

Tourism and the Welfare of Pangandaran People

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ABSTRACT

Pangandaran, which is in the south end of Banjar City and included in the newly established Pangandaran District, and is a well-known tourism destination in West Java, Indonesia. Pangandaran has a considerable amount of marine resources, including beautiful beaches, which have become an asset and source of local income from the tourism sector. However, this industry is not the primary source of livelihood of the Pangandarn people. Therefore, the local government of this town needs to design an improved strategy to enhance the income of the residents from the tourism sector.

Keywords: Pangandaran, tourism, creative industry, public policy

1. BACKGROUND

Pangandaran is a well-known natural tourism destination in the West Java Province and a national tourism strategic area, as stated in the master plan of the National Tourism Development (Ripparnas). This area includes several tourism destinations that extend from the southern coast of Ciamis District, such as Natural Tourism Park of Pananjung, Pantai Barat (Western Beach), Batu Karas Beach, Cukang Taneuh, Citumang, and other destinations that are under development. These tourism areas are in six subdistricts, namely, Kalipucang, Pangandaran, Sidamulih, Parigi, Cijulang, and Cimerak.

With its diverse tourism destinations, Pangandaran has opportunities to develop its creative industry. Pangandaran has rich natural resources and adequate manpower. The skills of those in the creative industry in Pangandaran are essential and should be supported with technical assistance and financial aid, which are expected to enhance the development and production of products in Pangandaran. The creative industry of Pangandaran can produce products and services that are more durable than those of foreign competitors. Therefore, the development of the creative industry of Pangandaran should be in tune with that of destinations to transform tourist visits into activities that can contribute significantly to the welfare of the residents.

The target can be achieved by structuring a process as part of DOB. However, the extension of Pangandaran from Ciamis resulted from essential tourism asset ownership. Thus, Pangandaran is expected to have more essential growth than Ciamis. Furthermore, the development of Pangandaran can be improved if the policies in the context of tourism and the creative industry are structured to accommodate stakeholders.

The development of the creative industry can potentially reduce the need for employment in the government sector, increase the local income of the government, and potentially support Pangandaran as a tourism destination. The task of the local government in this context is promoting the products of the creative industry through cross-sectorial

promotion and provide an incentive policy of local tax reduction for the entrepreneurs in this sector.

Promotion through diverse media is needed as an effective, comprehensive, and inexpensive promotion. Gaining access to advertising and mass media is crucial in promoting the creative industry of Pangandaran and supporting its tourism industry. This promotion policy can begin by integrating goods, services, and media companies. This integration can be initiated by the local government by empowering micro business entrepreneurs in creative sector with the media. The mapping of entrepreneurs in the creative industry is also a good first step in gaining information about the power of this industry and then calculating its annual growth.

2. RESEARCH QUESTION

The research background shows that the creative industry in Pangandaran should be managed to open opportunities to improve the lives of the residents. Therefore, the author draws this research question: “How can Pangandaran be a tourism destination that improves the lives of its residents?”

3. LITERATURE REVIEW

The government plays the pivotal role of leader and commander and is the most important actor in the development of a region. Carl J. Frederick argued (M. Irfan Islamy 2005:17) that

“... a purposed course of action of a person, group or government within a given environment providing obstacles an opportunities which the policy was proposed to utilize and overcome in an effort to reach a goal or realize an objective or a purpose” (2005:17)

The designed policies are the action steps that are purposely designed for answering certain issues (Anderson in Wahab, 2002:3). This perspective also argues that the development of a region should result from the policies and actions of the government. Policy is perceived to be a problem-solving process that accommodates certain issues or expectations in a society into the effective plans.

Dunn (2011:76) stated that the implementation of a policy is important in testing its effectiveness, and vice versa. Policy implementation generates an input for evaluating existing policies and applying revisions to develop improved policies in the future. The failure of a development is often caused by a misleading development policy and can occur if policies are not evaluated.

In many cases, the government, which is responsible for developing the welfare of its citizens, fails to fulfill its responsibility because of unsuitable policies. An autopilot condition is created in the development process because not all stakeholders are fully involved in the existing policies. Similarly, certain tourism destinations in Indonesia face the problem of inharmonious development. Raharja (2017) perceived two problems in these cases: managerial and regulatory. Sectorial egoism is the main factor that hinders comprehensive integration in the development policies of tourism destinations. This condition reduces the enhancement brought by development to the welfare of the citizens near the tourism destination.

As an important actor, the environment is often perceived *ceteris paribus* in development activities. With regard to tourism activity, the specific environment affects the development of the tourism destination. For instance, the environment in Pangandaran is different from those in Bali, Yogyakarta, or any other tourism destination in Indonesia. The differences can be tracked and identified if closely observed. Therefore, comparative studies

on developing a tourism destination should consider the specific characteristics that differentiate the destinations in designing a comprehensive master plan for development.

Van Meter and Van Horn (1975) concluded that the diverse characteristics in the existing condition should be observed to increase the effectiveness of the implemented policy. The argument by Van Meter has six perspectives.

3.1 Basic measurements and purpose of policy

Every public policy requires clear basic measurements, and its purpose should be emphasized as it affects the understanding of the implementation by the stakeholders. Failure in the implementation of the policy can be caused by unclear basic measurements and policy purpose.

3.2 Policy sources

Resources are essential in policy implementation. With inadequate resources, targets become difficult to achieve and the usefulness of the degree of clarity and consistency of the policy is reduced.

3.3 Interaction of cross-organizations

For the policy to be effectively implemented, the standard for the purpose of the policy should be understood by the stakeholders. Therefore, sharing information through a communication process is essential. This requirement highlights the necessity of comprehensive communication among the parties involved in the policy. The decision makers should understand the function of every involved stakeholder. The order to implement a policy should be communicated to the officer-in-charge clearly, accurately, and consistently. Otherwise, the officer-in-charge may encounter confusion, thereby making policy implementation difficult.

3.4 Characteristics of organization-in-charge

The characteristics of the organization or institution that initiates policy implementation play an essential role in determining the success of the implementation. Most organizations are separating into departments. Varying levels of professionalism and diverse action plans form different sections that tend to protect their own values, purposes, and interests to a certain extent. The characteristics of the organization-in-charge determine the operation or implementation style of a policy. These characteristics are related to a bureaucratic structure, which is a common attribute of formal and informal organizations.

3.5 Social, economic, and political conditions

Obstacles in the implementation of a policy are often caused by factors that are beyond the control of the administrators. Such obstacles are social dynamics and economic and political conditions. Although these factors do not have a considerable impact on policy implementation, they should be observed and calculated to ensure successful implementation.

3.6 Tendency of executors

The tendency of the policy executor determines the success of the policy. Three factors determine the tendency of the executor: cognitive, executor tendency to the basic measurements and purposes (accept, neutral, and reject), and response intensity.

Policy implementation is an essential phase in all policy processes and is therefore often perceived to be more important than the policy-making process. The strengths and weaknesses of a policy are explored in the evaluation process after the implementation. To ensure the effectiveness of the policy, certain requirements should be established as the implementation guidelines.

From these perspectives of Van Meter, this research poses the working hypothesis that efforts for improving the welfare of the residents of Pangandaran through the tourism sector in the town is connected with basic measurements and sources of the policy, cross-organizational communication, characteristics of the organization-in-charge, socio-economic-political conditions, and tendency of executors.

4. RESEARCH METHOD

This research used a descriptive qualitative approach. Data were analyzed as follows (Marshal and Rossman in Kabalmay, 2002):

4.1 Organization

The author gained the data from the first sources through an in-depth interview that was recorded in tape recorded and written on a notebook. Then, the interview was transcribed verbatim. The data were read several times to obtain an in-depth interpretation.

4.2. Grouping and Categorization

In this step, the author designed an early framework of analyses to be used the guideline in data coding. This guideline was then used to re-read the data and filter the relevant information. The filtered data were coded, provided a short description, and grouped according to the framework analysis.

The analysis was done on the case of the research object. The author analyzed the interview according to the information from the interviewees. The grouped data were then re-interpreted to find the essential themes and keywords and help the author understand the experiences, central issues, and dynamics involved in the research object.

4.3 Assumption or Problem Testing

After the data pattern category was described, the author tested the data on the developed assumption. In this step, the category was generated from the reviewed analysis on the basis of the theoretical framework from the literature review. Therefore, the data could be compared with the theoretical framework and tested for significant similarities. Although this research does not have hypotheses, the theoretical framework provides relation assumptions between relevant concepts and factors.

4.4 Alternative Explanation

The author entered the data explanation phase after the assumption and conclusion on the basis of the established pattern and category. However, an alternative explanation was necessary for the conclusion. An alternative explanation is necessary in qualitative research because of the possibility that certain factors are overlooked in the assumption-building process. In this step, the author used an alternative explanation that was based on alternative theories and references.

4.5 Research Reporting

The reporting of the collected data subjects is an essential phase that helps the author re-check the conclusion. This research uses percentage data reporting to explain the data gained through the in-depth interview and observation of the subject. This process began with re-checking and re-interpreting the existing information for gaining a thorough understanding of the phenomena. The data were analyzed to develop a description of the experiences of the subjects. The next step was overall interpretation and drawing of conclusions.

5. RESULT AND DISCUSSION

The tourism sector development in Pangadaran is intended to improve the welfare of

the residents. The tourism industry is intended to increase the income of the people who work in the sector. The conservation of the Pangandaran environment has direct and indirect effects on the development of the town as a tourism destination in Indonesia. For instance, the fishery sector affects the tourism of Pangandaran and the income of its people. Many of the residents work in the fishery industry, and their income depends on the fish stock in the ocean. However, only a few Pangandaran residents play an important role in this industry. Many of them are fishermen with limited capacity and sell fish to the big industry players from outside Pangandaran. Certain residents even sell its famous salty fish, which is supplied by another region.

This condition is related to the six characteristics stated by Van Meter, which should be investigated to determine the empirical condition of Pangandaran. The findings of the investigation are an essential input for policy makers in evaluating and improving the existing tourism policy for improving the welfare of the residents. The discussion contains six parts.

5.1 Goals and Objectives

All of the regions in West Java have been transformed into development regions (DRs) on the basis of their potential. Pangandaran has a strategic role in the DR of East Priangan as it is the center of the development region and supports other regions in the same DR, such as Garut Regency, Tasikmalaya Regency, Ciamis Regency, Tasikmalaya City, and Banjar City. East Priangan DR bases its development on local competence in agriculture, plantation, fishery, tourism, processing, and mining. Pangandaran Regency is considered the center of the creative industry on the basis of its tourism.

The development regionalization is the guideline for the regency of Pangandaran in designing its visions, missions, and programs. This step is implemented to inventory all its potentials. The potential of Pangandaran in the micro, small, and medium enterprises (UMKM) is being the leading sector in the development of the regency.¹ The result of RPJMD 2013 for West Java Province shows that the intended target is not to become the top priority of the regency.² The government of the regency is still unable to recognize the weaknesses and identify the factors that lead the development track to the right path. According to sources, the government of Pangandaran has a relation with certain factors. (1) The new government focuses on building government offices and (2) perceives that the creativity of its people can be developed along with tourism. (3) The government may want to create its own development and not merely implement the West Java Province Government policy, as stated in regulation

¹ UMKM stands for *Usaha Mikro, Kecil, dan Menengah* (Indonesia) which translated as micro, small, and medium enterprises. This term is the official term used by Indonesian Government

² RPJMD stand for *Rencana Pembangunan Jangka Menengah Daerah (Indonesia)* or Medium Range Region Development in English, its official region masterplan from the province government

number 23/2003. (4) The government of Pangandaran is still separated from the regency of Ciamis such that government institutions such as local legislative and police are under Ciamis.

The conditions above show that cooperation among UMKM, which is identical with the acceleration improvement for the welfare of the people, is the result of these factors. (1) Member participation in cooperation activities is at low levels. (2) This limited cooperation leads to difficulty of UMKM to access human resource development support, low interest on government loans, limited information, and low level of corporate management. (3) The high level of consumption loans in comparison with investment loans has created a limitation for

the cooperation of UMKM in competing with imported products. (5) The economic climate of the region still does not support UMKM development.

According to the Agricultural Census in 2013, this sector still dominates most industries in Pangandaran. Of the total number of agricultural enterprises, 275,212 are organized by households, 34 by agricultural corporations, and 48 by others. The subregions of Banjarsari, Pamarican, and Langkaplancar top the list with 19,412, 13,101, and 12,990 households, respectively. The sub-regions of Cimaragas have the smallest number of agricultural households, which is 2,941.

Meanwhile, the number of agricultural company and other non-household agricultural enterprises in Pangandaran are 20 units for company, 13 units of non-household enterprises, and 7 for others. Three agricultural companies are in the subregion of Cimerak, whereas Cijulang, Sidamulih, Pangandaran, and Kalipucang have two companies in each subregion, and one company each in Parigi and Padaherang. Three enterprises with no legal foundation and one non-household company are found in every other subregion of Sidamulih.

These descriptions explain that the program for empowering the people of Pangandaran, which is already stated in legal products, is based on the real conditions in the community and the government of Pangandaran intends to empower all the potentials in the regency. However, the policy intention should be translated into real actions by the decision makers to ensure that program runs effectively.

5.2 Sources of the Policy

The sources of the policy are essential for the government in formulating and implementing the policy, which serves as the baseline for public services and becomes the guideline for civil servants in performing their obligations and the activities of the people. To make the local policy relevant to the existing condition, the policy from the higher authority should be adopted into the local policy. In this context, the policies from the provincial government is incorporated into the policy of the regency. The existing policy of the Pangandaran Regency is based on the policies of the West Java Province. Some of the officers of the Pangandaran Regency suggested that the policies from the provincial level are the main sources for the local policies.

The local regulation of West Java No. 22/2010 RTRW Provinsi shows that the government of Pangandaran should reformulate the province regulation to the regency regulation as the guideline for all apparatuses and residents, which is suitable with the core principle that the higher the regulation level, the more general issues it generates, and vice versa. The actual condition of Pangandaran, which consists of sea, mountain, and plains, has an impact on the livelihood of the people. In the creative industry, the types of product produced by the Pangandaran people are influenced by the natural condition of their region. Therefore, the policies of the Pangandaran Regency should consider the condition of the residents, which is influenced by natural factors, rather than basing them on the provincial regulations alone.

Pangandaran separated from Ciamis in 2013 because the former had rich resources that could be used to develop its own tourism industry. However, the limited resources in Pangandaran has made the government give most of its attention to taking care of the limitations, such as building new offices and finding alternative funding for its apparatuses. The orientation of Pangandaran orientation in the physical development has made public services and its development far from satisfying for certain residents. Meanwhile, asset sharing is from the Ciamis Regency. The existing condition may possibly be a factor that hampers public service enhancement. Thus, the residents of Pangandaran unsurprisingly participated in a demonstration against the government on December 11, 2014.

The Pangadaran people hope that their government improves its performance in developing the region on the basis of its potentials. In this regard, the local government of Pangandaran should formulate a policy in the form of regency-level regulations as a response to the demand of its people. That the government is not fast enough in formulating the required policies is disproved by the fact that policies from the previous Ciamis local government are still adequate.

5.3 Communication among Implementor Organizations

The success of policy implementation cannot be separated from the internal communication in the bureaucratic body. Edward III (1980) argued that transition is essential in government organizations. Therefore, all government organizations that serve as the implementator should work together in policy implementation on a diverse level. Creative industry policy becomes essential in communication in the chain interaction from the regent to the technical implementors. Therefore, the creative industry is firmly established as a key sector in the economy of Pangandaran. Similarly, the clarity of the policy is not unimportant as it helps avoid any misinterpretation in the implementation. However, the regent still has not provided a clear instruction to the apparatuses in the context of creative industry. Consequently, communication among stakeholders is unclear.

The result of this condition is that effective communication cannot be established. The apparatuses of Pangandaran may still be confused in responding to the development of the creative industry. Ultimately, no consistency is found among implementors no clear technical policy can be used as a guideline. This ineffective communication can be from the transition period between being a subregion of Ciamis and becoming an independent regency. Effective communication should be created in Pangandaran Regency for the related apparatuses in the creative industry with regional officials. According to several stakeholders, the support for the creative industry is not well-established. Therefore, the creative industry and agricultural enterprises still have no guidelines from the government and consequently use their own perspectives in developing their business. The financial support for the enterprises is also minimal that most of them look for other financial support sources, such as banks and family members.

The response and support from the apparatuses of Pangandaran to the micro, small, and medium enterprises are still minimal. Under this condition, the Pangandaran development faces difficulties as it cannot be accelerated and has negative implications to the welfare of the people. This condition is not the goal of the separation based on the equal welfare of the people. The handicrafts or other unique products of Pangandaran are produced by people from outside Pangandaran, whereas the economic condition of the residents remains stagnant. Furthermore, the travel and fishery industries in this region are based on the experiment of the residents and do not receive adequate support from the government. Considering the contributions from the fishery, creative, and tourism industries, support is required from the local government of Pangandaran. However, adequate support is difficult to acquire if the government has no clear line of communication between the apparatuses and stakeholders.

Effective communication is still not perceived to be an essential issue for the apparatuses. The presence of the government can be denied if effective communication is not well-established for support services intended for improving the condition of the residents. Nevertheless, effective communication enhances government performance by creating a clear coordination line among stakeholders in Pangandaran. Furthermore, the interaction and relations among enterprises should be well-regulated to access opportunities in diverse economic activities for the local Pangandaran people. The government should also invite several parties to improve the skills of its people particularly in the tourism and creative

industries and consequently develop Pangandaran into a high-quality tourism destination.

5.4. Socioeconomic Condition

The socioeconomic condition should be perceived by two sides: the apparatus and the people. In the apparatus side, the employees in Pangandaran government organizations are those who voluntarily agreed to move from the Ciamis regency government institutions. This reposition allows them to work close to their home and have improved chances of promotion. However, not all of the repositions of the apparatuses are based on competency. Some of them fill positions that are unsuitable to their competencies. This issue was also aspirated by the people of Pangandaran through the demonstration in 2014 (Pikiran Rakyat, December 2014).

From the people side, their socioeconomic condition needs support. The separation was intended to improve their welfare through the creative and tourism industries. The agricultural, fishery, and handicraft sectors should become the core of the economic development of Pangandaran. In the agricultural sector, irrigation, seeds, fertilizers, and distribution of harvests are becoming the focus of the government, according to a past FGD. However, the government is still not involved in the mitigation and prevention of the routine flood in the rainy season and drought in the dry season until the establishment of the Pangandaran Regency.

In the fishery sector, Pangandaran has many fishermen who still cannot obtain and process their catch. In general, these fishermen are dependent on the boat owners for support for their operational cost; their position is similar to that of laborers. Therefore, their income does not offer an opportunity to improve their economic standing. This condition worsens when a high tidal wave occurs, which makes fish difficult to catch. In a discourse on boat procurement, the fishermen responded that maintenance and fuel cost them significantly. Therefore, most fishermen still choose to be laborers rather than boat owners in Pangandaran.

The same situation also occurs in the handicraft sector. The separation was expected to improve the welfare of handicraft sellers. However, these sellers are related to craftsmen who are not citizens of Pangandaran. The income from the handicrafts spread throughout the long supply chain, including those who are not residents of Pangandaran. Furthermore, the fierce competition among the sellers make their income highly unequal as it depends on creativity and financial support for effective marketing.

The socioeconomic condition of the people of Pangandaran reflects that their economic activities are generated by the effort to fulfill their needs. However, a disparity exists in that certain residents are able to improve their economic condition, whereas others have not changed at all. To minimize this disparity and enhance the socioeconomic condition of its people, the government of Pangandaran should develop comprehensive policies to be used as a guideline for their businesses. For the creative industry, the government should develop a program that allows experienced crafters to share their knowledge with others without creating unnecessary tension, especially with regard to the limited market.

The author perceives that multilevel patterns can be suitably applied. The creators of handicrafts can receive royalty form their works through clear regulations. Therefore, the regulations should be intended to create a climate of mutualism among the stakeholders and eliminate economic predators. To accelerate this movement, the mindset of the apparatuses should be changed. The disposition from Pangandaran to Ciamis is not a fast way to achieve high structural position. Public service optimalization should be enhanced to accelerate the mindset changing process.

5.6 Implementor Behavior

Apparatus behavior has become essential in policy implementation. In this regard, Van Meter argued that implementors have three types of responses: cognition, compression, and

understanding. In the context of understanding, the existing policies are perceived to be less essential than personal opportunities achieved by being a civil servant in Pangandaran. Therefore, improving the cognition of the apparatuses is essential in improving their performance. Certain apparatuses even skipped the mandatory FGD regarding the importance of being a responsible and dedicated civil servant when they migrated to Pangandaran. The mindset that working is not only a responsibility but also a need of the civil servant should be changed to improve their performance, discipline, and dedication. In the context of the creative industry, the apparatus in this sector consider their works as part of their life that result in significant performance improvement.

The creative industry in Pangandaran requires additional attention as it requires formula for acceleration, especially in the services from the apparatuses to the industry. Although the facilities that build acceleration are difficult to achieve in the near future, the dedication and hard work of the apparatuses can provide a moral boost for the industry. The potentials in this industry that are related to nature tourism are valuable resources that can benefit the social welfare of this regency improving the life of the people and increasing the income of the apparatuses, which can transform their dedication into creation and connection that can be spread to the residents of Pangandaran in doing their business. Synergy between the apparatuses and the creative industry allows them to continuously access new opportunities in the market, improve entrepreneurship, and support the longevity of tourism destinations in Pangandaran.

The dedication of the apparatuses is not developed as they still believe that their works are something that they merely do to earn. This condition does not improve the creativity of the apparatus in doing their tasks. Consequently, the cooperation among other stakeholders in improving skills and entrepreneurship through diverse courses is not yet systematically working.

The behavior of the apparatuses can be an obstacle in the improvement of the welfare of the people. In general, the government still does not consider the residents the subject of development. This position causes the apparatuses in the local government of Pangandaran to focus on administrative duties rather than attempt to explore the rich potentials in this regency. This condition is not suitable for policy that demands a comprehensive synergy between the government and stakeholders as the apparatuses tend to deny the regulated goals and have negligent behaviors.

5.7 Organizational Characteristics of the Implementor

The basic principle of a public organization, such as a local government, is public service, which demands the neglect of any profit interest in policy formulation and implementation. Therefore, the only goal of the government organization is to improve its service to meet the expectations of the people.

In this context, the local government of Pangandaran perceives budgeting as an obstacle to fulfilling their responsibility of serving the people, as indicated by delays in handling the snail craft, which attracts foreign tourists. This condition renders the government similar to Saint Clause but without the creativity to meet the related stakeholders that are capable of developing the potentials.

Overall, the implementor organization has a relation with public service through the locket or direct interaction with the people. Therefore, the domination of the farmers and fishermen related to the services are also related to their sectors. Certain farmers are hoping that the government will be able to provide effective irrigation to decrease their dependence on the season. Similarly, the fishermen are expecting adequate fuel supply. However, the current situation is far from ideal as these fishermen attempt to fulfill their own needs with limited

support from the government, whose neglect of the responsibility to serve the sector is based on the perspective that it has less competencies than farmers and fishermen and therefore tend to wait for the demands of these constituents.

The description above shows us that the actions taken by the government are interpreted differently by the farmers and fishermen. Sometimes, the proposed assistance for these residents cannot be fulfilled because of the long bureaucratic process. Several parties thus become substitutes for the government, such as investors and renters. This situation has an implication on land ownership competition. The Pangandaran people become laborers in their own lands as these assets are now owned by investors.

Similarly, the condition of the UMKM, which has become the center of the creative industry in Pangandaran Regency, is not different from that of those who work in the agriculture and fishery sectors. Most of these workers are not people of Pangandaran and come from Ciamis, Tasikmalaya, and Banjar. Most of the handicrafts sold in Pangandaran are made outside the province. Furthermore, some sellers admit that they are not from Pangandaran and sell products from their own regions. Certain sellers are residents of Pangandaran but sell only products that are supplied from outside the town. The cooperation between the sellers and producers is based on revenue sharing.

The involvement of the government is still systematically limited in community-based economic development. Therefore, public services are still not well-developed in the government body, which is related to the understanding of the government function in the apparatuses. However, in this understanding, the region of Pangandaran can be completely owned by external investors who aim to earn a significant amount of money from the tourism industry. Meanwhile, the people of Pangandaran can be displaced from their own lands. The duty of the government is to empower the people by encouraging them to increase their involvement in the tourism industry. The government can deploy public services, such as creativity development programs, to help its people empower themselves.

In line with empowerment, several local work units inventory the cultural potentials and local arts. The search for the potentials can be accumulated into a diverse local creation that can be developed with the local people and become a cultural magnet for tourists. The first step requires financial support from the government for helping the locals gain awareness. Interested residents begin with attention and protection from the government in economic activities. Through financial support from the regency, provincial, and national governments, such activities can be synergized to develop local potentials.

6. CONCLUSION AND SUGGESTION

This research shows that not all of the components that Van Meter stated can be effectively implemented by the newly established Pangandaran government. This condition is caused by several limitations in government resources, communication, and perception from the apparatus and officials. Consequently, the creative industry becomes unobstructed by diverse behaviors and perceptions among the apparatus.

To accelerate the empowerment and development of the creative industry, the mindset among the apparatus must be changed, adequate financial support must be provided, and strategic partners should cooperate. Furthermore, protection of land ownership needs to prevent mastery of the intellectual properties of locals by external parties.

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