

ABSTRAK

Penelitian ini bertujuan untuk menganalisis Peran Elit Dalam Implementasi Prinsip *Good Governance* Pada Badan Promosi Pariwisata Daerah (BPPD) Kabupaten Ciamis dengan menggunakan pendekatan kualitatif deskriptif. Penelitian dilatarbelakangi oleh kuatnya dominasi elit birokrasi dan politik dalam proses pengambilan keputusan di lembaga publik, yang berdampak pada belum optimalnya penerapan tata kelola pemerintahan yang transparan, akuntabel, partisipatif, dan berorientasi pada kebutuhan masyarakat. Data dihimpun melalui wawancara mendalam, observasi lapangan, dan studi dokumentasi dengan melibatkan informan dari unsur pemerintah daerah, pelaku pariwisata, dan akademisi. Temuan menunjukkan bahwa implementasi *Good Governance* di BPPD Kabupaten Ciamis masih bersifat formalistik. Aspek akuntabilitas telah berjalan pada tataran administratif, namun prinsip transparansi, keterbukaan, dan partisipasi publik belum terimplementasi secara substantif. Pelibatan UMKM, komunitas wisata, serta pelaku usaha lokal dalam program promosi pariwisata masih terbatas. Hasil penelitian juga mengungkap bahwa struktur dan dinamika elit di dalam BPPD berpengaruh signifikan terhadap arah kebijakan lembaga. Elit birokrasi dan politik masih memiliki posisi dominan dalam menentukan strategi promosi pariwisata, sementara kontribusi elit masyarakat belum mendapatkan ruang yang memadai. Selain itu, orientasi kebijakan belum sepenuhnya didasarkan pada karakteristik lokal destinasi wisata. Peningkatan kapasitas sumber daya manusia, kejelasan arah kebijakan pariwisata, dan optimalisasi manajemen internal menjadi kebutuhan mendesak bagi BPPD. Secara teoretis, penelitian ini menghasilkan sebuah model hubungan antara elit pemerintah, elit masyarakat, dan struktur kelembagaan, yang menunjukkan bahwa ketidaksinergian antar-elit berpotensi menghambat implementasi *Good Governance* dan efektivitas promosi pariwisata daerah. Dominasi elit birokrasi menyebabkan proses kebijakan bersifat top-down dan kurang responsif terhadap kebutuhan sektor pariwisata di tingkat akar rumput. Penelitian ini memberikan kontribusi ilmiah dalam kajian Ilmu Politik, khususnya terkait peran elit dalam tata kelola pemerintahan daerah. Temuan menguatkan bahwa kepentingan dan dominasi elit birokrasi memengaruhi kualitas implementasi *Good Governance*, terutama pada lembaga yang berorientasi pelayanan publik seperti BPPD. Untuk memperkuat tata kelola yang demokratis dan inklusif, diperlukan restrukturisasi peran elit, peningkatan partisipasi publik, serta formulasi kebijakan berbasis karakteristik lokal pariwisata.

Kata Kunci: Elit, *Good Governance*, BPPD Kabupaten Ciamis, Pariwisata

ABSTRACT

This study aims to analyze the role of elites in the implementation of good governance principles at the Ciamis Regency Regional Tourism Promotion Agency (BPPD) using a descriptive qualitative approach. The research is motivated by the strong dominance of bureaucratic and political elites in the decision-making process in public institutions, which has resulted in the suboptimal implementation of transparent, accountable, participatory, and community-oriented governance. Data were collected through in-depth interviews, field observations, and documentation studies involving informants from local government elements, tourism actors, and academics. The findings indicate that the implementation of good governance in the Ciamis Regency BPPD remains formalistic. Accountability aspects have been implemented at the administrative level, but the principles of transparency, openness, and public participation have not been substantively implemented. The involvement of UMKM, tourism communities, and local business actors in tourism promotion programs is still limited. The results also reveal that the structure and dynamics of elites within the BPPD significantly influence the direction of institutional policies. Bureaucratic and political elites still have a dominant position in determining tourism promotion strategies, while the contribution of community elites has not received adequate space. Furthermore, policy orientation is not fully based on the local characteristics of tourist destinations. Increasing human resource capacity, clarifying tourism policy direction, and optimizing internal management are urgent needs for the Regional Development Planning Agency (BPPD). Theoretically, this study produces a model of the relationship between government elites, community elites, and institutional structures, indicating that the lack of synergy among elites has the potential to hinder the implementation of Good Governance and the effectiveness of regional tourism promotion. The dominance of bureaucratic elites results in a top-down policy process that is less responsive to the needs of the tourism sector at the grassroots level. This study contributes to the study of Political Science, particularly regarding the role of elites in regional governance. The findings confirm that the interests and dominance of bureaucratic elites influence the quality of Good Governance implementation, particularly in public service-oriented institutions such as the BPPD. To strengthen democratic and inclusive governance, restructuring the role of elites, increasing public participation, and formulating policies based on local tourism characteristics are necessary.

Keywords: *Elite, Good Governance, Ciamis Regency BPPD, Tourism*