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The Implementation of Disaster Resilient Tourism Development Policy in the Padang City

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Abstract. The purpose of this research is to describe and analyze the implementation of the disaster-resilient tourism development policy in the City of Padang. Data collection techniques include observation, interviews, and documentation. The data analysis techniques employed are data reduction, data presentation, conclusion drawing, and verification. The research results conclude that, overall, disaster-resilient tourism development in the City of Padang has been implemented but is not yet optimal. The absence of regulations and derivative documents that can serve as guidelines for stakeholders and the community has led to hesitation and passivity in executing the policy. In terms of resources, the limited funding available to the subdistricts and districts involved has caused the policy implementation to stagnate in these areas. Furthermore, regarding communication and coordination between organizations, although socialization efforts have been made, the subdistricts and districts involved still lack clarity on the standards and benchmarks of the policy. Poor communication and coordination between the city-level policy implementers and the district- and subdistrict-level stakeholders have resulted in relationships that do not align with the initial plans. Regarding the attitudes of policy implementers, it was found that stakeholders responded positively; however, this positive response was not accompanied by a commitment from stakeholders at the district and subdistrict levels. Finally, the social, economic, and political environments, which are not conducive, have a direct impact on the performance of the policy that has been implemented.

Keywords: Policy Implementation; Tourism; Disaster Mitigation

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INTRODUCTION

The development of disaster resilient tourism is a strategic initiative undertaken by the government to provide comfort, protection, and safety for tourists and local communities from the impacts of disasters. This policy also aims to safeguard the tourism industry, including the economic activities of communities living in tourism areas, and to create synergy in tourism development policies in disaster prone regions. The city of Padang is one of the cities in West Sumatra with a wealth of tourism potential, including natural, cultural, maritime, culinary, and other attractions. Most of these tourist destinations have been developed by the Padang city government into leading and attractive sites for tourists. Tourism activities are one of the largest contributors to the regional revenue (PAD) of Padang and an important sector for the city's future development. In 2019, tourism contributed 18.50% to PAD, and in 2020, it contributed approximately 19.20% of Padang's total PAD. This increase represents a significant portion of the

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city's overall PAD, which comes from tourism. Additionally, several tourist villages in Padang have been nominated for the Anugerah Desa Wisata Indonesia (ADWI), with one of them, Teluk Buo Village, located in Teluk Kabung Tengah, Bungus Teluk Kabung District, making it into the top 100 nominations for the Anugerah Desa Wisata Indonesia (ADWI) award.

On the other hand, the city of Padang is more vulnerable to disasters compared to other districts/cities in West Sumatra. This is due to West Sumatra's geographical conditions, located on the coast, within the active Indo-Australian and Eurasian plate zones, and near the Mentawai fault zone and the Semangko fault. These factors make Padang city is one of the regions highly prone to disasters, with a high risk of earthquakes and tsunamis. Padang city is classified as one of the most at risk cities in the world for tsunamis. Without effective disaster management, it is estimated that 60% of Padang's population, who live along the coastal areas, as well as visiting tourists, could become victims. This risk is further exacerbated by Padang's current population, which has reached 913,000, with a population density of 1,119 people per square kilometer.

In addition, Padang received the Anugerah Tangguh Adhiwirasana award from the central government through the National Disaster Management Agency (BNPB) in 2021. This award is given to districts/cities that demonstrate outstanding performance in disaster management within their regions.In the context of developing disaster-resilient tourism, the Padang City Government has already responded to this issue, as reflected in the current Mayor's vision and mission. To promote disaster-resilient tourism in Padang, the government has implemented two key programs aimed at achieving this goal. The first program is the Sustainable Tourism Village program, currently managed by the Padang City Tourism Office. As of now, 18 out of 104 subdistricts in Padang City, spread across 9 of the city's 11 districts, have been part of this program. The second program is the Disaster-Resilient Subdistricts initiative, which is being carried out by the Padang City Disaster Management Agency (BPBD). Currently, 24 out of 104 subdistricts have been designated as disaster-resilient. These subdistricts are located within 35 subdistricts classified as high-risk disaster zones (red zones) in Padang City.

Based on the phenomena described above, it is indeed necessary for the Padang City Government to make improvements by optimizing tourism development through flagship tourism destination programs and the implementation of disaster-resilient tourism policies. This can be achieved through synergized policies aimed at enhancing the future quality of tourism. In other words, by maximizing programs like the Sustainable Tourism Village and Disaster-Resilient Subdistricts, the disaster resilient tourism development policy can be successfully implemented. Through the development of disaster-resilient and safe tourism, the government can at least

minimize losses caused by disasters. Additionally, disaster-resilient tourism development must be aligned with disaster management strategies, covering the pre-disaster, during-disaster, and post-disaster phases. This alignment should be carried out through a policy harmonization scheme between tourism development and disaster management.

Based on the researcher's mapping of studies on the implementation of disaster mitigation-based tourism development policies by the Padang City Government, research on this topic is still largely focused on the general implementation of tourism development policies. Research specifically addressing the implementation of disaster mitigation-based tourism development policies remains limited. Regarding studies on the implementation of disaster mitigation-based tourism development policies, several prior studies exist. The first study was conducted by Rachmawati Novaria (2017) with the title *Implementation of Tourism Programs in Enhancing Tourism Destinations in Jombang Regency.* This study found that the current management of tourism in Jombang Regency whether cultural (religious) tourism, natural tourism, or special interest tourism remains participatory and conventional. An integrated tourism information system model in Jombang Regency represents the implementation model of tourism programs in the region. This can be realized by applying an integrated tourism system development model tailored to the characteristics of local destinations and communities (Rahmawati, et al., 2017).

Next, a study by Hutsa Dewantara et al. (2017), titled *Review of the Implementation of the Revitalization Program for the Old Town Area as a Tourism Destination in Semarang City,* found that, in general, the success of the implementation of the Old Town Area Revitalization Policy Program was quite good but not yet fully optimized. Development is still ongoing toward establishing the Old Town Area as a Tourism Destination by 2020. However, challenges remain in the revitalization stages, as several variables in policy implementation affect performance (Hutsa, et al., 2017). Another study, by Roni Ekha Putera et al. (2020), titled *Strategies of the Padang City Government in Developing Disaster Mitigation-Based Tourism,* revealed that the City Government, specifically the Padang City Tourism and Culture Office and the Padang City Regional Disaster Management Agency (BPBD), had implemented strategies for developing disaster mitigation-based tourism in Padang City. The Tourism and Culture Office and BPBD have carried out certain organizational and institutional strategies effectively, while program strategies and resource support strategies are still lacking (Roni, et al., 2020).

A more recent study by Mahardika Berlianda Aldo (2023), titled *Disaster-Resilient Tourism Development Policies Through Collaboration and Integrated Disaster Tourism Management,* stated that disaster-resilient tourism development must align with disaster management

contexts—namely, the pre-disaster, during-disaster, and post-disaster stages. This alignment is achieved through harmonizing tourism policies with disaster management and fostering cross-stakeholder collaboration across five program stages aimed at providing swift and responsive resolution and long-term resilience in the tourism sector. This is supported by a framework for integrated disaster tourism management (Mahardika, et al., 2023).

The researcher assumes that through the development of disaster-resilient tourism, the government can minimize losses during disasters by implementing cross-actor collaboration to support complex disaster management operations. Thus, disaster-resilient tourism development can be aligned with structured disaster management contexts encompassing pre-disaster, during-disaster, and post-disaster stages, achieved through the harmonization of tourism policies and disaster management. Therefore, this study offers correlations and novelty compared to previous research. The expected outcome of this research is to serve as a reference that can describe disaster-resilient tourism development in Padang City, including the challenges faced, solutions proposed, and achievements realized. Based on this explanation, the aims and novelty presented in this research project are explaining the process of implementing disaster-resilient tourism development policies carried out by the Padang City Government; explaining the obstacles and solutions to resolving them in the implementation process of disaster-resilient tourism development policies carried out by the Padang City Government and explaining the achievements of the disaster-resilient tourism development policy implementation process carried out by the Padang City Government.

In correlation with these objectives, the importance of conducting this research is grounded in the tourism potential available amidst the sudden threat of disasters. Considering the geographical, demographic, sociological, and historical conditions, West Sumatra particularly Padang City is vulnerable to disasters due to various natural and non-natural factors. The government has responded to this through the implementation of Law No. 10 of 2009 on Tourism and Minister of Tourism and Creative Economy Regulation No. 9 of 2021 on Guidelines for Sustainable Tourism Destinations.

Based on the problem background mentioned above, this research aims to describe the phenomena observed by the researcher in the field and link them to Van Meter and Van Horn's implementation model theory, which encompasses six dimensions of policy implementation: policy standards and objectives, resources, characteristics of implementing agents, disposition/tendencies, inter-organizational communication, and socio-economic and political conditions. This research is conducted in collaboration with experts in geology and disaster

management and/or using a multidisciplinary approach to address the challenges in implementing the disaster-resilient tourism development policy in the City of Padang.

METHODS

This study employs a qualitative research approach using descriptive research methods. The informant selection technique in this study is purposive sampling, which involves selecting informants based on known information. This technique facilitates researchers in identifying appropriate informants who are considered capable of answering questions relevant to the study. Furthermore, the data collection technique is a critical scientific process as the collected data is fundamentally used for research analysis. In collecting the necessary data, the researchers followed structured procedures adhering to scientific research standards. This study utilized both primary and secondary data. Primary data was obtained directly from the sources through observations and direct interviews with research informants. Meanwhile, secondary data, which is not directly obtained by the researchers, was gathered through documentation studies, including literature from books and annual implementation reports. The unit of analysis in this study comprises organizations, namely the Padang City Tourism Office and the Padang City Regional Disaster Management Agency (BPBD). The data analysis technique used follows Miles and Huberman's method. To ensure the validity of the data collected in the field, source triangulation techniques were employed, involving steps such as data reduction and conclusion drawing. The implementation process of disaster-resilient tourism development policies in Padang City is described by analyzing the phenomena encountered in the field and correlating them with the implementation model theory by Van Metter and Van Horn. This model encompasses six dimensions of implementation: policy standards and goals, resources, characteristics of implementing agents, dispositions/tendencies, inter-organizational communication, and socio-economic and political conditions.

In this study, the researcher employed passive participatory observation. This approach allowed the researcher to be involved in the implementation of disaster-resilient tourism development policies in Padang City but in a passive capacity, interacting with the observation targets only to observe, analyze, and understand the implementation of these policies and the follow-up processes undertaken by the stakeholders, including the Padang City Tourism Office, BPBD Padang City, and stakeholders at the sub-district and village levels. The researcher conducted observations from August 2024 to September 2024 by visiting research sites, directly observing, and documenting phenomena.

RESULTS AND DISCUSSION

1. Policy Standards and Measures

In the context of developing disaster-resilient tourism, the Padang City Government has responded appropriately, as evidenced by the vision and mission of the current Mayor of Padang. These documents highlight several key points directly related to the efforts of developing disaster-resilient tourism in the city. One of the main objectives is to improve the quality of tourism management, ensuring a comfortable and memorable experience, while also fostering a community that is aware, caring, and resilient to disasters. A crucial aspect of tourism development in Padang is providing a sense of safety and security to tourists visiting the city's tourist destinations. Given Padang's high vulnerability to natural disasters, this is essential as it directly impacts the comfort of both domestic and international tourists. Without adequate disaster preparedness, the perception of risk may deter tourists from visiting, highlighting the need for strong policies and programs aimed at disaster-resilient tourism.

In its efforts to develop disaster-resilient tourism in Padang, the city government has implemented two key programs aimed at achieving this goal. The first is the Sustainable Tourism Village program, which is currently being managed by the Padang City Tourism Office. So far, this program has been established in 18 out of 104 subdistricts in Padang, covering 9 of the city's 11 districts. The second program is the Disaster-Resilient Subdistricts initiative, which is run by the Padang City Disaster Management Agency (BPBD). Currently, 24 out of 104 subdistricts have been designated as disaster-resilient. These subdistricts are located within 35 subdistricts categorized as high risk or red zones for disasters in the city. Both programs play a vital role in realizing the vision of a disaster-resilient tourism infrastructure in Padang, ensuring the safety and preparedness of both local residents and tourists.

Based on field observations and interviews regarding policy measures and objectives, it can be concluded that the City of Padang currently has two programs in place aimed at developing disaster resilient tourism: the Sustainable Tourism Village Program and the Disaster Resilient Subdistricts Program. However, in the implementation of the Sustainable Tourism Village Program, several stakeholders at the subdistrict and village levels, as well as local communities, expressed uncertainty regarding the program's standards and measures. This is primarily due to the absence of a formal guidebook or roadmap outlining the steps and stages of the program's implementation. As a result, stakeholders have hesitated to take further action, lacking clarity on the next steps.

Similarly, in the Disaster-Resilient Subdistricts Program, a similar issue was identified. There is no document specifying the standards or success criteria for the program. Furthermore, the research also revealed the absence of detailed documents outlining the objectives of the program, which could help the target communities better understand its goals. Overall, these findings align with Van Meter and Van Horn's theory, which emphasizes that clear policy measures and objectives are essential for effective implementation. Without such clarity, stakeholders tend to become hesitant and uncertain about the actions needed to achieve the intended outcomes. *"In determining standards and objectives one could use the statements of policy makers, as reflected in numerous documents such as program regulations and guidelines which spell out the criteria for an evaluation of policy performance"*

The absence of specific regulations and supporting documents that could serve as guidelines for stakeholders and the community has resulted in hesitation and passive behavior in executing the programs assigned to them. This aligns with Van Meter and Van Horn's assertion that the clarity of policy measures and objectives has an indirect influence on policy implementers. Having a guidebook and roadmap detailing the steps and stages of implementation could serve as a resource to ensure that the program is carried out properly. Additionally, supporting documents in the form of regulations would allow the Padang City Tourism Office and the Padang Disaster Management Agency (BPBD) to evaluate their performance and achievements in implementing disaster-resilient tourism development policies. Considering this is the first such policy in West Sumatra, initiated only in 2023, it would be more effective if this policy were accompanied by specific regulations and decrees issued by the Mayor of Padang. These documents should detail the implementation process and the roles of each stakeholder involved, aiming to prevent misinterpretations of the policy's measures and objectives in its implementation.

2. Resources

Every policy requires adequate resources during its implementation process, whether it's human resources or non human resources such as budget, facilities, and infrastructure. The success of policy implementation heavily depends on the ability to effectively utilize the available resources. In the resource concept introduced by Van Meter and Van Horn, it is stated that the availability of sufficient resources, both in terms of quality and quantity, plays a crucial role in determining the success and achievement of policy goals. If the necessary resources are lacking, the policy implementation process may be hindered or may not proceed as expected. On the

other hand, adequate resources allow policy implementers to execute programs smoothly, ensuring that the policy can achieve its intended goals.

Based on the data collected in the field, it can be concluded that there are several budgetary issues in the implementation of disaster-resilient tourism development policies in Padang City, Lack of Local Budget Allocation Currently, the Padang City Tourism Office has not allocated funds from the Padang City Regional Budget (APBD) for the implementation of the Tourism Village program. Instead, the Tourism Office continues to rely on Special Allocation Funds (DAK) from the Central Government or the Ministry of Tourism and Creative Economy (Kemenparekraf). This indicates that the Tourism Office has not been fully focused or committed to implementing the Tourism Village program. Their primary focus remains on programs and activities related to physical development, such as opening new tourist destination areas in Padang City.

Limited funding for disaster resilient villages, for the implementation of the Disaster-Resilient Village program in Padang City, the Padang City BPBD has so far only allocated funding for the formation of Disaster-Resilient Villages, and even then, only when receiving financial support from the Central Government or the National Disaster Management Agency (BNPB). This program is a Central Government initiative. Additionally, in the program's implementation at the community level, the BPBD delegates the responsibility entirely to the villages or relies on their village budgets for disaster management. A significant concern moving forward is whether villages will have sufficient budgets for training and activities required by the Disaster-Resilient Village program. This is due to the numerous factors and priorities that villages must address with their Village Fund Allocations (ADD), many of which are equally urgent and directly influence disaster management in Padang City.

Budget constraints at the sub district and village levels, these budgetary limitations have led to challenges in several villages targeted by the disaster-resilient tourism development policy in Padang City. The constraints are primarily due to the limited funds available to the sub-districts and villages to implement and develop disaster-resilient tourism, whether through the Tourism Village program or the Disaster-Resilient Village program. Consequently, the implementation of policies in these areas has become stagnant.This aligns with the opinion of Van Meter and Van Horn, who state in their work: *"The limited supply was a major contributor to the failure of the program."* The availability of adequate budgetary resources is one of the critical factors determining the success of policy implementation. Therefore, the limited budgets available to stakeholders at the sub-district and village levels in Padang City indirectly impact the prioritization and implementation of the disaster-resilient tourism development policies.

3. Communication and Coordination Among Organizations

In the process of establishing communication and coordination in the implementation of disaster resilient tourism development policies in Padang City, one of the ways carried out by the Padang City Tourism Office and the Padang City Regional Disaster Management Agency (BPBD) is to conduct socialization for all involved stakeholders, both at the district and sub-district levels. The Padang City Tourism Office, through its Sustainable Tourism Village program, and the Regional Disaster Management Agency (BPBD) with its Disaster Resilient Urban Village program, convey and communicate the contents and objectives of the disaster resilient tourism development policy to all implementing stakeholders involved. This aims to prevent multiple interpretations of the understanding of the policies being implemented, thereby ensuring that the objectives of the policy implementation can be maximally achieved

Based on the annual report obtained from the Padang City Tourism Office, the socialization regarding the implementation of the disaster-resilient tourism development policy, conveyed through the Sustainable Tourism Village program, only started last year, and so far, three socialization sessions have been conducted. On the other hand, the Padang City Regional Disaster Management Agency (BPBD) has been carrying out socialization regarding the implementation of the disaster resilient tourism development policy through its Disaster Resilient Urban Village program and has conducted several socialization sessions since the program began in 2015. The researcher also found that the socialization regarding the Disaster Resilient Urban Village was halted for four years, from 2016 to 2020, due to a lack of available funding. Furthermore, this year, in implementing the socialization of the disaster-resilient tourism development policy, the Padang City Tourism Office and Regional Disaster Management Agency (BPBD) have jointly conducted socialization in the sustainable tourism village area of Teluk Buo, located in the Teluk Kabung Tengah Sub district, Bungus Teluk Kabung District, Padang City.

Based on the data gathered by the researcher in the field regarding communication and coordination among organizations, it can be concluded that currently, the Padang City Tourism Office and the Padang City Regional Disaster Management Agency (BPBD) have conducted socialization for all implementing stakeholders involved, both at the district and sub district levels in Padang City. This is aimed at ensuring that all stakeholders understand the contents and objectives of the disaster-resilient tourism development policy. However, in line with the statement made by Van Meter and Van Horn regarding interorganizational communication that *"The prospects of effective implementation will be enhanced by the clarity with which standards and objectives are stated and by the accuracy and consistency with which they are*

communicated" it reflects the current situation in the implementation process of the disaster-resilient tourism development policy in Padang City. Although the Padang City Tourism Office and BPBD have conducted regular socialization for all involved stakeholders, the effectiveness of the communication process is also influenced by the standards and objectives of the policy itself, as emphasized by Van Meter and Van Horn that the communication process must be carried out clearly, consistently, and accurately.

4. Characteristics of Implementing Agents

Essentially, the characteristics of implementing agents are closely related to the organizational structure, applicable norms, and the patterns of relationships that occur within the bureaucracy. All of these factors will influence the implementation of policies into various forms of programs that have been developed. The characteristics of implementing organizations are also important because the performance of implementation is influenced by the specific and suitable traits of the implementing agents. The characteristics of the implementing agents that the researcher will examine are those of the stakeholders involved in the implementation of the disaster-resilient tourism development policy.

Based on several issues identified in the field regarding the organizational structure aspect, it fully indicates the need to establish a specific structure or division dedicated to directly managing the policy for developing disaster-resilient tourism. This specialized structure and division would later handle the implementation of the disaster resilient tourism development policy at the sub-district and village levels in Padang City. Additionally, the establishment of this special division would facilitate coordination among policy implementers, including the Padang City Tourism Office and the Padang City Disaster Management Agency (BPBD), as well as stakeholders at the Kecamatan and Kelurahan levels.

Regarding norms and values applied during the implementation of this policy, associated with the social capital of each stakeholder, there is a high sense of enthusiasm and eagerness among the communities in the target Kecamatan and Kelurahan for the implementation of this disaster-resilient tourism development policy. This is because the community fully understands that the policy has a positive impact on them, serving as a step toward enhancing the local economy. Through disaster-resilient tourism, there will be an increase in the number of visitors, which will boost tourism revenue and create job opportunities.

Furthermore, concerning the relationship patterns observed, the researcher found that the interactions between the Padang City Tourism Office and the BPBD with stakeholders at the Kecamatan and Kelurahan levels tended to be passive. This also indicates that in some target

Kecamatan and Kelurahan, the relationship patterns designed by the Padang City Tourism Office and BPBD are not functioning as expected. This phenomenon is exacerbated by the lack of initiative from the target Kecamatan and Kelurahan to proactively inquire with the Padang City Tourism Office or BPBD about their next steps. Such relationship patterns result in the stagnation of the disaster-resilient tourism development policy, particularly its implementation in the Sustainable Tourism Village and Disaster Resilient Kelurahan programs.

5. Attitudes of Policy Implementers

In the process of implementing the disaster-resilient tourism development policy in Padang City, there are various responses from policy implementers, including the Padang City Government, district and sub district authorities, as well as the community, the majority of whom welcome and positively accept the implementation of this policy. Among the government stakeholders at the city level, such as the Padang City Government, the Tourism Office, and the Padang City Regional Disaster Management Agency (BPBD), there is a positive response towards the implementation of the disaster-resilient tourism development policy in Padang City. The city government fully supports this policy implementation, recognizing that the tourism sector is one that requires attention. Additionally, the city government is committed to enhancing preparedness and disaster risk mitigation within the tourism sector in Padang City.

Furthermore, the responses and feedback from the district and sub-district authorities regarding the implementation of this policy are also positive. This is because the implementation of this policy is an important step to protect the community and tourists in their disaster-prone areas, especially considering that Padang City faces natural disaster risks such as earthquakes and tsunamis. The sub-district authorities share similar sentiments. Additionally, the response from the community in Padang City towards the disaster-resilient tourism development policy is quite positive, particularly concerning the increased awareness and preparedness for disaster risks. However, the success of this policy greatly depends on its implementation in the field and how the community is directly involved. There are also some concerns regarding the implementation process and the sustainability of the policy in relation to its various programs. The community hopes that the Padang City Government can address these issues to ensure the success of this policy.

Overall, it can be concluded that the stakeholders involved in the implementation of the disaster-resilient tourism development policy in Padang City respond positively and support the execution of this policy, as do the responses from the community, who are the targets of this policy. However, this positive attitude towards the disaster-resilient tourism development policy is

not matched by the stakeholders' commitment to fully implement the policy. This lack of commitment significantly impacts the outcomes of the policy and its execution on the ground. Additionally, the researcher also found that the passive attitude of implementing stakeholders at the district and sub-district levels has led to stagnation in the implementation of the disaster-resilient tourism development policy in several districts and sub-districts. This is due to the implementers' silence without the willingness to create change to enhance policy performance, resulting in the program being treated merely as a formality.

The attitudes of the implementers are also influenced by the clarity of the metrics and objectives established for the policy. This aligns with the views of Van Meter and Van Horn, who state that the attitudes of implementers are affected by the clarity of the metrics and objectives set for the policy. The seemingly passive attitude of stakeholders is due to the absence of regulations governing the authority of each stakeholder involved in the implementation process of the disaster-resilient tourism development policy. This is also in line with the views of Van Meter and Van Horn in their policy implementation theory model, which suggests that, indirectly, the attitudes of implementers can be influenced by the clarity of the standards and objectives of the established policy.

6. Social, Economic, and Political Environment

One important aspect to consider when assessing the performance of public policy implementation from the perspective of Van Meter and Van Horn is how the external environment contributes to the success of the implemented policy. An unsupportive environment can be a factor leading to policy implementation failure. The external environment influencing this includes social conditions, economic conditions, and political conditions. The following is an explanation of the impact of social, economic, and political conditions on the process of implementing the disaster-resilient tourism development policy in Padang City:

Regarding the social environment aspect observed in the field, when linked to Van Meter and Van Horn's perspective, it can be concluded that the social environment conditions also contribute to the success of established policies or programs. In the implementation process of the disaster-resilient tourism development policy, the varying social conditions of communities in the target Kecamatan and Kelurahan have led to diverse outcomes—some achieving success while others remain stagnant.

Next, based on the overall data gathered in the field concerning the economic environment aspect, and when aligned with Van Meter and Van Horn's opinion, it can be concluded that the economic environment conditions strongly influence the success of established policies or

programs. In the process of implementing the disaster-resilient tourism development policy, several economic factors have affected its execution, such as limited available budgets, community reliance on the tourism sector, availability of adequate economic infrastructure like roads, transportation, electricity networks, and communication facilities, as well as the level of economic welfare of the local community. Collectively, these factors significantly determine the success of the disaster-resilient tourism development policy in Padang City.

In addition, according to Van Meter and Van Horn, the attitudes of policy implementers are also influenced by an unfavorable external political environment. In the case of the disaster-resilient tourism development policy, an unsupportive political environment has hampered its implementation. This is primarily due to the absence of robust legal regulations governing the policy's execution. Based on data obtained in the field regarding the variables of the social, economic, and political environments, it can be concluded that an unconducive external environment directly impacts the performance of a policy. In the implementation of the disaster-resilient tourism development policy, differing social environments have caused stagnation in the execution of policies across the various target Kecamatan and Kelurahan.

Furthermore, limited available budgets pose a significant challenge in the execution of this policy, particularly in the Sustainable Tourism Village program and the Disaster-Resilient Kelurahan program. This limitation has contributed to stagnant policy implementation in several Kecamatan and Kelurahan targeted for development in Padang City. One of the most influential external factors in the disaster-resilient tourism development policy is an unconducive political environment. This issue arises due to the absence of strong legal regulations to govern the policy's implementation, thus hindering progress and the effectiveness of the disaster-resilient tourism development program.

CONCLUSION

The results of the research conclude that, overall, the implementation of disaster-resilient tourism development in the City of Padang has been carried out but is not yet optimal. The absence of regulations and derivative documents that can serve as guidelines for stakeholders and the community has led to hesitation and passivity in executing the policy. In terms of resources, the limited funding available to the subdistricts and districts involved has caused the policy implementation to stagnate in these areas. Furthermore, regarding communication and coordination between organizations, although socialization efforts have been made, the subdistricts and districts involved still lack clarity on the standards and benchmarks of the policy. Poor communication and coordination between the city-level policy implementers and the district-

and subdistrict-level stakeholders have resulted in relationships that do not align with the initial plans. Regarding the attitudes of policy implementers, it was found that stakeholders responded positively; however, this positive response was not accompanied by a commitment from stakeholders at the district and subdistrict levels. Finally, the social, economic, and political environments, which are not conducive, have a direct impact on the performance of the policy that has been implemented. There are several important aspects that the Padang City Government needs to improve in the future regarding the implementation of disaster-resilient tourism development policies, including Formulating derivative regulations and documents related to the implementation of these policies. Preparing a special budget plan for the implementation of this policy to ensure that all activities can be carried out optimally. Enhancing communication and coordination activities with stakeholders at the sub-district and village levels regarding the standards and benchmarks of this policy.

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