

Evaluation of Tourism Development Policies in the Context of Empowering Local Communities in a Logic Model Perspective

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Tourism is an important sector for economic growth and community welfare, but its development in Bima City is still not optimal even though it has great potential. Therefore, tourism policy evaluation needs to focus on empowering local communities, improving infrastructure, and more effective promotion to create a sustainable tourism sector that has a positive impact on the local economy. This study is a type of descriptive research with a qualitative approach. A total of 15 research informants consisted of the Mayor, members of the DPRD (legislator), and Head of the Tourism Service, as well as the community and tourism actors in Bima City. The data analysis technique used follows the steps outlined by Creswell & Poth, (2016), which include data reduction, data presentation, and drawing conclusions by organizing data into relevant categories and themes. Research findings show and Evaluation of tourism development policies in Bima City using a logic model approach, developed by McDavid, James C., Irene Huse, (2018), includes four stages: input, activities, output and outcome. Inputs used in tourism development programs include regional government funding allocations, training for local communities, and supporting policies, such as promotion and protection of cultural and natural assets. Activities carried out include infrastructure development, human resource training, tourism promotion, and collaboration with stakeholders. Outcomes include improving the welfare of local communities, especially through empowering small businesses and students interested in entrepreneurship, as well as improving the quality of life through

cultural events and increasing tourist visits. Budget limitations and the lack of effective marketing strategies must be overcome so that Bima City can continue to develop as a superior and competitive tourist destination.

Keywords: Policy Evaluation, Community empowerment, tourism development.

1. Introduction

Tourism is an important sector in economic growth and improving community welfare (Yasin & Haeril, 2023). However, in Bima City, tourism development has not been optimal even though it has great potential in terms of natural beauty and cultural heritage. One of the main obstacles is the lack of supporting infrastructure and limited participation of local communities in this industry. This means that tourism potential cannot be utilized optimally (Fanggidae et al., 2024). The COVID-19 pandemic adds to the challenges in developing tourism in Bima City. Tourism in Bima experienced a sharp decline due to travel restrictions, which had an impact on local tax revenues and increased unemployment in the tourism sector (Asmiatiningsih & Afrianti, 2023). Apart from that, before the pandemic, natural disasters such as the earthquake in Lombok also affected the flow of tourist visits to Bima (Satika, 2024).

The Bima City Government needs to take strategic steps to revive the tourism sector. In addition to regulations that support tax revenue, the government must allocate funds to improve tourism infrastructure (Turrahman et al., 2023). Creative financing schemes such as Regional Government Cooperation with Business Entities (KPBU) can help build tourism facilities without burdening the full APBD (Yusrizal et al., 2023). Tourism not only has an impact on the tourism sector itself, but also on other sectors such as hotels, restaurants and tour guides (Turrahman et al., 2023). However, in Bima City, the linkages between these sectors have not been optimal due to the lack of synergy between the government, local communities and tourism industry players. This needs to be improved so that the economic impact of tourism can be felt more (Amrin et al., 2022; Fanggidae et al., 2024; Tauhid et al., 2020).

Although tourism can improve the local economy, the lack of good management in Bima City causes problems such as environmental damage and the erosion of local cultural values (Yasin & Haeril, 2023). Tourism development in Bima has not paid attention to environmental sustainability, as can be seen from the irregular arrangement of tourist locations and the lack of attention to environmental sustainability (Amrin et al., 2022). The success of tourism development in Bima cannot only be measured by the number of tourists, but also how this sector is integrated with the local economy and benefits the community. In Bima, this evaluation is very important considering that the economic impact received by local communities has not been optimal even though there is a lot of natural and cultural tourism potential available (Yusrizal et al., 2023).

Tourist visits to Bima City have fluctuated in recent years. Data shows an increase in the number of tourists in the years before the pandemic, but in 2020 there was a significant

decline due to COVID-19. This shows that Bima needs a more effective strategy to maintain and increase the number of tourists (Febriyani et al., 2023). Even though there are efforts to improve the tourism sector in Bima, targets and realization often do not align. This is caused by various factors, including lack of promotion and low supporting infrastructure. In comparison, even though the tourism potential in Bima is large, this sector is still lagging behind compared to other regions in Indonesia (Febriyani et al., 2023).

Even though tourism has great potential as a PAD generator for Bima City, in reality this sector has not had a significant economic impact. The contribution of tourism to GRDP in Bima City is still very small, especially when compared to other sectors such as agriculture and fisheries. Evaluation of tourism development policies and programs is very necessary to optimize this potential (Amrin et al., 2022). Evaluation of tourism development policies is very important to understand the extent to which implemented policies contribute to community empowerment and increased welfare. In Bima City, evaluation must include an analysis of the impact of policies on the environment, local culture and community economy. This is necessary so that the policies implemented can be improved and adapted to the needs of local communities (W. N. Dunn, 2015, 2017).

The biggest challenge in developing tourism in Bima is preserving the environment and local culture. Even though tourism in Bima has great potential, the lack of public awareness of the importance of sustainability and lack of training in tourism management are the main obstacles. Empowering local communities is the key to overcoming this challenge (Fanggidae et al., 2024). Empowering local communities in Bima City is very important to make tourism a sustainable sector. By involving the community in managing tourist destinations, they can get direct economic benefits. Apart from that, people need to be trained to protect and preserve culture and the environment so that tourism can continue to develop without destroying natural potential and cultural heritage (Febriyani et al., 2023). Evaluation of tourism policy in Bima City must be carried out comprehensively so that it can provide maximum benefits for the local community. Existing policies need to be adjusted to focus more on community empowerment, improving infrastructure and effective promotion. By actively involving the community, it is hoped that tourism in Bima City can develop into a sector that is able to improve local welfare and provide long-term positive impacts (McDavid, James C., Irene Huse, 2018). This article will explain evaluation of tourism development policies in Bima City in the context of empowerment in the perspective of "Logic Model".

2. Literature Review

2.1. Policy Evaluation

Evaluation is usually aimed at assessing the extent to which public policy is accountable to its constituents, the extent to which objectives are achieved (Brandano & Crociata, 2023). Evaluation is needed to see the gap between expectations and reality. Dunn, (2017) states that policy evaluation has related meanings, each of which refers to the application of several value scales to the results of policies and programs. The term evaluation can be equated with assessment (appraisal), assigning numbers (rating), and evaluation (assessment). Evaluation

not only produces conclusions regarding the extent to which the problem has been resolved, but also contributes to the clarification and criticism of the values underlying the policy, assisting in adjustment and reformulation of the problem (G. Dunn & Laing, 2017). Policy evaluation is a systematic, empirical assessment of the consequences of an ongoing government policy and program and its suitability to the goals to be achieved by the policy (W. N. Dunn, 2015). Meanwhile, Van Horne & Wachowicz Jr, (2005) states that evaluation is aimed at seeing some of the failures of a policy and to find out whether the policy that has been formulated and implemented can produce the desired impact. Implementation evaluation is carried out to achieve goals in accordance with the evaluation object and the purpose of carrying out implementation evaluation (Grindle, 1980).

Several experts are concerned with developing evaluation theory (W. N. Dunn, 2015). In relation to policy evaluation studies as a branch of public administration science, a number of authors link evaluation studies with public policy (McDavid, James C., Irene Huse, 2018). Policy evaluation in the public policy cycle occupies the last cycle after formulation, implementation and then evaluation, so it is natural in the public policy process that after it is formulated and implemented it is then evaluated. According to Parsons, (2006) Public policy analysis can be carried out starting from the policy formulation process, implementation process and policy evaluation. Therefore, as stated W. N. Dunn, (2017) that the most important goal of evaluation is not to prove (errors/benefits) but to improve what is written. Evaluation activities are not activities that just pass by, but more than that, evaluation of goals that are important for a policy.

This model was developed by McDavid & Hawthorn stating that logic models are an almost irreplaceable aid in designing, operating and evaluating programs and policies (McDavid, James C., Irene Huse, 2018). Models play an important role in performance management which can be used with the aim of achieving goals or results. A model is a representation of a program that shows how resources from a program can be processed in program activities so that it can produce the desired results. In general logic models can be described as a model containing activities carried out sequentially (logically). McDavid, James C., Irene Huse, (2018) explained that basically, program evaluation is about collecting information intended to answer questions that program managers and other stakeholders have about a program. Program evaluation is always influenced by organizational and political factors and is a balance between methods and professional judgment (McDavid, James C., Irene Huse, 2018).

McDavid describes program evaluation as part of a performance management cycle consisting of four main phases (McDavid, James C., Irene Huse, 2018). The first phase begins with formulation and budgeting, where strategic objectives are translated into plans and resource allocation. The second phase involves planning programs and policies to achieve goals, which involves adapting organizational structures and processes. In this phase, an antes evaluation is carried out to assess program design and implementation options. The third phase, namely policy implementation and management, includes formative evaluations that are used to improve programs, as well as implementation evaluations that assess the organization's success in implementing these programs and policies. The fourth phase in this cycle involves assessing performance results and reporting to interested parties, known as summative evaluation. The purpose of this evaluation is to

assess whether the program has achieved the desired results and provide input for improvements or decision making regarding the future of the program. In this phase, program results and reporting contribute to accountability, as well as enable revision of strategic objectives based on evidence gathered from previous evaluations. McDavid, James C., Irene Huse, (2018) emphasize that the quality of program evaluation depends on the program's effectiveness in delivering observed outcomes, making outcome evaluation a key aspect in program assessment.

2.2. Community empowerment

Community empowerment is a systematic approach designed to enhance the independence and bargaining position of communities by utilizing their potential. According to Baloch et al., (2023), empowerment is a process of social, economic, and political change carried out in a participatory manner, where the community plays an active role in addressing the problems they face. This approach emphasizes the community's power as its main asset, with minimal external intervention to avoid undermining autonomy (Sutrisno et al., 2024). The focus is on collaborative learning and growth, allowing communities to achieve a more independent and sustainable life. This participatory process highlights the importance of collective effort in achieving long-term societal change (Kruahong et al., 2023).

Saputra, (2023) identifies three main stages in community empowerment: enabling, empowering, and protecting. Enabling involves creating a conducive environment for developing people's potential, with awareness and motivation being key factors (Lansing et al., 2023; Saputra, 2023). Empowering refers to strengthening the community's capacity by providing access to opportunities and resources necessary for independence (Lansing et al., 2023; Saputra, 2023). Protecting, meanwhile, aims to shield vulnerable community members from exploitation and unequal competition with stronger groups (Lansing et al., 2023; Saputra, 2023). These stages are integral in building resilience and improving community competitiveness, ensuring a balanced approach that prioritizes both capacity building and social protection.

The principles of community empowerment, as described by Hidayah et al., (2023) the importance of practical engagement and real-world impact. The principle of "learning by doing" ensures that empowerment processes are experiential, allowing communities to learn effectively through participation (Nurkomala et al., 2023). The principle of consequences stresses that empowerment initiatives must deliver tangible results, which in turn inspire continued community involvement. Additionally, the principle of association links empowerment activities to everyday life, making it easier for people to apply learned lessons in their daily experiences (Tong et al., 2024). As Yusuf et al., (2023) note, the broader goals of empowerment include improving institutions, education, businesses, income levels, and overall quality of life, resulting in sustainable and positive societal changes.

2.3 Tourism Policy

Tourism is a dynamic phenomenon that arises from the human need for travel, whether for recreation, education, health, or religious purposes (Pantović et al., 2023). The concept of tourism emerged during the 18th century, particularly following the Industrial Revolution in England. Brandano & Crociata, (2023) describe tourism as the temporary relocation of

individuals to places outside their usual environment for non-income-related purposes. Tourism encompasses not only recreational activities but also services provided by the tourism industry, which aim to create meaningful experiences for tourists (Lei et al., 2023). Hence, tourism includes diverse activities such as research, sports, and conventions, highlighting its multifaceted nature (Xu et al., 2023).

Tourism policy in Indonesia is an important instrument designed to develop the tourism sector in a sustainable manner, improve community welfare, and promote Indonesian culture and nature on the international stage (Yusrizal et al., 2023). One of the main legal foundations governing tourism development is Law Number 10 of 2009 concerning Tourism, which emphasizes the importance of responsible tourism management, involving local communities, and paying attention to environmental aspects. This law emphasizes that tourism is not only an economic activity, but also a tool to strengthen national unity, promote cultural values, and improve people's quality of life (Taufiqurrahman & Suharno, 2021). Tourism in Indonesia is directed at strengthening leading sectors, such as cultural, natural and historical tourism, all of which must be managed with sustainability principles.

In particular, tourism policy in Bima City is also in line with national policies which emphasize empowering local communities and preserving culture and the environment (Taufiqurrahman & Suharno, 2021). The city of Bima, which is located on Sumbawa Island, West Nusa Tenggara, has tourism potential which includes natural and cultural tourism. Tourist attractions such as Lawata Beach, Kolo Beach, and cultural heritage such as the Bima Sultanate offer great opportunities for community-based tourism development. Bima City Government, in accordance with Bima City Regional Regulation No. 4 of 2019 concerning RPJMD, has directed tourism development policies to increase Regional Original Income (PAD) through optimizing tourism potential. However, the challenges faced by Bima City in developing tourism include minimal tourism infrastructure, low quality of service, and limited human resources in this sector. Therefore, the tourism policy strategy in Bima also focuses on increasing the capacity of local communities, increasing access to infrastructure, and more effective promotions to attract domestic and foreign tourists.

Law Number 10 of 2009 in Indonesia defines tourism as a collection of activities supported by various services provided by the community, government, and private sector. Tourism is recognized as a fundamental human need, catering to diverse interests such as education, health, culture, and even commercial endeavors (Fanggidae et al., 2024). According to Amrin et al., (2022) the diversity of tourism manifests in various forms, including cultural, maritime, and health tourism, each offering unique experiences that reflect the wide range of tourist destinations and motivations. Whether undertaken individually or collectively, tourism enables individuals to explore different aspects of human life and societies. Different types of tourism serve different purposes, with each offering distinct experiences. Cultural tourism, for instance, provides opportunities to engage with local traditions, customs, and arts, enriching tourists' understanding of community life. Health and sports tourism, on the other hand, aim to enhance physical and mental well-being. Additionally, there are specialized forms of tourism, such as commercial, political, and industrial tourism, which focus on specific goals like attending trade fairs or conferences (Amrin et al., 2022) The diversity in tourism types illustrates its flexibility in fulfilling a variety of needs and objectives.

3. Methods

This research uses a descriptive qualitative approach which aims to evaluate tourism development policies for community empowerment in Bima City. The focus of this research uses James McDavid's Logic Model to evaluate tourism development policies in Bima City, taking into account program input, supporting activities, results achieved, and the program's impact on community welfare. This research also evaluates the effectiveness, efficiency, and supporting and inhibiting factors of tourism development programs. Data collected through interviews, observation and documentation, using triangulation as a data validity testing technique. Research informants consisted of various parties involved in tourism development, including government officials, business actors and local communities (Kruahong et al., 2023). Primary data was obtained through in-depth interviews with key informants such as the Mayor, members of the DPRD, and the Head of the Tourism Service, as well as the community and tourism actors in Bima City. In addition, secondary data was collected from policy documents, official reports and relevant previous studies. The data analysis technique used follows the steps outlined by Creswell & Poth, (2016), which include data reduction, data presentation, and drawing conclusions by organizing data into relevant categories and themes.

4. Result and Discussion

Evaluation of tourism development policies in Bima City using a logic model approach, as developed by McDavid, consists of four main stages: inputs, activities, outputs, and outcomes. Inputs refers to the various resources used to run the program, such as funds, workforce, infrastructure, and supporting policies. In the context of tourism in Bima City, significant inputs include funding allocations from local government, training for local communities, and policies that support the promotion and protection of cultural and natural assets (Lansing et al., 2023). Human resources trained in tourism services are also an important part of the input to ensure the sustainability of tourism development programs (Hidayah et al., 2023).

Activities carried out in the tourism development program include infrastructure development, human resource training, tourism promotion, and collaboration with local stakeholders. In Bima City, these activities include developing destinations such as Lawata and Kolo Beaches, as well as training for local communities in the creative economy and tourism services (Hidayah et al., 2023; Nurkomala et al., 2023; Sutrisno et al., 2024). Collaboration with various stakeholders, such as the government, private sector and local communities, is the key to the success of this program (Tong et al., 2024). According to Sawu et al., (2024), this collaboration is important to increase the effectiveness of tourism policies. The output of the tourism development program in Bima City can be seen from the increase in tourist visits, both domestic and foreign, as well as improvements in tourist facilities in several locations. Even though it is still in its early stages, infrastructure development in the Lawata and Kolo tourist areas has shown positive results through increasing public and tourist interest in visiting these locations (Reindrawati, 2023). Apart from that, the existence of supporting facilities such as stalls and mini restaurants at tourist locations has supported Micro, Small and Medium Enterprises (SMEs), which contribute to

local economic growth.

Outcome The tourism development policy in Bima City involves short-term and long-term impacts, including increasing the welfare of local communities and regional economic growth. The Bima City Government is committed to linking the development of tourist destinations with the empowerment of local communities, including UKMM actors and students interested in entrepreneurship (Aryani & Suminar, 2023; Jumaniyozovna, 2024; Reindrawati, 2023). The study by Koerner et al., (2023) show that investment in education and training in the tourism sector can improve the quality of human resources and make a significant contribution to local economic development. In the outcomes stage, the evaluation of the impact of the tourism development program in Bima City highlights improving the quality of life of local communities through training, cultural events and developing tourist destinations. Training programs focused on tourism management and the creative economy have provided significant benefits for local business actors. Apart from that, cultural events such as "Rimpu" also encourage an increase in demand for local products such as Bima weaving, which has an impact on increasing the income of local craftsmen (Yasin & Haeril, 2023).

The results of tourism development in Bima City also reflect the government's efforts to support local economic sustainability. The development of tourist facilities such as stalls and mini restaurants provides opportunities for SMEs to increase their business (Li et al., 2024). In addition, collaboration with various stakeholders, including local communities, further strengthens a sustainable and inclusive tourism ecosystem. However, challenges remain in maintaining program sustainability. Consistency in the number of tourist visits is very important to ensure the long-term success of tourism development programs (Jia et al., 2023; Tan et al., 2023). Therefore, effective marketing strategies and adaptation to changing tourist trends must continue to be considered to maintain the attractiveness of Bima City as a tourist destination.

Tourism development in Bima City shows the government's strong commitment to creating a positive impact on society, including increasing employment opportunities and reducing economic disparities. A study by Moslehpour et al., (2023) and Sutrisno et al., (2024) confirms that investment in tourism infrastructure can stimulate local business growth, which has a positive impact on the regional economy. In the long term, the success of tourism development in Bima City will depend heavily on monitoring, regular evaluation and strategy adjustments. With strong policy support and active participation from the community, Bima City has the potential to become a leading tourist destination in the West Nusa Tenggara region, which not only attracts tourists but also empowers local communities in a sustainable manner.

Improving the skills of business actors is one of the main objectives of community empowerment programs, especially in the Micro, Small and Medium Enterprises (MSME) sector. The government seeks to improve people's skills through regular training and education. Program evaluation is carried out to assess whether the goals of improving skills are achieved. Research by Brelik & Lacka, (2024) show that entrepreneurship training contributes to improving the managerial and operational abilities of business actors, especially in management, marketing and finance, which play an important role in increasing

business efficiency. The Bima City Tourism Office also plays a role in supporting the development of MSMEs which support tourism. The city of Bima, which is rich in tourism potential and typical products such as songket weaving, requires the development of MSMEs as part of the tourism program to increase local community income. The training provided to MSMEs by the Bima City government helps improve skills that support the growth of the tourism sector, so that local products can become an additional attraction for tourists.

The use of technology is another important factor in improving the skills of business actors. Scott et al., (2024) stated that the adoption of information and communication technology (ICT) by MSMEs is able to increase operational efficiency and market access. Business actors who master technology are more adaptive to market changes and are better able to identify new business opportunities. Apart from that, social networks also play an important role in supporting access to information and resources, as well as providing opportunities for collaboration with other business actors and the business community. In the tourism context, improving the skills of business actors also includes local communities involved in tourism activities, such as specialty food sellers and local craftsmen. By improving their skills, people can provide more professional and attractive services to tourists, which will ultimately contribute to increasing people's income. Research by Tan et al., (2023) emphasized that continuous training is very important to strengthen the competitiveness of tourist destinations.

Along the tourism destination locations in Bima City, there are many business actors involved, such as hotel owners, vehicle rental services, and Pokdarwis (Tourism Awareness Groups). Training and skills development for them is needed to improve the quality of services in tourism. Apart from that, the training program also includes creative economy skills that can support their efforts in creating attractive tourism products. The development of cultural tourism in Bima City is an important part of this regional tourism program. As a former sultanate territory, Bima City is rich in historical and cultural values which can be developed into a cultural tourism destination. Research by Park et al., 2024 and Sawu et al., (2024) shows that the active participation of local communities in the development of cultural tourism destinations can increase their sense of ownership of their cultural heritage, as well as provide direct economic benefits through job creation and business opportunities.

In an effort to preserve local culture, Bima City holds various cultural events, such as the Rimpu festival, which has become a regional cultural icon. These events not only attract tourists, but also encourage the preservation of local traditions and provide economic opportunities for the community. Research by Normelani et al., (2023) shows that cultural preservation integrated with tourism activities can provide authentic experiences for tourists, while maintaining local cultural values. The increase in the number of tourist visits is an important indicator in the development of the tourism sector in Bima City. The number of tourist visits is influenced by various factors, such as accessibility, infrastructure and promotion of tourist destinations. Research by Jumaniozovna, (2024) supports the importance of active promotion to attract tourists. However, obstacles such as global political and economic uncertainty can also influence the number of tourist visits, as stated by Alejziak, (2023).

Local economic growth and environmental preservation are often considered conflicting

goals, but research shows that they can go hand in hand. Brandano & Crociata, (2023) found that economic growth that takes environmental sustainability into account can produce greater long-term benefits. Integrating environmental policies into local economic development strategies can increase community productivity and quality of life. Meanwhile, economic growth that does not take into account environmental impacts can cause significant environmental damage. Bilan et al., (2023) highlight that excessive exploitation of natural resources due to uncontrolled economic growth can damage the environment. Therefore, it is important to integrate sustainable environmental policies in economic development strategies so that the benefits can be felt in the long term.

The main supporting factor in developing tourism in Bima City is the support of the local government and the commitment of the leadership. The regional government has shown a strong commitment through the development of tourism supporting infrastructure and facilities. According to Alejziak, (2023), proactive government policies in supporting tourism create a conducive environment for the growth of the tourism industry. In addition, regional heads play an important role in ensuring adequate budget allocation for tourism and involving various stakeholders, including the Tourism Office, in the implementation of tourism programs. Commitment from local leaders, including department heads and mayors, is also important in driving the effectiveness of tourism development. Kruahong et al., (2023) emphasize that committed leaders can inspire coordination between stakeholders, as well as allocate adequate resources to support tourism. However, Scott et al., (2024) research shows that despite government commitment, complicated bureaucracy and corruption can hinder tourism development, especially in developing countries.

Apart from support from leadership, development of human resources (HR) in the tourism sector is also an important factor. Formal education and training for the community and tourism service personnel in Bima City is a priority to improve the quality of tourism services. Tan et al., (2023) show that formal education and training are very important to improve HR skills in the tourism sector. The use of technology also supports distance training and simulations, as explained by Go & Kang, (2023), which help improve HR competency in remote areas. Cross-sector coordination and cooperation are other factors that support tourism development. Collaboration between government, the private sector and local communities is needed to create synergies that can strengthen regional tourism. Li et al., (2024) emphasize the importance of cross-sector coordination in sustainable tourism management. However, Lei et al., (2023) points out that cross-sector coordination can be hampered by differences in interests and lack of communication.

Adequate tourism infrastructure is a key factor supporting the growth of this sector in Bima City. Fanggidae et al., (2024), Rustamova, (2023) and Shan & Ren, (2023) shows that good infrastructure, such as roads, airports and ports, greatly influences tourist satisfaction and destination competitiveness. However, Fanggidae et al., (2024) noted that the management of tourist destinations in Bima City still requires improvement to make them more attractive. Infrastructure must be integrated with marketing policies and strategies in order to provide maximum results. The main inhibiting factor in developing tourism in Bima City is budget limitations. Low regional budget capacity, influenced by limited Regional Original Income (PAD), is a major challenge in implementing tourism programs. Limited budgets mean that many planned programs cannot be implemented, especially those related to infrastructure,

marketing and human resource development. Brelik & Lacka, (2024) emphasized that an adequate budget is very important to support tourism growth. However, as stated by Xu et al., (2023), although the budget is important, other factors such as effective management and appropriate policies also play an important role in tourism development.

Apart from that, the source of funding for tourism programs in Bima City is very dependent on regional budget allocations through the APBD. Researchers did not find any funding participation from the private sector, for example through the Corporate Social Responsibility (CSR) program. This dependency creates a risk of reduced funding allocation for other sectors such as health and education. Therefore, it is necessary to diversify funding sources to ensure sustainable tourism development. Research by Tong et al., (2024) supports the need for cooperation between government and the private sector to maximize available budgets. Marketing strategies that are not optimal are also an obstacle to tourism development in Bima City. Even though there are marketing efforts through social media and billboards, this strategy is not completely effective in attracting tourists. Large promotional costs and a lack of professional staff in the marketing sector are obstacles to implementing broader marketing strategies. Mitreğa, (2023) emphasize the importance of targeted marketing through market segmentation and clear positioning. In addition, less effective tourism promotion can limit a destination's potential in competing in the tourism market.

5. Conclusion

Evaluation of tourism development policies in Bima City using a logic model approach, developed by McDavid, includes four stages: input, activities, output and outcome. Inputs used in tourism development programs include regional government funding allocations, training for local communities, and supporting policies, such as promotion and protection of cultural and natural assets. Activities carried out include infrastructure development, human resource training, tourism promotion, and collaboration with stakeholders. In Bima City, these activities have shown positive results with increased tourist visits and the development of facilities such as stalls and mini restaurants, which support the growth of local SMEs. The outcomes of this program include improving the welfare of local communities, especially through empowering small businesses and students interested in entrepreneurship, as well as improving the quality of life through cultural events and increasing tourist visits. However, to achieve long-term sustainability, challenges such as budget constraints and lack of effective marketing strategies must be overcome so that Bima City can continue to develop as a superior and competitive tourist destination.

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