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Green Tourism Governance: Strategy for Implementing Ecosystem-Based Sustainable Tourism Policies in Tojo Una-Una Regency

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A B S T R A C T

This study examines the implementation of green tourism governance in Tojo Una-Una Regency, focusing on policies, influencing factors, and sustainable development strategies. A qualitative descriptive-analytical approach was employed, involving in-depth interviews with 24 stakeholders, participatory observation, and focus group discussions conducted in the Togean Islands from January to June 2024. Data were analyzed using the Miles and Huberman model, SWOT analysis, IFAS, and EFAS. The findings indicate significant progress supported by Regional Regulation No. 7/2013 on regional tourism development planning and the integration of Environmental, Social, and Governance (ESG) principles. Community participation and Bajo cultural wisdom, particularly the bapongka tradition, contribute to marine conservation. Tourism also supports economic growth, attracting 27,000 visitors, including 3,600 international tourists, in 2023. IFAS and EFAS scores of 2.40 and 3.44 indicate moderate internal capacity and strong external opportunities. However, infrastructure deficiencies, limited human resource quality, and inadequate waste management remain major challenges. The study recommends strengthening destination carrying-capacity regulations, developing community capacity, expanding stakeholder partnerships, implementing participatory monitoring, and integrating local wisdom into formal policies. Overall, the pentahelix model involving government, communities, academics, businesses, and media offers a strategic framework for strengthening sustainable tourism governance and ecosystem resilience in Tojo Una-Una Regency

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INTRODUCTION

The concept of sustainable development in tourism is getting more and more attention, both in academics and in practice. However, in reality, the implementation of sustainability principles is still not fully carried out, whether by providers or tourism service operators, and even by tourists themselves (Streimikiene et al., 2021). One reason is that sustainability is often understood differently by individuals, stakeholders, and social groups. This interpretation often refers to the idea of 'balance' or 'wise use of resources,' aiming to meet current needs without compromising future generations (Lu & Nepal, 2009).

Even so, previous research shows that sustainability is not a simple concept. It requires more critical and comprehensive analysis to uncover the real challenges in its implementation (Butler, 1999). One of the main challenges lies in the complexity of the relationship between economic growth, environmental protection, and social welfare. This complexity is further compounded by the diversity of actors involved, from local communities and tourists to business players and the government, each bringing their own interests, values, and priorities. This situation makes the effort to build consensus and take collective action a process full of dynamics (Farsari, 2023; M. R. Khan et al., 2021; McDonald, 2009).

Therefore, sustainable tourism development requires planning and policies that are designed properly, taking into account the unique characteristics of each destination (Byrd et al., 2009; Yuksel et al., 1998). Sustainable development in tourism essentially aims to connect the needs of local communities, the use of natural resources, and the sustainability of the tourism industry in a way that they strengthen each other (Roman et al., 2020; Sharpley, 2000). To achieve this, an approach is needed that not only focuses on economic growth but also ensures that the benefits of tourism can be enjoyed by current and future generations, without compromising the integrity of the environment or local culture.

Amid the complexities of developing sustainable tourism, especially the challenges of balancing economic growth, environmental preservation, and social well-being, the concept of green tourism has emerged as a strategic solution. This approach focuses on managing tourist destinations with ecosystem principles, including nature conservation, responsible resource management, and active participation of local communities. Green tourism offers real opportunities, such as innovation in tourism practices, strengthening the green economy, and creating conditions that support sustainability and long-term ecosystem management (Toubes & Araújo-Vila, 2022).

This concept is very relevant for Tojo Una-Una Regency in Central Sulawesi, which is known for having the Togean Islands National Park, one of the world's marine biodiversity hotspots, as well as well-preserved coral reef ecosystems. With its natural uniqueness blended with the maritime culture of its people, Tojo Una-Una has great potential to implement a green tourism model that not only preserves its ecological heritage but also boosts the local economy sustainably.

Empirically, research on sustainable tourism at the global level generally focuses on flagship destinations (Burbano et al., 2022; Connell et al., 2009; Grah et al., 2020; Hunt & Harbor, 2019). In Indonesia, the research focus also tends to be on top destinations like Bali (Law et al., 2016), Labuan Bajo (Fatina et al., 2023), or Raja Ampat (Atmodjo et al., 2017). In fact, there are still only a few studies that highlight tourist destinations that haven't become top spots yet, even though these destinations have great potential to develop into top destinations if managed well.

The purpose of this study is to analyze the Implementation of Ecosystem-Based Sustainable Tourism Policies in Tojo Una-Una Regency and to find the right strategy to use for the Implementation of Ecosystem-Based Sustainable Tourism Policies.

LITERATURE REVIEW

Green Tourism

Governance, in the modern context, is no longer limited to hierarchical state administration, but has evolved into a broader and more complex form of coordination. The concept now includes cross-country international cooperation, effective public administration, and behavioral regulation through networks and non-hierarchical mechanisms (Pechlaner et al., 2010; Peters & Pierre, 1998; Rhodes, 1996). Governance no longer relies solely on formal authority, but also on non-hierarchical mechanisms and network-based arrangements (Colebatch, 2014).

This transformation is strongly reflected in the practice of green tourism governance, where inclusive decision-making is key to the success of sustainable policies. Involving local residents and communities in the planning and implementation process not only strengthens legitimacy but also ensures long-term success (Bichler, 2021; Sharpley, 2023).

Effective green tourism governance requires collaboration across local, regional, and even global levels, involving cooperation between the public and private sectors (Bramwell & Lane, 2011; Debbarma & Choi, 2022). In this case, local governments play an important role as a bridge between global goals and local implementation. Because of their closeness to the community, local governments have the capacity to translate sustainability visions into real actions that are relevant to the local social, economic, and environmental context (Ruhanen, 2013; Zhang et al., 2024).

Furthermore, if managed well, green tourism not only reduces environmental impacts but also promotes cultural preservation and creates new economic opportunities for local communities (Ibnou-Laaroussi et al., 2020). In fact, several studies show that green tourism can become a driver of sustainable economic growth in various regions (Fu et al., 2024; Gong & Chen, 2023; Marsiglio, 2015).

Policy Implementation

Policy implementation is a crucial process in turning policy decisions into real actions and measurable results. Over the past five decades, research has

shown that implementation success never happens automatically. It requires special attention to various political, organizational, and contextual factors in which the policy is carried out (Matland, 1995). In reality, the implementation process is heavily influenced by political dynamics, the interests of stakeholders, bureaucratic politics, and the existing institutional arrangements (Campos & Reich, 2019; A. R. Khan & Khandaker, 2016; Sager & Gofen, 2022). That's why policies always need to be adjusted to the local context, taking into account institutional structures, cultural factors, and existing capacities (Corcaci, 2025).

The study of policy implementation continues to be an active and dynamic field. Although the progress achieved so far is still moderate, the need to refocus attention on this area is becoming increasingly urgent, especially given the growing complexity in the contemporary policy environment (O'Toole, 2000). Along with that, policy implementation theories have also evolved, moving from top-down and bottom-up approaches to more integrative and hybrid models, reflecting the reality that implementation takes place within a complex, interaction-filled policy ecosystem (Heidbreder, 2017; Moulton & Sandfort, 2017).

The main challenges in implementing current policies include managing a diverse range of actors, dealing with uncertainty and ambiguity in the policy process, and ensuring that sufficient resources and organizational capacity are available to carry out the policies effectively (Fernández-i-Marín et al., 2024). So, successful implementation isn't just about having a good policy design; it's also about being savvy in navigating the political, social, and institutional dynamics that come with it.

METHODS

This study uses a qualitative research method with a case study approach, with the research location in Tojo Una-Una Regency, Central Sulawesi Province, Indonesia, with a main focus on the Togean Islands as the main tourist destination, Ampana City and government offices related to tourism management, as well as the local community around the tourist destination.

Time

The research period was carried out over 6 months (January - June 2025)

Techniques for Determining Informants

This study uses purposive sampling technique with the criteria for selecting informants being:

1. Direct involvement in tourism management in Tojo Una-Una
2. Minimum 3 years of experience in the tourism/environment sector
3. Knowledgeable about green tourism policies and implementation
4. Willing to participate in research voluntarily

Number of Informants

Table 1. The Total Number of Informants in this Study was 18 People, with The Details:

Category	Quantity	Remarks
Government	4 people	Officials and related staff
Local Communities	8 people	Folklore, Fisherman, and Fisherman
Business Actors	3 people	Homestay managers, tour operators
Academics/NGOs	3 people	Researcher and activist

Data Collection Techniques

Data Types

Primary data is obtained through In-Depth Interviews, Participatory Observation, and Focus Group Discussions (FGD). Then, secondary data is obtained through Official Documents, Scientific Literature, and Media and Publications.

The data analysis technique used is Qualitative Data Analysis

This study uses the Miles and Huberman interactive analysis model which consists of Data Reduction, Data Display, and Conclusion Drawing, along with activities like triangulating data from various sources, verifying findings with key informants, and generalizing the research results.

SWOT Analysis

A. **Identifying Internal and External Factors**

1. Strengths: Internal strengths of the organization/area
2. Weaknesses: Internal weaknesses that need to be improved
3. Opportunities: External opportunities that can be utilized
4. Threats: External threats that need to be anticipated

B. **Creating a SWOT Matrix**

1. SO Strategy: Using strengths to take advantage of opportunities
2. WO Strategy: Overcoming weaknesses by taking advantage of opportunities
3. ST Strategy: Using strengths to face threats
4. WT Strategy: Minimizing weaknesses and threats

IFAS and EFAS Analysis

A. Summary of Internal Factors Analysis (IFAS)

1. Identify internal factors (strengths and weaknesses)
2. Assign weights based on importance level (0.0-1.0)
3. Give ratings based on current conditions (1-4)
4. Calculate the score (weight × rating)

B. **Summary of External Factor Analysis (EFAS)**

1. Identify external factors (opportunities and threats)
2. Assign weights based on importance level (0.0-1.0)

3. Give ratings based on the organization's response (1-4)
4. Calculate the score (weight × rating)

C. Results Interpretation

1. IFAS Score: >2.5 (strong), 2.0-2.5 (moderate), <2.0 (weak)
2. EFAS Score: >3.0 (very responsive), 2.5-3.0 (responsive), <2.5 (less responsive)

RESULTS AND DISCUSSION

In this discussion, the researcher determines the problem being studied, which consists of government policies and strategies, Green Governance, ecosystem impacts and sustainability, the role of the community and local wisdom, as well as challenges and recommendations. Here are the research results:

Government Policies and Strategies

policies that have been made by the government regarding sustainable tourism (whether they regulate environmental conservation and regulations on visitor limits, waste management, zonation of areas) Based on the research conducted by the author through interviews with informants, it was found that the Tojo Una-Una Regency Government has made several policies related to sustainable tourism. Among them is the Regional Regulation (Perda) of Tojo Una-Una Regency Number 7 of 2013 concerning the Regional Tourism Development Master Plan (Ripparda) of Tojo Una-Una Regency for 2010-2025. This regulation was made to optimally and sustainably develop the region's tourism potential.

The regulation covers several aspects, including: first, Improving the Quality of Tourism Services, which means enhancing human resources in the tourism sector, such as training workers involved in tourism. Second, Developing Diverse Tourism Products. This means creating a variety of attractive tourism products that match the region's potential. Third, Environmental Conservation. It focuses on aspects that preserve the environment at tourist destinations. Fourth, Improving Infrastructure Quality. This involves building and enhancing the quality of infrastructure that supports tourism, such as accessibility, accommodation facilities, and others that can support tourism itself.

Fifth, Inter-Sector Coordination. This regulation discusses the coordination between local leaders and various related sectors, vertical agencies, other local governments, state-owned enterprises (SOEs), regional-owned enterprises (BUMD), tourism associations, and stakeholders. In addition, the Tojo Una-Una Regency Regional Regulation (Perda) Number 7 of 2013 also regulates waste management. These policies are in line with the principles of sustainable tourism, which aim to minimize negative impacts and maximize positive impacts of tourism on the environment, society, and the economy.

In addition, Government Regulation No. 50 of 2011 was established, which is the Government Regulation on the National Tourism Development Master Plan (RIPPARNAS) for 2010-2025. This regulation sets the direction for Indonesia's tourism development over a 15-year period, aiming to develop

national tourism into a world-class destination. The PP 50 of 2011 document also serves as a guide for the central and regional governments in developing the tourism sector, which ultimately leads to economic development and community welfare goals.

The policies made by the Tojo Una-Una Regency government take into account the condition of local ecosystems (coastlines, forests, seas, islands) (Are they based on environmental studies? Has there ever been an assessment of ecosystem carrying capacity?). Based on the research conducted by the author through interviews with informants, it was found that the Tojo Una-Una Regency Government has issued various policies aimed at protecting and preserving local ecosystems, including coastlines, forests, seas, and islands. However, the effectiveness of these policies in maintaining the sustainability of local ecosystems is still not optimal. This is due to various challenges such as climate change, overexploitation of natural resources, and a lack of public awareness.

There are several policies that have been implemented by the Tojo Una Una Regency Government that focus on preserving the local ecosystem. Among them: First, Coastal and Marine Area Protection. Through local regulations and conservation programs, the government tries to protect coastal and marine areas from damage caused by environmentally unfriendly fishing, coral reef destruction, and pollution. Second, Forest Preservation. Tojo Una-Una Regency has large forest areas, so the government strives to maintain their sustainability through various reforestation programs, preventing forest fires, and enforcing laws against illegal logging. Third, Management of Small Islands. The small islands around Tojo Una-Una are also a focus, with efforts to maintain the island ecosystems, prevent land conversion, and protect endemic flora and fauna.

Fourth Ecotourism Development: The natural tourism potential of Tojo Una-Una is being developed sustainably through the ecotourism concept. The hope is that it can provide economic benefits for the community without damaging the environment. Even though these efforts have been made, there are several challenges faced, the main one being the Lack of Public Awareness. Many people still don't realize or understand the importance of preserving the environment. That's why practices that harm ecosystems, like burning forests for farming, still happen.

Besides that, there are limitations in Human Resources and budget, as well as climate change. Research data shows that rising sea levels and extreme weather can also threaten the sustainability of coastal ecosystems and small islands. For that reason, efforts to maintain the sustainability of the local ecosystem in Tojo Una-Una require solid cooperation between the government, the community, and other related parties. In addition, the development of sustainable innovative solutions is also needed. The strategy for implementing policies related to sustainable tourism in the Tojo Una-Una region (organized in a strategy document and who is involved in its preparation and implementation)

Based on research conducted by the author using informant interviews, it was found that the strategy for implementing sustainable tourism policies in Tojo Una-Una, as in other regions, involves preparing a strategy document and involving various parties.

The result of compiling this strategy document is in the form of a Regional Tourism Development Master Plan (RIPKD) or a more detailed Sustainable Tourism Action Plan, which includes the vision, mission, goals, as well as concrete steps to achieve sustainable tourism. Various parties are involved in the strategy for implementing these policies. These include the local Tourism and Creative Economy Office, which is the driving force in preparing this document. Their task is to analyze the potential, challenges, and opportunities for sustainable tourism development in Tojo Una-Una.

In addition, local communities, traditional leaders, youth, and tourism business actors are also involved in the process of drafting the documents. Their participation is very important to ensure that the policies made align with the needs and aspirations of the community. There's also a role for universities and non-governmental organizations (NGOs) working in the fields of environment and tourism. These groups are tasked with providing technical and scientific input in the preparation of the strategy documents.

Green Governance

The principles of green governance (transparency, participation, accountability) are applied in tourism management in Tojo Una-Una Regency, along with forms of community participation and mechanisms for open supervision. Based on research conducted by the author through interviews with informants, it was found that tourism management in Tojo Una-Una Regency already applies the principles of green governance. This involves implementing ESG (Environmental, Social, and Governance) principles to minimize negative impacts on the environment, ensure social welfare, and carry out ethical business practices.

Some principles of green governance applied in tourism management in Tojo Una-Una involve the local community in tourism management, provide economic benefits, and respect their culture and traditions. Besides that, it ensures decent working conditions, fair wages, and opportunities for personal development for employees in the tourism sector, as well as respecting human rights. Not only that, tourism management in Tujo Una-Una emphasizes Transparency and Accountability. This means running operations in a transparent and responsible way, and being able to provide clear information to everyone involved.

It also involves various parties (government, community, business actors) in the decision-making process related to tourism management. And just as importantly, there is Legal Compliance. Making sure that all tourism activities follow the applicable laws and regulations. The application of these green governance principles aims to ensure that tourism activities can bring long-term benefits to the environment, society, and the economy, as well as to avoid negative impacts that are considered harmful. The parties involved in the planning and management of tourist destinations include indigenous communities, business actors, village governments, and environmental NGOs.

Based on the research conducted by the author through interviews with informants, the data shows that in the planning and management of tourist

destinations in Tojo Una-Una Regency, it involves the government (both central and local), local communities, the tourism industry (private sector), and tourists. The government in this case has a responsibility to design policies, regulations, and planning related to tourism development in Tujo Una-Una. In addition, the government also plays a role in providing infrastructure, public facilities, and promoting tourist destinations.

As for the role of the local community, it is very important. They act as the "host" who interact directly with tourists. The local community can get involved in providing accommodation, food, transportation, tourist attractions, and various other services. Their involvement is also crucial in preserving the environment and culture at the tourist destinations. The tourism industry or private sector is also involved in the planning and management of tourist destinations in Tujo Una-Una. They include businesses like hotels, restaurants, travel agents, tour operators, transportation providers, and others. Their role is to provide various services and tourism products needed by tourists.

Tourists are also involved in planning because they are the main consumers in the tourism industry, and they have rights and responsibilities in preserving the environment and respecting local culture. Besides that, various parties also play a role in planning and developing tourist destinations, such as the media, academics, Non-Governmental Organizations (NGOs), and Tourism Awareness Groups (Pokdarwis). Synergy and good cooperation among all parties are very important in creating sustainable and beneficial tourist destinations. Coordination forums between the government, the community, and tourism actors (How regularly do these forums take place? What topics are discussed?)

Based on the research conducted by the author through interviews with informants, it was found that there is a coordination forum involving the government, the community, and tourism actors. This forum aims to enhance synergy and collaboration among various parties in tourism development, as well as to ensure sustainable and inclusive tourism development. The forum discusses sustainable tourism development in Tujo Una-Una, covering potential, challenges, and program evaluations. It also discusses formulating integrated steps in developing tourist destinations. This communication forum was established to improve synergy between the various parties involved in tourism. The hope is that it can increase tourism competitiveness and create new business opportunities in the tourism sector.

To make it happen, you can involve eco-friendly investors, especially from the sustainable tourism sector. The government and investors can collaborate on eco-friendly projects to meet ESG (Environmental, Social, Governance) targets. Besides that, CSR collaboration can also be done. Big companies can channel social responsibility programs for ecosystem restoration, mangrove planting, or educational facilities for tourists in Tojo Una-Una.

Ecosystem Impact and Sustainability

The impact of tourism activities on the local environment/ecosystem and effects on coral reefs, waste, noise, deforestation Based on research conducted by the author through interviews with informants, tourism activities in Tojo Una-

Una, especially in the Togean Islands, have the potential for dual effects on the local environment and ecosystem. On one hand, tourism can encourage conservation and environmental preservation efforts, raise community awareness about the importance of protecting nature, and provide economic value for local residents.

However, on the other hand, uncontrolled tourism activities and the increase in the number of tourists can lead to more waste, water and air pollution, as well as physical damage to ecosystems like coral reefs and mangrove forests. The increase in waste at tourist destinations is caused by the rising number of visitors and their activities that generate trash. Without proper waste management, this increase in waste can have negative effects on the environment, tourist comfort, and the sustainability of the tourism industry itself. So far, there is still no final waste disposal site (TPA) in the Togean Islands. Therefore, an integrated waste management effort is needed, including Tourist Entry Point Cleanliness (Wakai Village), optimizing 3R activities (Reduce, Reuse, Recycle) at tourist destinations, availability of Final Waste Disposal Sites in the Islands, and the availability of Waste Transport Ships.

Besides the waste problem, tourism activities can also negatively impact coral reefs. This damage is caused by activities like snorkeling, diving, and ship anchors that harm the coral structure. In addition, pollution from waste and waste generated by tourism activities also pollutes the water and damages the coral reef ecosystem.environmental conservation carried out in tourist areas and rehabilitation programs, educating tourists, environmental impact monitoring system.

Based on the research conducted by the author through interviews with informants, environmental conservation efforts in the Tojo Una-Una tourist area are carried out in various ways, including waste management, marine ecosystem protection, and community involvement. Some concrete efforts include managing waste into Solid Fuel Bundles (BBJP), establishing marine protection institutions, and raising community awareness to maintain the aquatic ecosystem. Here are the environmental conservation efforts carried out in the Tojo Una-Una tourist area. First is Waste Management into BBJP. The Tojo Una-Una Regency Environmental Service (DLH) collaborates with PT PLN to manage waste into Solid Fuel Bundles (BBJP). DLH also procures fuel (BBM) to support the operation of vehicles and equipment used in environmental management, such as waste collection activities.

In terms of Marine Ecosystem Protection, the government carries out ecological monitoring together with the community to map the condition of coral reefs and mangroves in fishermen's fishing areas. Besides that, the community also forms local organizations like the Luok Kilat DPL (Marine Protected Area) Management Group for the protection of marine and coastal areas. Equally important is doing Socialization and Education. The community is given information about the importance of protecting the marine and coastal ecosystems and is involved in monitoring fishing practices that harm the environment.

Managers and the community respond to the risks of climate change or ecosystem damage caused by tourism, as well as adaptation and mitigation measures. Based on research conducted by the author, it was found that managers and the community in Tojo Una-Una respond to climate change risks and ecosystem damage caused by tourism through various efforts, including adaptation, mitigation, and raising awareness. Here are the adaptation and mitigation steps designed to reduce negative impacts and ensure sustainable tourism in the Tojo Una-Una area.

Adaptation refers to adjustments to climate changes that have already occurred or are predicted to happen. Some adaptations relevant to tourism in Tojo Una-Una include developing sustainable tourism. The government and stakeholders promote environmentally friendly and responsible types of tourism, such as ecotourism, which emphasizes the preservation of nature and local culture. Economic diversification is also being pursued. This means reducing dependence on a single type of tourism and developing other economic sectors that are more resilient to climate change. In addition, tourists are educated about the importance of protecting the environment and behaving in an eco-friendly way while traveling.

Tourism facilities that can withstand extreme weather, such as floods or droughts, are also being developed. Carbon emissions are also being reduced. Encouraging the use of renewable energy, eco-friendly transportation, and good waste management practices in the tourism sector. Preserving forests and coastal ecosystems. Protecting forests and coastal areas like mangroves, which play an important role in absorbing carbon dioxide. Besides that, it's important to assess disaster risks by building an early warning system to provide information to the community and tourists about potential disasters. By implementing the right adaptation and mitigation steps, Tojo Una-Una can minimize the risks of climate change and ecosystem damage caused by tourism.

The Role of the Community and Local Wisdom

Local community involvement in tourism management and decision-making as well as authority. Local community involvement in tourism management and decision-making Based on the research conducted by the author through interviews with informants, the local community in Tojo Una-Una is involved in tourism management and decision-making. However, their role is as implementers and program partners, not full authority holders. The community plays a fairly active role on the ground, but the formal authority to determine the direction of tourism development is still dominated by the local government.

An example of local community involvement in tourism management and decision-making is during the planning of the Regional Medium-Term Development Plan (RPJMD) 2021–2026, where the tourism sector was made one of the development priorities in Touna. A total of 16 village heads in Tojo District were involved in the preparation through a Focus Group Discussion (FGD), along with the sub-district head and the Youth Organization leader.

In this forum, the village government also helped determine priority destinations such as waterfalls, lakes, beaches, and local culture like the To Lalaeyo art. This way, the community has a voice in planning and managing local tourism. In addition, a pentahelix collaboration concept was applied, meaning the local government develops tourism using a pentahelix model, involving five pillars: government, community, academics, business sector, and media. This model shows a commitment to a collaborative approach that strengthens the community's role as one of the stakeholders.

Local wisdom applied in tourism management includes: customary prohibitions, no-catch zones, and conservation traditions. Based on the research conducted by the author through interviews with informants, there is local wisdom applied in managing tourism in Tojo Una Una. One example is the local wisdom of the Bajo Tribe (coastal/sea), called the bapongka tradition, which regulates the timing or area of sea use. During certain periods, the area is 'closed' to allow fish stocks to recover, and then 'reopened' with a traditional ceremony. In the bapongka tradition, there are also prohibitions (pamali) like not catching juvenile fish or using destructive fishing gear. Violating these rules is believed to bring bad luck, such as a drop in catch or accidents at sea. This practice has become the basis for local regulations for marine tourism activities like snorkeling, diving, and fishing so as not to disrupt the resource cycles.

There are also no-fishing zones. In the Togean Islands National Park (TNKT), there are core zones that are completely off-limits to fishing, as well as traditional zones where local fishermen are allowed to fish using eco-friendly methods. These zones are often designated based on areas long respected as places that "must not be disturbed" according to local customs.

There are still sea rituals, where some villages still hold prayers or sea offerings before the fishing season starts. This tradition is a form of respect for the sea as well as a reminder to maintain the balance of nature. The impact of tourism on the social and economic life of the community includes increased income, cultural changes, land conflicts, etc. Based on research conducted by the author through interviews with informants, tourism has great potential to improve the welfare of the Tojo Una-una community. The tourism sector has increased Regional Original Revenue (PAD) through taxes, levies, and the sale of tourism products. The community also benefits economically through selling food, handicrafts, transportation services, and accommodations.

For example, the surge in income and foreign exchange in Tojo Una Una can be seen after the end of the Covid-19 pandemic. When the pandemic status was lifted, the number of tourist visits to the Togean Islands increased significantly. By November 2023, Tojo Una Una was visited by around 27,000 tourists, 3,600 of whom were international visitors. This increase in visitors certainly boosted the local economy.

In addition, the tourism sector also helped create jobs. People got new business opportunities, such as running homestays, local food businesses, transportation services, and being tour guides. In general, the ecotourism model in the Togean Islands of Tojo Una Una has had a big positive impact on the economic and social life of the community.

Challenges and Recommendations

The main challenges in implementing sustainable tourism policies in this area are a lack of human resources, overlapping policies, and conflicts of interest. Based on research conducted by the author through interviews with informants, there are main challenges in implementing sustainable tourism policies in Tojo Una-Una. These include inadequate infrastructure. Accessibility to tourist sites, especially in rural areas, is still a major problem. Poor roads, limited public transportation, and a lack of supporting facilities like electricity and clean water hinder tourist visits as well as the participation of local communities in tourism activities.

Besides that, the quality of human resources in the tourism sector, especially those involved in services, tour guides, and destination management, still needs to be improved. The lack of professional human resources in tourism, whether business actors, local communities, or the government, hinders the management of clean, safe, and sustainable destinations. On top of that, people's awareness of the importance of protecting the environment is still low. Habits like throwing trash into the sea and harmful fishing practices are still happening.

Another challenge is the ineffective waste management. In tourist areas, especially in Ampana (the gateway to the Togean Islands), waste problems are still a major issue. The work of several separate government departments in handling cleanliness causes overlapping in environmental management implementation. Opportunities that can be utilized to promote green tourism include ecotourism potential, involvement of environmentally friendly investors, and regulatory support. Based on the author's observations, the opportunities to promote green tourism in Tojo Una-Una are very large, due to its natural beauty and cultural richness.

Here are some opportunities that can be taken advantage of, namely the Togean Islands. This destination has great potential for marine tourism and ecotourism. Togean Islands National Park covers 292,000 hectares of beautiful waters and 132,000 hectares of coral reefs, which is the largest in Indonesia. The still-pristine mangrove forests also offer various activities like snorkeling, diving, and bird watching. Togean is rich in biodiversity, home to turtles, dugongs, Togian babirusas, owls, and endemic white-eye birds, as well as unique jellyfish. This makes it a strong draw for ecotourism.

The opportunities are wide open, and the local government can facilitate matchmaking between local business players and green investors, with incentive schemes such as tax relief or easier permits for eco-friendly projects. Recommendations to strengthen the implementation of green tourism governance in the future include policy, actor capacity, and tourist education. Based on the research conducted by the author through interviews with informants, there are several recommendations that can strengthen the implementation of green tourism governance in Tojo Una Una.

First, Strengthening Environmental Regulations and Standards. The government can establish local regulations that clearly set limits on the carrying capacity and accommodation capacity of tourist destinations. Implement green

tourism certification standards for tourism businesses, for example regarding waste management, energy efficiency, and the use of environmentally friendly materials.

Second, Enhancing the Capacity and Literacy of the Local Community. Conduct ongoing training for tour guides, homestay managers, and small business owners to understand the principles of ecotourism and conservation. It's also important to encourage young people to get involved in green entrepreneurship, such as organic culinary businesses, eco-friendly handicrafts, or educational conservation tours. Third, Strengthening Multi-Party Partnerships. The government can collaborate with environmental NGOs, universities, local communities, and the private sector to develop tourism-based conservation projects. Then, cooperate with eco-friendly investors.

Fourth, Participatory Monitoring and Evaluation System. This means forming community-based monitoring teams to oversee the impact of tourism on marine ecosystems, forests, and local cultures. Fifth, Integrating Local Wisdom into Governance. It's also important to include customary rules such as no-fishing zones, logging bans, and conservation rituals into official tourism policies. Packaging local folklore and culture into educational tourism programs can help raise visitor awareness.

SWOT Analysis

Internal Factor Analysis Summary (IFAS)

Analysis of internal factors affecting the implementation of green tourism governance

Strengths

No	Internal Strategic Factors	Weight	Peringkat	Shoes
1	It has a Togean Islands National Park with high biodiversity	0.12	4	0.48
2	The largest coral reef in Indonesia (132,000 hectares)	0.11	4	0.44
3	Already has sustainable tourism regulations (Regional Regulation No. 7/2013)	0.10	3	0.30
4	Implementation of green governance with ESG principles	0.09	3	0.27
5	Local wisdom of bapongka tradition for marine conservation	0.08	3	0.24
POWER SUBTOTAL:				1.73

Weaknesses

No	Internal Strategic Factors	Weight	Peringkat	Shoes
1	Limited accessibility infrastructure	0.12	1	0.12
2	The quality of tourism human resources is still low	0.11	1	0.11
3	No waste landfill in the Togean Islands	0.10	1	0.10
4	Public awareness of environmental conservation is still low	0.09	2	0.18
5	Overlapping tasks between OPDs in environmental management	0.08	2	0.16
SUBTOTAL WEAKNESSES:				0.67

Total IFAS Score = 2.40

The internal position is above average (>2.5 = Strong, 2.0-2.5 = Moderate, <2.0 = Weak))

External Factor Analysis Summary (EFAS)

Analysis of external factors affecting the implementation of green tourism governance

Opportunities

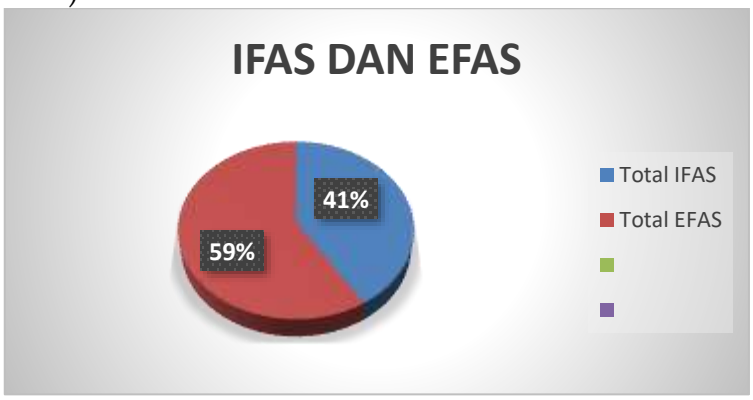
No	External Strategic Factors	Weight	Peringkat	Shoes
1	Global trends towards sustainable tourism and ecotourism	0.13	4	0.52
2	Post-pandemic increase in tourist numbers	0.12	4	0.48
3	Partnership opportunities with green investors	0.11	3	0.33
4	National regulatory support for sustainable tourism	0.10	3	0.30
5	Corporate CSR program for ecosystem restoration	0.09	3	0.27
ODDS SUBTOTAL:				1.90

Threats

No	External Strategic Factors	Weight	Peringkat	Shoes
1	Climate change and sea level rise	0.12	4	0.48
2	Damage to coral reefs due to tourism activities	0.11	3	0.33
3	Competition with other tourist destinations	0.10	3	0.30
4	Excessive exploitation of natural resources	0.09	3	0.27
5	Potential land conflicts due to tourism development	0.08	2	0.16
THREAT SUBTOTAL:			1.54	

Total EFAS Score = 3.44

External position is very good (>3.0 = Very Responsive, 2.5-3.0 = Responsive, <2.5 = Less Responsive)



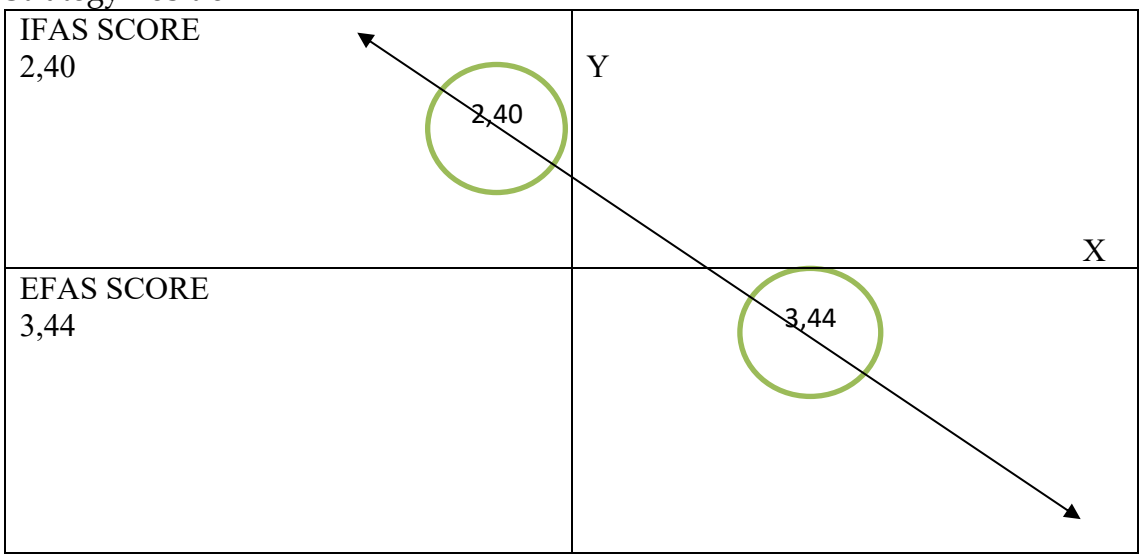
Summary of IFAS & EFAS Analysis

Conclusions and strategic recommendations based on internal and external factor analysis

IFAS Score 2.40 Medium Internal Position Strength:1.73 Disadvantages:0.67	EFAS Score, 3.44 External Position Highly Responsive Odds:1.90 Threat:1.54

Strategic Position Matrix

Strategy Position



Strategic Position: GROWTH

With an IFAS score of 2.40 and an EFAS score of 3.44, Tojo Una-Una Regency is in the growth quadrant, which indicates:

1. The external conditions are very supportive of developing green tourism
2. Internal capacity needs to be strengthened to maximize opportunities
3. An aggressive strategy for sustainable development

Strategic Recommendations

Strategic Recommendations	
SO Strategy Harnessing the power to capture maximum opportunities in sustainable ecotourism development	Step 1 Effective
WO Strategy Addressing weaknesses by leveraging external opportunities for capacity building	Step 2 Effective
ST Strategy Using internal power to mitigate the threat of climate change and environmental damage	Step 3 Effective
WT Strategy Minimize weaknesses and threats through strengthening integrated management systems	Step 4 Effective

CONCLUSIONS AND RECOMMENDATIONS

Based on research findings, the implementation of green tourism governance in Tojo Una-Una Regency already has an adequate policy framework (RIPPARDA No.7/2013), applies ESG principles through the pentahelix model, and integrates local wisdom (Bapongka tradition) in tourism management.

Furthermore, the internal-external factors include: The main strengths are the presence of Togean Islands National Park, extensive coral reefs, regulations, ESG implementation, and local wisdom. The main weaknesses are limited infrastructure, low human resources, suboptimal waste management, low community awareness, and overlapping government agencies. The opportunities include global ecotourism trends, increasing tourists, regulatory support, CSR, and green investment partnerships. The threats are climate change, coral reef damage, destination competition, resource exploitation, and potential land conflicts.

Then tourism drives conservation and the local economy (27,000 tourists in 2023), but it also increases waste problems and ecosystem damage. The community has been involved through participatory forums, but their role is still limited.

The strategy position is in the growth quadrant (IFAS 2.40; EFAS 3.44). The main strategies include: first, utilizing natural and cultural potential as an ecotourism attraction; second, partnering with environmentally friendly investors and CSR for infrastructure & human resources; third, mitigating climate impacts and exploitation through regulations & local wisdom; fourth, strengthening coordination of local government agencies and a participatory monitoring system.

FURTHER STUDY

This study still has limitations, so further research on Green Tourism Governance: Strategy for Implementing Ecosystem-Based Sustainable Tourism Policies in Tojo Una-Una Regency is needed to refine this study and enhance the insights of readers and the authors.

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