

THE DEVELOPMENT STRATEGY OF TOURIST ATTRACTIONS FOR PROMOTING TOURISM DEVELOPMENT

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Abstrak : *Strategi Pengembangan Atraksi Wisata Untuk Mendukung Pembangunan Kepariwisataan. Halmahera Utara memiliki 50 pulau yang tersebar baik di Laut Maluku di sebelah barat dan Laut Halmahera di sebelah timur. Pengunjung ke wilayah tersebut akan menemukan pulau indah kecil, pantai yang indah berpasir putih, terumbu karang yang kaya penuh dengan ikan warna-warni dan kehidupan laut lainnya, beragam flora dan fauna di hutan hujan, tradisi budaya eksotis dan unik serta peninggalan sejarah khususnya dari Perang Dunia periode II. Secara khusus, Pulau Kakara memiliki potensi pariwisata bahari dengan pantai berpasir putih, air jernih dan keanekaragaman hayati bawah laut yang spektakuler. Tujuan dari penelitian ini adalah untuk mengidentifikasi factor internal dan eksternal yang mempengaruhi dan menghambat pengembangan atraksi pariwisata di Pulau Kakara serta memberikan rekomendasi tentang strategi pengembangan atraksi wisata di Pulau Kakara untuk mendukung pembangunan kepariwisataan di Kabupaten Halmahera Utara. Metode penelitian yang digunakan dalam penelitian ini adalah metode kualitatif deskriptif dan analisis yang digunakan adalah SWOT Analysis Matrix. Fokus utama dari penelitian ini adalah faktor internal dan eksternal yang mendukung dan menghambat pengembangan atraksi wisata dan strategi pengembangannya. Data dikumpulkan dengan menggunakan observasi, wawancara dan dokumentasi. Data dianalisis dengan menggunakan Matriks SWOT. Berdasarkan analisis faktor internal dan eksternal (SWOT), model pengembangan atraksi wisata di Pulau Kakara untuk mendukung pariwisata di Kabupaten Halmahera Utara diarahkan ke sistem regulasi dan pengawasan yang terintegrasi, perbaikan infrastruktur dan fasilitas pendukung lainnya, kelembagaan penguatan, meningkatkan kemampuan Sumber Daya Manusia, pemasaran dan promosi pariwisata, pemberdayaan masyarakat dan partisipasi aktif dari masyarakat setempat. Dari penelitian ini, dapat disimpulkan bahwa Pulau Kakara dengan potensi yang besar pada wisata bahari, dan Halmahera Utara dengan kekayaan pada wisata alam, sejarah dan budaya, yang pantas untuk mengembangkan atraksi wisata untuk mendukung pengembangan pariwisata di kabupaten Halmahera Utara.*

Kata Kunci: *Strategi, Pengembangan Pariwisata, Atraksi Wisata, Pulau Kakara*

Abstract : *The Development Strategy of Tourist Attractions for Promoting Tourism Development. North Halmahera has 50 islands which are scattered in both the Maluku Sea to the west and the Halmahera Sea to the east. Visitors to the region will find idyllic small islets, beautiful white sandy beaches, rich coral reefs teeming with colorful fishes and other marine life, diverse flora and fauna in its rainforests, exotic and unique cultural traditions as well as historical relics particularly from the World War II period. In particular, Kakara Island has the potential on marine tourism with its white sandy beach, crystal clear water and spectacular underwater biodiversity. The purposes of this research are to identify the internal and external factors that support and obstruct the development of tourist attractions on Kakara Island and to provide recommendation about development strategy of tourist attractions on Kakara Island. Method used in this study was Descriptive Qualitative method and the analysis used was SWOT Matrix Analysis. The primary focus of this research is internal and external factors that support and obstruct the development of tourist attractions and its development strategy. The data were collected by using observation, interview and documentation. The data were analyzed by using SWOT Matrix Analysis. Based on the analysis of internal and external factors (SWOT), the development model of tourist attractions on Kakara Island to promote tourism in North*

Halmahera regency is directed to the regulation system and integrated supervision, improvement of infrastructure and other supporting facilities, institutional reinforcement, increasing the capability of Human Resources, tourism marketing and promotion, community empowerment and active participation of local people. It can be concluded that Kakara Island with its huge potential on marine tourism, and North Halmahera with its richness on natural, historical and cultural attractions, is deserves to develop tourist attractions to support the development of tourism in North Halmahera Regency.

Keyword : *Strategy, Tourism Development, Tourist Attractions, Kakara Island*

North Halmahera Regency with its capital, Tobelo lies in the northern part of North Maluku province with an area of 22,500.32 Km² which consists of 17,555.71 Km² (78%) coastal area and 4,951.61 Km² (22%) land area. North Halmahera depends mainly on agriculture, with promising natural resources including agriculture, crops, forestry, fisheries, livestock, mining, small industry, and tourism. North Halmahera covers almost 50 islands that spread in Maluku Sea and Halmahera Sea. Every island has distinctive natural beauty. Small islands with white sand scenery, diversity of sea animals including varieties of fish and corals, varieties of wilds and plants, cultures, and historical sites of post-World War II can be found in this area.

The splendid natural scenery and varieties of cultural arts which still strongly attach to the locals are potential tourism assets to be developed. Natural tourism destination, marine tourism, cultural tourism with its historical heritage and agricultural potential, supported by many kinds of cultural dances and locals' craft arts for souvenirs make North Halmahera the ideal tourism destination. According to underwater survey by North Halmahera government over the last five years, there are 49 diving spots which are potential to be promoted. Diving points with 6 – 20 m depth are spread around Kakara Island, Galela, Kao gulf, Loloda Islands, and Doi Island even reach Morotai Island in the Northern Halmahera Island. Beside Kakara Island, there are six islands which are relatively close to each other and have beautiful natural scenery which is as beautiful as that of Kakara Island. These islands are Kumo, Tagalaya, Rorangane, Tupu-tupu, Pawole, and Tolonuo. The diversity of marine tourism in Kakara island and its surrounding island is very potential to be developed, but has

not been developed yet (Tourism Department of North Halmahera Regency, 2015). Kakara island consists of two islands that are Kakara Besar and Kakara Kecil, and part of group of islands in the front of Tobelo city that can be reached in ±15 minutes by Ketinting boat. These islands have white sandy beach with plenty of trees, crystal clear sea water, and undersea beauty that makes it a popular tourism destination in this area. The sea area around Kakara Island particularly in the east side cape is most recommended for diving and snorkeling. Soft coral, hard coral, gorgonian, sea fun that combine with varieties of coral fishes such as anemone fish, surgeon fish, unicorn fish, and angel fish playing around coral reefs can be found. Beautiful Kakara's corals can be seen during subsided sea. Many starfish can be found in certain seasons as well. Kakara Island is also the origin of Hibualamo culture, whereas the first construction model of Hibualamo indigenous house which is the symbol of unity of North Halmahera people can be found. People of Kakara themselves are famous as Cakalele dancers (<http://www.halmaherautara.com>). This research has several objectives as follows:

1. To identify internal factors that support and obstruct the development of tourist attractions on Kakara Island.
2. To identify external factors that support and obstruct the development of tourist attractions on Kakara Island, and
3. To provide recommendation about development strategy of tourist attractions on Kakara Island.

This research refers to some of the concepts and theories which include definitions and explanations as follows:

In a research "Sustainable Development

of Marine Tourism in Nusa Lembongan, Kabupaten Klungkung”, Wirawan (2009) found out that tourism destination has the following characteristics: (1) Natural white sandy beach panorama with a good wave for surfing, (2) exclusive under water nature, (3) Mangrove forest, (4) Clift at the west side of Nusa Lembongan (dream beach); (5) Seaweed Farming (6) Fishermen village, (7) Accommodation and other facilities at Nusa Lembongan. Surya Wirawan discussed the development model of Nusa Lembongan marine tourism, the stakeholder’s role in developing the marine tourism, and the benefit of marine tourism development for the community, industry and stakeholders.

The research shows that the best model to develop the marine tourism in Nusa Lembongan emphasizes on restructuring and development of basic infrastructure, creating a diversification on tourism package activity as well as sanitation facilities following the sustainability concept and environment by creating a zoning system into: Main Zoning (Nature conservation zone), buffer zoning, and development zoning (Tourism activity Zone)

Wirawan’s research is a development of sustainable marine tourism, a natural tourism, utilizing the natural and local resources in a developing tourism destination and focuses on marine tourism package. Meanwhile, this research focuses on a tourism destination that will be developed and focused not only on marine tourism but also on natural tourism, cultural tourism and heritage tourism. Surya Wirawan’s research has a benefit as a basic guidance to develop tourism in west side area of Nusa Penida Island, therefore the tourism development in that area is directed and sustainable as well as there is a high participation from the local community which is important in developing the tourism. Sucipta (2010), proposed Development Strategy of Ecotourism in Desa Blimbing Kecamatan Pupuan Kabupaten Tabanan which shows that the efforts to develop a tourist attraction at Belimbing Village, Pupuan, Tabanan needs to be done by exploiting the potential of ecotourism and fixing the problems that exist, as well as taking the opportunities and overcoming the weaknesses. The development of natural

tourist destination at the Belimbing village needs to consider the community’s opinion, the support of tourism business, government and tourists as well as to formulate strategies and its development program. Data in these studies obtained through observation, interviews and questionnaires. The data were analyzed using the internal external approach (IE) and SWOT analysis. Abdi Sucipta’s research shows that the development of ecotourism attraction at Belimbing village adapted the principles and criteria for the development of ecotourism activities. The tourism activities developed are: trekking, cycling, camping, and agro-tourism. Abdi Sucipta’s research is the development of trekking, cycling, camping, and agro-tourism as an ecotourism and natural tourism that were conducted by utilizing natural resources and local resources and the location of his study has not been developed. The difference with this study is, Abdi Sucipta’s research focuses on rural areas and paddy fields, while this study focuses on the the island and its attraction of nature tourism, marine tourism, cultural tourism and heritage tourism as tourist attraction. In the Case of Village Ecotourism Network, Byczek (2010) focused on the initiative for community based ecotourism. The researcher used three instruments namely: participant observation, community survey and client survey using a qualitative approach and in combination with alternative concepts of tourism consisting of Community Based Tourism (CBT) and the Community based Ecotourism (CBET).

The results of the study showed that Byczek’s village ecotourism network is one among several initiatives that have been established in order to explore the benefits of tourism development for the government and local communities while ensuring economic, ecological and social sustainability. Both mass tourism and ecotourism are activities that are environmentally friendly and sustainable in practices. The four villages above have been able to build their own tourism villages by exploiting the potential they have to be assisted by the Wisnu Foundation. Their tourism business model are building cooperation in each village and from JED program can give an economic benefit, the increase in cultural

activities, and preservation of the environment and the improvement of their self-esteem in their own potentials. The research is aimed to recommend the development strategies for tourist attractions on Kakara Island, North Halmahera Regency by applying the concept of Community Based Tourism (CBT) so that potential tourist attraction there will be sustainable economically, socially and environmentally.

Strategy: Rangkuti (2003:3) defines strategy as the company's activities to seek compatibility between internal forces and external forces (opportunities and threats) of a market. Meanwhile, Karl von Clausewitz (1780-1831) states that strategy is the knowledge about how to use the battle to win the war.

Development Strategy: Kamus Besar Bahasa Indonesia (2005: 538) defines development as a process, a way, an act to improve things, propelled, immaculate and helpful. Marpaung (2000: 52) states that strategy is a process of determining the value of choice and decision-making in resource utilization that leads to a commitment of the organization concerned to actions that lead to the future. While Rangkuti (2002: 3) as cited from Chandler said that strategy is a way to achieve objectives in the long period of time, follow-up program and resource allocation priorities. According to Gunn (1994:5-9), there are three sectors that should be involved in tourism development. They are business sector, nonprofit sector and governmental sector. The better the

understanding and involvement of the three sectors, the better the development of tourism will be. Business Sector provides all the needs of travelers such as transportation, hospitality, food and beverages, laundry, entertainment and so on, while Nonprofit Sector focuses on the development of tourism. Non-profit Sector itself is a non-profit organization such as youth organizations and professional organizations. Governmental Sectors is the sector whose roles are to issue and implement the acts and regulations. In the field of tourism, the government sector has made many important roles in addition to the regulation. For example the protection of nature and local culture as well as other tourist attractions and establish the rules and regulation for foreign investment. Gunn (1994) then states that tourism development planning is determined by the balance of potential resources and services (supply) and tourist's interest (demand). Supply components consist of attraction potential such as natural beauty and culture, transportation access, services, information and promotion whereas demand components consist of market and tourist's motivation.

Compatibility between supply and demand is the key to succeed in tourism development. Gunn (2002) says that factors such as natural resources, cultural resources, Organization/ leadership, finance, labor, entrepreneurship, community, competition, government policies also play an important role for the success of tourism development. Gunn's model of tourism system can be seen in figure 1 below.

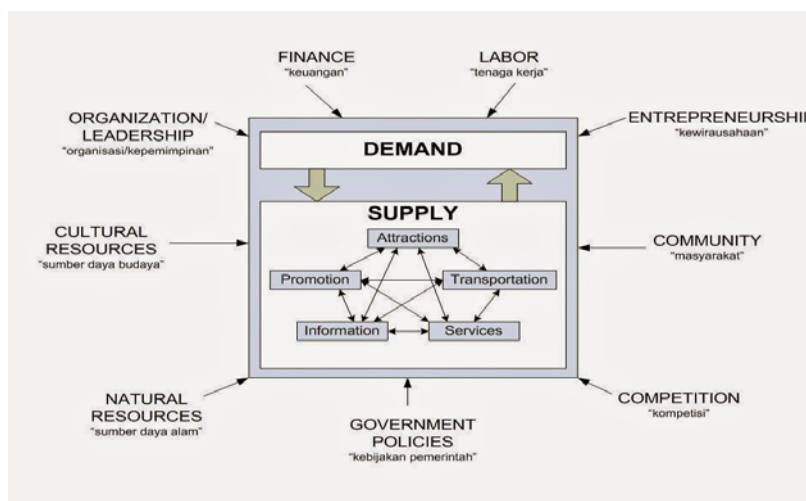


Figure 1: Model of Tourism System (Gunn, 2002)

Tourism: Hunziker and K. Krapfin Muhammad Ilyas (2009) states that tourism can be defined as the general system and the indications related to the residence of foreigners in a specific place where they do not stay there to do a job that gives significant benefit permanently or temporarily. The purpose of their visit is merely for pleasure. According to A.J. Burkart and S. Medlik as cited from Muhammad Ilyas (2009), tourism means the movement of people in a short period of time to destinations outside the place where they normally live and work and the activities during their stay in that certain place. Undang-Undang Number 10 of 2009 about tourism defines tourism as a wide range of tourist activities and is supported by a wide range of facilities and services provided by communities, businesses, governments, and local governments. Meanwhile, WTO (World Tourism Organization) in Pitana (2009), defines the local tourist as those who are visiting a place in their country of residence for at least 24 hours and not more than one year for the purpose of recreation, leisure, sports, business meetings, conventions, family, study, medical treatment or religious and other social missions. Spillane (1987:29-31), classified tourism into: pleasure tourism, recreation tourism, cultural tourism, sport tourism, business tourism and convention tourism. Meanwhile Pendit (1994: 41) divides types of tourism into fourteen (14) kinds such as cultural tourism, health tourism, sports tourism, commercial tourism, industrial tourism, politic tourism, convention tourism, social tourism, agriculture tourism, maritime or marine tourism, natural conservation tourism, hunting tourism, pilgrim tourism and honeymoon tourism.

Tourism Regions and Objects: Muhammad Ilyas (2009) states that region is a stretch of surface (natural) with the boundaries and the systems that are determined based on functional aspects. The area has a specific function (e.g protected areas, cultivated areas, coastal areas, tourism areas, and so on). Tourism means traveling. So the tourism regions are the stretch of surface visited or attended by many people (tourists) because the region has interesting attractions. Meanwhile, tourism objects consist of the beauty of nature (natural amenities), climate, scenery, unusual flora and fauna

(uncommon vegetation and animals), forest (the sylvan elements), and a source of health (health center) such as sulfur hot springs. Besides, the man-made attractions such as arts, festivals, ritual feast, traditional wedding ceremonies, circumcisions and others are all referred to as tourist attractions. Tourist attraction is also called a potential tourism object that motivates tourists to visit the destinations.

Tourism stakeholders: Stakeholders are defined as a group or individual who can affect or be affected by a development of tourism sector in the region. In order to achieve sustainable tourism development, stakeholders should be involved in the whole process of tourism development. The tourism stakeholders in this regard are tourists, tourism industry, supporting tourism services, government, local communities, non-governmental organization
Components of Tourism: According to Inskeep (1991: 38), there are several basic components of tourism that can be grouped as attractions and activities of travel, accommodation, the facilities and tourist services, the facilities and transportation services, other infrastructure, institutional elements

Role of Tourism: A good understanding from the government as a regulator and the entrepreneurs as business people is required in order to achieve success in tourism development. The government should pay attention and ensure that tourism development will be able to provide benefits and reduce the cost of socio-economic and environmental impacts as small as possible. Advantages that can be provided by the tourism industry are employment, local revenue and prosperity enhancement sources.

Infrastructures of Tourism: Muljadi (2009: 13) states that tourism facilities are the companies that provide services to tourists, either directly or indirectly, and its continuity will depend on the tourists who come and visit. Types of the main facilities of tourism are Corporate Travel Company (Travel Agency), Travel Transportation Companies, Accommodation Companies, Food and Beverage Companies, Tourist Attraction and Entertainment Companies and Souvenirs or Art Shop Companies. These companies in general are facilities that should be available at the tourist destination. It can be said that the trips undertaken by tourists

will not run as expected if one of them does not exist. The government needs to provide other supporting infrastructures such as bank/ATM, money changer, post offices, hospitals, telephone stalls, supermarkets, and other public facilities, because the actual availability of tourism facilities above have not been fully considered self-sufficient for tourists. Furthermore, Muljadi (2009:13) states that tourism infrastructures are all facilities that support tourism to be lived and thrived as well as to provide services to tourists to meet their diverse needs. Tourism infrastructures in this regards are transportation infrastructure, such as road and railway network, airports, sea ports, road transportation terminal and train station; installation of electricity and water purifying treatment, irrigation system for the benefit of agriculture, livestock and plantations; banking and monetary system; telecommunications system, such as telephone, internet, mail, television, and radio; health care and safety. Tourism Development: According to Undang-Undang Republik Indonesia Number 18 of 2002, development is the activity of science and technology that aims to use the principles and theories of science -proven to enhance the functionality, benefits, and applications of science and technology that have been there, or produce new technologies. This definition shows that development is a formal process guided by scientific approach. Kamus Besar Bahasa Indonesia (2002) states that development is a process, a way, an act to develop. According to Wiryokusumo Iskandar (2011), development is the educational efforts

of both formal and informal, carried out consciously, planned, directed, organized and responsible in order to introduce, cultivate, guide and develop a basic personality that is balanced, total, harmonious, knowledgeable and skilled according to the talents, desires as well as abilities, as the provision on their own initiative to expand, improve and develop themselves toward the achievement of dignity, quality and optimal human abilities and self-independent. Wiryokusumo's definition shows development as a process based on formal and informal educational efforts that integrate all aspects of human traits. The development of tourism needs to consider several aspects as stated by Yoeti (1997: 2-3), as follows: Travellers (tourist), transportation, attractions/ tourism destination, service facilities, information and promotion, formulate policies on the development of tourism based on the results of research that has been conducted regularly and planned.

Based on the above understanding, it is concluded that tourism development strategy in this research is the conscious efforts that are arranged systematically and conducted to develop tourist attractions by emphasizing the tourism potential and cultural diversity, the availability of infrastructures, service facilities, government policies, the involvement of local community which are owned by North Halmahera, to be improved and developed in an ongoing basis.

The conceptual framework used in this study is as follows:

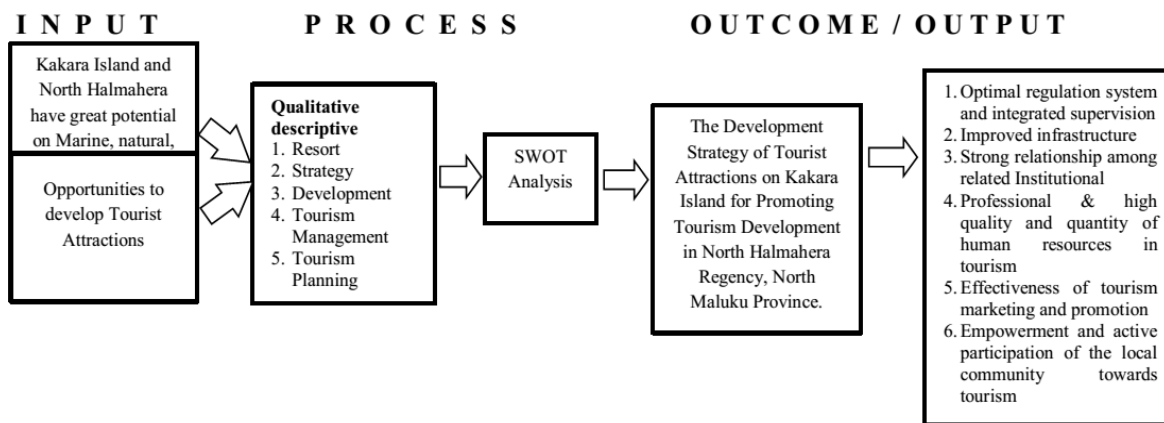


Figure 2: Conceptual framework (author, 2016)

METHOD

Method of research used in this research is descriptive method with qualitative approach. This research was conducted on Kakara Island altogether with some surrounding islands, and Tobelo city, North Halmahera Regency, North Maluku province from January to October 2015. Primary data were obtained directly from the source by direct observation at the research locations on Kakara Island and some surrounding islands, and interview with Head and staff of Department of Tourism and Culture in North Halmahera Regency, domestic and international visitors, and the local community. While secondary data were obtained from documents and literatures from Department of Tourism and Culture of North Halmahera Regency and other sources which included number of visitor arrivals, number and type of tourism industry, and condition of tourism-based facilities.

Data Analysis Method: SWOT is strategic planning methodology that is used to evaluate Strengths, Weaknesses, Opportunities, and Threats of a project or business. It covers determining the objectives of project or business and identifying internal and external factors in pursuing the objectives. This technique was initiated by Albert Humphrey, who led research project in Standford University in 1960s and 1970s. According to Freddy Rangkuti (2005),

SWOT is identification of various factors systematically to construct service strategy. This analysis was made based on logics which can maximize opportunities and in the same time, minimize the weaknesses and threats.

SWOT Matrix: According to Rangkuti (2006:31), SWOT matrix can describe clearly how opportunities and external threats which the company confronts can be adjusted with company’s strengths and weaknesses. This matrix may create four possibilities of strategic alternatives, such as:

1. Strength-Opportunity (S-O) Strategy. This strategy is made according to company’s way of thinking by using all strengths to grab and to benefit from opportunities as much as possible.
2. Strength-Threat (S-T) Strategy. Strategy that uses strengths of the company to overcome threats.
3. Weakness-Opportunity (W-O) Strategy. This strategy is applied according to opportunities utilization by minimizing existing weaknesses.
4. Weakness-Threat (W-T) Strategy. This strategy is based on defensive activity, and tries to minimize existing weakness and avoid threats. The details of SWOT analysis that have been used in this research can be seen in SWOT matrices as follow.

Table 1: SWOT Matrix

Internal and External	Strengths (S) State the factors of internal strengths	Weaknesses (W) State the factors of internal weakness
Opportunities (O) State the factors of external opportunities	S-O Strategy Create strategy that uses strength to benefit from opportunity	W-O Strategy Create strategy that minimize weakness to benefit from opportunity
Threats (T) State the factors of external threats	S-T Strategy Create strategy that uses strength to overcome threat	W-T Strategy Create strategy to minimize weakness and avoid threat

Source: Rangkuti

IFAS and EFAS Matrix

Matrix analysis such as IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary) are used to examine the internal and external factors influencing the development of tourist attractions on Kakara Island, North Halmahera

Regency.

1. The Stage of Identification of Internal and External Factors
The stage of identification of internal and external factors is by constructing IFAS matrix and EFAS matrix. The preparation of IFAS matrix aims to ensure whether

the strengths are bigger than weaknesses, while EFAS matrix is designed to acknowledge whether the development of tourist attraction is managing opportunities to deal with threats. Quantitative and qualitative data are analyzed with SWOT to determine the strategy to develop tourist attractions on Kakara Island.

2. The Stage of SWOT Analysis

The stage of SWOT analysis includes the following activities: Classifying the data to sort what factors become strengths, weaknesses, opportunities and threats of tourist attractions on Kakara Island. The first two factors are internal factor, while the remaining are external factor. The classification produces the information table of SWOT. Comparing external factor of opportunities and threats with internal factor of strengths and weaknesses of tourist attractions on Kakara Island, interpreting the result and developing it into a decision of selecting a strategy that is possible to implement. The selected strategy usually is the most possible result (the most positive) with the smallest risks and threats.

3. Scoring

The scoring of the importance rate of internal environment is based on the influence of strategic factor on its strategic position. The importance rate of external environment is scored based on its impact on strategic factor. The score of each internal and external environment must be 1 (one). Internal total score is strengths score total added by weaknesses score total, and the result must be 1 (one). External score total is opportunities score total added by threats score total that should result in 1 (one). The scale ranges from 1.0 (very important) to 0.0 (not important). The score rate relies on the number of strategic factors (5-10 strategic factors).

4. Rating

Rating is given based on the influence of strategic factors on the condition. The scale starts from 4 (very good), 3 (relatively good), 2 (less good), and 1 (not good). Positive variables (strengths

or opportunities) are given rate 1 to 4 by comparing the main competing averages. Negative variables are the reverse, meaning that if weaknesses or threats are big (compared to the competing averages), the rate is 1, but if these are small or below the competing averages, the rate is 4.

RESULT AND DISCUSSION

Overview of the Research

North Maluku is one of the youngest provinces in Indonesia which was officially formed on October 4, 1999, through Law No. 46 of 1999 and Act No. 6 of 2003. Before officially becoming a province, North Maluku was part of Maluku province, namely North Maluku district. At the beginning of its establishment, the capital of North Maluku province in Ternate is located at the foot of Mount Gamalama, for 11 years. Precisely until August 4, 2010 and after 11 years of transition and preparation of infrastructure, capital of North Maluku province was transferred to the City of Sofifi located on Halmahera Island. Geographically, North Maluku which is located at coordinates 3° 40 'S- 3° 0' N 123° 50 - 129° 50 'E, is a group of islands in the ratio of land and water as much as 24: 76. North Maluku province consists of 395 large and small islands where 64 islands are inhabited and 331 islands are uninhabited. The lives of North Moluccas are affected by the condition of its territory consisting of the sea and islands, hills and tropical forests. Villages in North Maluku are located on the coast and most of the others are located on small islands. Therefore, the pattern of life such as fishing, hunting, planting crops, and trade influence the dynamics of social and economic life of the society in North Maluku. Administratively, North Maluku province is divided into 8 regencies, namely West Halmahera Regency, East Halmahera Regency, Central Halmahera Regency, North Halmahera Regency, South Halmahera Regency, Regency of Sula & Taliabu Island, and two towns, namely Kota Ternate and Tidore Island. These regencies are made up of 112 sub-districts and 1,062 villages. (<http://www.bpkp.go.id/malut/konten/1579/profil-provinsi-maluku-utara.bpkp>, downloaded on April 15, 2016)

North Halmahera Regency

North Halmahera is a regency (on Halmahera Island) of North Maluku Province, Indonesia. It was declared a regency on 31 of May 2003. The capital city of the district is Tobelo. The regency, which has been considerably reduced by the separation of Morotai Island, now covers an area of 4,951.61 square kilometers (1,911.83 sq mi) and as of 2015, according to the data from the Department of Civil Registration and Population, North Halmahera Regency has a population of 190,955 people. This number consists of 97,515 men, 93,440 women, and spread over 17 sub-districts with the highest

population recorded in Tobelo with 33,719 people, while the sub-district of Kao Bay is the least with the population of 3,933 people. Geographically, North Halmahera Regency is located in the coordinate position of 10,57'-20.0 'North latitude and 128,17'-128.18' east longitude. This district extends for about 22.507,32 km², which consists of 17.555,71 km² (78%) marine territory and 4.951,61 km² (22%) of land territory. Administratively, North Halmahera Regency is bordered by Morotai Island in the north, East Halmahera regency in the east, and West Halmahera Regency in the south and west.



Figure 3: Map of North Halmahera Regency (<http://www.halmaherautara.com/map/peta-kabupaten-halmahera-utara>)

Tourism Potential of North Halmahera

North Halmahera has nearly 50 islands which are scattered in both the Maluku Sea to the west and the Halmahera Sea to the east. Visitors to the region will find idyllic small islets, beautiful white sand beaches, rich coral reefs teeming with colorful fish and other marine life, diverse flora and fauna in its rainforests, exotic and unique cultural traditions as well as historical relics particularly from the WW II period. North Halmahera also has natural potential consisting mainly of agriculture, plantation, forestry, fisheries, marine, farming, mining, small industry and tourism. Beautiful natural

scenery and diversity of art and culture that is still entrenched in the community is the main tourism potential to be developed. The natural attractions, marine tourism, cultural tourism and heritage tourism, civilization sites, as well as agro-tourism supported by a wide variety of cultural dances and handicrafts have made North Halmahera an ideal tourist destination to visit.

Marine Tourism Potential

As seen on Table 3 below, North Halmahera has many beaches as potential marine tourism to be developed.

Table 2: Beaches in North Halmahera

NO	BEACHES	SIZE	VILLAGE	SUB DISTRICT	REMARKS
1	Sosol Beach	Length ± 2 km ²	Sosol	Malifut	White Sand
2	Gamlaha Beach	Length ± 2 km ²	Gamlaha	Kao	White Sand
3	Kupa-Kupa Beach	Length ± 1,5 km ²	Kupa-Kupa	South Tobelo	White Sand
4	Carlen Beach Pitu	Length ± 2 km ²	Pitu	Central Tobelo	Black Sand
5	Tanjung Kakara Beach		Kakara		White Sand
6	Kumo Beach		Kumo		White Sand
7	Tosimaru Beach Sosol		Ngofagita		White Sand
8	Tanjung Pilawang Beach	Length ± 6 km ²	Gura	Tobelo	White Sand
9	Luari Beach	Length ± 1,5 km ²	Luari	North Tobelo	White Sand
10	Ruko Beach	Length ± 6 km ²	Luari	North Tobelo	White Sand
11	Teluk Somola Beach	Length ± 5 km ²	Pune	Galela	Black Sand
12	Lopon Beach	Length ± 6 km ²	Pune	Galela	White Sand
13	Posi-Posi Beach	Length ± 6 km ²	Posi-Posi	North Loloda	White Sand
14	Dorume Beach	Length ± 6 km ²	Dorume	North Loloda	White Sand

Source: Database of Tourism & Culture Office of North Halmahera District 2015

Natural Tourism Potential

North Halmahera regency provides abundant natural resources such as lakes, waterfalls and hot springs as seen from table 4 and table 4.4 below.

Table 3: Water Tourism Potential of North Halmahera

NO	WATER TOURISM POTENTIAL	SIZE	VILLAGE	SUB DISTRICT
I	Lake			
1.	Lina Lake	Width ± 8 ha	Kai-Pitago	West Kao
2.	Paca Lake	Width ± 11 ha	Talaga Paca	South Tobelo
3.	Ruko Lake	Width ± 1 ha	Ruko	North Tobelo
4.	Ruko Tengah Lake	Width ± 0,5 ha	Ruko	North Tobelo
5.	Ruko Utara Lake	Width ± 0,7 ha	Ruko	North Tobelo
6.	Blue Lake	Width ± 1 ha	Pune	Galela
7.	Iven Lake	Width ± 1 ha	Pune	Galela
8.	Tengah Lake	Width± 1 ha	Pune	Galela
9.	Lopon Lake	Width ± 1 ha	Pune	Galela

10. Nau Maosi Lake	Width ± 1 ha	Pune	Galela
11. Duma Lake	Width± 30 ha	Duma	West Galela
12. Makete Lake	Width ± 10 ha	Makete	West Galela
13. Kapupu Lake	Width ± 9 ha	Ngidiho	West Galela
14. Kojarati Lake	Width ± 2 ha	Makete	West Galela
II Waterfall			
1. Stone Bridge Waterfall	Height ± 25 m	Ruko	North Tobelo
2. Kokoguru Waterfall	Height ± 10 m	Mede	North Tobelo
3. Kontener Waterfall	Height ± 4 m	Mede	North Tobelo
4. Batu Meja Waterfall	Height ± 4 m	Mede	North Tobelo
5. Sapoli Waterfall	Height ± 14 m	Samuda	West Galela
6. Ira Waterfall	Height ± 7 m	Samuda	West Galela
7. Namomatape Waterfall	Height ± 8 m	Samuda	West Galela
8. Posi-Posi Waterfall	Height ± 20 m	Posi-Posi	North Loloda
9. Cera Waterfall	Height ± 25 m	Cera	Loloda Islands
10. Salube Waterfall	Height ± 20 m	Cera	Loloda Islands
III Hot Spring			
1. Akesahu Hot Spring	2 Spots	Akesahu	Kao Bay
2. Togurati Hot Spring	Height ± 2,5 m	Tolabit	West Kao
3. Soahukum Hot Spring	3 Spots	Soahukum	West Kao
4. Mamuya Hot Spring	Height ± 0,5 m	Mamuya	Galela

Source: Database of Tourism & Culture Office of North Halmahera Regency 2015

Table 4: Nature Tourism Object of North Halmahera

NO	NATURE TOURISM OBJECT	VILLAGE	SUB DISTRICT
I MOUNTAIN/HILL			
1.	Dukono Volcano	Made, Ruko	North Tobelo
2.	Mount Tarakani	Soasio	Galela
3.	Dukono Lamo Hill	Gamsungi	Tobelo
4.	Under Water Volcano Lisawa	Pune	Galela
II BIRD HABITATS			
1.	Mamoa Bird	Toweka	Galela
2.	Maleo Bird	Jungle	
3.	Parrot	Jungle	
4.	Bird of Angel	Jungle	

Source: Database of Tourism & Culture Office of North Halmahera Regency 2015

Heritage Tourism Potential

Apart from the importance of its abundant natural resources and spectacular marine tourism potentials, North Halmahera was the World War II base camp. The Japanese and the American allies fought for its control. From the island of Morotai, Americans headed by the General of the Army Douglas MacArthur prepared for an attack on the Philippines. Therefore, this region saved a lot of historical

relics during World War II, including runways, bunkers, underground tunnels, cannons, and wrecks scattered in the Kao and Galela as well as several locations in the Regency of Morotai Island. The relics of the World War II history have become very potential assets for tourist attractions. Hence, the government through the Department of Tourism and Culture has done some restoration works to protect historical assets that are very important for the world

especially for tourism in North Halmahera Heritage Tourism Potential of North Halmahera regency. The following table shows the data of Regency.

Table 6: Heritage Tourism Potential of North Halmahera

NO	HERITAGE TOURISM POTENTIAL	SIZE	VILLAGE	SUB DISTRICT	TOTAL
I	CANON				
	1. Pune Canon	Width ± 24 m2	Pune	Galela	2
	2. Gonga Canon	Width ± 4 m2	Gamsungi	Tobelo	1
	3. Kao Canon	Width ± 24 m2	Kusu	Kao	4
II	BUNKER				
	1. Bobale Bunker	Width ± 22 m2	Bobale	North Kao	1
	2. Kao Bunker	Width ± 24 m2	Kao	Kao	1
III	CAVE				
	1. Popon Cave	Length ± 5 km2	Popon		1
	2. Todagi Cave	Length ± 6 km2	Samuda	West Galela	1
	3. Toguti Cave	Length ± 100 m2	Samuda	West Galela	1
	4. Takasi Caves	Length ± 5 m2	Samuda	West Galela	1
	5. Lubang Tiga Cave	Length ± 10 m2	Samuda	West Galela	1
	6. Japanese Cave	Length ± 150 m2	Igobula	South Galela	2
IV	SHIP/PLANE WRECK				
	1. Tosimaru Shipwreck	Length ± 75 m	Sosol	Malifut	1
	2. Kaiyawiyamaru Shipwreck	Length ± 100 m	Kao	Kao	1
	3. Planewreck (Underwater)	Length ± 30 m	Meti	East Tobelo	1
V	AIRPORT				
	1. Gamarmalamo Airport	Width ± 8 ha	Dokulamo	West Galela	1
	2. Kuabang Airport	Width ± 9ha	Kao	Kao	1

Source: Database of Tourism & Culture Office of North Halmahera Regency 2015

Cultural Tourism Potential

1. Hibualamo Traditional House

The Hibualamo traditional house was inaugurated in April 2007 and functions as a place where traditional ceremonies and meetings take place. It is located in the center of the town. Architecturally, the building has the traditional octagonal Halmaheran floor-

plan, with doors opening to all four directions. This symbolizes both the fact that guests from anywhere are welcomed to Hibualamo and the reconciliation and unity among the people of North Halmahera. Nearby is a giant model of a traditional Korakora war canoe from the Tobelo-Galela area.

Table 7: Traditional House of North Halmahera

NO	TRADITIONAL HOUSE	SIZE	VILLAGE	SUB DISTRICT
1	Hibua Lamo	Width ± 400 m2	Gamsungi	Tobelo
2	Hibua Lamo	Width ± 100 m2	Toliwang	West Kao

Source: Database of Tourism & Culture Office of North Halmahera Regency 2015

2. Wangongira Rice Field

Far in the hinterland of Tobelo there is a small village on the shores of a crystal clear river. This traditional village is called Wangongira and has a unique feature. It has rice growing in its fast-flowing river. It is recommended to those who are interested in visiting remote places and meeting traditional people. Wangongira village is located in the southern part of Tobelo and

administratively included in the sub-district of West Tobelo.

3. Dukono Lamo Hills

Dukono Lamo Hills is the best place to see a panoramic view of Tobelo town and its surroundings. Up in the Karianga Hills, this location also has fine views of the Tobelo Islands. The contrast between the green land and the blue sea is beautiful. In the same

location there is a Pancasila monument and Ir. Soekarno statue that was unveiled on 1st of July 2013.

4. Cakalele Dance

Cakalele Dance is Maluku’s famous war dance, found both in North and Central Maluku. It is nowadays performed both during traditional ceremonies and to welcome important guests. The male dancer holds a parang (sword) and salawaku (shield) while the female partner holds a lenso (scarf).

5. Hitada Bamboo Musical

As the name suggests, the instruments of the Hitada Bamboo Musical are tubes of bamboo. This type of music is only found in North and West Halmahera. The main musical instrument

of Hitada Bamboo is bamboo sticks itself, which usually consists of two segments only and is no longer than 1.75 m. The culms have already been perforated in accordance with the music tone, and the bamboo usually is painted colorfully to make the look more beautiful. Bamboo rod is played by slamming upright on the ground. As seen in figure 7 below, Hitada Bamboo Musical is usually played simultaneously by a group of 15 musicians and singers. Besides its unique cultures, North Halmahera has several civilization sites found around Galela, South Tobelo and Kao. Table 8 below provides data about civilization sites in North Halmahera Regency from XV century

Table 8: Civilization Sites of North Halmahera

NO	CIVILIZATION SITES	SIZE	VILLAGE	SUB DISTRICT	REMARKS
1	Tomb of Simon Vas/ Franciscus Xaverius from XV Century	1	Mamuya	Galela	Portuguese
2	Old Cornerstone of Hibualamo from XV Century	Width ± 100 m2	Talaga Lina	South Tobelo	Hibua Lamo Tribe
3	Tomb of Syek Almansur from XVI Century	1	Popon	Kao	Arabian
4	Tomb of Van Djiken from XVII Century	1	Duma	West Galela	Dutchman
5	Old Tomb Site of Mount Tarakani		Seki	South Galela	

Source: Database of Tourism & Culture Office of North Halmahera Regency 2015

Data from the result of the research were obtained by direct observations in the area or location of the research, interviews with informants and documentations of the issues related directly to the examined problems. Data of this research can be explained as follows:

Results from observation

Geographic and Demographic Condition of Kakara Island

Kakara Island consists of two islands which are Big Kakara and Small Kakara and is part of a cluster of islands in front of Tobelo city. Kakara Island has only 1 (one) village and is an area of approximately 280 ha. Geographically, the island is bordered by Pawole and Tagalaya Islands in the north, Tobelo in the east,

Rorangane Island in the west and Small Kakara Island in the South. On the island of Big Kakara there is a village called Kakara, while Small Kakara Island is an uninhabited island. Kakara village is administratively located in the sub-district of Tobelo, approximately 15 km away from Tobelo port. Kakara Island can be reached from Tobelo in about 15 to 20 minutes using traditional boat (Changa) equipped with the engine with an average ticket of Rp. 10.000, - one way trip. Whereas the distance between Kakara village and Kakara cape as the favorite tourism object on the island is quite far. It can be reached in approximately 45 minutes on foot, and 10 minutes by Ketinting or Changa (Figure 2) from the village harbor of Kakara.



Figure 2: Changa/Ketinting
(Photo taken by author, June 2015)

Kakara Island is included in the small island category. It has a fairly extensive forest land compared to residential area, because the small part of it is used for housing and yards, and the big part is for the local's plantation. As shown in Figure 10, the local's settlement is structured long L-shaped line following the coast, with a long row of settlements of approximately one kilometer. The population of Kakara village is as many as 789 people, consisting of

354 men and 435 women, with 178 families. Occupations of Kakara residents are fishermen, farmers, dockers and civil servants. (Source: Central Bureau of Statistics/BPS of North Halmahera). It can be explained that Kakara Island has the potential on marine tourism with its white sandy beach, crystal clear water and spectacular underwater biodiversity. The beauty of the beach at cape Kakara can be seen in Figure 3 below.



Figure 3: Beach on Kakara Island
(Photo taken by author, June 2015)

The sea around the east coast of Kakara is the recommended spot to do snorkeling and diving. During low tide, visitors may even see beautiful coral sticking out of the sea, as seen in figure 12 below. A unique feature of Kakara is the seasonal appearance of large numbers of starfish. Soft coral, hard coral, gorgoneion, sea fun combined with various kinds of ornamental fishes such as anemone fish, surgeon fish,

unicorn fish and angel fish can easily be found among the crevices of sponges in these sea waters.

Facilities and Infrastructures

In regard to the implementation of the development potential of objects and existing tourism attractions, adequacy of infrastructures is needed as a support. This also requires the

involvement of stakeholders both the private sector and governments along with communities in order to accommodate the needs according to the conditions of the objects integrated in a plan that leads to the manifestation of mutual interest. Conditions of tourism facilities in North Halmahera, among others

a. Accommodations

Total accommodation and hotels / inns in North Halmahera region enlisted 34 units which are all in melati class I, II and III. Facilities provided by these hotels quite varies such as fan, air-conditioning, hot and cold water supply, the rooms are equipped with WiFi, meeting room and the café /restaurant.

Table 9: Numbers and Classification of Accommodations in North Halmahera

Subdistrict	Hotel/Inn	Room	Bed	Classification
Malifut	1	12	-	Melati 1
Kao	1	6	6	Melati 1
West, & North Kao	-	-	-	-
Kao Teluk	-	-	-	-
Tobelo	31	413	570	Melati 1, 2, 3
Central Tobelo	2	14	18	Melati 2, 3
West, East, South & North Tobelo	-	-	-	-
Galela	1	3	3	Melati 1
West, North & South Galela	-	-	-	-
North Loloda	-	-	-	-
Loloda Islands				
Total	34	418	597	

Source : Database of Tourism of North Halmahera Regency 2015

b. Restaurants

Restaurant businesses developed by the community will be an essential element needed both at the destination or a stopover on a sightseeing trip. Restaurant / diner in North Halmahera is quite a lot. Generally, these restaurants serve seafood which is provided by local fishermen. In addition, some other restaurants also provide typical Indonesian dishes such as Padang, Madura, Makassar, Minahasa cuisines, etc. Unfortunately there is no restaurant that provides international food to cater the need of foreign tourists.

c. Public Entertainment Facilities

The activities of public entertainment in the dynamic development of tourism are no longer a secondary need but they have become an equal facility with the same functions to lodging and restaurant. All these three aspects cannot be separated by a measure of priority. Recreation and public entertainment has become needs of tourists at a tourist destination. Public entertainment facilities in North Halmahera district can be seen in the following table:

Table 10: List of public entertainment facilities in Tobelo

NO	PUBLIC ENTERTAINMENT FACILITIES	ADDRESS
1	Zook Diskotik	Wosia Village
2	Tanjung Pilawang Café	Gura Village
3	Golden Star	Wosia Village
4	Star Family Karaoke	Gosoma Village
5	Bunga Puro-Puro	Wosia Village
6	Mekar Jaya	Wosia Village
7	Kusu-Kusu Karaoke	Lina Ino Village
8	Celcius Pub	Gosoma Village
9	Number One	Jln. TPI, Wosia Village
10	Radifira Café	Jln. TPI, Wosia Village
11	Spa Kusu-Kusu	Jln. Pitu, Lina Ino Village

Source: Database of Tourism in North Halmahera 2015

d. Transportation

Land transportation in North Halmahera is already well-integrated among districts in remote villages. There are several types of public transportation available in this area. Motored Pedicabs (Bentor), a mode of transportation in the city which are only operating in the city of Tobelo. In addition, people also use rental motorcycles to travel between districts. Private cars of mini-van type (such as the type of Innova and Avansa) are regular public transport and rent for inter-regional transport. These rivers and lakes access network in the district links Ferry lanes such as Gorua-Daruba (Morotai), Gorua-Subaim (East Halmahera), Dorume-Dama, Dama-Tobelo, Dama-Morotai, Gorua-Bitung (North Sulawesi). In addition to the passenger's ships, there are also vessels with routes of Manado and Surabaya-Tobelo, as well as timber ships that carry goods to meet the needs of the people of North Halmahera. Such vessels operate daily to and out of North Halmahera. Harbour hubs in North Halmahera Regency include Gorua in the district Tobelo of North Harbour in the district North Kao Doro, North Loloda Dorume in the district and sub-district Dama Harbour in Loloda Islands. North Halmahera Regency can also be reached by air transport. There are three airports in the region. Kuabang airports in Kao district, Gamarmalamo airport in Galela district, and the special airport, Kobok airport in the district of Kao bay.

a. Tourism Supporting Infrastructure

North Halmahera Regency also has a supporting infrastructure to support tourism activities in this area, such as:

1. Tourist Information Center (TIC)

Building Tourist Information Center (TIC) located in the courtyard of Traditional House, Hibualamo. In the mini-offices of 6x4 m, tourists will be provided with plenty of information about the world of tourism and the culture of North Halmahera there is also a variety of unique souvenirs of this region which are on display there. In addition, tourists can also visit the department of tourism and culture districts located in North Halmahera district head office of Lt. 2, Jl. Government Region 1A, Tobelo city.

2. Post Office

Post Office is located in Tobelo city with varied services which provide various services such as, sending and receiving letters, money orders and also providing stamps, envelopes and duty stamps.

3. Bank / ATM

Currently operating in Tobelo town there are 5 banks, including Bank BNI '46, Maluku Regional Development Bank (BPDM), Bank Rakyat Indonesia (BRI), Bank Mandiri and Bank Mega.

Results from Interview

These results were obtained by using in-depth interviews with informants as the data collection method and field direct documentation. This analysis itself is focused on the supporting factors and obstacles of the development of tourist attractions on Kakara Island, especially the tourism development, tourist attractions development and tourism promotion. The result can be seen as follows:

Factors That Support and Obstruct the Development of Tourist Attractions on Kakara Island

As described previously, North Halmahera has great abundance of natural tourism potential, marine life, diverse flora and fauna in its rainforests, exotic and unique cultural traditions as well as historical relics particularly from the World War II period. The driving factors behind the development of tourist attractions on Kakara Island are its marine tourism potential supported by a wealth of natural resources and cultural diversity as well as the history of North Halmahera which are intimately associated with World War II, where there are many historical relics of World War II scattered around several places, and the hospitality of local people of North Halmahera.

1. Resources in Agriculture

This region is rich with natural wealth from agricultures, plantations, forestry, fisheries, marine, farming, mining and small industries. This was confirmed by the statements from the Head of Tourism and Cultural Office who said that:

Beautiful scenery and fascinating as well

as a wealth of art and culture that are still entrenched in the community are the capital of tourism potential to be developed in our beloved Hibualamo. The natural attractions, marine tourism, cultural tourism and historical heritage as well as agro-tourism supported by wide variety of cultural dances and handcrafts as souvenirs have made North Halmahera as an ideal tourist destination.

2. Potential for diving

Tourists from Germany who visited North Halmahera to dive and snorkel said that besides Kakara, Tagalaya and Pawole, the ocean around Galela has a unique underwater view because there can be found a thirteen meter underwater volcano with beautiful coral reefs and various types of marine biodiversity.

3. Potential for Surf Tourism

Apart from the splendid underwater tourism potential, the ocean around Pawole, Tagalaya and Tupu-tupu Islands have big and high wave, therefore, it is very potential to develop surf tourism there. The advantage possessed by this area is the location, which is directly facing the Pacific Ocean that produces huge waves. Moreover, this place is not too crowded, so surfers could surf freely here.

4. Volcano Dukono

North Halmahera tourism charm is not only dominated by marine tourism, but also natural attractions like volcano Dukono. Dukono is one of five active volcanoes in North Maluku. Geographically, Mount Dokuno is located at 1.42 degrees northern latitude and 127.52 degrees east longitude at an altitude of 1,087 meters.

5. Road Infrastructure

All tourists praised the existing road infrastructure in Tobelo. According to them the quality of the road is very good, particularly the road from the airport Kuabang, Kao to Tobelo city. A local tourist from Manado stated as follows:

“ I really enjoyed my trip from the airport to Tobelo, because the road condition is very smooth and nice. I never thought that this not so popular area can have a high quality of

road infrastructure, really unexpected.” (Local tourists, August 2015)

6. Cooperation Among Stakeholders

Cooperation with tourism businesses in North Halmahera district has also been done by the government. Cooperation in this regard is in terms of tourism promotion. Things that can be done by tourism businesses in North Halmahera is to help the government promoting the tourism potential of Kakara Island and North Halmahera regency to the guests. One of the focuses of this study is about how far does tourism development on Kakara Island and its surrounding affect the continuity of tourism businesses in North Halmahera regency. Some questions regarding this issue are addressed to business owners and the employees who work there, and all of them agreed that the development of tourism has a positive impact on their businesses and jobs. Because constructing and developing the tourist objects on Kakara Island and North Halmahera will open up opportunities for tourists from outside of the region and even foreign countries to visit and when they come, they will stay, eat, travel, use the services of tour & travel for the purpose of the trip and they will buy goods in this area. All of these will bring economic benefits for the tourism businesses.

7. RIPPDA of North Halmahera Province

The research also shows that local government already has a draft of the program of tourism development on Kakara Island. Head of Tourism and Culture said that the development of tourism on Kakara Island refers to RIPPDA of North Maluku province, namely “Development of Kakara Island as a region of Aquamarine & Cultural Wonders”, including big plans such as the development of second home tourism by developing small scale lodges that highlight cultural charming by utilizing the architectural custom of Hibualamo traditional house of Halu Kakara, development attractions and the main activity such as unspoiled marine biota watching by establishing sea living museum in the form of marine parks, development of beach and marine activities, land activities, relaxation and recreational activities, the development of cultural tourism which is the Village of Halu

Kakara culture, and the development of the festival of Halu Kakara culture.

Factors that Obstruct the Development of Tourist Attractions on Kakara Island

1. Infrastructure and Public Facilities

Furthermore, the researcher asked about infrastructure and public facilities on Kakara Island and North Halmahera district. Unfortunately, the condition of existing public facilities such as public toilet has been found unavailable with clean water. It caused tourists in trouble of finding ways to clean up after using the toilet. The tourists acknowledged that Tobelo is still far behind compared to other cities in eastern Indonesia. The location of banking facilities such as banks and ATMs are limited only in the city center. Health facilities also somewhat limited when viewed from various sides, including the availability of medicine supplies to the public. And then about diving and snorkeling facilities, North Halmahera government has made it available in the storage room on Kakara Island. Facilities and equipment for diving and snorkeling here are quite complete with good quality, but unfortunately there is no decompression chamber that is available in case of accident during diving. Right now, the existing facilities on cape Kakara are only jetty for Ketinting (Changa), tables and benches for the visitors to relax as well as public toilets. There are no sufficient public facilities on Kakara Island yet. As for the Kakara village, government has built a jetty out of wood in Kakara harbour, village street made of rebate concrete with the width of 2.5 meters in good conditions that extend from the Kakara port to the end of the village, educational facilities such as primary schools and sub-health centers that provide health services for people in Kakara village. Kakara village has electricity supply through generator donated by the government through PNPM program. It is currently managed by the village government. Unfortunately, this electricity supply is started to operate only from six o'clock until seven the following day every day.

2. Lack of environmental protection awareness
To develop tourism, all parties should be able to work together. The local community plays an important role in this regard. Unfortunately, the big vision of North Halmahera government to develop Kakara Island has not been accompanied by public awareness to preserve the environment. We do receive a lot of reports about illegal fishing in the area around Kakara, and then local people often found to throw out the trash and pollute the ocean around the island of Kakara and other illegal activities that damage the environment.

3. Lack of Human Resources in Tourism

Tourism competitiveness does not lie on tourism potential only, but also the creativities and capabilities of human resources. A tourist destination requires human resources are ready to work in with high competitive skills, capabilities and creativities because tourism is a sector that not only sells physical attractiveness but also a sector that provides services as well. Unfortunately, quality of services provided by the employee is still below standard. Mostly have poor language skills, especially English.

4. Lack of Community Involvement

Tourism development efforts should be based on the values of democracy and the local community as the main resources. Local communities are the ones who know the local conditions and so development activities must take into the account the socio-cultural values of the society. The research found that the local community have not yet benefited economically from the development of tourism, especially in the cape Kakara because they are not directly involved in the activities of tourism there. Mostly visitors who come to visit Kakara bring their own food, so local people think that it is unnecessary to provide food to sell as it surely will not be sold. Moreover, the number of visitors who visit Kakara is unpredictable every day. Furthermore, tourism is also expected to provide opportunities and access to local communities to develop supporting businesses of tourism such as handicraft shops, souvenir shops, and food stalls that local communities can get a better economic benefit obtained directly from tourists to improve the welfare

and standard of living.

5. Ineffective promotional activities

The government has made several visits to Europe and USA to hold arts and cultural performance there in order to promote tourism as well as to explore the possibility of cooperation with European entrepreneurs to develop tourism in North Halmahera. Money spent on promotional activities is enormous but until now there is no investor who is willing to invest in North Halmahera.

Analysis

In determining the opportunities and development strategies of tourist attractions on Kakara Island, North Halmahera district, there are two factors which are very influential to be reviewed, such as internal and external factors. From these two factors, development opportunities can be seen by using SWOT analysis. The data collected are processed and then analyzed using SWOT analysis with the following results:

Internal factors that support and obstruct the development of tourist attractions on Kakara Island

The following are data of internal factors that have been observed:

The internal factors (Strengths) that support the development of tourist attractions on Kakara Island:

1. Wonderful underwater scenery in all of 49

2. Kakara Island and North Halmahera in general have abundant agricultural produce natural and fresh such as vegetables and fruits that can be found easily.
3. The hospitality of the local community.
4. Kakara Island is easy to access from two airports in North Halmahera, immigration offices and other public facilities.
5. Kakara village is the origins of Hibualamo culture.

While the internal factors (Weaknesses) that obstruct the development of tourist attractions on Kakara Island, are:

1. Lack of awareness from the government and local community about the importance of environmental conservation. The local communities are often found doing illegal fishing and it is easy to find plastic waste at dive spots.
2. No direct flights available from international hubs such as Jakarta and Denpasar.
3. Lack of human resources in tourism.
4. Complicated government's regulations regarding foreign investment bring a huge challenge for the foreign investors to invest in this area.
5. Lack of quality and quantity of tourism facilities (Tourism Information Center, Souvenir Shops, Restaurants, etc).

Table 11: Internal Factors Analysis Summary (IFAS) of tourist attractions on Kakara Island

Internal Factors Analysis Summary (IFAS)			
Strengths	Weight	Rating	Weighted Score
S1 - Attractions (Natural, Cultural and Historical)	0.2	4	0.8
S2 - Accessibility / Strategic Location	0.18	4	0.72
S3 - Hospitality of local people	0.17	4	0.68
S4 - Tourism amenities (Natural & Man-Made)	0.2	4	0.8
S5 – Accommodations	0.15	3	0.45
Subtotal			3.45
Weaknesses	Weight	Rating	Weighted Score

W1 - Lack of environmental protection awareness	0.2	1	0.2
W2 - No direct flights connection from International hubs	0.2	1	0.2
W3 - Lack of human resources in tourism	0.15	2	0.3
W4 - Government's regulation on foreign investment	0.15	2	0.3
W5 - Lack of quality & quantity of tourism facilities	0.1	3	0.3
Subtotal			1.3
Total			4.75

Notes: Score of IFAS Matrix

0.05	= Small Influence	1 = Not Good
0.10	= Moderate Influence	2 = Less Good
0.15	= Big Influence	3 = Adequate
0.20	Very Big Influence	4 = Very Good

Result of IFAS in Table 15 above indicates that the strongest strengths factors from Kakara Island is the potential of tourist attractions (S1), the strategic location of tourist object (S2), the hospitality of the local people (S3) and its tourism amenities (S4) while the weaknesses factors are lack of environmental protection awareness (W1) and no direct flight connection from international hubs (W2). The total score is 4.75 meaning that tourism potential of Kakara Island is strong. In other words, internal condition has strengths to deal with the weaknesses.

External factors that support and obstruct the development of tourist attractions on Kakara Island

The following are data of internal factors that have been observed:

External factors (Opportunities) that support the development of tourist attractions on Kakara Island are:

1. Tourism promotion through internet, fairs, exhibitions, magazines, newspapers, websites and billboards that are installed at

- the airports of Manado and Sorong.
2. Establishment of a national marine park status for the area around Kakara Island.
3. Opportunities to open direct flights from and to Jakarta, Denpasar and Sorong.
4. Potential surf tourism can open up opportunities to increase the number of tourists in this area.
5. Marine and Heritage as a tourism theme of Indonesia which have been proposed since 2010.

While the eternal factors (Threats) that obstruct the development of tourist attractions on Kakara Island, are:

1. The development of similar destinations around North Halmahera district (Bunaken, Wakatobi, Raja Ampat).
2. Illegal fishing by using dynamite and nets around the dive spots.
3. The interest of investors for doing investment in tourism is still low.
4. Civil war that occurred few years ago.
5. The existence of mining companies that could potentially damage the environment and threaten the North Halmahera reputation as a tourist destination.

Table 12: External Factors Analysis Summary (EFAS) of tourist attractions on Kakara Island

External Factors Analysis Summary (EFAS)			
	Weight	Rating	Weighted core
Opportunities			
O1 - Tourism Promotion	0.2	4	0.8
O2 - National Marine Park Establishment	0.2	4	0.8
O3 - Infrastructure development	0.2	4	0.8
O4 - Potential Surf Tourism, Climbing, Trekking & Bird Watching	0.15	4	0.6
O5 - Marine & Heritage as Tourism Theme since 2010	0.1	3	0.3
Subtotal			3.3
Threats			
T1 - Development of similar tourist attractions in other places	0.2	1	0.2
T2 - Illegal fishing around diving spots	0.18	1	0.18
T3 - Low interest of investors	0.15	2	0.3
T4 - The existence of mining companies	0.15	2	0.3
T5 - Civil war that occurred few years ago	0.1	3	0.3
Subtotal			1.28
Total			4.58

Notes: Score of EFAS Matrix

0.05 = Small Influence

0.10 = Moderate Influence

0.15 = Big Influence

0.20 = Very Big Influence

1 = Not Good

2 = Less Good

3 = Adequate

4 = Very Good

Table 12 of EFAS above shows that the opportunities factors from Kakara Island are tourism promotion (O1), national marine park establishment (O2), infrastructure development (O3) and potential surf tourism, climbing, trekking and bird watching (O4). The threats factors are the development of similar tourist attractions in other places (T1), illegal fishing around diving spots (T2), and the existence of mining companies (T4). The total score is 4.58, meaning that Kakara Island can still control the existing opportunities to deal with threats.

SWOT Analysis to compose the concept development of tourist attractions on Kakara Island, North Halmahera, North Maluku Province

Analysis by SWOT matrix aims to identify strategies that are perceived feasible and appropriate to be implemented. Remember

that all alternative strategies should be linked to targets that have been written on the SWOT matrix. In preparation, it is necessary to consider internal factors, which are strengths and weaknesses as well as external factors, such as the opportunities and threats in hoping to be known later what are the strengths, weaknesses, opportunities and threats that may be emerged and faced to determine a success in the development of tourist attractions on Kakara Island. Furthermore, the results of this analysis will be used as a basis for developing strategies of tourist attractions and tourism development in the future. From this analysis, will be drawn a conclusion about what is the development strategy of tourist attractions on Kakara Island, North Halmahera regency, North Maluku province. Data analysis presented in SWOT matrix strategy as can be seen in the following table:

Table 13: SWOT Matrix of Internal and External factors of the development of tourist attractions on Kakara Island

<p>Internal factors</p> <p>Strengths</p> <ol style="list-style-type: none"> 1. Wonderful underwater scenery in all of 49 dive spots including underwater volcanoes and wreck diving spot as well as many kinds of potential such as marine tourism, heritage and natural attractions. 2. Kakara Island and North Halmahera in general have abundant agricultural produce natural and fresh 3. Hospitality of the local community. 4. Kakara Island is easy to access from two airports in North Halmahera and other public facilities. 5. Kakara village is the origins of Hibualamo culture 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of awareness from the government and local community about the importance of environmental conservation. The local communities are often found doing illegal fishing and it is easy to find plastic waste at dive spots. 2. Lack of human resources in tourism. 3. Lack of quality and quantity of tourism facilities (Tourism Information Center, Souvenir Shops, Restaurants, etc). 4. No direct flights available from international hubs such as Jakarta and Denpasar. 5. Complicated government's regulations regarding foreign investment bring a huge challenge for the foreign investors to invest in this area.
<p>External factors</p> <p>Opportunities</p> <ol style="list-style-type: none"> 1. Tourism promotion through fairs, exhibitions, magazines, newspapers, websites and billboards. 2. Establishment of a national marine park status. 3. Opportunities to open direct flights from and to Jakarta, Denpasar & Sorong. 4. Potential surf tourism 5. Marine & Heritage as a tourism theme of Indonesia which have been proposed since 2010. 	<p>SO Strategies (Strengths-Opportunities)</p> <ol style="list-style-type: none"> 1. Developing and preserving objects and attractions such as marine tourism, nature tourism, and historical and cultural attractions. 2. Cooperating with public and private stakeholders. 3. Promoting intensively and continuously. 4. Increasing tourism facilities and infrastructure, as well as easy access to tourist destinations. 5. Holding a close cooperation and relationship with some areas that already have national parks. 6. Utilizing abundant crops to create alternative tourist destinations.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Tourism promotion through fairs, exhibitions, magazines, newspapers, websites and billboards. 2. Establishment of a national marine park status. 3. Opportunities to open direct flights from and to Jakarta, Denpasar & Sorong. 4. Potential surf tourism 5. Marine & Heritage as a tourism theme of Indonesia which have been proposed since 2010. 	<p>WO Strategies (Weaknesses-Opportunities)</p> <ol style="list-style-type: none"> 1. Establishing the area around Kakara Island as Marine conservation areas or National Parks. 2. Increasing the socialization of tourism awareness group and maintaining the preservation of tourism destination 3. Making clear and firm regulations 4. Guiding and supervising the community's activities around tourist destination area. 5. Optimizing innovative promotions and marketing 6. Improving the quality of tourism human resources. 7. Developing the supporting infrastructure of tourism. 8. Cooperating with national airline companies 9. Improving conducive investment climate for entrepreneurs
<p>Ancaman (Threats)</p> <ol style="list-style-type: none"> 1. The development of similar destinations around North Halmahera district (Bunaken, Wakatobi, Raja Ampat). 2. The interest of investors for doing investment in tourism is still low. 3. Illegal fishing by using dynamite and nets around the dive spots. 4. Civil war that occurred few years ago. 5. The existence of mining companies that could potentially damage the environment. 	<p>WT Strategies (Weaknesses-Threats)</p> <ol style="list-style-type: none"> 1. Establishing a technical unit practitioner in every tourism development area, especially on Kakara Island. 2. Treating the entrepreneur/businessman/investor as partner in the development of dive resort. 3. Preserving tourism objects and attractions in every destination areas. 4. Developing unique and typical handicrafts and souvenirs of North Halmahera district. 5. Developing cooperation with investors for the development of tourist attractions and eco-friendly tourism. 6. Partnership collaboration with relevant stakeholders (governments, tourism agencies, tourism entrepreneurs and local communities) to develop a safe, convenient, continuous and sustainable tourism.

Source: Auhitor, 2016

Conclusions

This research concludes that based on internal and external factors analysis there are numbers of indicators that support and obstruct the efforts to achieve the goals that have been set so that overall, the steps can be taken to address the problem or negative obstacles to the development of tourism as a whole as well as for the creation of development strategy of tourist attractions in order to support tourism activities.

Development Strategy of Tourist Attractions on Kakara Island, North Halmahera District

Therefore, based on the analysis of internal and external factors (SWOT) above, the development strategy of tourist attractions on Kakara Island to support tourism in North Halmahera Regency is directed to:

1. The regulation system and integrated supervision.

In the implementation of tourism development, supervisory functions are optimally needed to develop tourism and culture of North Halmahera Regency. Due to the not-optimal of continuous supervision, department of tourism and culture of North Halmahera needs to make local regulations (Perda) that is associated with the development of tourism based on cultural, heritage and environmental preservation. The local government needs to cooperate with central government to establish the area around Kakara, Tagalaya, Pawole Islands and some areas with its diving spots in North Halmahera as Marine conservation area or National Park, due to the illegal fishing activities that are performed by local community in this area. In addition, the government must provide clear and strict regulation and be able to guarantee a safe and convenient condition for investors. Clear and strict regulations in tourism development will minimize the negative impact of tourism development itself. In addition, the monitoring function and the involvement of the business community in tourism investment as well as the availability of tourism supporting infrastructure must be implemented.

2. Improvement of infrastructure and other supporting facilities
The local government needs to improve the quality and quantity of infrastructure and other supporting facilities to support the accessibility of tourist attractions. Having good infrastructures will give motivation to tourists to visit the destinations. Concrete steps that can be done is to build supporting infrastructure such as public facilities, tourist information center, roads, transportations, accommodation and security posts as well as access to good electricity.
3. Institutional reinforcement
The necessary steps needed in order to support optimal development of tourist attractions are:
 - a. Partnership cooperation among government, investors, tourism businesses, local communities, and the private sector.
 - b. Participation of non-governmental organizations (NGOs) in maintaining and controlling the integrity of natural and cultural resources of North Halmahera
 - c. Providing educational programs at all levels of educations that explain the role of tourism and its mutual relationship with the environment and economy.
4. Increasing the capability of Human Resources
North Halmahera still has shortcomings in terms of quality and quantity of human resources of tourism, therefore it is important to provide education and training related to the development of tourism and culture because tourism competitiveness of North Halmahera not only lies on its tourism potential, but also on the creativity and capabilities of human resources. This area requires professional and steady human resources to plunge into the tourism industry with the skills, abilities and dedication. On the other hand, the central and local governments should work together to build cultural and arts center, art institutes, language centers, university-based tourism and culture as well as art galleries.

5. Tourism marketing and promotion

The implementation of effective promotion can be done with several strategic steps such as:

- a. identifying target markets or potential tourists
- b. Expanding network of distribution through joint promotional activities with airlines, hotels, cruise, tour operators and other related agencies.
- c. Choosing the right media to convey messages and information effectively to potential tourists.
- d. Optimizing the management of a special tourism web by providing detailed and accurate information accompanied by visuals and details about the full potential of tourism.
- e. Allocating budgets and evaluation mechanism of sales services and tourism products in North Halmahera regency.

6. Community empowerment and active participation of local people

Managing tourism requires the use of community-based tourism development concept through empowerment programs. Community empowerment is a deliberate effort to facilitate local people in planning, deciding and managing their local resources through collective action and networking so that in the end they have their own ability and independency economically, ecologically, and socially. In a broader sense, empowerment is a facilitation process to encourage them to be able to put themselves proportionally and become the main actors in the use of strategic environment to achieve sustainable prosperity in the long term period of time. Local communities must be actively involved in the development of tourism, in particular the development of tourist attractions on Kakara Island. Furthermore, it is also expected to provide opportunities and access to local communities to develop tourism supporting businesses such as handicraft shops, souvenir shops, food stalls, and other businesses so they can get direct benefit economically to improve their welfare and standard of living.

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