

Local Government's Role in Developing Tourism Destination Competitiveness: A Case Study of Lampu Satu Beach, Merauke Regency, South Papua Province

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Abstract: *The tourism sector is strategically significant in increasing national economic growth in Indonesia. Eastern Indonesia remains far behind in developing marine and cultural tourism, though some regions have huge potential for marine and cultural tourism like Lampu Satu Beach located in Merauke Regency. This study aims to analyze the role of the Merauke Regency Government in developing Lampu Satu Beach as a leading destination. Design of study: This was a qualitative descriptive-analytical study. Data were collected by interviews, observations and documentation. Primary data were collected from 10 key informants through in depth interviews, who were purposively selected based on their competency, authority and presence in regional tourism management and development. The results indicate that local government officials were central actors in tourism development. The third one is the obvious role of government which way we call it regulation, planning and facilitation. It is the local governments who require to advance/combat and give strength/power to local communities. Two of these, limited human resources in destination development and budget constraints both are equally hard-fats for (yet) improving regional tourism programs while slower inter-agency coordination undermines the effectiveness of policy implementation. This research is expected to enhance this potential through the digitalisation of regional tourism promotions in support of the local community-based creative economy and adaptive regulatory frameworks to support sustainable destinations management. This process seeks to ensure that national tourism is inclusive and equitable.*

Keywords: *Local Government Role; Destination Competitiveness; Lampu Satu Beach.*

Abstrak: Sektor pariwisata memiliki signifikansi strategis dalam meningkatkan pertumbuhan ekonomi nasional di Indonesia. Indonesia bagian Timur masih jauh tertinggal dalam pengembangan pariwisata bahari dan budaya, meskipun beberapa daerah memiliki potensi besar untuk pariwisata bahari dan budaya seperti Pantai Lampu Satu yang terletak di Kabupaten Merauke. Studi ini bertujuan untuk menganalisis peran Pemerintah Kabupaten Merauke dalam mengembangkan Pantai Lampu Satu sebagai destinasi unggulan. Desain studi: Studi ini merupakan studi deskriptif-analitis kualitatif. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Data primer dikumpulkan dari 10 informan kunci melalui wawancara mendalam, yang dipilih secara purposif berdasarkan kompetensi, otoritas, dan kehadiran mereka dalam manajemen dan pengembangan pariwisata daerah. Hasil penelitian menunjukkan bahwa pejabat pemerintah daerah merupakan aktor sentral dalam pengembangan pariwisata. Yang ketiga adalah peran pemerintah yang jelas, yang dapat kita sebut sebagai regulasi, perencanaan, dan fasilitasi. Pemerintah daerahlah yang perlu memajukan/menangani dan memberikan kekuatan/kekuasaan kepada masyarakat setempat. Dua di antaranya, keterbatasan sumber daya manusia dalam pengembangan destinasi dan kendala anggaran sama-sama menjadi tantangan (belum) dalam meningkatkan program pariwisata daerah, sementara koordinasi antar lembaga yang lambat melemahkan efektivitas implementasi kebijakan. Penelitian ini diharapkan dapat meningkatkan potensi tersebut melalui digitalisasi promosi pariwisata regional untuk mendukung ekonomi kreatif berbasis komunitas lokal dan kerangka peraturan adaptif untuk mendukung pengelolaan destinasi yang berkelanjutan. Proses ini bertujuan untuk memastikan bahwa pariwisata nasional bersifat inklusif dan adil.

Kata Kunci: Peran Pemerintah Daerah; Daya Saing Destinasi; Pantai Lampu Satu.

1. Introduction

Tourist sector eats up 5% of Indonesia's gross domestic product (GDP) in 2019. But as COVID-19 became a pandemic, tourism contribution to Indonesia GDP in 2020 was down to 5% of economic total value (Suyatna, 2023) Indonesia's tourism sector, and the international travel industry in general, took a massive hit amid the pandemic but has made an impressive recovery in 2023, with domestic and international tourism significantly rising. According to Pratama et al. In terms of numbers, international tourism arrivals rose from 7.5 million in 2022 to 9.2 million in 2023 while tourism revenues increased from USD10.5 billion to USD12.8 billion respectively since last year (2023). As a means of driving this recovery, they undertook aggressive promotional campaigns with the opening up and creation of new tourist destinations while also improving their quality of service. Ahmad-Norma Permata et al. (2022) stated that the transition to post pandemic travel witnessed a shift towards sustainable and safe tourism experiences by consumers. Such recovery shows resilience of Indonesia's tourism sector to recover and build a sustainable volume. Targeted strategy is restoring consumer confidence and interest to travel internationally again.

The Indonesian government is initiating five premier destinations: Likupang, Wakatobi, Borobudur, Labuan Bajo and Mandalika. In return, some parts of Indonesia are not maximally managed for tourism, for example Lampu Satu Beach located in Merauke Regency, Papua Province. The natural beauty of South Papua Province and Merauke Regency has a unique geographical, cultural, and ecological characteristics which if viewed broadly are the basic capital to attract tourists.

Various tourist attractions in Papua, such as Lampu Satu Beach, may not have been a part of state revenues for the time being. But if it is developed with care, both for the economy and the environment, there is huge potential here. This is also in light of the government national 3T development plan, namely driving economic equity for each region bordering from outermost and disadvantaged regions one of which Merauke.

Lampu Satu beach is a location that still has no tourists yet, but it's getting better all the time. Strongly suggested for sunset lovers and a Tazacorte natural horizon — Lighthouse lover, nearby. Lampu Satu Beach — the easternmost tip of Indonesia and a cultural meet up place for communities from the Marind people, bridging coastal dwellers with further inland groups who have held to traditional practises Lampu Satu Beach is also known for its rich flora and fauna, including a mangrove forest ecosystem.

Table 1. Number of Domestic and Foreign Tourists in Merauke Regency, 2017 – 2024

Year	Foreign Tourists	Domestic Tourists	Amount
2017	1.777	53.574	55.351
2018	676	9.898	10.574
2019	2.744	18.202	20.946
2020	132	4.303	4.434
2021	225	73.418	73.643
2022	251	108.413	108.664
2023	503	134.400	134.903
2024	1.281	142.565	143.846

Source: BPS Merauke, 2025

Data on a number of tourists visiting, fluctuating and not linear dynamics. Lampu Satu Beach has been a socio-cultural tourism destination prior to the COVID-19 pandemic. The visits mostly were from domestic tourists as expected, especially in the cultural events and religious holidays. This phenomenon is based on the local and community level of tourism. In 2020, there was a sharp decline in the number of international tourists. Such syndrome corresponds with global travel bans caused by the pandemic. The pandemic, being the largest crisis in modern tourism had a systemic effect on periphery and remote destinations (Adamiak, 2023)

For this reason, destination management in Lampu Satu Beach is not related one another nor with public and companies. According to Ritchie and Crouch (2003), destination management cannot be evolve or proceed in the long run which depends on government acting as a regulator and facilitator. But in this current situation with low of innovation and adaptation from the local government, developing Lampu Satu Beach is will end up being no more than pipe dream. The local government agency has been a major foundation of Lampu Satu Beach tourism promotion but still could not get the regulations for tourism in place. This failure directly barriers the local government to do the regulating and coordinating function, which is two out of four pillars of governance identified by Wasistiono et. al, (2025) that are necessary in order to make them fit together. Lack of strict regulations coupled with weak inter-sectoral coordination and community involvement are the major impediments to long term destination competitiveness.

Analysis of post-pandemic recovery reveals a structural anomaly. The domestic tourist arrivals were spiking highly since 2021 itself but the international tourists are very slow in terms of getting recovered. This discrepancy shows that the destination must be weak global attracting. Local governance capacity shapes the recovery of tourism. The market from places

not pushed beyond their own limit must therefore rely on that domestic market (Light et al., 2021). The phenomenon of domestic tourism between 2021–2024 can be critiqued from the conceptual content. Higher volume does not mean improved quality of the destination, and more tourism without governance is likely to lead to over-tourism.

It also shows how poorly tourism that relies on local government activities can withstand shocks. This reveals, to an extent, the limitations of global promotional strategies without international tourists. This shows that administrative things are better than innovative things. This lies a key research gap. While a majority of tourism research focuses on the macro impact of the pandemic. Yet few studies have explored local government roles post-COVID-19, especially for coastal destinations in Eastern Indonesia. As stated by Dwiyanto (2006), good bureaucracy is expected to improve government legitimacy and the quality of public services. Governance and public services at the regional level generate and stimulate engagement with innovation in development. Local governments do not drive development; they enable it by providing the infrastructure and resources. In this scenario, it is necessary for the local authority to optimize these other two pillars of Wasistiono's framework: the providing role (infrastructure) and enabling role (local stakeholder empowerment). Local-State relations should juggle single-minded administrative forces with an inclusive public service ethic and delivery has to be sustainable, covering long-awaited investments in infrastructure across sectors.

As such, the intrinsic potential of an individual tourism destination to generate experiential value and sustain it for tourists during their stay is ultimately a determining factor in its basic competitiveness. Ritchie and Crouch (2003) in their seminal work take the high ground as this is a critically important element for success and almost like uniqueness and experience can be considered an indispensable component of tourism. This solid competitive advantage primarily emerges from the integration between human capital, culture and natural resources (the three critical building blocks or core assets of a destination). Also, these foundational core resources do not exist in an isolated manner but are dynamically and systemic in nature with certain supporting resources. Within this context, local government policies, strategic planning initiatives and good governance frameworks act as key enablers that are necessary to build better physical infrastructure and improve connectivity and accessibility, providing a platform that reinforces very significant aspects of a destination's overall competitiveness on the global stage. Thus, the prominent Tourism Competitiveness Index correctly places integrated and comprehensive public policy at the very heart of what

reflects as key determinants of a destination's absolute competitiveness and attraction. Besides the policy making, a vibrant local business landscape and decent structural infrastructure also impact an environment which represents citizens in prominent destinations as well the entire tourism ecosystem in cities. In coherence with this point of view, Porter (1990) for instance explicitly asserts that only through the constant innovation and fully strategic exploitation of local advantages a true competitive advantage can be substantially obtained. As critical as this competitive edge may be, sustaining it requires the very best practices around resource management, carefully designed and entirely sustainable. The final outcome of this holistic approach severely reaffirms the highly strategic but crucially impactful role of the administrative bureaucracy in terms of tourism value system development.

As the core provider within an ultimate power layer in the region, local government provides regional tourism development planning and is at least deemed to be a core regulator of fair, just and sustainable tourism policy. Essentially this elaborate strategic planning process becomes an embodiment in a detailed and very practical form via the sequential preparation, accompanying improvement of an extremely all-encompassing Regional Tourism Development Plan (RIPPDA). In its core role as a committed enabler, the regional government meticulously monitors and manages essential public infrastructure and supporting facilities to ensure accessibility and functionality, whilst in parallel operating an energetic promoter that passionately coordinates big destination marketing efforts both in local areas and around the world. All these multi-dimensional, administrative functions of the regional government are interconnected and act in a synergistic way with the purpose of considerably strengthening and permanently sustaining long-run heritage value creation from the tourism destination. Additionally, the direct physical infrastructure preservation quality and the special aspects of diverse tourist destinations create a determined emotional or rational baseline working in favor of success or productivity for all these government functions delivered through an assigned tourism agency (Hapukh & Oktaviana 2024). The overall success of these diverse administrative functions fundamentally relies on systemic connectivity and entrenched functional interdependence between all the different involved stakeholders. More specifically, the long-term competitiveness and sustainability of Lampu Satu Beach are highly reliant on an adaptable, flexible and actively responsive local public administration (Adia & Susetyo 2022) that remains utterly dedicated towards providing high-quality public service, as it holds echoed unerringly true for sustainable tourism development.

If significant strategic directions are well planned, Lampu Satu Beach has a great potential to develop and succeed as a strong competitor to be an attractive tourist destination in South Papua. This ambitious pathway of development is inseparable from the essential, direct function of the regional government in rendering effective and total tourism governance (Sentanu, 2020). Against this complex background this paper seeks to systematically articulate the complicated multi-level process of actively consolidating destination competitiveness through a sophisticated conceptual framework, assessing the totality of the phenomenon in particular from a pragmatic lens of regional government administration and institutional legitimation. Therefore, this academic research aims to fill an important conceptual gap in the literature by comprehensively analyzing and critically assessing regional government. The analysis is thus focused on the experience of accessing a legal entitlement, the process of inter-agency coordination, and local community empowerment and participation. Therefore, conducting such a thorough investigation is essential and even vital for an in-depth assessment of the long-term sustainability and future recoverability of tourism destinations amidst globally wide-ranging post-apocalyptic crisis conditions. So the descriptive statistics phenomena you see do not just boil down to surface-level percent decreases and total numbers of increases in visitor measures: they are rooted much deeper in far more fundamental systemic issues that relate to administrative governance, institutional capacity, and long-term public policy decision-making.

2. Methods

This research uses a qualitative approach with a descriptive-analytical design. The aim is to describe and evaluate the role of the local government in enhancing the competitiveness of Lampu Satu Beach as a local tourist destination. The qualitative approach was chosen because it is considered capable of providing a comprehensive and in-depth understanding of the complex social, institutional, and public policy dynamics, particularly in the context of regional tourism development. Through a descriptive-analytical approach, this research seeks to systematically describe the implementation of local government authority in tourism sector development and community empowerment, as well as identify factors that support and hinder the increase in tourist destination competitiveness. Merauke Regency, South Papua Province, was selected as the research location because it has significant coastal tourism potential, but still faces limited infrastructure and weak tourism governance, which are the primary focus of

this study. The research was conducted throughout 2025, adapting to dynamic field conditions and the availability of research informants.

The data sources in this study consist of primary and secondary data. Primary data were obtained through in-depth interviews with 10 key informants selected purposively based on their level of competence, authority, and direct involvement in regional tourism management and development.

Table 2. Informan and Role in the Research

No	Informan	Amount	Role in the Research
1.	Merauke District head	1	Provides data on regional coordination, policy synchronization, and administrative oversight of the beach area.
2.	Samkai Subdistrict head	1	Provides insights on ground-level implementation, local village regulations, and day-to-day community challenges.
3.	Community leaders	2	Evaluates local community participation, socio-cultural impacts, and economic benefits felt by residents.
4.	The Head of the Merauke Regency Tourism Office	1	Acts as the <i>key informant</i> for tourism master plans, development strategies, budgets, and destination competitiveness.
5.	Officials from the Public Works and Housing Office	3	Provides technical data regarding infrastructure support, accessibility (roads), utilities, and spatial planning
6.	<i>Raimondus Murawa Paulus</i>	1	Provides specific context regarding customary land rights, local business operations, and grassroots challenges.
7.	<i>Markus Sirikmo</i>	1	Provides specific context regarding customary land rights, local business operations, and grassroots challenges.
	<i>Total</i>	10	

Besides primary data obtained from in-depth interviews, the author also obtained secondary data through document review of official and unofficial written documents, namely: regional tourism development master plan (RIPPDA); regional income and expenditure budget reports; tourist visit data; regional regulation; government activity report (LPPD), mass media articles, academic literature pertaining to research theme. Various data collection methods like Document studies, field observations and in-depth interviews were used. This method involves field observations in efforts to find out the conditions of infrastructure, supporting facilities and socio-economic system in the Lampu Satu Beach. At the same time, we carried out in-depth interviews which correspond the processes of the regional bureaucracy implementation towards enhancing tourist destination competitiveness

such as inter-agency division tasks, coordination mechanisms and different technical-institutional barriers faced.

The data analytic model in this study is an interactive analysis model of Miles and Huberman (1994), and it consists of the following three main steps: (1) Data reduction, (2) Data presentation, and (3) Conclusion drawing & verification. The process of data reduction categorization is organizing the shape and determination of simplifying data with reference to research purposes focusing on identification supporting variables and inhibiting factors related to bureaucratic performance in tourism development. The data were thus presented in the format of analytical narratives to elucidate the connection between bureaucratic contracts and raising the competitive capacity of tourist destinations. The last stage was conducted by means of drawing conclusions with a simultaneous verification process performed repeatedly to ensure that the research results are consistent and in line with empirical data at the venue. This study conducted source triangulation by analysing the results of interviews and document data, as well as through field observation and method triangulation between the methods of collecting qualitative data. With this activity, it is expected that the results of this research have a sufficient level of validity and credibility so as to provide theoretical and practical contributions in understanding the role of regional bureaucracy to increase Lampu Satu Beach competitiveness as a tourist destination.

3. Result and Discussion

The Role of Local Government in the Development of Lampu Satu Beach

The result of the research shows that Lampu Satu beach has considerable potential for natural and cultural resources but has not been recognized and also utilized optimally as one of the leading tourist destinations internationally. Lampu Satu Beach By Geography Lampu Satu beach lies on the shores of the Arafura Sea and is familiar among visitors because of its area approach nature, especially sunset point in perfect ratio panorama at dusk whilst facing brown sands with unusual grains. The presence of a Dutch ostrich lamp that gave the nickname Lampu Satu offers unique historical value and strengthens the area not only as a tourism area but also as an historical tourist visit.

Merauke Regency Tourism Office data showed an estimate of 24.2 percent increase in tourist visits from 2023 to 2022, Nevertheless, the visitors by composition are still mostly from local tourists, so Lampu Satu Beach has not yet penetrated regional and national tourist markets well. Moreover, field results showed that there is growing demand for other type of tourism

(landscape photography, family tourism and marine tourism) within the area which could also provide an opportunity to enhance destination competitiveness by developing a differentiated local tourism product.

For facility provision, the local government is the main one in charge of organizing and managing support infrastructures for tourism and cultural activities. Observations near the end of this phase show many basic facilities like Parking, Gazebos, Public toilets and Area Lighting have been improved over time. Still, the availability and quality of these facilities is continuing to be irregular, and it is far from being up to par with that of a competitive tourism destination. This condition showed that the infrastructure development of Lampu Satu Beach was still on an early stage but showing positive effort and the pro advantages from local government to promote tourism development around.

In addition, interviews with the Tourism Office and field observations suggest that the boundary lines and plans for expansion of Lampu Satu Beach are still uncertain and need to be clearly defined as technical details. Until now, Lampu Satu Beach has not been explicitly determined to be a priority tourist destination however Admission of Regional Regulation Number 4 of 2018 concerning the Regional Tourism Development Master Plan (RIPPPDA) can already provide legal assistance for tourism development in Merauke Regency in general. This vagueness has led to the unresolved jurisdictional aspects regarding land ownership and use, accountability for the upkeep of infrastructure including tourist facilities, and channels for citizen participation in managing the environment at the Lampu Satu Beach tourist site.

Table 3. Local Government Interventions and Tourism and Infrastructure Data at Lampu Satu Beach

Role of Local Government	Value / Status / Notes	Source
Coastal development concept	Five development concepts: Marind Ecotourism, Marind Community-Based Tourism, Marind Ethnic Tourism, Marind Private Tourism, and Marind Modern Tourism	Merauke Regency Government
Detailed Engineering Design (DED)	Universitas Pasundan and the Merauke Office of Tourism collaborate in preparing the DED for facilities and infrastructure at Lampu Satu Beach	Universitas Pasundan/ Merauke Office of Tourism
Coastal protection infrastructure development	Ministry of Public Works and Housing (PUPR) constructs coastal protection structures (beach safety and shoreline protection) at Lampu Satu Beach	Ministry of Public Works and Housing (PUPR)
Tourism human resource development	Digital tourism marketing training conducted by the Merauke local government for tourism attraction managers, including Lampu Satu Beach	Merauke Local Government
Tourism retribution policy	Lampu Satu Beach is included in the local tourism retribution scheme (Local Regulation No. 4 of 2023)	Merauke Local Government
Regional Competitiveness	Measurement of the Regional Competitiveness Index	Merauke

Index (IDSD)

(IDSD) for Merauke Regency conducted up to 2023

Innovation
Brochure

Source: Data processing (2025)

Designation of "Lampu Satu Beach" as a potential destination in Merauke Regency is one manifestation of the strategic commitment of this regional government to further enhance the competitiveness of coastal tourism. The Merauke Regency Government of the Province of Papua formulated five tourism development concepts based on regional planning documents, Marind Ecotourism, Community Based Marind, Ethnic Marind, Private Marind and Modern Marind. These five concepts are the main policy to re-function Lampu Satu Beach utilizes its role not only as a recreation space, but also economic empowerment based on culture. This endeavor epitomizes the regional government integrative approach combining the Marind community cultural identity with current and future tourism industry expectations.

In order to implement these development concepts, the regional government is in the process of developing a Detailed Engineering Design (RTT) with Pasundan University and Merauke Regency Government. The preparation of this RTT is one in a series of major steps taken in developing the supporting infrastructure and services of Lampu Satu Beach such as buffer zone planning, public facility provision, and spatial planning for the respective tourism area. The role of the Ministry of Public Works and Public Housing (PUPR) in various coastal protection structure development is also proof that strengthening basic infrastructure has been prioritized, where this action is to prevent abrasion as a step in preserving the existence of coastal areas which are tourist destinations.

Besides, Merauke District head said "that the local government is also pursuing human resource improvement through training using digital marketing for destination manager personnel". This step is grounded on the belief that a destination's competitive advantage lies in both its competitiveness in the digital space powered by tourism platforms and its physical presence. This will further cemented by the Regional Regulation No. 4 of 2023 which targeted to implement tourism levant next year as a way forward to manage destination with more sustainable approach based on revenue sharing.

Lampu Satu Beach will also be more developed to adapt to the directions of regional development including Regional Competitiveness Index (IDSD) which is still valid until 2023. This suggests that there is an ongoing monitoring system for regional innovation, infrastructure development and institutional capacity which are foundational to the tourism destination development framework. From this study, it is found that the local government has made efforts

in order to improve regulations, have human resources develop, create physical infrastructure developed, space planning for tourist areas. On the other hand, fieldwork also indicated coordination challenges between regional government agencies (OPD) managing coastal areas, especially for areas of tourism, public works and housing and transportation offices.

In terms of promotion, several actions have been taken to enhance the visibility of Lampu Satu Beach itself, such as holding cultural events, using social media and participating in tourism exhibitions. Despite the good results however, this is still limited because of regional limited promotional budgets and also lack of digital marketing intelligent. However, the local government and community are still cooperating by curating some trash complete with obligatory access roads for visitors to clean up, helping local tourism awareness groups, a kind of community participation in destination management.

This study concludes that poor regulatory instruments and insufficient cross-sector bureaucratic links have obstructed the development of Lampu Satu Beach to its maximum potential. This is in accordance with Adia and Susetyo (2022) who argued that the state regulation must be equilibrated by adjusting to various local dynamics but also provides legal certainty in order to develop the tourism sector. Through RIPPDA, the general development directions are established but not followed by specific technical regulations leaving the Lampu Satu Beach governance process to run without clear operational instructions. Consequently, the management of public facilities on its development, waste management in tourism places and coastal zoning arrangement has not been implemented effectively.

The inconsistency among government institutions at regional level indicates that an integrated cross-sectoral planning is one of the most important prerequisites for tourism success in general (Sentanu, 2020). An absence of planning in certain regions can lead to poor infrastructure and fragmented policies which restricts the ability to develop a destination sustainably over time. Creating, for 2024, a regional Tourism Destination Development Coordination Team is the first step towards better coordination, while even lacking consolidated efforts to provide multi-stakeholder collaboration that is oriented toward sustainable tourism development.

The discussion pointed out that in the role of facilitation and promotion, enhancing community support via tourism awareness groups shaped around a formalised collaborative framework is an important catalyst for destination success. Similar to the argument made by Lakatompessy (2022) regarding national strategic areas, this research found that interview data

from various informants confirmed these challenges such as a tourism budget of only around 1.8 percent of total regional budgets in 2024; low capacity human resources; and the challenge of natural geographical access to Merauke Regency, which is distant from national economic epicenters.

This study also emphasizes the need for several tourism bureaucratic reforms to create a more efficient, competitive and sustainable Lampu satu beach development. This reform must consist of improving the competences of officials, creating more operational and contextual derivative regulations, and strengthening intersectoral collaboration. The infrastructure for tourism including access roads, public restrooms, area lighting and parking areas has greatly depended on the locals governments. But due to inconsistent management, Fiandari et al. (2022) when they pointed out that in order to achieve sustained and very competitive destinations physical growth coupled with quality governance is needed. Promotional activities carried out through cultural events and online media have mostly made good advances, but limited budget and number of professionals in digital marketing are still a challenge.

Discussion

Lampu Satu Beach's rising competitiveness is due to a multifunctional relationship among the regulatory, planning, facilitation, and destination marketing functions of the governmental bureaucracy in charge at the Merauke Regency Government according to these study findings. While at the macro level, commitment to policy has been observed with Lampu Satu Beach as a primary destination and five Marind identity-based tourism development concepts, implementation will again be hampered at operational level by limitations in institutional capacity, resources and weak inter-agency coordination.

From the view of the Ritchie and Crouch (2003) destination competitiveness model, Lampu Satu Beach has a great core resources and attractors where it would be considered as edge attractions like the high quality tropical beaches, coastal landscape of Arafura Sea & Marind people culture. However, research results shows that this destination are still at state in which supporting factors and resources, including governance, supporting infrastructure and institutions are strengthen. This situation suggests that the main tourism attractions in the destination have not been exploited yet giving rise to a competitive edge, which is partially due to an inefficient role of the bureaucracy as a manager and facilitator of tourism development.

This is consistent with Adia and Susetyo (2022) who argue that it is necessary to have adaptive government regulatory functions regarding local dynamics while providing sufficient legal certainty for tourism industry development. Lampu Satu Beach, for example, since the years 2000 – 2023 have a Regional Tourism Development Master Plan (RIPPDA) but until now there is still no technical regulation and even operational instrument that measuring performance parameters of destination governance. As a result, public facilities development, tourism waste management and coastal zoning regulations have not been executed optimally and consistently.

The lack of coordination among regional government institutions highlighted in this research also confirms the need for a more integrated cross-sectoral planning as had been suggested by Sentanu (2020). Many regional government sides such as Tourism Office, Public Works and Housing Office, and Transportation Office did not coordinate with each other in a collaborative framework yet. It shows us how governance weaknesses are not only due to allocation, but even where funding is available, authority lies in silos and with insufficient bureaucratic coordination mechanisms.

The results of this research show that Pantai Lampu Satu's development is still uneven among the four pillars of Government Science (Wasistiono, et.al, 2025). The authority is more readily available through planning documents and general regulations, but the institutional relations and government service pillars have not equally evolved while in parallel the welfare or happiness pillar that covers the area is only recently coming into being via community engagement groups, tourism awareness efforts etc. This imbalance between the pillars limited the regional government from acting fully as a facilitative institution, supportive of innovation in and independence of destinations.

Therefore, when it comes to Regional Government he thought that the local government must be able to manage relationships between stakeholders, integrate across sectors public policies and use data as a basis for decision-making (Setiawan 2018), so regional development could achieve optimally in all sector include tourism. The results indicate that tourism data is still not optimally used in the planning and evaluation of Pantai Lampu Satu policies, so this has an impact on a more re-active policy.

From a facilitative government perspective, as Hapukh et.al, (2004) and Wasistiono et.al (2025) also mentioned, the implementation of tourism authority should be not limited by its administrative tasks but encouraging creativity, collaboration across sectors and local-

endowment. This direction can start to be glimpsed through digital marketing education, establishing a Tourism Destination Development Coordination Team and community involvement in area management. But these initiatives are still constrained by a budget of only about 1.8 percent of the 2024 Regional Budget (APBD), lack of human resource capabilities and weak inter-agency relations.

This finding of our study corroborates the view of Fiandari et al. The findings from (2022) highlight that the quality of governance and sustainable regular management of public services is just as important to long-term destination competitiveness, as growth in physical infrastructure. Lampu Satu Beach is built with access roads, public restrooms, lighting and parking areas but has not yet been balanced by a professional management system that can run sustainably. Likewise, while marketing efforts via cultural events and digital media have improved, they are still constrained by a shortage of funding and qualified digital marketing personnel.

The uniqueness of this research is in combining the competitiveness model destination (Ritchie and Crouch, 2003) on the approach relatively rare methodical form local government in South Papua Regency. The results of this study does not only enable picture local government officials as implementers of the policy but also involves these strategic actors to have implications in the success on changing culture- and community-based tourism destination. Thus, this research suggests an alternative view that positions tourism bureaucratic reform as a precursor to growing destination competitiveness in peripheral areas by aligning local governance and the facilitative governance concept with the four pillars of Governmental Science.

These discussions instigated the arguments of this study to further elaborate on policy measures, such as the need for more regional regulations in regard Lampu Satu Beach management; tourist task-force imbedded across sectors; budget allocation and competence enhancement; an emphasis on enhancing the communities role within creative economy structures; and tourism information system development. In this sense, it is estimated that local government management will shift to a more proactive and participatory institution in disaster management and tourism as a topic.

4. Conclusion

The role of Merauke Regency Government in the development of Lampu Satu beach are ambivalent. Despite establishing binding agreements like the Regional Tourism Development Master Plan (RIPPDA) and improving infrastructure, significant problems in statutory basis: weak regulation, scarce funding and human resources, as well as lack of cross-sectoral collaboration remain obstacles to implementation. As a result, projects like Lampu Satu Festival do not lead to increased competitiveness and the natural and cultural potential of the Marind community has not been fully explored. Without proper support from its community, sustainable tourism management may wane.

Competing better means reforming policies and building institutional capacities. The government requires the guidance of established operational regulations, increased funding and training for officials. Mechanisms to coordinate across sectors are critical to ensure integrated policy and avoid duplication of programs. In addition, collaboration between the government, business circles, academics and creative industries will also be involved with digital marketing to strengthen the local economy and develop a strong brand based on marind culture.

The low number of qualitative cases makes this a less generalisable study for other peripheral regions. Theoretically, however, it enhances destination competitiveness models by revealing the ways in which standard indicators are undermined by historical land rights and administrative barriers within peripheral contexts. This is important for governance theory as it highlights how decentralized solutions should learn to align with both fragile institutions and complex indigenous socio-cultural processes.

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