therefore, it is important to study the number of tourist visits to local revenue, (Rantetadung, 2012).

One of the regions in Indonesia that is very closely related to the phenomenon of tourism is Batu City, which is located in East Java Province. Batu City is located 20 Km from Malang City, and is still part of the Greater Malang area. Batu City is also known as Batu Tourism City (KWB). Batu City as one of the leading tourism cities in Indonesia has a huge tourism potential. The city has a landscape of mountains and rice fields and valleys, making Batu City a special attraction, (BPS Batu City, 2018).

Batu City Government as the manager of Batu City manages tourism in the region by issuing a Tourism Development Policy in Batu City. Batu City Government's tourism development policy is important to be examined, considering that through this local government policy, it will determine how to move tourism management in Batu City. In addition, community involvement in the implementation of local government policies in the field also needs to be investigated, among others through community empowerment programs, because a government policy is thought to be less successful when community participation itself is low, (Disbupar Batu City, 2018).

Based on the initial observation, conducted by researchers, for the people of Batu City tourism is one of the sources of income and livelihood for the majority of Batu City people. Thus tourism has become part of the livelihoods of the people of Batu City. Therefore, community empowerment programs in the field of tourism become very important and benefit the community itself.

Batu city government must be able to increase the ability of the world of tourism in increasing the original income of the city of Batu through both local taxes and user fees contained in tourism activities. "The contribution of the tourism industry to the Regional Original Revenue is logically simple, that the development of the tourism sector is always followed by the emergence of various activities that can contribute to the original regional income. In this condition, in order to realize the ability of the tourism sector to local revenue, the management and regulation that shows the pattern of cooperation within government, private and community organizations is absolutely necessary to be fostered", (Tourism Development, 2018). It is hoped that the successful development of tourism will provide enormous benefits, including increasing local financial capacity through local taxes and regional levies in the world of tourism.

B. Problem Formulation

Based on the background of the problem formulation that has been described, the following problem formulation can be made.

- What is the tourism development policy carried out by the Batu City Government Tourism and Culture Office?
- How is the Impact of Tourism Development Empowerment Policy for the Community carried out by the Tourism and Culture Office of Batu City Government?
- How does the contribution of tourism development to the original income of Batu City?

C. Research Benefits

This research is expected to provide the following theoretical and practical benefits among others :

- *Theoretical Benefits;*
 - For researchers is a scientific result in an effort to understand, explore and master the science of administration related to tourism policy, especially in an effort to improve the ability of the region to increase Regional Original Revenue.
 - Is an addition to the library treasury, especially tourism science in an effort to increase the ability of the region to increase Regional Original Revenue.

➤ *Practical benefits;*

- As input for making planning and tourism policies in Batu city in order to increase the original income of Batu city area through Regional Taxes and Regional Retribution in the tourism sector in Batu city.
- As one of the reference materials and comparisons for other researchers who are interested in studying a similar problem to increase the role of tourism in increasing local revenue.

II. LITERATURE REVIEW

A. Policy Implementation

Understanding policies according to Anderson as quoted by Prakoso (2012: 24) that : "A purposive course of action is followed by an actor or set of actors in dealing with a problem or matter of concern. The meaning of policy is a series of actions that have certain objectives that are followed and implemented by an actor or group of actors to solve a particular problem. Wahab (2002: 2) formulates that : "policy is the behavior of a number of actors (officials, groups, government agencies) or a series of actors in a particular field of activity".

Grindle 1997 in Arief (2014:6) : "implementation is a general process of administrative action that can be examined at a particular program level". Whereas Van Meter and Horn 1994 in Arief (2014:7) : "stated that policy implementation is an action taken by the government and the private sector both individually and in groups intended to achieve goals". Arief (2014:8) : "added that the implementation process will only start when the goals and objectives have been set, the activity program has been arranged and the funds are ready and have been channeled to achieve the goals". In simple terms implementation can be interpreted as implementation or application.

Browne and Wildavsky in Nurudin (2014: 19) suggest that : "Implementation is an expansion of activities that are mutually adjusting. Implementation involves the efforts of policy makers to influence what Lipsky calls "street level bureaucrats, to provide services or manage the behavior of the target group".

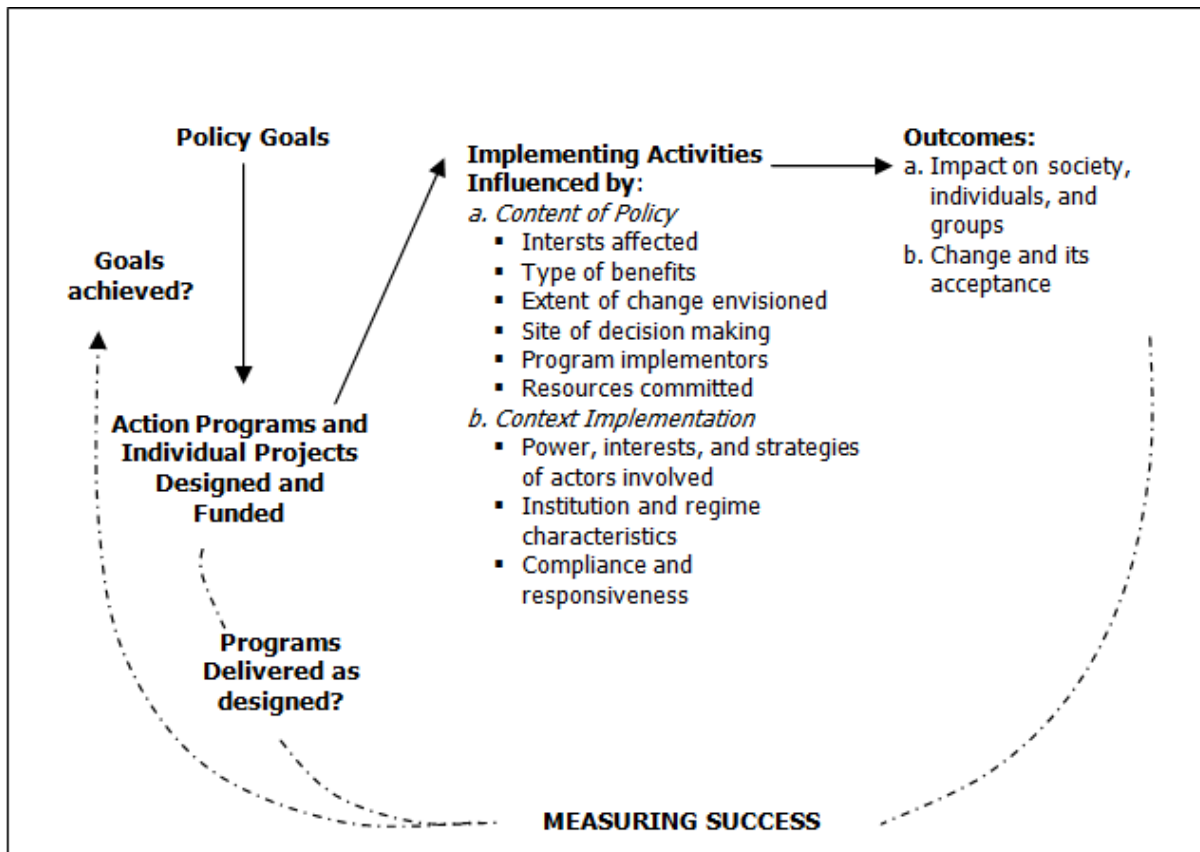


Fig 1:- Implementation as a Political and Administrative Process

Source: Merilee S. Grindle. 1980. *Politics and Policy Implementation in the Third World*, Princeton University Press, New Jersey. dalam Arief (2014)

For simple policies, implementation involves only one body that functions as an implementor, for example, the policy of a school committee to change the teaching methods of teachers in the classroom. In contrast to macro policies, for example, poverty reduction policies in rural areas, implementation efforts will involve various institutions, such as district bureaucracy, sub-districts, village governments. In the picture above it can be seen that a policy has a clear purpose as a form of policy value orientation. The purpose of implementing the policy is formulated into specific action programs and projects that are designed and financed. The program is carried out according to plan. The implementation of a policy or program - in general - is influenced by the contents of the policy and the implementation context. The overall policy implementation is evaluated by measuring program outcomes based on policy objectives. Program output is seen through its impact on the intended target of individuals, groups and the community. The output of policy implementation is change and acceptance by the target group of changes.

B. Community Empowerment

In the context of this study, the notion of "empowerment" includes all efforts to free the poor from the shackles of poverty which results in a situation where economic opportunities are closed to them. Pearse and Stiefel (in Prijono and Pranarka, 2003) state that the empowerment process contains two tendencies, primary

and secondary. "The primary tendency, the empowerment process emphasizes the process of giving or transferring some power, strength or ability to the community so that individuals become more empowered. Whereas the secondary tendency sees empowerment as a process of stimulating, encouraging or motivating individuals to have the ability or empowerment to determine what is their choice".

The concept of empowerment is the result of interactive processes at the ideological and practical level. At the ideological level, it is the result of interactions between the 'top-down and bottom-up' concepts, between 'growth strategy and people centered strategy'. Whereas at the practical level, interactive processes occur through battles between autonomy.

Empowerment as an alternative development includes a process of social and political empowerment whose long-term goal is to rebalance the power structure in society by making each state's actions more responsible, managing and regulating their interests and making private companies more socially responsible, (Fridmann, 1992).

Agency, shown on the right-hand side of figure, is about people's ability to act individually or collectively to further their own interests. In this discussion, it is about men and women having the means to envision and make choices that can lead to their escaping poverty. The term

“can” is stressed because the likelihood or chance of this outcome will be a product of two broad forces: incentives and structures in the wider society, discussed above, plus the assets and capabilities-both individual and collective-that poor and disadvantaged people can marshal in pursuit of their goals, (Fridmann, 1992).

Individual empowerment is the empowerment of the family and each of its members, assuming that each family

member is raised even more broadly, so that a social empowerment is formed. Practical steps taken in empowering individuals include empowering time by reducing the waste of time in meeting basic needs, empowering economic businesses that lead to the formation of business networks between family members, community members and related to the market economy, (Lauren Bennett, 2010).

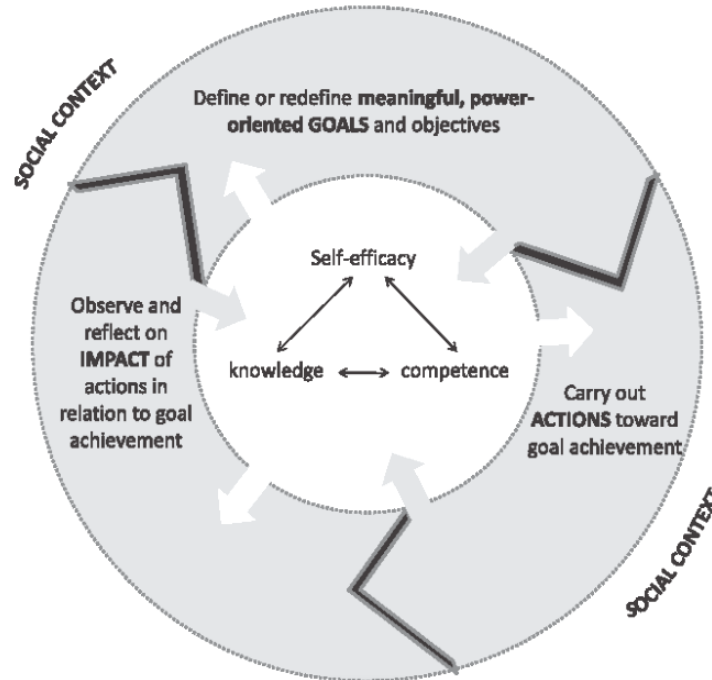


Fig 2:- The Empowerment Process Model
Source: Lauren Bennett (2010)

In practice Friedmann (1992) states that the : “empowerment process is carried out through several phases that begin with individual empowerment, continued empowerment of bonds between individuals / groups, and finally political empowerment. Therefore there is a reverse learning process, which encourages and enables interaction and learning processes between the general public and government officials as well as academics and community activists, especially learning from the community below about the various local problems they face”. It can be said in this paradigm that there is a reversal of the closed development method of open wisdom, individual approach to group wisdom, from the verbal form of visual wisdom, from calculating to comparing, from government

domination to community empowerment and from attitudes towards good relations.

C. Framework for Concepts of Thought

In the framework of carrying out tourism activities, of course many are influenced by interrelated factors in tourism activities, which will affect the process of implementing tourism policy. Basically, “the type of tourism that is one with the other types of tourism are interrelated, but with the type of tourism chosen will affect the motives of the tourist destination to be carried out on the tourist objects to be visited. In the field of tourism, facilities and infrastructure are very influential on the attractions visited by tourists, therefore the existing facilities and infrastructure must be adequate”.

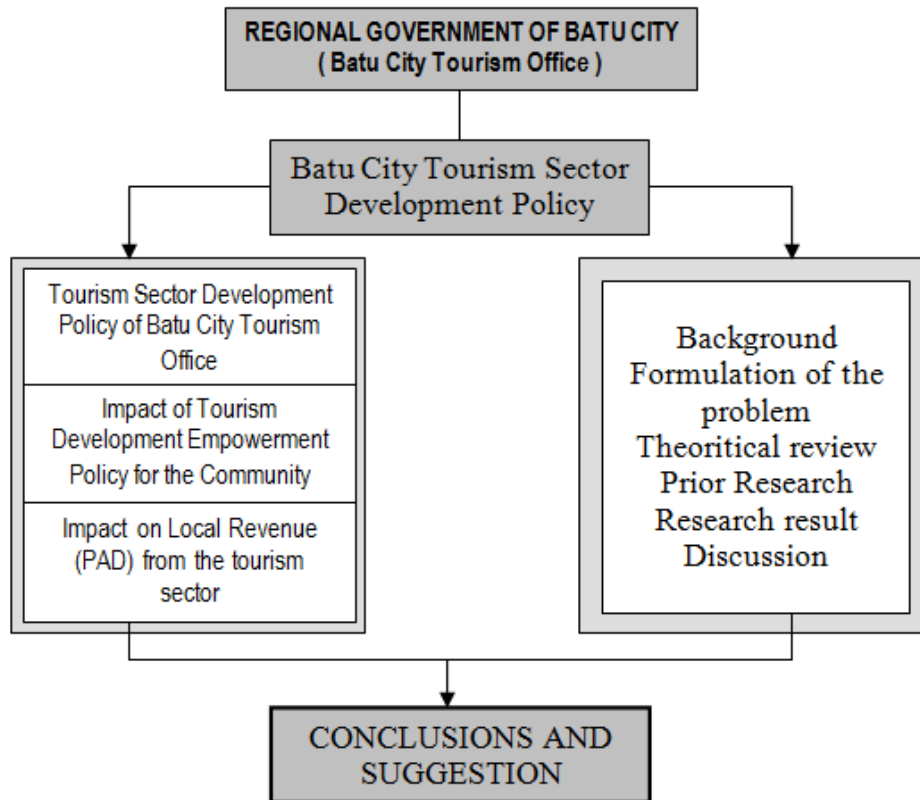


Fig 3:- Framework for Thought Concepts
Source: theory and previous research

III. RESEARCH METHODS

The type of research used is qualitative research, as references are used, namely Denscombe states that :

With qualitative research, people, texts or events are not necessarily selected as being representative or normal instances. It is more likely than is the case with quantitative approaches that the selection will try to include special instances – ones that are extreme, unusual, best or worse. This allows the qualitative researcher to get ‘maximum variation’ in the data that are collected, a broad spectrum rather than a narrowly focused source of information, (Denscombe, 2007).

The study was conducted approximately one month, starting on Maret 2019, the office of Tourism and Culture of West Batu was chosen with the following considerations:

- Having the reason for the existence of social phenomena or events as referred to in the study that the event was at the location
- There is a specificity of the research location that is not owned by other regions in connection with the problems in the study

In accordance with the formulation of the problem, research objectives and research focus that has been mentioned, the sources of data and informants in this study are as follows.

No	Research Informant	Amount
1	Head of Tourism Office	1 person
2	Tourism Planning Section	1 person
3	Destination Development Section	1 person
4	Staff / Staff of the Office of Tourism and Culture	2 person
5	Private Sector Tourism	2 person
6	Public figure	2 person
7	Public	5 person
Total Informant		14 person

Table 1:- Research Informant
Source : determination of research informants (2019)

In a study certainly requires data, both as material for description and to enrich information in drawing conclusions. The methods used in data collection in research are :

- Observation, i.e. observation activities using the eye without the help of other standard tools. Observations are planned and recorded systematically, related to the research objectives and can be checked for validity.
- Interview / Interview
Interview is a form of communication between two people, by way of face-to-face and question and answer verbally with the parties involved in this study

➤ Documentation

A data collection technique that takes data from documents, archives, brochures, magazines, newspapers and the internet in accordance with the problem under study. In general, the documentation activities are carried out by means of clarification and document categories.

The process of data analysis is an attempt to find answers to questions or formulations of research problems. The analysis used in this study uses the interactive model as follows.

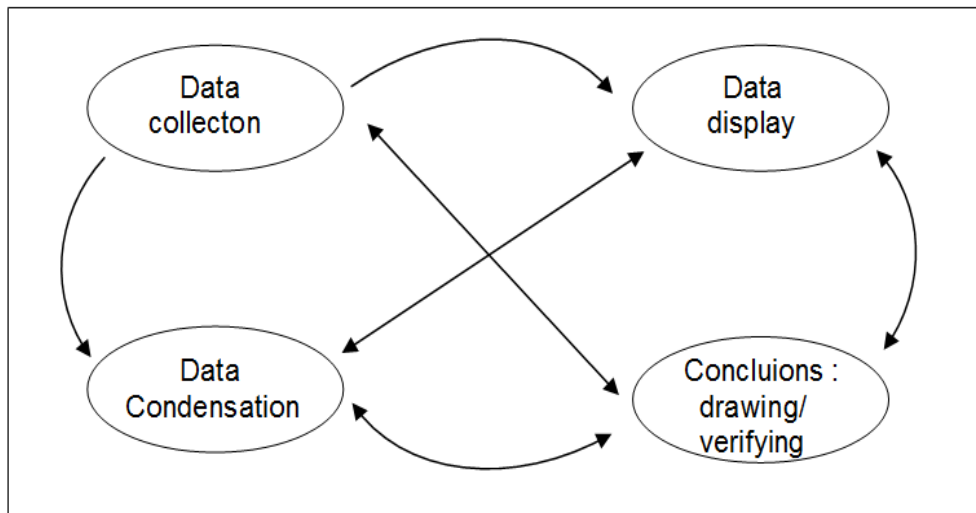


Fig 4:- Qualitative Analysis Model
Sources: Miles, Huberman and Saldana, (2014:33)

IV. RESEARCH RESULTS

The development of the tourism sector is strongly influenced by various factors that are interrelated to one another, so that it requires a comprehensive and integrated planning and strategy. Batu City Government strives for better tourism development, realizing Batu City as a classy tourism destination. In order to know the basic policy of tourism development in the city of Batu, according to Mr. Bnd as an important official of the Kota Batu Tourism Office, that ;

“The tourism development business in Batu City is indeed very lively, since regional autonomy, the local government's policy towards tourism development efforts including in Batu City is carried out based on the applicable Laws and Regulations, especially Batu City Regional Regulation Number 1 Year 2013 Regarding Tourism Organization. The tourism development business in Batu City is based on a Business License that is owned. In the prevailing laws and regulations, business licenses / business licenses that have to be implemented by tourism development business managers have been determined. I sincerely hope that all parties can follow the rules or policies accordingly. In addition, I also want and emphasize that the Batu City Tourism Office can carry out its duties to

the maximum in carrying out its main tasks and functions. Therefore, I hope that all parties must follow the rules that have been set for tourism development efforts. If there are irregularities or violations in the management of tourism development businesses, then the government will not only suffer losses but all parties including the community, (Interview, 10/15/2019).

The formation of Pokdarwis in each sub-district in Batu City is a tangible form of determination of the chosen social action. The actions chosen by individual Pokdarwis members are in accordance with economic or profit oriented actions. According to Weber economic action is a conscious orientation, especially on economic considerations. With individuals increasingly oriented to the materiality of what is done it will change the pattern of relationships that exist in a society.

Batu City Tourism Awareness Group (Pokdarwis) was established on Wednesday, June 30, 2010. The background formed by this Tourism Awareness Group is that the existing tourism potential must be developed and maintained. The purpose of the formation of Pokdarwis is as a government partner in increasing public awareness in tourism, increasing human resources, encouraging the realization of Sapta Enchantment (security, order, beauty,

coolness, cleanliness, hospitality and memories), improving the quality of tourism products in order to improve competitiveness and restore tourism as a whole. The aims and objectives of the Tourism Awareness Group include:

- Develop community groups that play a role as motivator and communication in an effort to increase the readiness and concern of the community around tourism destinations and play an active role in tourism development.
- Building an independent tourism community based on the community and can work together and partner with relevant stakeholders in improving the development of tourism.
- Develop and foster community attitudes and positive community support as hosts through the embodiment of the sapta values of charm
- Increasing the position and role of the community towards tourism development
- Empowering people through tourism towards a prosperous society
- Increase employment at the village level and reduce urbanization

Tourism Awareness Group (pokdarwis) plays an important role in developing the tourism sector. As a government partner this group is expected to be able to stimulate tourism in Indonesia, through various pokdarwis formations facilitated by the government in the regions. especially in implementing sapta charm, with the scope of activities:

- Increased skills, ability to manage tourism activities
- Encourage and motivate the community to be a good host in supporting tourism
- Improving the quality of the environment through sapta charm
- Collect, manage and provide visitor tourism information
- Provide input to government officials in the development of tourism

The development of tourism in Batu city in general is expected to contribute to increasing the number of tourist visits in Batu city each year. According to the information obtained, that:

"... Contributions to the increase in the number of tourist visits in the city of Batu in this development program are quite large, the largest contribution is in the business of private parties managing various business fields at around 80 percent. Then the contribution of the people who participated in the management of tourism businesses was around 20 percent ". In my opinion the community empowerment program through the "tourism conscious group" in Batu should be increased because it provides considerable benefits both for the community and the local government. (Interview 11/12/2019).

Based on this information, it can be seen that the contribution to the increase in the number of tourist visits in Batu in this development program is quite large, the largest contribution is in the business of private parties managing various business fields in the range of 80 percent. Then the contribution of the people who participated in the management of tourism businesses was around 20 percent ". In my opinion the community empowerment program through the "tourism conscious group" in Batu should be increased because it provides considerable benefits both for the community and the local government. Supporting this, the following is presented the development of tourist visits in Batu City.

The tourism sector is one of the mainstays of the local government of Batu City for the source of Original Regional Revenue, taxpayers who are working in the tourism sector in Batu city are expected to be able to contribute to the PAD of Kota Batu every year. The target size of the Regional Tax Revenue sector from Tourism cannot be separated from the development of the number of taxpayers, as presented in the table below.

No	Type of Local Tax	Amount of Taxpayers				
		2015	2016	2017	2018	2019
1	Hotel Tax	58	63	60	63	63
2	Restaurant tax	420	489	447	396	424
3	Entertainment Tax	79	79	62	64	59
4	Advertisement tax	5.273	4.545	3.941	5.058	5.643
5	PPJ non PLN	-	-	57	57	57
6	Parking Tax	38	40	31	39	41
Total		5.868	5.216	4.598	5.677	6.287

Table 2:- Development of Tax Payers in 2015 – 2019

Source: BPS Kota Batu, 2019

Based on the table it can be seen that every year the number of taxpayers changes (fluctuate), from a number of existing taxpayers where these changes continue to increase. To find out the amount of local tax receipts from 2015 to 2019 to Batu Kota Local Revenue, see the following table.

Year	Tourism Revenue	PAD Kota Batu	Contribution
2015	67.733.800.187	130.257.308.053	52%
2016	74.948.792.221	138.794.059.670	54%
2017	81.431.823.331	159.670.241.826	51%
2018	96.275.625.584	178.288.195.526	54%
2019	102.862.482.060	194.397.289.394	57%

Table 3:- Contribution of the Tourism Sector to Batu City PAD in 2015 - 2019

Source: BPS Kota Batu, 2019

Based on the table that has been presented, it can be seen that in 2015 the tourism sector contributed 52% to the PAD of Batu city, in 2016 it contributed 54%, in 2017 it contributed 51% (decreased), in 2018 amounted to 54% (increased) and in 2019 contributed 56% (up). Increasing community support for government programs and policies which in turn provides the benefits of achieving success and improving the performance of local governments. To increase the responsibility of the regional government to the community, the regional government needs to aggressively carry out the promotion and dissemination of programs and policies in an effort to drive the regional economy. Through investment withdrawal efforts both from within and outside the region (domestic and international) in the management of natural resources, it is expected to provide regional capabilities to better meet the needs of achieving regional development goals. An important instrument in the administration of the region, especially in the City of Batu, is the effort to develop tourism, which is one of the sources of Batu Kota's Original Revenue. However, in the course of developing tourism it has various problems.

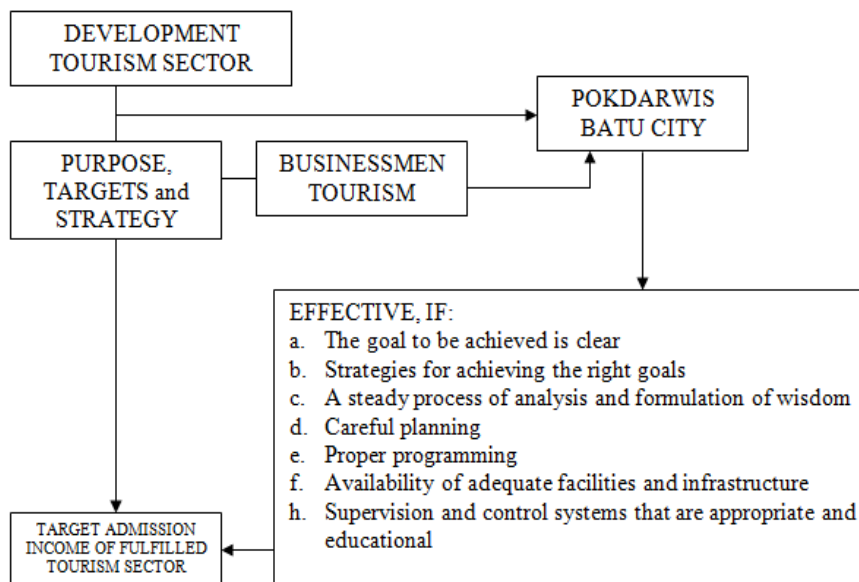


Fig 5:- Model in Improving Community Empowerment Programs to Increase Tourist Visits and Local Original Revenue (PAD) of Batu City

Source: Primary data processed, 2019

Higher contribution in contributing regional income compared to other PAD sources. In order for the local government of Batu to have the optimal ability to collect local taxes in the region, it is necessary to consider local taxes that are appropriate to be used as a source of income to create efficiency and effectiveness in local tax collection. The success of tourism development in Batu City is associated with expert opinion (James. E, Anderson. 2003., Dunn. William N. 2010., Frederickson, GH 2010. Muluk K, 2009 and Zauhar, Soesilo. 2011) presented in Chapter II then need to pay attention to the following:

- The extent to which the interests of the target groups are contained in the management of mining affairs
- The type of benefits received by the target group
- The extent to which changes are desired from managing mining affairs

- Is the location of a program correct
- Does the management of mining affairs have mentioned the implementor in detail
- One effort that can be done is to optimally explore the source of PAD from the tourism sector to increase Batu City's PAD revenue in the future, because local taxes have
- Is a program supported by adequate resources

Whereas environmental variables include:

- How much power, interests and strategies possessed by the actors involved in managing the affairs of the coal mining community
- Characteristics of institutions and regimes in power
- The level of compliance and responsiveness of the target group.

Important steps that must be reviewed in the development of tourism in Batu City are :

➤ *Communication*

Successful management of community coal mining affairs requires that the implementor knows what needs to be done. Goals and targets must be transmitted to the target group (target group) so that it will reduce the distortion of implementation. Objectives and targets are not clear or even unknown to the target group, so there will likely be resistance from the target group.

➤ *Resource*

Management of community coal mining affairs has been clearly and consistently communicated, but if the implementor lacks the resources to carry out, the management will not be effective. These resources can be in the form of human resources, namely the competence of the implementor, and financial resources. Resources are an important factor for managing people's coal mining affairs to be effective or just become a document.

➤ *Disposition*

Disposition is the character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature. If the implementor has a good disposition, then he will be able to run the rules properly as desired. When the implementor has a different attitude or perspective, the process / mechanism for managing the people's coal mining affairs will also be ineffective

➤ *Bureaucratic Structure*

The organizational structure in charge of managing the management of community coal mining affairs has a significant influence on the management of community coal mining affairs.

To support the achievement of the goals of tourism development in Batu City is associated with expert opinion (James. E, Anderson. 2003., Dunn. William N. 2010., Frederickson, GH 2010. Muluk K, 2009 and Zauhar, Soesilo. 2011), then there is five policy related variables that need attention, namely:

➤ *Standards and goals.*

Standards and targets for the management of community coal mining affairs must be clear and measurable so that they can be realized. If the standards and targets are blurred, there will be multiple interpretations and will easily lead to conflict between mining management.

➤ *Resource.*

Management of community coal mining affairs needs to be supported by both human resources and non-human resources.

➤ *Relations between organizations.*

In mining management, it needs support and coordination with other agencies. For this reason, coordination and collaboration between agencies are needed for the success of a program.

➤ *Characteristics of the implementing agent.*

Implementing agency is covering the bureaucratic structure, norms, and relationships that occur in the bureaucracy, all of which will affect the management of mining.

➤ *Social, political and economic conditions.*

This includes environmental economic resources that can support successful management of community coal mining affairs; the extent to which interest groups provide support for the management of community coal mining affairs; the characteristics of the participants, namely supporting or rejecting the nature of public opinion in the environment; and whether the political elite supports the management of the people's coal mining affairs.

➤ *Implementor disposition.*

Disposition of the implementor includes three important things, namely: a) the implementor's response to wisdom, which will affect his willingness to implement; b) cognition, namely understanding; and c) the intensity of the implementor's disposition that is the value preference possessed by the implementor.

In the opinion of the policy experts described in Chapter II, it can be taken that : "an action is said to be beneficial if the group that benefits from its business can compensate the group that suffers losses due to the business so that the position of the second group is the worst as before the business and the first class are still profitable. The second group can be either natural or community. So, it is not fair if there is a business which then causes the environment to become more damaged or the community becomes more miserable compared to the condition before the existence of the business. The role of the regional government will be greater in handling the impacts of the mining environment, so that institutional strengthening at the local level will become even more significant ".

V. CONCLUSIONS

- Tourism development policy carried out by the Tourism and Culture Office of Batu City Government
- The legal basis of tourism development policies in Batu City in the perspective of local governance is one form of trust in the implementation of decentralization, especially in the field of tourism. The city government of Batu through the "Batu City Regional Regulation Number 1 Year 2013 Regarding Tourism Organization", seeks to provide direction so that tourism management can be better.
- Tourism Development Policy Mechanisms Through Community Empowerment in Batu City, namely; a). Establishment of Tourism Awareness Group (Pokdarwis) in Batu City, b). Development of the Tourism Awareness Group (Pokdarwis) in Batu, with; Organizational Management Training, Standard Operating Procedure Training, Occupational Safety and Health Training, English and Indonesian Language Training, Guidance Training, End of Monthly Routine Meeting

- The Impact of the Tourism Development Empowerment Policy for Communities carried out by the Batu City Government's Tourism and Culture Office
- The Impact of Empowering Tourism Development for the Community, among others; Opening Jobs, Building Facilities and Infrastructure, Encouraging Someone To Be Entrepreneur / Entrepreneur. Not only has a positive influence on the development of the community, but the development of attractions carried out, also has a negative influence on people's lives. This can be seen with the division in the community. The existence of community groups who co-founded their own secretariat and with the focus of the same attractions with developed tourism objects.
- Inhibiting and Supporting Factors for Community Empowerment in Tourism Development in Batu City, a). from the internal aspects of tourism awareness groups such as the ability of human resources of each group is still less supportive, there is a high level of social jealousy, b) from an external aspect that is the lack of government attention to guidance and the small amount of government funds for the development of tourism awareness groups.
- Contribution of Tourism Development to the Original Revenue of Batu City, an increase in the number of visits in 2018 there were 23,798 foreign tourist visits and 393,961 archipelago tours so that in 2018 total visits were 796,830 tourist visits or an increase of 83,343 (10.3%) visits. In 2019 there were 25,506 foreign tourist visits and 421,538 archipelago tours so that in 2019 the total number of visits was 875,394 tourist visits or an increase of 78,565 (8.9%) visits. Tourism Development Contribution to the Original Revenue of Batu City, in 2015 the tourism sector contributed 52% to the PAD of Batu city, for 2016 contributed 54%, in 2017 contributed 51% (decreased), in 2018 amounted to 54% (increased) and in 2019 contributed 56% (up).

VI. SUGGESTION

- Tourism development policy carried out by the Tourism and Culture Office of the Batu City Government must comply with established rules, based on applicable laws and regulations, so that the development of Batu city tourism can be carried out according to the stipulations that are based on the rights and obligations of each party (government, business and community and international actors).
- Increasing the role and participation of tourism-aware groups in building change in society is to establish mutually agreed rules aimed at increasing their economic income. It is inseparable from the initial goal of establishing Pokdarwis as an institution of community empowerment, it is necessary to increase community empowerment to be more advanced and improve the economy through tourism activities. This is important considering that there are various changes related to the development of tourism in the city of Batu.

- In view of the complexity of the life and profession of the community in the tourist area, an action plan based on priority programs in community empowerment in the tourist area is needed that is better than time-to-time, which can contribute to increasing the number of visits.
- In enhancing the Implementation of Tourism Development Policy Through Community Empowerment Program In an Effort to Increase Tourist Visits and Local Original Revenue (PAD) of Batu City, is to explore the optimal source of PAD from the Tourism sector to increase revenue of Batu City PAD in the future by optimizing the role of Pokdarwis in Kota Batu on the development of the Pariwisata Sector in Kota Batu effectively and optimally.

VII. THEORY AND PRACTICAL IMPLICATIONS

➤ *Theoretical Implications*

This research clearly proves Grindle's (1980) policy theory that: "The objectives of policy implementation are formulated into specific action programs and projects that are designed and financed. The success of the policy implementation process to the achievement of results depends on program activities that have been designed and sufficient funding, in addition to being influenced by the content of policy (the content of the policy) and the context of implementation (the context of its implementation).

➤ *Practical Implications*

Being a contribution of ideas for the Batu city government, especially the Pariwisata Office related to tourism development policies that are carried out so that tourism development policies through optimal semaki empowerment, contribute to improving the welfare of the community, and contribute to better local revenue each year.

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