

PLANNING FOR DEVELOPING URBAN TOURISM DESTINATIONS (STUDY AT THE TOURISM OFFICE OF KUPANG CITY)

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Abstract:
 Tourism management in Kupang City requires significant attention from the local government due to the low income currently in this sector. Given the city's promising tourism potential, it can be a vital avenue to boost local revenue, enhance the community's economy, and foster regional development. This qualitative research involved primary and secondary data sources collected via observation, interviews, and document searches with 40 informants. The data were analyzed using Creswell's (2016) methodology. Findings indicate that: (a) Both official and unofficial actors were involved in planning; (b) Economic reviews identify community mindset as a threat, economic development as an opportunity, budget constraints as a weakness, and the city's status as the provincial capital and gateway to Timor Leste as a strength; (c) Current tourism is limited to natural sites, with urban tourism development not yet optimal; (d) Goals and strategies are aligned with the city's vision and mission, requiring communication between stakeholders and the community; (e) The Kupang City Tourism Office is still developing the city tourism development plan.

Keywords: Tourism, Planning, Urban

INTRODUCTION

Indonesian tourism is transforming to increase benefits for tourism destinations and build more resilient communities and businesses through innovation, digitalization, sustainability, and partnerships. The direction of tourism development is more towards quality tourism. Quality tourism is tourism that is not oriented towards quantity but towards quality. Sustainable tourism is essential in reactivating the tourism sector post-pandemic (Dowling, 1997; Fennell, 1999). Sustainability is widely seen as a 'vehicle' to overcome the negative impacts of tourism and maintain its long-term viability (Prosser & Cater, 1994).

The tourism sector is the sector that has the most significant contribution in the world. The contribution of tourism to world economic growth is nine percent (UNWTO, 2017). Hitchcock et al. (2009) found that tourism revenues grew very strongly in Asia, contributing significantly to GDP in several countries. As the region looks forward to the next century, the challenges of infrastructure development, environmental protection policies and, most importantly, the shortage of skilled labor, both at the craft and management levels in the tourism industry. The calculation results show an increasing trend in Indonesia's tourism contribution from 2016 to 2019.

Judging from tourism's direct gross domestic product (TDGDP), the tourism sector contributes 4.6 to 4.9 percent to Indonesia's GDP (Mun'im, A, 2022). Therefore, the higher the number of tourist visits to a country, the higher the income in the tourism sector (Austriana, 2005).

The enormous contribution of Indonesian tourism foreign exchange must be balanced with the increase in foreign tourist visits because Indonesia has great potential as a major world tourist destination where there is tropical biodiversity spread across 17,000 islands and cultural pluralism

that includes 1,331 ethnic groups Jumiati et al. (2022) so that in order to optimize the role of tourism, it is essential to organize a mechanism in developing tourism services that can be used as a conceptual guideline in determining the direction, goals, targets, and policy strategies for developing tourism services in Indonesia (Masrurroh & Nurhayati, 2016; Mustafa, 2014).

For the objectives to be achieved, the tourism sector needs to be developed more seriously and professionally in addition to increasing local revenue, expanding employment opportunities, attracting investors to invest their capital, and creating a promotional event to introduce regional cultural history to the general public. Therefore, in the development of tourism, it is necessary to receive services and serious attention from all parties related to its development and management, in addition to how to manage permits, which are the primary concern in the development of the tourism sector (Deritasari et al., 2014; Hardianto et al., 2019).

NTT Province, as an island province, has extraordinary tourism potential and strength because it has 1305 tourist destinations focusing on natural and cultural tourism, and all districts/cities have them. The concept and idea of NTT tourism development is to build a "Ring of Beauty" by creating a ring of natural and cultural tourism beauty from a series of islands (NTT Tourism and Creative Economy, 2022), and one of these tourism locations is Kupang City.

Kupang City is the capital of East Nusa Tenggara Province, which has various tourism potentials, including nature, culinary, cultural, historical, and spiritual. This city is also the southern gateway to Indonesia, which directly faces the country of Timor Leste in the east, Australia, New Zealand and other Pacific island countries. The regional government manages tourist attractions in Kupang City, its surroundings, and the private sector. The local government's efforts in developing tourism promotion in Kupang City and its surroundings are done through tourism information on the local government's official website and tourism catalog media distributed in various places. In addition, Kupang City, with a population of 446,193 thousand people, is one of the tourism hubs in NTT besides Labuan Bajo City in West Manggarai Regency because there is an International Airport, Pelni Port and is located in the western part of Timor Island. Hence, it has a direct land border with East Timor (Misnawati et al., 2024).

Based on data from the BPS of Kupang City, it is known that the average length of stay of tourists is 3 days, with the number of tourist visits to Kupang City in 2022 as many as 267,181 people, so the total amount of money circulating in Kupang City during 2017 from the tourism industry side was 20,305 US Dollars or converted to Rp. 263,974,828,000. The figure of 20,305 US dollars is quite a large figure for Kupang City. However, the COVID-19 pandemic, which has been going on since March 2020, has certainly been detrimental to managing tourism destinations in Kupang City, so planning for developing Regional Tourism in Kupang City after the Covid 19 pandemic is needed.

The following are tourist destinations in Kupang City based on the Decree of the Mayor of Kupang Number 25B/KEP/HK/2023 in March 2023:

Table 1. List of Tourist Destinations in Kupang City

NO	TYPES OF TOURIST ATTRACTIONS	NAME OF TOURIST ATTRACTIONS	Location	
			Subdistrict	Ward
1	2	3	4	5
1	Natural Tourism Objects	1. Lasiana Beach 2. Nunsui Beach 3. Paradiso Beach	Kelapa Lima Kelapa Lima Kelapa Lima	Lasiana Oesapa Oesapa Barat



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- | | | | |
|---|---|-------------|----------------|
| | 4. Colorful Beach | Kelapa Lima | Oesapa |
| | 5. Kelapa Lima Beach | Kelapa Lima | Pasir Panjang |
| | 6. Pasir Panjang Beach | Kelapa Lima | Pasir Panjang |
| | 7. Oesapa Beach | Kelapa Lima | Oesapa |
| | 8. Mangrove Forest Ecotourism | Kelapa Lima | Oesapa Barat |
| | 9. LLBK Beach/Koepan Beach | Kota Lama | LLBK |
| | 10. Ketapang Satu Beach | Kota Lama | Tode Kisar |
| | 11. Batu Kepala Beach | Alak | Nunhila |
| | 12. Nunbaun Delha Beach | Alak | Nunbaun Delha |
| | 13. Namosain Beach | Alak | Namosain |
| | 14. Kelapa Satu Beach | Alak | Alek |
| | 15. Nunhila Beach | Alak | Nunhile |
| | 16. Monkey Cave Alak | Alak | Alak |
| 2 | Cultural Tourism Objects | Kota Raja | Naikoten 1 |
| | 1. House of the King of Kupang | Kota Raja | Bakunase |
| | 2. Japanese Bunker | Kota Raja | Fontein |
| | 3. Nursaadah Grand Mosque | Kota Raja | Fontein |
| | 4. Dutch Prison | Oebobo | Liliba |
| | 5. Japanese Bunker | Alak | Nunhila |
| | 6. Dutch Grave Site | Alak | Nunbaun Delha |
| | 7. Allied Cannons | Alak | Fatufeto |
| | 8. Fort Concordia | Alak | Manutapen |
| | 9. Tomb of King Taebenu | Kelapa Lima | Kayu Putih |
| | 10. NTT State Museum | Kelapa Lima | Kelapa Lima |
| | 11. Japanese Cannon | Kelapa Lima | Bonipol |
| | 12. Sonbai Statue | Kota Lama | Bonipol |
| | 13. Christ Cathedral Church Raja Kupang | Kota Lama | LLBK |
| | 14. Kupang City Church | Kota Lama | Fatubesi |
| | 15. Hindu Temple | Kota Lama | LLBK |
| | 16. Kupang Temple | Kota Lama | LLBK |
| | 17. Pancasila Monument | Kota Lama | LLBK |
| | 18. Japanese Monument | Maulafa | Penfui |
| 3 | Artificial Tourist Objects | Kelapa Lima | Kelapa Lima |
| | 1. Nostalgia Park | Kelapa Lima | Kelapa Lima |
| | 2. Ina Boi Park | Kelapa Lima | Kelapa Lima |
| | 3. Kupang City Square | Kelapa Lima | Kelapa Lima |
| | 4. Tagepe Park | Kelapa Lima | Kelapa Lima |
| | 5. Subasuka Water park | Kelapa Lima | Pasir Panjang |
| | 6. Kalpataru Park | Kota Lama | Fatubesi |
| | 7. Fishing Pond Air Sagu | Kota Raja | Batuplat |
| | 8. Agry's Fishing | Kota Raja | Batuplat |
| | 9. Arjuna Park | Kota Raja | Bakunase 2 |
| | 10. Tourist Park Pondok Bonak | Kota Raja | Bakunase 2 |
| | 11. PT. Trans Studio Mini | Oebobe | Oebufu |
| | 12. Kupang Water Park | Oebobo | Oebufu |
| | 13. PT. Fun World Prima (Lippo Plaza) | Oebobo | Fatululi |
| | 14. Cafe Kebun | Alak | Penkase Oeleta |
| | 15. Muara Abu Park | Kelapa Lima | Oesapa Barat |
| 4 | Religious Tourism | | Kota Kupang |
| | 1. Easter Parade | Oebobo | Oetete |
| | 2. Lourdes Cave | Kota Lama | Solor |
| 5 | Culinary Tour | | |
| | 1. Night Market Culinary | | |



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2. Culinary at LLBK Beach	Kota Lama	LLBK
3. Oeba Culinary	Kota Lama	Oeba
4. Oepoi Culinary	Oebobo	Oebufu
5. E1 Tari Street Culinary	Oebobo	Naikoten 1
6. TDM Culinary	Oebobo	TDM
7. Traditional culinary at Pujasera Pantai Lasiana	Kelapa Lima	Lasiana
8. Nostalgia Garden Culinary	Kelapa Lima	Kelapa Lima
9. Oesapa Culinary	Kelapa Lima	Oesapa Induk
10. Culinary in Penfui	Maulafa	Penfui
11. Fontein Culinary (in front of Barata)	Kota Raja	Fontein
12. Kuanino Culinary	Kota Raja	Kuanino
13. Cafe Tebing	Alak	Alak

Source: Kupang City Tourism Office, 2023

As the capital city of NTT Province, which is currently developing, Kupang City is worthy of being used as a city focusing on urban tourism. Cities become the object of study for urban tourism cities that are attempted by tourists who want to escape from their daily routines and find fantastic places Urry (1990), and this phenomenon is trending in cities in Indonesia, one of which is Kupang City. Urban tourism is a collection of tourism resources or activities located in cities and offered to visitors from other places (European Communities, 2000). This is characterized by using land related to tourism activities within fairly clear boundaries. One of the main priorities of urban tourism goals is identifying, assessing, marketing and managing images because tourism images do not always reflect reality (Hunt, 1975). Destination image is often a key factor when choosing a tourist destination that has a positive image (Bramwell B, 1991; Chon, 1991; Dann, 1996; Echtner, C. M, 1993; Gartner, 1993; Goodrich, 1978; Mayo, 1973).

However, to achieve the goal of urban tourism in Kupang City, the problem that is still faced lies in the financing of tourism development, which is still low, and the implementation of development must follow the provisions and adjust to the capacity situation and conditions within the scope of the Kupang City area. The relatively small income from the tourism sector indicates that tourism management in Kupang City needs serious attention from the local government, considering the promising tourism potential of Kupang City and can be used as an option to increase local revenue in order to grow the community's economy in order to build the region towards a better direction (Intyaswono et al., 2016; Ristiawan, 2019; Fitriana et al., 2020).

Another obstacle to developing tourism potential in Kupang City is the need for more supporting infrastructure at tourist locations. Unconsidered access to tourist locations impacts the need for more tourist visits, both local and foreign tourists. One of the great potentials that can be used as capital for developing Kupang City is the wealth of natural-based tourism potential. However, there are also artificial tours that support the development of tourism itself (Hardianto et al., 2019).

To achieve synchronization and harmonization in tourism development in Kupang City, every regional apparatus should coordinate well with each other. The problem of coordination in tourism development in Kupang City cannot be separated from the planning aspect, and poor planning will significantly affect the implementation of tourism development programs in the future. Regarding planning in tourism development in Kupang City, there are areas for improvement in coordination. Weak coordination in terms of planning will have an impact on the coordination that will be built in terms of implementation and also control of the Kupang City tourism development program



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wherein the implementation of tourism development in Kupang City, both the form of physical and non-physical development programs so far, the Kupang City Tourism Office has implemented it alone without any support from other OPDs.

The problem is that the coordination built so far between the Tourism Office has only been carried out with the Kupang City Bappeda, which in its coordination is only limited to budget absorption and needs to coordinate development programs with other related OPDs. In tourism development, among these agencies, there needs to be awareness from the officials who do it. This is evident from the high sectoral ego of each related agency; even until now, Kupang City does not have a Regional Regulation on Tourism, while one of the essential tasks handed over by the central government to the regional government in the era of autonomy is planning tourism development specifically for each region in Indonesia.

The delegation of these tasks will require the active role of local governments to capture various tourism market opportunities in their regions. Professionally, local governments must be able to design their regional tourism development plans so that new, distinctive tourism themes emerge. Of course, the efforts of local governments in managing the region must consider how to start building the region and exploring its potential without burdening the community.

With the implementation of regional autonomy, the development of regional tourism, which includes planning the development of products (tourist objects and attractions) in their regions, becomes the responsibility of each regional government (Sedarmayanti, 2005). Given this background, the author is interested in conducting research titled Planning for the Development of Urban Tourism Destinations (Urban Tourism) (Study at the Kupang City Tourism Office).

Planning. Planning is one of the four essential and interrelated management functions. The four management functions are planning, organizing, directing and controlling (Mudrajad, 2012). According to Faludi (1973), planning theory consists of two types, namely procedural theory and substantive theory. Procedural theory is scientific development, a general theory; planning is considered a series of procedures to achieve goals in planning.

Planning is defined as a continuous process that includes decisions or choices of various alternative uses of resources to achieve specific goals in the future (Conyers & Hills, 1984).

Tourism. The term tourism was born from Sanskrit consisting of "pari," which means whole, complete, traveling; "wis (man)," which means home, village, community; and "ata" which means going continuously, wandering, which, when combined into one word gives birth to the term tourism, meaning going ultimately leaving home (village) traveling continuously. In its operation, the term tourism as a replacement for the foreign term "tourism" or "travel" is given the meaning by the Indonesian government, namely "those who leave home to travel without earning a living in the places visited while enjoying their visit" (Pendit, 2002)

Tourism has long been a concern in economics, politics, state administration, and sociology; until now, there has been no academic opportunity to study what tourism is. Etymologically, the word tourism comes from Sanskrit, which consists of two words, pari and wisata. Pari means "many" or "around," while wisata means "go" or "travel." On that basis, the word tourism should be interpreted as a journey that is carried out repeatedly or in circles from one place to another, which in English is called the word "tour," while for the plural meaning, the word "Tourism" can use the word "tourism" or "tourism" (Suwena & Widyaatmaja, 2017).

Urban Tourism. The development of a tourist attraction does not only prioritize natural tourist attractions. Urban tourism must also be developed to support tourism activities in an area. The current phenomenon is that the growth of urban tourism in the world is increasing and has become



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a trend to be developed (Prijadi et al., 2014). Furthermore, Prijadi et al. (2014) stated that urban tourism is a form of tourism development with tourist locations in the city, where areas or spots in the city, city elements and even the city itself become a leading tourism commodity. Urban tourism is also a product that concentrates on various attractions, amenities, and ease of accessibility (Priono, 2012).

Pratiwi (2014) stated that urban tourism is a general form of tourism that utilizes urban elements (not agriculture) and everything related to aspects of city life (service centers and economic activities) as tourist attractions. Based on this understanding, urban tourism is a form that utilizes urban resources such as economic activities, museums, city parks, malls, cafes and restaurants as tourist attractions.

METHODS

This study uses qualitative research with 40 informants. It collects both qualitative and quantitative data from primary and secondary sources. The collected data is then analyzed using data analysis techniques (Miles & Saldana 2014).

RESULT AND DISCUSSION

Urban Tourism Destination Development Planning at the Kupang City Tourism Office. As the capital city of NTT Province, which is currently developing, Kupang City is worthy of being used as a city focusing on urban tourism. The city becomes an object of study for urban tourism, where tourists seek to escape from their daily routines and find a fantastic place (Urry, 1990). This phenomenon is trending in cities in Indonesia, one of which is Kupang City.

Urban tourism is a collection of tourism resources or activities located in cities and offered to visitors from other places (European Communities, 2000). This is characterized by using land related to tourism activities within fairly clear boundaries. One of the main priorities of urban tourism goals is the identification, assessment, marketing and management of image because the image of tourism does not always reflect reality (Hunt, 1975). Destination image is often a key factor when choosing a tourist destination that has a positive image (Bramwell B, 1991; Chon, 1991; Dann, 1996; Echtner, C. M, 1993; Gartner, 1993; Goodrich, 1978; Mayo, 1973).

Referring to the explanation above, the planning for the development of urban tourism destinations at the Kupang City Tourism Office has determined several processes for compiling tourism development plans with the following research and discussion results:

Identification of Actors Involved in the Planning Process. Identifying actors is a fundamental step in analyzing the actors' roles in planning the development of urban tourism destinations. It will provide a more structured picture of who the actors are involved in implementing the program.

Based on the results of interviews and observations conducted by the author, it is known that the identification stage of actors involved in the planning process for developing urban tourism destinations at the Kupang City Tourism Office includes official actors involved in the implementation of the program, namely Bappeda, Regional Finance and Asset Agency, PUPR Office, PRKP Office, Environment and Sanitation Office, Communication and Information Office and sub-district heads and village heads. In contrast, unofficial actors are the creative economy community, tourism industry players and organizations related to tourism, such as HPI, PHRI, and ASITA. The roles and authorities of the OPDs involved are in preparing the Kupang City Regional Tourism Development Master Plan (RIPPDA) 2019-2025.



Each actor, with their respective duties and functions, plays a role and contributes to planning the development of city tourism destinations. Thus, there is a good relationship between the Tourism Office and tourism stakeholders in Kupang City to carry out various planned city tourism destination development programs (urban tourism) (Oktaviari et al., 2023).

However, in its implementation, it is not free from several obstacles, namely the synergy of tourism development between the district, provincial and central governments that has not been integrated into a joint development plan map with the same locus and focus, in addition there are limitations of professional human resources in the field of tourism and the creative economy who can fill the needs of tourism development and become pioneers of new creative economy businesses, as well as the lack of knowledge and ability in mastering information and technology as well as weak facilitation from the government to tourism business actors and MSME and UMKM businesses in the creative economy sector both in business standardization and business development in the national and international markets (Eksandy, 2023).

The policy planning process should involve the development of policy alternatives to deal with problems that have entered the public agenda. To be able to understand the planning process, the first step that must be taken is the need to understand the actors involved or players in the process, both official and unofficial actors, as expressed by Lindblom (1984), to understand who formulates the policy, one must first understand the characteristics of all players and participants, what parts or roles they play, the authority or form of power they have, and how they relate to each other and supervise each other. Agreements between actors illustrate the formulation of participatory public development policy to realize sustainable development (Wibawa, 1994).

Situation Review and Issue Identification. Identify the issues and business activities that must be carried out in the plan. A policy may need to be supported by development programs so that the goals to be achieved are visible through the development program. Typically, planning is a critical issue. Strategic issues must be addressed in the best and most effective way if the organization is to survive and succeed. Organizations must address strategic issues to avoid undesirable consequences from threats, missed opportunities, or both.

Based on the results of interviews and observations conducted by the author, it is known that there are several challenges to tourism development in Kupang City, namely as follows:

1. The overall direction of tourism development policy needs to be mapped out correctly.
2. A synergy of tourism development between district, provincial, and central governments still needs to be achieved through a joint development plan map with the same locus and focus.
3. Limited professional human resources in the tourism and creative economy sectors can fill the needs of tourism development and become pioneers of new creative economy businesses, as well as a lack of knowledge and ability to master information and technology.
4. Weak government facilitation of tourism business actors and MSME and UMKM businesses in the creative economy sector, both in business standardization and business development in national and international markets.
5. Lack of regional arts and cultural attractions as a form of appreciation and community participation in efforts to develop arts and cultural products to have economic value;
6. Low accessibility:
 - a. Limited modes of transportation
 - b. Uncertainty of flight schedules
 - c. High air transportation rates
7. Limited infrastructure, including roads, clean water, electricity, telecommunications, etc.



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8. Limited supporting facilities/infrastructure for objects: Hotels/Restaurants, BPW, Guides, Entertainment facilities, etc.
9. The relatively low quality of human resources in the tourism sector. In general, NTT HDI ranks 31st Nationally (2017)
10. Limited reach of regional tourism promotion and marketing, especially to potential tourism markets.
11. Suboptimal utilization of tourism and creative economy resources.
12. Limited office administration facilities and infrastructure support implementing programs and activities, such as computers, servers, internet networks and video trans.

Based on the results of interviews and observations conducted by the author, it is known that there are several opportunities for tourism development in Kupang City, namely as follows:

1. The existence of laws and regulations as a reference for the development of tourism, arts and culture
2. The existence of support/commitment from the Mayor of Kupang to develop tourism, arts and culture
3. The existence of accountable regional officials and freelancers
4. The availability of operational funds for development continues to increase from year to year
5. The existence of cooperation between the government and the private sector
6. The availability of natural tourist attractions and cultural diversity
7. The availability of adequate tourism infrastructure
8. The existence of a willingness to compete in the tourism service business world.

Forecasting is essential to operations management's decision-making process because it provides information on future demand. One of operations management's main goals is to balance supply and demand, and estimating future demand is essential to determining how much capacity or supply is needed to balance demand (Stevenson, 2011).

Referring to the results of interviews and observations conducted by the author, it is known that there are several forecasting activities in the development of urban tourism destinations at the Kupang City Tourism Office, namely as follows:

1. Developing Natural Ecotourism areas, Educational and Historical tourism areas, Creative Culinary, Cultural Heritage tourism areas, traditional cultural tourism areas, Convention and Sports tourism areas;
2. Developing creative, educational and environmentally friendly tourism programs to increase the length of stay, tourist expenditure and number of visits during low-visit periods;
3. Developing creative tourism programs on traditional arts and culture tourism attractions, creative industries and science and technology;
4. Developing star-class accommodation facilities, tourist attractions and recreational facilities;
5. Developing a creative Regional tourism business identity through the creation of a distinctive Regional atmosphere and creative services to consumers;
6. Increasing the competitiveness of tourism businesses through the development of environmentally friendly and community-based products;
7. Developing high-performance partnership programs between the community's creative industry and Regional tourism businesses;
8. Applying the concept of responsible marketing and being directed by the community in every marketing program carried out by the Government and tourism businesses;



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9. Developing a Regional tourism market directed at a quality tourism market, namely a tourism market with an extended length of stay, significant tourism expenditure, and high awareness of nature and cultural sustainability;
10. Determine the target number of tourists based on the average number of tourist visits in the Region for 5 (5) years;
11. Develop integrated marketing with other sectors, especially trade and investment;
12. Develop cooperation with creative, art, culture, history and science and technology communities in implementing marketing programs;
13. Activate tourism-driving groups in strategic areas and tourism development areas.

Goal Setting and Strategy Formulation. Strategy formulation or strategy formulation is the process of determining programs or plans implemented by a company (organization), the final goals (aims) that it wants to achieve, and the methods that will be used to achieve these final goals (Pearce & Subramanian, 2000). The formulated strategy is also practical because it is action-oriented based on the results of testing internal and external factors. Specifically, Akdon identifies things that must be considered in formulating a strategy, namely: (1) determining the vision, mission, goals and targets to be achieved correctly so that they can be used as operational references for organizational activities, especially in achieving the organization's final goals, (2) recognizing the environment in which the organization is located, (3) conducting functional analysis in positioning the organization to maintain its existence and carry out its goals (Akdon, 2011).

Based on the author's interviews and observations, the Kupang City Tourism Office determines its vision, mission, goals and targets for developing urban tourism destinations by referring to the Kupang City Government's vision and mission. In contrast, when implementing tourism development strategies, the organization first communicates with stakeholders and the local community.

As the Vision of Kupang City in the RPJPD of Kupang City 2007-2022 "KUPANG CITY THAT IS ADVANCED, INDEPENDENT, FAIR AND PROSPEROUS" and the mission carried out to implement the realization of the Vision referred to above, namely:

1. Realizing a Competitive Society
2. Realizing a Democratic Legal Society.
3. Realizing a Quality, Clean and Authoritative Government Apparatus within the Framework of an Efficient Government
4. Realizing Kupang City as a Region with Social, Economic, Political and Security Resilience.
5. Realizing Kupang City as an Environmentally Balanced Region.
6. Realizing Kupang City as a Safe, Orderly and Cultural Region.
7. Realizing Kupang City as a Center for Growth and Interaction between Communities.

From the Mission above, the relevance of the implementation of Government Affairs carried out by the Kupang City Tourism Office is Mission 1 for Tourism Affairs with the following target indicators:

Table 2. Regional Device Performance Indicators Referring to Goals and Targets

GOAL/TARGET INDICATORS	PERFORMANCE CONDITIONS AT THE BEGINNING OF THE 2022 RPMD PERIOD	PERFORMANCE TARGET GOALS/TARGETS IN THE NEXT YEAR				PERFORMANCE CONDITIONS AT THE END OF THE RPMD PERIOD
		2023	2024	2025	2026	



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	1	2	3	4	5	6	7
Percentage of Increase in Number of Tourist Visits		2 %	2 %	2 %	2 %	2 %	2 %
Percentage of the Number of Creative Economy Enterprises to the Number of Tourism Service Enterprises		2,97	2,97	2,97	2,97	2,97	2,97

Meanwhile, the direction of Kupang City Tourism Development Policy includes:

- a. Development of strategic tourism areas to strengthen the potential of urban nature, culture and art as tourism products;
- b. Development of educational urban nature tourism attractions, creative traditional arts and culture, environmentally conscious creative industries, and creative science and technology, both for tourists and residents;
- c. Development of marketing through communities in creative urban tourism marketing;
- d. Development of reliable policies and regulations following religious and cultural norms of local communities in controlling tourism development and encouraging investment interest in developing creative and environmentally conscious tourism;
- e. Increasing the capacity and competence of human resources in government, tourism industry and society in planning, managing and controlling creative and environmentally conscious urban tourism.

Plan Approval. Plan approval is a decision on the feasibility of planning or a statement of capability for tourism management and has received approval from all actors involved in the planning process.

Based on the author's interviews and observations, the plan to develop urban tourism destinations at the Kupang City Tourism Office is still in the planning stage. This is because adequate funding sources do not support its implementation, and there has been a change in leadership, so the existing vision and mission are not a priority.

CONCLUSION

Based on the results of the research and discussion in the previous chapter, it can be concluded that the planning for the development of urban tourism destinations at the Kupang City Tourism Office found (a) actors involved in the planning process include official actors, namely Bappeda, Regional Finance and Asset Agency, PUPR Office, PRKP Office, Environment and Sanitation Office, Kominfo Office and sub-district heads and village heads. In contrast, unofficial actors are the creative economy community, tourism industry players and organizations related to tourism, such as HPI, PHRI, and ASITA. The role and authority of the OPD involved are in the preparation of the Regional Tourism Development Master Plan (RIPPDA) of Kupang City 2019-2025 (b) review of the situation and identification of issues in the city from an economic perspective, the threat is the mindset of the community that is difficult to change while the opportunities that exist are economic development involving many creative economic actors in Kupang City and for weaknesses, namely the lack of budget in developing city tourism but we have strengths, namely as the capital city of NTT province, as well as the gateway to Timor Leste, (c) forecasting found that the current tourism



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conditions are still limited to natural tourist destinations, while the development of city tourism has not been maximized. The actors strongly support the planning of more advanced city tourism development, (d) setting goals and formulating strategies by referring to the vision and mission of the Kupang City Government. In implementing tourism development strategies, the organization first communicates between stakeholders and the local community (e) approval of the plan. Until now, the city tourism destination development plan (urban tourism) at the Kupang City Tourism Office is still in the planning stage.

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