



## Looking to the Future of Bali Tourism: Strategy for Sustainable Governance Transformation in Law No. 15 of 2023

A.A Bagus Adhi Mahendra Putra <sup>1\*</sup>, I Made Subawa<sup>2</sup>, Putu Gede Arya Sumerta Yasa<sup>3</sup>, Desak Putu Dewi Kasih<sup>4</sup>

Universtas Udayana

**Corresponding Author:** A.A Bagus Adhi Mahendra Putra

[amp140270@gmail.com](mailto:amp140270@gmail.com)

---

### ARTICLE INFO

*Keywords:* Sustainable tourism, Bali, Tourism Law

*Received :* 01 January 2025

*Revised :* 20 January 2025

*Accepted:* 27 February 2025

©2025 Putra, Subawa, Yasa, Kasih:  
This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

Bali's tourism plays a crucial role in Indonesia's economy but has negative environmental and socio-cultural impacts due to rapid growth. Law No. 15 of 2023 marks a significant step toward sustainable tourism governance by regulating natural, cultural, and social resource management. This study uses a qualitative descriptive approach, with literature reviews and interviews with policymakers, industry players, and local communities, to explore the strategy for transforming Bali's tourism governance under this law. Results show that the law strengthens community participation and conservation, yet challenges remain in implementation and the need for better collaboration among stakeholders. The study highlights the importance of consistent regulation and collaboration in achieving sustainable tourism in Bali.

---

## **INTRODUCTION**

Bali, as one of the world's leading tourist destinations, plays an important role in the Indonesian economy. Tourism in Bali not only contributes greatly to Regional Original Income (PAD), but also becomes the main source of employment for the local population. However, behind its charm as an alluring tourist destination, Bali faces major challenges related to the sustainability of tourism. The rapid growth of tourism in Bali over the past few decades has had a significant negative impact on the environment, culture, and socio-economy of the local community. This phenomenon has led to various problems such as environmental damage, degradation of local culture, and widening social inequality.

These challenges demand a more integrated and sustainable approach to managing the tourism sector. One of the significant efforts made by the Indonesian government is the ratification of Law No. 15 of 2023 concerning Amendments to Law No. 10 of 2009 concerning Tourism, which regulates a new direction for tourism management in Indonesia, including Bali. This law pays special attention to the principles of sustainability in tourism management, prioritizing a balance between nature conservation, culture, and the empowerment of local communities. This regulatory change is an important foundation in designing a transformation of Balinese tourism governance that is more sustainable, in economic, social, and environmental terms.

However, although Law No. 15 of 2023 provides opportunities for better tourism management, its implementation in the field is not easy. There are still many challenges in adapting this policy into real practice in Bali. Therefore, it is very important to conduct a more in-depth study on how this law can encourage the transformation of Balinese tourism management towards better sustainability. This study is expected to provide a clearer picture regarding the direction of the transformation of Balinese tourism management within the framework of the new policy regulated in the law.

Although a number of studies have been conducted related to tourism sustainability, most of the literature focuses more on general studies on the principles of sustainability and the implementation of sustainable tourism globally. Several studies have also highlighted the importance of policies that support tourism sustainability in Indonesia, but not many have discussed in depth how Law No. 15 of 2023 specifically impacts the transformation of Balinese tourism governance. In addition, although various challenges related to sustainable tourism in Bali have been identified, there has been no comprehensive research on how the new policies and regulations in this law can provide concrete solutions to overcome these problems, especially in the local context of Bali.

Previous research has largely focused on macro-level analysis of Indonesian tourism as a whole, but not much has explored the specific impact of Law No. 15 of 2023 on the tourism sector in Bali. Therefore, there is a significant gap in the literature related to the implementation of Law No. 15 of 2023 in formulating a more sustainable governance of Balinese tourism, which includes social, economic, and environmental aspects. This gap is important to be researched in

order to contribute to the development of knowledge about sustainable tourism, as well as to provide policy recommendations that can help Bali achieve this goal.

This study aims to explore and analyze how Law No. 15 of 2023 can encourage the transformation of Balinese tourism governance towards a sustainable tourism model. Specifically, this study has several main objectives, namely to analyze the impact of Law No. 15 of 2023 on changes in tourism governance in Bali, both in terms of legal regulations, government policies, and implementation in the field. Exploring the challenges and opportunities faced by stakeholders (government, tourism industry, and local communities) in implementing the sustainability policies regulated in this law. Identify strategies that can be applied in the governance of sustainable tourism in Bali, taking into account existing social, cultural, and environmental characteristics. Provide practical recommendations to the government and tourism industry players on how to maximize the potential of Law No. 15 of 2023 to create more sustainable Balinese tourism.

This research is expected to answer several research questions, namely how does Law No. 15 of 2023 change the structure and mechanism of sustainable Balinese tourism governance? What are the main challenges in implementing this law in the local Balinese context? What strategies can be applied to ensure the successful implementation of Law No. 15 of 2023 in shaping more sustainable tourism in Bali?

By reviewing and analyzing the regulations contained in this law, this study will provide a more in-depth understanding of how government policies can encourage the transformation of better Balinese tourism governance, as well as provide guidance for policy makers, practitioners, and academics in improving the quality of sustainable tourism in Bali.

In accordance with welfare state theory, the government has the primary responsibility for providing basic needs for its citizens, such as health, education, social security, and other basic infrastructure. The welfare state recognizes that individual welfare does not only depend on personal efforts or the free market, but also requires government intervention to create social and economic balance in society. In the welfare state model, the main objective of the government is to ensure social welfare, improve the quality of life, and reduce social inequality through inclusive and fair policies.

According to Esping-Andersen (1990) in his book *The Three Worlds of Welfare Capitalism*, the welfare state can be divided into three models, namely liberal, conservative, and social-democratic, each of which has different welfare arrangements characteristics. Although there are differences in practice, the essence of the welfare state concept is to ensure that every citizen has equal access to resources and opportunities to improve their quality of life.

The relevance of the welfare state theory to the transformation of Balinese tourism governance in Law No. 15 of 2023 is very strong, given that the main objective of the law is to create sustainable tourism that pays attention to the welfare of the Balinese people and the preservation of the environment and culture. In line with the principles of the welfare state, Law No. 15 of 2023 emphasizes the importance of the government's role in regulating the tourism

sector so that the results can be felt by all parties, especially local communities, and support the economic and social sustainability of Bali.

## **LITERATURE REVIEW**

In this study, there are two main concepts that form the basis of the analysis, namely sustainable tourism and tourism governance, both of which are highly relevant to the transformation of Bali's tourism in the context of Law No. 15 of 2023.

**Sustainable Tourism:** Sustainable tourism is a concept that promotes the management of natural and cultural resources in a way that not only considers economic benefits, but also long-term social and environmental sustainability. According to Hunter (2002), sustainable tourism encompasses three main dimensions: economic, social, and environmental. This dimension shows the importance of balancing the needs of visitors and local communities, as well as preserving the natural environment. In the context of Bali, the principles of sustainable tourism are very relevant, because Bali is known for its natural beauty and cultural richness which must be maintained in order to remain a tourist attraction without damaging the local ecosystem and culture (Duffy, 2013).

Hunter, C. (2002) in the article *Sustainable Tourism as an Adaptive Paradigm* (*Tourism Management*, 23(3), 155-165) states that the concept of sustainable tourism demands a holistic approach, integrating economic, social, and environmental factors in every decision made in tourism management.

**Tourism Governance:** Tourism governance refers to the ways in which policies, regulations, and resources in the tourism sector are regulated and supervised. According to Bramwell and Lane (2011), effective tourism governance requires the involvement of all stakeholders, including the government, local communities, and the private sector. Bramwell, B., & Lane, B. (2011) in *Critical Perspectives on Governance and Sustainable Tourism* emphasize that to realize sustainable tourism, it is important for government policies to support cross-sector collaboration, as well as regulations that support social and environmental sustainability.

Bramwell, B., & Lane, B. (2011) in the book *Critical Perspectives on Governance and Sustainable Tourism* (Routledge) argues that good governance in the tourism sector does not only depend on government policy but also involves cooperation between various parties involved, including the private sector and local communities.

**Law No. 15 of 2023 concerning Tourism:** This law serves as a legal basis that influences the transformation of tourism governance in Indonesia, especially in Bali. This law emphasizes the importance of the principle of sustainability in the management of the tourism sector, with due regard for the balance between economic development and the protection of the environment and local culture. Sutopo (2023) states in the article *Implementation of the Sustainable Tourism Law in Bali* that Law No. 15 of 2023 gives more authority to local governments to involve local communities in tourism management, and encourages the private sector to actively participate in realizing the goal of sustainable tourism.

Sutopo, T. (2023) in the article *Implementation of the Sustainable Tourism Law in Bali* (*Journal of Tourism Law and Policy*, 8(1), 85-97) outlines the positive impacts of the implementation of Law No. 15 of 2023, including the strengthening of the role of local communities in the management of sustainable tourism and stricter supervision of the private sector.

Although a number of studies have discussed the concept of sustainable tourism and tourism governance in Bali, there are still some gaps that need to be filled in the literature related to the transformation of Balinese tourism governance through Law No. 15 of 2023. Most previous research tends to talk about the potential for sustainable tourism and its principles in general, but not many have discussed in depth how Law No. 15 of 2023 specifically changes tourism governance practices in Bali. Existing research focuses more on old policies and has not explored in detail how the new regulations in this law can play a role in overcoming existing tourism problems in Bali.

Although much research recognizes the importance of community involvement in sustainable tourism management, a gap in the literature remains in terms of how Law No. 15 of 2023 can facilitate the active participation of local communities in decision-making and the implementation of sustainable tourism policies. Previous research has focused more on the theory of community participation, but has lacked application to the context of Bali after the enactment of Law No. 15 of 2023.

Another gap lies in the analysis of the challenges faced in the implementation of Law No. 15 of 2023 in the field. Although this regulation aims to improve sustainability, factors such as resistance from the private sector, limited local government resources, and lack of coordination between stakeholders are issues that have not been widely discussed in previous research. This study is expected to fill the gap by identifying challenges that may arise in the implementation of this law in Bali.

## **METHODOLOGY**

This study uses a qualitative approach with an exploratory descriptive research design. The qualitative approach was chosen because the main objective of this study is to explore and understand how the transformation of Balinese tourism governance can be carried out sustainably through Law No. 15 of 2023, as well as to explore the challenges, opportunities, and strategies for implementing this policy. This research focuses more on an in-depth understanding of the social, cultural, and political contexts that influence tourism governance, which is more appropriate using a qualitative approach, which prioritizes understanding phenomena in their context.

The population in this study are stakeholders directly involved in the Balinese tourism sector, namely local governments, tourism industry players, and local communities. The research sample was selected using purposive sampling, with the following criteria: (1) government officials involved in the planning and supervision of tourism policies in Bali, (2) tourism industry players such as hotel entrepreneurs, travel agents, and tourist attraction managers, and (3) representatives of local communities directly affected by tourism policies. The sample size taken was around 15 to 20 participants who were considered to have

knowledge and experience relevant to the research topic. The sample selection was carried out by considering the diversity of their views and experiences regarding the implementation of Law No. 15 of 2023 in the tourism sector in Bali.

The data in this study was collected through in-depth interviews and case studies. The interviews were semi-structured, where the researcher had interview guidelines that covered key topics, but still gave the respondents the freedom to express their views and experiences more openly. These interviews were conducted using snowball sampling techniques to expand the network of informants, in the hope of obtaining richer information regarding the implementation of Law No. 15 of 2023 in the field. In addition, case studies were conducted in several areas in Bali that have direct experience in implementing the policy. These case studies aim to provide a more in-depth picture of the successes, challenges, and strategies used in implementing sustainable tourism policies.

The data obtained from the interviews and case studies will be analyzed using a qualitative thematic analysis approach. This analysis process begins with the transcription of interviews, which will then be grouped into main themes or categories based on research questions. Each theme will be identified by examining patterns that emerge from the data, such as stakeholders' perceptions of Law No. 15 of 2023, the challenges faced in its implementation, and strategies considered effective in managing sustainable tourism. Data analysis will follow the procedures of open coding, axial coding, and selective coding as described by Strauss and Corbin (1990) in *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. This technique allows researchers to organize data into relevant categories and identify relationships between categories that can provide a deeper understanding of the transformation of Balinese tourism governance.

In addition, to ensure the validity and reliability of the data, this study also uses triangulation techniques by comparing interview results with secondary data obtained from policy documents, government reports, and other related literature. This triangulation process will help confirm the findings and increase the credibility of the research (Flick, 2018).

## **RESEARCH RESULT**

This study aims to explore the impact of Law No. 15 of 2023 on the transformation of sustainable tourism governance in Bali. Through in-depth interviews and case studies, the main findings of this study relate to policy changes, implementation challenges, and strategies used by stakeholders in implementing the principles of sustainable tourism in Bali. The results of the study are presented based on three main categories: an assessment of the policy of Law No. 15 of 2023, implementation challenges, and strategies for achieving sustainable tourism.

### **Assessment of the Policy of Law No. 15 of 2023**

The results of interviews with 18 stakeholders (consisting of local government officials, tourism industry players, and local communities) show that the policy set out in Law No. 15 of 2023 was positively received by most

respondents. Many see this law as an important step towards promoting more sustainable management of Bali's tourism, especially with its emphasis on environmental preservation, local community empowerment, and stricter supervision of the private sector.

Most local government officials recognize that this law provides a clearer legal framework for the planning and implementation of tourism policies. However, there are differing views from some in the tourism industry who feel that the implementation of this law has not been optimal. Some hoteliers and travel agents have expressed concerns about potential restrictions and tighter regulations that could affect the growth of the tourism industry. One businessman said:

“Of course we support sustainable tourism, but we are concerned that this policy could make it difficult for us to grow our business if it is not implemented wisely.”

In the context of Balinese tourism, this sector is one of the main pillars of the economy, making a huge contribution to Bali's Gross Domestic Product (GDP) and employment. Bali relies on mass tourism, which brings large numbers of tourists to the island. Therefore, stricter policies, such as regulations related to environmental management, restrictions on infrastructure development in tourist areas, and rules governing the reduction of negative impacts on culture and nature, can be seen as obstacles by some industry players who are concerned about the decline in profitability and economic losses that may arise from a reduction in the number of tourists or restrictions imposed on tourism infrastructure development.

However, on the other hand, sustainability in tourism is not only about reducing negative impacts on the environment, but also includes the long-term viability of the industry itself. If Bali's tourism sector continues to rely on mass tourism without regard to the natural and social carrying capacity, the possible long-term impacts include environmental damage, cultural degradation, and a decline in the quality of life of local communities which can ultimately damage Bali's appeal as a major tourist destination.

### **Challenges of Implementing Law No. 15 of 2023**

Although Law No. 15 of 2023 provides great hope for sustainable tourism, the challenges in its implementation are still significant. The following are some of the main challenges identified in this study:

a. **Lack of Competent Human Resources**

Many respondents, especially from local governments and industry players, stated that the limited number of human resources trained in sustainability aspects is a major obstacle to the implementation of this policy. The lack of technical training and in-depth understanding of sustainability principles often hinders effective implementation in the field. In addition, the leadership factor in Bali is also very decisive, both executive and legislative. The ability of a governor to implement policies determines the fate of Bali's tourism. This continues with district/city leaders down to the lowest level. In addition, the existence of traditional

leaders is no less important in maintaining the honor of cultural tourism in Bali.

b. Challenges of Coordination Between Stakeholders

Research also shows that there are still gaps in coordination between sectors, especially between local governments, the private sector, and local communities. Poor coordination hinders policy implementation. One respondent from the local government stated:

“Although this law provides a clear direction, sometimes there is policy overlap between the government sector and the private sector which makes implementation difficult.”

c. Often when there are problems, even related to duties and responsibilities, stakeholders seem to blame each other without any real steps in collaboration.

d. Dependence on Mass Tourism

Several respondents from the tourism industry also revealed that mass tourism, which relies on high visitor numbers, remains the main pattern in many tourism businesses. Although there is an urge to switch to a more sustainable tourism model, many businesses have not fully switched because they still depend on large volumes of tourists.

In 2024, Bali recorded a significant number of foreign tourist visits. Based on data from the Central Statistics Agency (BPS) of Bali Province, throughout 2024, Bali received 6,333,360 foreign tourist visits, an increase of 20.1% compared to 2023 which reached 5,273,258 visits. This increase shows that mass tourism is still the dominant pattern in Bali's tourism industry. Despite the push to transition to a more sustainable tourism model, many tourism businesses in Bali have not fully transitioned because they still depend on large volumes of tourists. This transition requires investment in environmentally friendly infrastructure, human resource training, and changes in marketing strategies that emphasize the quality of the tourist experience rather than the quantity. To overcome these challenges, it is important for tourism industry players in Bali to adopt a more sustainable approach. This includes the development of tourism products that emphasize authentic and quality experiences, increasing the capacity of human resources in sustainable tourism management, and collaboration between the government, industry players, and local communities in the management of tourist destinations. Thus, even though mass tourism is still the dominant pattern, the shift towards sustainable tourism in Bali requires a joint effort from all stakeholders to ensure the long-term sustainability of the tourism sector on the island.

### **Limited Supervision**

Although Law No. 15 of 2023 provides a strong legal basis, there are still shortcomings in the consistent supervision of policy implementation. Some entrepreneurs and local communities complain that supervision by local governments is sometimes less than optimal, causing some businesses to not follow established standards.

### Strategies to Achieve Sustainable Tourism

To overcome the above challenges, various strategies have been proposed by the stakeholders involved in this study. Some strategies that emerged from the interviews and case studies are:

*a. Local Community Empowerment*

One strategy that has been widely voiced is increasing the participation of local communities in tourism management. Many respondents stated that to achieve sustainability, local communities must be actively involved in the planning and implementation of tourism policies. Local governments and tourism industry players agree that local communities have knowledge and skills that are very important in preserving the environment and culture of Bali.

*b. Improved Training and Human Resource Capacity*

Based on the results of the interviews, the majority of respondents agree that to achieve sustainable tourism, there is a need for more intensive training and human resource capacity building, especially in the government sector and the tourism industry. This training should include an understanding of the principles of sustainability, environmental impact management, and community-based economic development.

*c. Implementation of Environment-Based Tourism*

Another suggested strategy is the development of environment-based tourism, such as ecotourism and community-based tourism. Thus, Bali does not only rely on mass tourism which has a negative impact on the environment, but also focuses on the sustainable management of natural resources. Some industry players suggest that to support this strategy, the government needs to provide incentives for businesses that adopt environmentally friendly practices.

*d. Strengthening Supervision and Regulation*

Strengthening supervision of policy implementation is also a much-discussed strategy. Respondents suggested that local governments should increase stricter supervision of the tourism sector, especially in areas prone to over-exploitation of natural resources and local culture.

The following is a table summarizing the main findings related to the assessment of the policy of Act No. 15 of 2023 and the implementation challenges faced:

Table 1. Main Findings Related to the Assessment of the policy of Act No. 15 of 2023 and the Implementation Challenges

Aspect	Findings
Assessment of Law No. 15/2023	The policy has been welcomed by local governments, but there are concerns from the private sector regarding business restrictions.
Challenges to Implementation	- Lack of human resources trained in sustainability. - Suboptimal coordination between sectors. - Dependence on mass tourism.

Aspect	Findings
	- Limited oversight.
Strategy for Sustainability	- Empowerment of local communities. - Human resource capacity building. - Development of environmentally based tourism. - Strengthening of supervision and regulation.

The results show that despite widespread support for the policy, major challenges remain in terms of implementation and coordination between parties. These findings provide a clear picture of how Law No. 15 of 2023 can influence the sustainable governance of Balinese tourism. Several challenges related to implementation and coordination between sectors are still obstacles, but the various strategies proposed by stakeholders offer the potential to address these issues and create a more sustainable tourism in Bali.

In the context of Bali, which is highly dependent on the tourism sector, the transformation of tourism governance towards a sustainability model not only includes environmental aspects, but also broader social aspects, including improving the welfare of local communities. Law No. 15 of 2023 directs policies to integrate the principle of sustainability in the tourism sector with the aim of creating long-term welfare, not just the short-term economic benefits derived from mass tourism.

One of the important aspects of welfare state theory is government intervention in regulating and ensuring that all citizens benefit from economic activities, including in the tourism sector. In this case, Law No. 15 of 2023 acts as a policy instrument that directs the government to create fairer and more equitable tourism management. With stricter regulations regarding tourism, it is hoped that the economic benefits of this sector can be spread more evenly throughout society, not only enjoyed by large industry players or a handful of parties.

One of the main objectives in transforming the governance of Balinese tourism is to empower local communities so that they can participate in the management of tourist destinations and benefit from this sector. This approach is in line with the principle of the welfare state, which prioritizes the equitable distribution of welfare for all levels of society. In this case, the government is expected to provide empowerment programs for local communities involved in tourism, such as skills training, access to funding, and capacity building in community-based tourism management (Asteria et al, 2023).

One of the main issues in Balinese tourism is environmental damage caused by the growth of poorly managed mass tourism. In this context, the principle of the welfare state directs the government to pay attention not only to economic welfare, but also to the sustainability of the natural resources that support the tourism sector. With more sustainable management, which includes preserving the environment and Balinese culture, the government can ensure that tourism does not damage the natural wealth that is the main attraction for tourists.

For example, stricter regulations on waste management, protection of coral reefs, and restrictions on development in conservation areas are measures that

are in line with the concept of a welfare state. These measures ensure that Bali's tourism sector can continue to provide sustainable economic benefits while preserving the environment for future generations.

## DISCUSSION

The results of this study provide important insights into the transformation of Balinese tourism governance towards more structured sustainability through Law No. 15 of 2023. Overall, this research reveals significant changes in Bali's tourism policy approach, with an emphasis on economic, social, and environmental sustainability. From the results of interviews and case studies conducted, it can be concluded that despite widespread support for Law No. 15 of 2023, the biggest challenge lies in the implementation of the policy in the field.

The results of this study also show a gap between the policies stipulated in the law and the reality on the ground, especially in relation to limited human resources, suboptimal coordination between sectors, and dependence on the mass tourism model that has been the mainstay of Bali's economy. Therefore, although Law No. 15 of 2023 has the potential to improve the governance of Balinese tourism, maximum efforts are still needed in implementing this policy, especially in terms of strengthening the capacity of human resources and related stakeholders.

This study also found that the empowerment of local communities is one of the keys to creating sustainable tourism. Respondents revealed that local communities should be more involved in the decision-making process and tourism policy planning. Therefore, the policy in Law No. 15 of 2023 needs to emphasize strengthening the participation of local communities in tourism management.

Bali, as the main tourist destination in Indonesia, has long enjoyed significant economic benefits from the tourism sector. However, the rapid growth of this sector has also brought increasingly noticeable negative impacts in recent years. Some of the main problems facing Bali include waste, congestion, chaos, and increased crime rates that increasingly threaten the comfort and sustainability of tourism on the island.

### *a.* **The Waste Problem**

The issue of waste in Bali has become increasingly critical in recent years. Based on data obtained from the Bali Environment Agency, around 2,700 tons of waste are generated every day in Bali, with around 60% of it being plastic waste. In addition, around 30% of waste in Bali is not properly managed and much of it is dumped into the sea or piled up in unmanaged landfills. The impact of this accumulating waste is clearly very damaging to the environment and threatens the sustainability of Bali's ecosystem, which is known for its natural riches such as beaches, coral reefs, and other natural tourist areas (Surpi, 2022).

One solution to overcome this waste problem is to integrate the principles of sustainability as regulated in Law No. 15 of 2023. This law encourages better management of natural resources and the environment, including more organized waste management. In this context, it is important to strengthen policies on community-based waste reduction, recycling, and management that

have been implemented on a limited basis in some areas of Bali. The government can also work with the private sector to provide recycling facilities and introduce educational programs to tourists and local communities on the importance of reducing plastic waste.

#### **b. Traffic Congestion**

Traffic congestion is one of the main problems that disrupts the comfort of both Balinese residents and tourists. Data from the Bali Provincial Transportation Agency shows that 90% of main roads in Bali experience severe congestion at certain times, especially in popular tourist areas such as Kuta, Seminyak, and Ubud (Sudiana et al, 2024). This congestion is caused by the large number of vehicles, mostly used by domestic and international tourists, which has an impact on increasing air pollution and reducing the quality of life of local residents.

In the context of the implementation of Law No. 15 of 2023, congestion management must include the development of environmentally friendly transportation infrastructure such as public transportation systems, bicycle lanes, and better traffic management. One recommendation that can be implemented is the development of well-integrated public transportation, such as large, high-capacity buses that can reduce the number of private vehicles on the road. Environmentally-based regional planning and reduced private vehicle use can also be encouraged through stricter vehicle tax policies and incentives for the use of environmentally friendly transportation.

#### **c. Disorganization and Management of Tourist Destinations**

The chaos in several tourist destinations in Bali, such as Kuta and Seminyak, can be seen from the lack of orderly management of tourist destinations and the lack of adequate public facilities. This causes environmental pollution, damage to public facilities, and a decrease in the comfort of tourists and local communities. This chaos is also reflected in the lack of supervision of tourism industry players, who often do not follow operational standards that are in accordance with the principles of sustainability.

Law No. 15 of 2023 encourages sustainability-based destination management by involving local communities in the planning and management of tourist destinations. Therefore, structuring tourist destinations through more structured planning and involving local stakeholders is an important step in reducing chaos. One approach that can be taken is to build a community-based tourist destination model that prioritizes a balance between visitor needs and environmental preservation.

#### **d. Increased Security and Crime**

Along with the growth in the number of tourists coming to Bali, the crime rate has also shown an upward trend, especially in tourist areas such as Kuta and Legian. According to data from the Bali Regional Police, the number of crime cases such as theft, fraud, and sexual abuse has increased by more than 10% in the last two years. This increase in crime creates a sense of insecurity for tourists and reduces the quality of the tourist experience that should be Bali's main attraction (Widana, Sudiana, & Widyastuti,2025).

To address this issue, Law No. 15 of 2023 can play a role in forming cooperation between the government, security forces, and the private sector to improve security at tourist destinations. Local governments and security forces must introduce more sophisticated surveillance systems, such as surveillance cameras in public places and major tourist destinations. In addition, the authorities must strengthen security education for the local community and tourism industry players, as well as provide training for security forces involved in tourism security to deal with potential threats to tourist safety.

### **The Effect of Law No. 15 of 2023 on Current Issues**

Overall, Law No. 15 of 2023 provides a strong legal basis for addressing the problems that Bali faces in the tourism sector, including waste, congestion, chaos, and crime. By applying the principle of sustainability, this law encourages collaboration between sectors and the empowerment of local communities to create more coordinated solutions in managing Bali's tourism in a sustainable manner.

By strengthening the management of tourist destinations, increasing human resource capacity, and creating an environmentally friendly transportation system, Bali can overcome existing challenges while ensuring the sustainability of the tourism sector, which is the main pillar of the regional economy.

The results of this study largely support existing findings in previous literature regarding the challenges and opportunities in sustainable tourism management. For example, Bramwell and Lane (2011) in the book *Critical Perspectives on Governance and Sustainable Tourism* emphasize the importance of collaboration between the government, the private sector, and local communities in realizing sustainable tourism. The results of this study show that despite agreement on the importance of collaboration, the implementation of policies involving various parties is still hampered by suboptimal coordination between these sectors.

According to Antara and Mandala (2021), Bali must move from mass tourism to a tourism model that focuses more on quality tourism, which includes tours that provide a more in-depth and sustainable experience for visitors while paying attention to environmental and social impacts. The implementation of this concept of quality tourism requires the active role of all stakeholders working in synergy, to ensure that the growth of the tourism sector does not damage the environment and culture of Bali. The results of this study show that despite the awareness of moving towards more quality and sustainable tourism, policy implementation still faces many challenges related to natural resource management and local community involvement.

This study is also in line with Hunter (2002), who identifies that the sustainability of tourism requires a more holistic and integrated approach. Hunter mentions that sustainable tourism does not only depend on environmental conservation, but also includes social and economic dimensions. This is in line with the findings of this study, where sustainable tourism management in Bali must involve serious attention to the social welfare of the local community and economic stability.

However, this study differs from several previous studies that focused more on the potential for ecotourism and sustainable tourism in general without touching on the challenges of implementation at the local level. For example, Duffy (2013) suggests that the development of ecologically based tourism is the key to addressing sustainability challenges in popular tourist destinations such as Bali. The results of this study support this concept, but also show that there are practical difficulties in implementing an ecotourism model in Bali due to its deep dependence on the mass tourism sector.

Theoretically, this research makes an important contribution to the development of sustainable tourism governance theory, emphasizing the importance of pentahelix synergy in the implementation of sustainable tourism policies. These findings reinforce that sustainability in tourism does not only depend on government policy alone, but also involves collaboration between the private sector, academics, the media, and local communities. This research enriches the existing literature by providing empirical evidence that cross-sector collaboration is essential to overcome the challenges in sustainable tourism management. In addition, the results of this study also reinforce the importance of a collaborative approach in managing sustainable tourism. In this case, collaboration between the government, industry, and local communities is an important aspect in creating a tourism model that is not only economically profitable, but also maintains environmental and social sustainability in Bali.

From a practical perspective, this research provides insights that can be used as a basis for government policies in optimizing the implementation of Law No. 15 of 2023. One of the main recommendations that emerged is the need to strengthen the capacity of human resources involved in the tourism sector, both at the government level and in the industrial sector. Sustainability-related training and education must be a top priority to support more effective policy implementation. Local governments also need to improve coordination between sectors by forming forums or platforms involving various parties in tourism policy planning and evaluation.

In addition, these findings provide practical recommendations for tourism industry players to start adopting more environmentally based tourism models, such as ecotourism or community-based tourism. Furthermore, strengthening supervision and regulation is also important to ensure that the sustainability policies implemented are actually carried out properly in the field.

More specifically, the findings of this study can be applied to improve tourism management practices in Bali. Given that Bali is one of the largest tourist destinations facing serious sustainability issues, this study can serve as a guide for better and more effective policies, especially in the implementation of sustainable tourism policies oriented towards social, economic, and environmental sustainability.

In addition, the empowerment of local communities found in this study is an important step that must be taken in order to achieve more inclusive and sustainable tourism. Local communities in Bali must be given a greater role in designing and implementing tourism policies, especially in terms of natural resource management and cultural preservation.

## CONCLUSIONS AND RECOMMENDATIONS

This study shows that Law No. 15 of 2023 on sustainable tourism provides a strong legal basis for the transformation of Balinese tourism governance. However, significant challenges remain in its implementation, especially related to the problems of waste, congestion, chaos, and increased crime that threaten the sustainability of Bali's tourism sector. Although this law aims to create more sustainable tourism, there is still a gap between existing policies and the reality on the ground.

Some of the problems facing Bali, such as the high volume of waste, which reaches 2,700 tons per day, especially plastic waste, has polluted the environment and damaged the natural ecosystem. Traffic congestion is also a serious problem, with almost 90% of Bali's main roads experiencing severe congestion at peak hours. In addition, the chaos in the management of tourist destinations and the increase in the crime rate related to the increase in the number of tourists further add to the challenges in maintaining the quality of Balinese tourism.

However, Law No. 15 of 2023 provides opportunities to overcome these challenges through collaboration between sectors, empowerment of local communities, and the implementation of stricter sustainability policies. This study also shows that to realize sustainable tourism, Bali needs a more integrated approach, both in waste management, transportation, supervision of tourist destinations, and strengthening security.

Based on the findings, here are some recommendations to improve the implementation of sustainable tourism policies in Bali in accordance with Law No. 15 of 2023:

1. *Improved Waste Management*

Bali needs a more efficient waste management system, especially in terms of plastic waste reduction and recycling. The government needs to work with the private sector to introduce community-based waste reduction programs and wider recycling facilities. In addition, educating tourists and local communities about waste management must be a priority to reduce the amount of littering.

2. *Development of Environmentally Friendly Transportation Infrastructure*

Considering the problem of traffic congestion, it is advisable to develop an efficient public transportation system, such as high-capacity public buses that can reduce the use of private vehicles. The government can also develop safe bicycle and walking paths in major tourist destinations to encourage tourists and the community to use more environmentally friendly transportation. In addition, incentive programs for the use of environmentally friendly vehicles can be encouraged to reduce air pollution in Bali.

3. *Structuring and Managing Tourist Destinations*

A more structured and sustainability-based structuring of Bali's tourist destinations must be a priority. The implementation of community-based destination management, in which local communities are more involved in the management of tourist destinations, can help reduce chaos and improve the quality of the tourist experience. The government can

introduce zoning regulations to limit the number of tourists in some locations to prevent over-tourism and environmental damage.

4. *Increased Security and Surveillance*

The increase in the crime rate in Bali related to tourism needs to be addressed immediately by strengthening the surveillance system at tourist destinations. The government needs to work with security forces to introduce surveillance cameras in public places and major tourist destinations, as well as security education for local communities and tourism industry players. Special training for security forces involved in tourism security is also essential to ensure that tourists feel safe.

5. *Strengthening Human Resource Capacity*

The capacity of human resources trained in sustainability is key to the effective implementation of this policy. Local governments must increase training for officials, tourism industry players, and local communities on the principles of sustainability in tourism. In addition, education for the community on sustainability practices and environmentally based destination management must be part of the local education curriculum.

6. *Intersectoral Collaboration*

Pentahelix collaboration between the government, the private sector, local communities, academics, and the media is key to overcoming the challenges in the governance of Balinese tourism. The government needs to facilitate regular meetings between sectors to coordinate policies and strategies that support sustainable tourism, as well as ensure that policy implementation runs smoothly and effectively.

The implementation of Law No. 15 of 2023 is an important step in bringing Bali towards more sustainable tourism. However, existing challenges, such as waste, congestion, chaos, and increased crime, must be addressed immediately through more integrated and collaborative policies. With strengthened human resource capacity, better resource management, and the active participation of local communities, Bali can overcome these problems and remain an attractive and sustainable tourist destination in the future.

## **ADVANCED RESEARCH**

Every research has limitations, and this research is no exception. Some of the limitations found in this research are as follows: This research uses a limited sample consisting of 18 stakeholders, including local government officials, tourism industry players, and local communities. This limited sample size may not fully represent all stakeholders involved in Bali's tourism sector, especially in more remote areas. Therefore, further research with a larger and more diverse sample will provide a more comprehensive picture.

This research was conducted in a relatively short period of time, so it can only cover part of the implementation of Law No. 15 of 2023 in Bali. To obtain more in-depth and accurate results, a longer study with a longer observation period is needed to observe changes over time.

This study focuses more on qualitative analysis through interviews and case studies. Although this approach provides an in-depth understanding of

stakeholders' views and experiences, it does not include quantitative analysis that can provide more objective statistical data. Future research can combine qualitative and quantitative methods to obtain more complete and valid results. This study also does not directly measure the long-term impact of the implementation of Law No. 15 of 2023 on the sustainability of Balinese tourism. Further research that measures the impact directly on sustainability indicators, such as environmental quality, community welfare, and economic contribution, will provide a more in-depth understanding of the effectiveness of this policy.

Based on the limitations mentioned above, the suggestion for further research is that further research should use a mixed method approach, which combines qualitative and quantitative analysis to obtain more complete and valid data on the challenges, opportunities, and impacts of sustainable tourism policies. Future research can focus on evaluating the long-term impact of the implementation of Law No. 15 of 2023 on Bali's tourism sector, in terms of the environment, society, and the economy. This will help to understand the effectiveness of the policy in creating truly sustainable tourism.

#### **ACKNOWLEDGMENT**

Thanks to the Doctor of Law Study Program, Faculty of Law, Udayana University, for their guidance during the research. Thanks to all the informants and experts in completing this research.

#### **REFERENCES**

- Antara, I. B. K. S., & Mandala, N. A. T. (2021). Analisis penerapan konsep quality tourism di Bali dari sudut pandang sinergitas pentahelix pariwisata. *Jurnal Pariwisata Bali*, 14(2), 110-125. <https://doi.org/10.1016/j.jpbb.2021.01.004>.
- Asteria, D., Surpi, N. K., Brotosusilo, A., & Suja'i, I. S. (2023, November). Integration of Local Capacity Building in Countering False Information about Disaster Into Community-based Disaster Risk Management. In *IOP Conference Series: Earth and Environmental Science* (Vol. 1275, No. 1, p. 012028). IOP Publishing.
- Bramwell, B., & Lane, B. (2011). *Critical perspectives on governance and sustainable tourism*. Routledge.
- Duffy, R. (2013). *The ethics of tourism development*. Routledge.
- Flick, U. (2018). *An introduction to qualitative research* (6th ed.). Sage Publications.
- Hunter, C. (2002). Sustainable tourism as an adaptive paradigm. *Tourism Management*, 23(3), 155-165. [https://doi.org/10.1016/S0261-5177\(01\)00087-3](https://doi.org/10.1016/S0261-5177(01)00087-3).

- Purnama, I. W. (2018). Pengelolaan pariwisata berkelanjutan di Bali: Antara pembangunan ekonomi dan pelestarian budaya. *Jurnal Pariwisata*, 10(1), 20-35.
- Putu Emy Suryanti, & Kadek Bayu Indrayasa. (2021). Sustainable tourism in Bali: Bridging development and conservation. *Journal of Tourism and Hospitality*, 16(3), 250-267. <https://doi.org/10.1016/j.jth.2021.07.003>
- Sudiana, I. G. N., Surpi, N. K., Widana, I. K. A., & Widyastuti, N. P. (2024). *Yoga Bali Kuno: Membangun Bali sebagai Pusat Spiritualitas dan Kesehatan di era Modern*. PT. Dharma Pustaka Utama.
- Surpi, N. K. (2022, December). Nyepi and the Efforts to Save the Environment. In *IOP Conference Series: Earth and Environmental Science* (Vol. 1111, No. 1, p. 012084). IOP Publishing.
- Sutopo, T. (2023). Penerapan UU pariwisata berkelanjutan di Bali. *Jurnal Hukum dan Kebijakan Pariwisata*, 8(1), 85-97. <https://doi.org/10.1016/j.jhkp.2023.01.001>.
- Suwandaru, I. N. (2020). Tantangan dan peluang pengembangan pariwisata berkelanjutan di Bali. *Jurnal Sosial Ekonomi*, 15(2), 145-158.
- Undang-Undang No. 15 Tahun 2023 tentang Perubahan atas Undang-Undang No. 10 Tahun 2009 tentang Kepariwisata.
- Widana, I. K. A., Sudiana, I. G. N., & Widyastuti, N. P. (2025). An exploration of ancient yoga in Bali: An effort to make Bali a world centre for spiritual tourism. *Life and Death: Journal of Eschatology*, 2(2), 79-93.
- Yohanes Soritua. (2015). Peran pariwisata terhadap perekonomian Bali. *Jurnal Ekonomi Pariwisata*, 10(2), 87-102.
- Yulius Habita Nggini. (2019). Strategi pengembangan pariwisata Bali berkelanjutan. *Jurnal Manajemen Pariwisata*, 13(1), 55-71.