

Environmental governance: Study of Collaboration between Stakeholders on Tourism Development in North Aceh Regency

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Abstract: Tourism has a vital role in supporting development in every autonomous region, both those that are already developed and those that are in the growth stage. The aim of this research is to explain the collaboration between stakeholders carried out by the government, the private sector and the community in developing tourism in North Aceh Regency, as well as identifying factors that hinder this process. This research uses a qualitative approach, with data obtained through observation, in-depth interviews and document analysis. This research was conducted in North Aceh Regency using the Collaborative Governance theory by Donahue & Zeckhauser, with the following criteria: 1) Collaboration for Productivity. 2) Collaboration for Information. 3) Collaboration for Legitimacy. 4) Collaboration for Resources. The research results show that although there has been collaboration in the aspects of productivity, information, legitimacy and resources between the government, community and private sector, the level of stakeholder collaboration in tourism development in North Aceh has still not reached its peak. There is an imbalance in participation between government, local communities, the private sector and non-governmental groups, which can hinder the effectiveness of collaboration. Lack of optimal coordination, communication and information exchange is also an obstacle in achieving common goals. Limited legal uncertainty and regional regulations related to tourism have an impact on the sustainability of stakeholder collaboration, making it difficult for them to make maximum contributions. Limited resources, both in terms of funds, infrastructure and human resources, are also obstacles in optimizing stakeholder collaboration.

Keywords: Collaborative, Governance, Development, Tourism.

1. Introduction

Tourism has an important role in supporting the development process in every autonomous region, including those that are already developing and those that are in the growth phase. This means that the development of the tourism sector is directed at encouraging equality and providing opportunities to

overcome the challenges of life locally, nationally and globally, in accordance with the provisions of Law of the Republic of Indonesia No. 10 of 2009. This statement is in line with Spillane's view which states that the role of tourism in development involves several important aspects. First, tourism functions as a source of foreign exchange for the country. Second, from a social perspective, tourism plays a role in creating jobs, providing a positive impact on the local economy, and improving the welfare of local communities. Third, from a cultural perspective, tourism is an important promotional platform and a means to introduce local cultural riches to tourists. Therefore, tourism development is not only economic, but also has strategic objectives in achieving equality and providing solutions to various life challenges at the local, national and global levels. Law of the Republic of Indonesia No. 10 of 2009 provides the legal basis that supports this concept, emphasizing the importance of tourism as an integral element in holistic development efforts.

The development of the tourism sector is currently one of the main issues that is interesting to be discussed among the public. This is because it concerns the tourism potential that exists in an area. Tourism potential is all objects (natural, cultural, artificial) that require a lot of handling efforts in order to provide an attraction for tourists. The tourist attraction of an area will have an impact on increasing the number of tourists visiting and can indirectly increase the competitiveness of the area, especially in the tourism sector. Seeing the rapid progress of the tourism industry, in 2006 the Government issued Law no. 11 of 2006 concerning Aceh Regional Autonomy which provides the opportunity for each region to manage and develop its own tourism potential in its area. The existence of Law no. 11 of 2006 provides the Aceh Province with the opportunity to develop and manage its own natural and cultural potential (Elisa et al., 2022).

Researchers studied North Aceh Regency which has tourism sector potential such as religious, natural, cultural, culinary and other tourist destinations that are able to encourage the community's economic growth. The following are the number of tourist attractions in North Aceh Regency, which has 26 tourist destinations, which can be seen in the following table:

Table 1: List of tourist destinations in North Aceh Regency

No	TYPE OF DESTINATION			
	Natural Destinations	Historical and Religious Destinations	Culinary Destinations	Cultural Destinations
1	Waterfall Blang Kulam	Grave of Malikussaleh	Martabak Durian Samudra Pasai	Kerajinan Tas Bordir Ule Madon
2	Waterfall Tujuh Bidadari	Monuments/museums Islam Samudra Pasai	Mie Bing Apanoh Lancok	Tenun Pucok Reubong Banda Baro

3	Waterfall Rayap	Custom home of Cut Mutia	Rujak Nibong	Kerajinan Pande Besi dan Rapai Pasee Raja Buah
4	Mountain Salak Aceh Utara	Grave of Cut Mutia	Kari Kambing Ek Treun	
5	Lancok Beach			
6	Bantayan Beach			
7	Pemandian Krueng Sawang			
8	Sawang Beach			
9	Dakuta Bungkah Beach			
10	Lapang (kuala Cangkoi) Beach			
11	Ungu Beach			
12	Gleumpang Sulu Beach			
13	Bangka Jaya Beach			
14	River Lhok Seulayang			
15	River Krueng Saweuk			
	TOTAL	26 Destination		

Source: North Aceh District Tourism Office, 2023

North Aceh currently occupies the former territory of the Islamic kingdom of Samudera Pasai. The Samudra Pasai heritage in North Aceh is one of the historical and religious tourist attractions found in the Beuringen Village and Kuta Krueng Village areas, Samudra District, North Aceh Regency. Apart from being the area where the Islamic kingdom was first established, namely the Samudra Pasai kingdom, North Aceh is also one of the Aceh regions that has the most potential for Islamic history. There are still many deficiencies in facilities, both for the needs of managers and tourists. The problem with the Samudra Pasai religious tourist attraction is a common problem that is often experienced by other religious tourism, namely the problem of the availability of facilities such as the absence of accommodation, adequate parking, and the absence of facilities to support tourist activities in general. The existence of religious tourism objects is very necessary in order to see the development and preservation of Islamic historical heritage which is a religious tourist attraction in this area (Zacky et al., 2023).

North Aceh Regency is not only known as an area full of industry, but has various tourist destinations that are quite attractive and interesting to visit. One of the tourist destinations is Bantayan Beach in Seunuddon District, North Aceh Regency. However, several tourist destinations in North Aceh have not been managed and developed well. Based on observations, it can be seen that tourism management in North Aceh is not optimal. Many tourist attractions, especially natural potential, have not been managed well to increase tourist visits and increase local original income. North Aceh's extraordinary

natural potential has not yet been fully exploited as a tourist destination area. Even though its natural beauty is not inferior to other areas in Indonesia. For example, a waterfall Blang Kulam dan Tujoh Bidadari is an example of the many tourism potentials that have not been managed optimally (Sunu, 2020).

The North Aceh Regency Government must seriously organize and develop its potential, including preparing supporting infrastructure and conscious tourism behavior of its people. The advantage of Aceh itself is that it is characterized by its Islamic Sharia, which can then be of added value in developing tourist designs. An example of a region that can be seen with its unique characteristics is Bali, which has strong local wisdom and Hinduism values, and this has become an asset for developing tourism. And North Aceh also has local values that are strong with Islamic values, this can be packaged with a tourism model that is both religious and fun. In this case, tourism is a tourist attraction that is expected to be competitive to improve the economy and community welfare. Tourism management was initially mostly carried out by the government, but as the community's need for tourism presentation increased and the government's capacity was limited, therefore the involvement of the public and private sector in tourism presentation was a matter of trust (Rasyid & Darumurti, 2022).

(Asmanidar, 2017) conducted research related to Cultural Heritage as a Religious Tourism Object in North Aceh Regency (Tomb of Sultan Malik As-Shalih and Ratu Nahrasiyah). The research results show that the cultural heritage site (the tombs of Sultan Malik As-Shalih and Ratu Nahrasiyah) is not only used as a religious tourist attraction by the people of Aceh itself, but also by people outside Aceh, as well as foreign tourists. This site is also used by the community as a place to give vows (peulheuh ka-oe), start a religious order (tueng-Tarekat), start reciting recitations (peuphon beut), and look for the historical origins of the arrival of Islam in Southeast Asia. Apart from that, this site can also bring economic benefits to the local community. This research implies that this site is of great value to society and for the development of science, so it is hoped that all parties will continue to preserve the site forever.

A study conducted by emphasized that every stakeholder has a role in developing their region, especially at the gampong level. In fact, there is an opportunity to revive economic resources at the village level, namely creating tourist attractions that are environmentally and socially friendly, although it is still far from the ideal concept of a tourist village (Fasya, 2020)

Tourist attractions in North Aceh have enormous potential so that having them can increase economic growth, improve people's welfare, overcome unemployment and so on. Therefore, the government must make efforts to manage and develop good tourist attraction attractions in North Aceh, especially with the involvement of the government, community and private sector which will facilitate the process of managing and developing tourism to become more advanced and maximal. Seeing the high potential and obstacles in developing tourism areas in North Aceh Regency, the object of this research is related to the role and collaboration of stakeholders (government, tourism/private industry, and society) using the Collaborative Governance theory by Donahue & Zeckhauser, with several following criteria: 1. Collaboration for Productivity. 2. Collaboration for Information. 3. Collaboration for Legitimacy. 4. Collaboration for Resources in order to develop tourist attractions in North Aceh Regency.

2. Literature Review

2.1. Collaborative Governance

The word collaboration is often used to describe the process of completing work that is cross-border, cross-sector, cross-relationship or cross-organization, even cross-country. Therefore, collaboration can also be understood as an act of constructive coordination carried out directly so that it can produce a form of agreement in making joint decisions to achieve something or solve problems together. Camarihna-Matos and Afsarmanesh said that collaboration is a process when several entities or groups share information, resources and responsibility for a program of activities that are designed, implemented and evaluated jointly to achieve mutually agreed goals (Choirul, 2020).

According to Ansell and Gash, Collaborative Governance is an arrangement in which one or more public institutions are directly involved with non-public stakeholders in a formal, consensus-oriented and deliberative collective decision-making process aimed at creating or implementing public policy or managing programs or public assets (Febrian, 2016). Ansell & Gash; Bryson, Crosby, & Stone; Emerson et al, stated that Collaborative Governance is a new concept in the formulation and implementation of public policy, involving stakeholders from government, society and the private sector to be jointly involved in a consensus decision-making process. Involvement between stakeholders or actors requires a process including dialogue between actors, building trust between actors, commitment to the process, internal legitimacy, and shared commitment (Muhammad, 2021).

Collaborative governance is also related to governance carried out by the government, the private sector (business world) and society from various elements who have an interest in a particular problem and try to find solutions that are determined jointly to get the desired results that cannot be obtained if done individually. In collaborative governance, the government can work together with the private sector and the community to produce a mutually beneficial relationship where the involvement of the private sector and the community is carried out from the beginning of planning until achieving the collaboration target (Trisniati et al., 2022).

2.2. Collaborative Governance Model

Quoted in the book "Collaborative Governance-Private Roles For Public Goals In Turbulent Times", from Donahue and Zeckhauser in state that collaborative governance is seen from 4 things, namely:

1. Collaboration for Productivity; Government agencies have their own pressures, of course, including demands for transparency, due process, and even authority, which often comes at the cost of maximizing productivity. Narrow productive efficiency is a secondary goal for the government. Sometimes when productivity is critical, governments can leverage private sector profits through simple contracts. And the point of this book, and this chapter in particular, is that public-private collaboration is the most promising way for government to manage the productivity of its mission pursuits)
2. Collaboration for Information; When governments lack information that is critical to achieving public missions—and private organizations do—collaboration is a necessity, not an option. To run it yourself will be difficult. But this would not be the case, of course, if the government could easily

obtain the necessary information. But important data sometimes cannot be obtained at a reasonable speed, at an affordable cost, and for reasonable reasons. The private sector, for good or bad reasons, refuses to divulge everything they know. Information can be so tightly held in private organizations that it is difficult to provide or interpret correctly outside its context, and even the most willing private person cannot fully or effectively share it with the government. This means that governments are beginning to develop an information deficit relative to their private sector counterparts, suggesting special challenges in pursuing efficiency, accountability, and fairness.

3. Collaboration for Legitimacy; Legitimacy is the extent to which society is willing to accept and recognize the authority, decisions or policies taken by a leader. In the context of legitimacy, the relationship between the leader and the community he leads is more determined by the community's decision to accept or reject the policies taken by the leader. Many collaborations are driven in part by the legitimacy of the private sector in a particular arena. In some cases, legitimacy is the primary motive, although pragmatic and philosophical considerations are almost always intertwined in some concrete cases. However, without taking into account the influence of other factors, we now consider several cases in which legitimacy becomes the most important means of achieving some public mission.
4. Collaboration for Resources; Currently, resource scarcity is a problem in various places. Scarce resources are a fact of modern governance. A very common motive for collaboration, thus, is to leverage the government's own resources with private partners who have an interest in a particular government effort. Collaborative governance differentiates itself from partnerships through the government's role in it. In partnership, the government works by building networks, coalitions and partnerships aimed at creating effective services with government to citizen relations. In collaborative governance, the government works through the private sector and elements of society to achieve public goals.

3. Method

The research method used is a descriptive method with a qualitative approach, namely by describing the results of the researcher's findings in depth, expressed in a narrative (Fazil & Fahmi, 2022). Informant criteria are based on experience, involvement or knowing for sure about the object being researched. Informants who can be seen as competent and know things related to the problems being researched. Data was obtained using observation methods, in-depth interviews, documents from various sources. Qualitative descriptive research aims to describe, depict, explain, explain and answer in more detail the problems to be studied by studying as closely as possible an individual, a group or an event (Fazil & Fahmi, 2022).

4. Findings and Discussion

4.1. Stakeholder Collaboration in Tourism Development in North Aceh Regency

North Aceh Regency has a variety of tourist attractions, including natural, historical, religious, cultural and culinary tourism. Bumi Malikussaleh is the nickname for North Aceh district, which has a population of more than 600 thousand spread across 825 gampongs from 27 sub-districts. Based on information from the Head of Tourism, North Aceh Regency, he stated that among the 26 tourist

destinations, there are 7 tourist destinations that are priorities for tourism development in North Aceh Regency in 2020-2035, that is Bantayan Beach, Makam Malikussaleh, Gunung Salak, Grave of Cut Meutia, water fall Blang Kolam, water fall 7 Bidadari, custom home of Cut Meutia (MOTOH et al., 2022).



Figure 1: Tourist Destinations that are Development Priorities in North Aceh Regency

Tourism development is not only the responsibility of the government, but the private sector and the community can participate in tourism development. This shows a form of collaboration where one of the goals is to address the government's limited capacity in governance, especially the tourism sector. Optimally developed tourism can be an alternative in solving the economic problems still faced by various developing countries with large populations, one of which is North Aceh Regency. Tourism development is needed to accommodate tourists' wishes, so that tourists feel satisfied with their visit and will visit again at another time or at least, can tell other people about their experiences during their visit to North Aceh. Collaborative Governance is a perspective that exists as a new strategy by involving many parties in the process of implementing policies. The elements of collaboration referred to in this research are the government, the private sector/business people/tourism industry, and the community or community. Next, the actors in the collaboration are compared with the Collaborative Governance theory put forward by Donahue & Zeckhauser, namely: Collaboration for Productivity, Collaboration for Information, Collaboration for Legitimacy, Collaboration for Resources.

4.2. Collaboration for Productivity

Productivity is one of the goals of the collaboration process. Productivity will also provide results and assessments of activities carried out by the government together with other parties involved in the collaboration process. Regarding collaboration for tourism productivity in North Aceh, this has now been carried out with the private sector and the community. However, there is not much tourism productivity from collaboration between stakeholders in North Aceh Regency. There are several sub-sectors of the creative economy that are being mobilized, namely fashion, sculpture, culinary arts, film, publishing and many more. The North Aceh Regency Youth, Sports and Tourism Office has made various efforts to develop tourist destinations in North Aceh which include promoting tourism through

various media platforms, organizing training and building new tourist attractions and improvements in order to increase the selling power/attractiveness of tourist attractions. stated that tourism products are real products.

The tourism product produced by the North Aceh Regency Youth, Sports and Tourism Department is in the form of tourist attractions that have been restored and are suitable for tourists to visit, holding an Ocean Expo which was held in the Malikussaleh complex area of North Aceh. This activity was attended by more than twenty villages in Samudera subdistrict, North Aceh. Each village displays a variety of unique crafts, as well as various models of traditional Acehnese cakes. Not only village participation, dozens of MSMEs from various regions also took part in the bazaar. This is the first time that Samudera Expo has been held at the Malikussaleh Complex, which is a historical area during the heyday of the Islamic Kingdom of Pasai Ocean. Apart from exhibiting crafts in each village, this MSME bazaar was also held to promote religious and historical tourism areas while helping to improve the economy of the local community.



Figure 2: Flyers and Ocean Expo Activities in North Aceh Regency 2023

The tourism office also collaborates with the ministry of tourism and creative economy to create events to support tourism development. The district government will also collaborate with the education office to include lessons related to tourism in North Aceh. The government is also working with tourism ambassadors who will go to schools to introduce tourism around the school, then the students will make direct visits to tourist attractions together with the district government and tourism ambassadors. This is also continuous with the 2013 curriculum which is currently being implemented in schools, where students do not only receive lessons in the classroom. The results of the collaboration for productivity that have been implemented are that the number of visits has increased, community economic empowerment has also been successful because the number of visits has increased so that community businesses have also increased, this can improve the community's economy. This collaboration also resulted in widening the State revenue and expenditure budget.

Activities to increase tourism productivity are not carried out routinely every year. This was conveyed by a member of the Tourism Awareness Group in North Aceh. Pokdarwis is only involved in a few large

events, but there is rarely any collaboration in sustainable programs to build new tourist attractions or develop existing tourist attractions in order to add new color to the world of tourism in North Aceh. In fact, with the renewal of tourist attractions, this business is able to produce growth in tourist visits which always increases every year. Apart from that, there is a lack of government attention to increasing creativity and promoting the results of the tourism industry inside and outside the region.

In collaboration for productivity, the government plays a role as an actor in preparing good facilities and infrastructure to support tourism in North Aceh Regency. This includes preparing road access, repairing and providing public facilities at tourist attractions, and holding regular tourism events. Apart from that, the government also plays a role in attracting investors so they can invest in the tourism sector in North Aceh Regency. The private sector acts as an actor who is able to attract tourists to visit. The private sector can provide good hotels and accommodation, build attractive souvenir and snack centers so that visitors get a good impression when they visit. The private sector can also provide local culinary centers that can attract tourists. Communities and society play an important role in developing tourism in North Aceh.

The collaboration process in tourism productivity has indeed occurred but has not been carried out well so that the results obtained have not been optimal in developing tourism in North Aceh Regency. The development of tourist destinations in North Aceh Regency from the collaborative governance aspect can be seen from the collaboration between actors, namely the government (North Aceh Regency government through the Tourism Office and village government), the community and the private sector as partners. The role of the government as a facilitator and the community as tourism actors. Meanwhile, the private sector acts as a partner to help overcome problems and obstacles in developing tourist attractions and as a motivator who moves the community through coaching. If the tourism sector is developed, it will have a lot of impact on the community's economy, such as culinary businesses, accommodation, transportation, and souvenir businesses such as souvenirs.

4.3. Collaboration for Information

When the government lacks information critical to achieving its public mission and private organizations lack it, collaboration is a necessity, not an option. The government will find it difficult to run it alone. In this way, the government can easily obtain the information it needs so that it can publish it in various media. Important data is sometimes not easily available, and sometimes the private sector, for good or bad reasons, refuses to share everything they know.

This collaboration is carried out for information related to tourism in North Aceh. The tourism office has collaborated with Aceh Tourism to work together in disseminating information to the public and also foreign tourists. Apart from that, the introduction of tourism in North Aceh was also spread through the youth, sports and tourism service website (DISPORAPAR), social media and also in collaboration with student interns by creating a special website, namely Pesona Tanoeh Pasai. These websites can be accessed by the public and also serve as a medium for introducing tourism in North Aceh to the public to find out the charm of tourism in North Aceh. This can be an attraction for tourists to visit tourism in North Aceh.

Society is one of the main pillars in tourism development, because basically the tourism pillar consists of first the government, second the private sector and third society, which are often called the three main pillars of tourism. Apart from collaborating with regional work units in developing tourism in

North Aceh, they also collaborate with the community, namely by forming community groups known as tourism awareness groups. This tourism awareness group will explore and develop various potential tourism resources and local uniqueness in North Aceh. Apart from that, the tourism awareness group also promotes various tourist attractions and local uniqueness so that tourists can be interested in visiting these tourist attractions in North Aceh. In this collaboration, the Keuchik together with the tourism awareness group collaborated with the tourism industry to enter into this collaboration but still with the approval of the tourism office. Currently there are 15 tourism awareness groups (POKDARWIS) in North Aceh. Apart from that, the community has also started to open up and start investing in tourism development because the tourism sector is one of the community's economic potentials that needs to be developed to improve the welfare of the community.

For this reason, everything is clearly determined by the creativity and creative power of the community which can not only maintain existing ones, but can also create various new creations so that various types of tourism ranging from cultural tourism, shopping, nature, sports, research and so on, can develop optimally. varied and sustainable. All of this lies in the role of the community in advancing tourism through various information media. Because if the people are passive, especially without creativity, tourism activities will be completely silent. That is why the role of the community in advancing regional tourism is not only important but also strategic.

4.4. Collaboration for Legitimacy

Legitimacy is the extent to which society is willing to accept and recognize the authority, decisions or policies taken by a leader. In the context of legitimacy, the relationship between the leader and the community he leads is more determined by the community's decision to accept or reject the policies taken by the leader. Legitimacy is a relationship between the authority of the leader who makes the policy so that the public can accept the decision. These policies must be able to have a positive impact on changing people's living standards. In the context of legitimacy, the relationship between the leader and the community he leads is more determined by the community's decision to accept or reject the policies taken by the leader. Thus it can be said that legitimacy is the biggest choice as a means to achieve several public missions.

Currently the North Aceh district government is waiting for the ratification of the Qanun on tourism regulations regarding the master plan for tourism development in the district which will be ratified by the District People's Representative Council at the end of this year. The draft Qanun for tourism development in the area is to improve infrastructure and tourist visits to North Aceh tourist attractions. This draft qanun will later become the district's tourism development master plan. With the ratification of this qanun, it is hoped that it can provide strategic policy direction and programs that need to be implemented to achieve the vision, mission and goals of regional tourism development.

In collaboration for legitimacy, the government acts as an actor whose role is to issue regional regulations that support the development of cultural tourism in North Aceh Regency. Based on the results of an interview with the Head of Tourism at the North Aceh Regency Youth, Sports and Tourism Service, he said that currently the North Aceh Regency Government (Pemkab) is preparing a draft qanun for tourism development in the area to improve infrastructure and tourist visits to Malikussaleh land. The draft qanun will later become the district's tourism development master plan. The North Aceh District Government has prepared a number of tourism development programs, so that it becomes a magnet for tourists visiting North Aceh and Aceh in general. The draft qanun aims,

among other things, to build supporting infrastructure such as facilities and infrastructure for tourist locations. As well as improving the quality of human resources involved in managing the tourism sector. Because no tourism sector can be successful without adequate infrastructure. By ratifying this qanun, it is hoped that it can provide direction for strategic policies and programs that need to be carried out to achieve the vision, mission and goals of regional tourism development.

Academics are also important actors in tourism development. In this dimension, academics play a role as drafters in drafting regional regulations that support tourism development. Academics are also expected to become consultants in making government policies related to the development of cultural tourism in North Aceh Regency. However, unfortunately the role of academics in policy making in North Aceh has not been utilized properly by the government. Various suggestions were voiced during the public hearing process, but the final result was still the decision of the regional government.

Another problem that occurs is related to issues such as low commitment from various stakeholders making some groups apathetic towards programs or policies proposed by the North Aceh Regency government. Apart from that, the leadership factor that determines the direction of tourism policy and the Trust Issue (trust) towards regional leaders of North Aceh Regency has become a trend among the community and other interest groups which makes the community reluctant or less supportive of various policies issued by the North Aceh Regency government, so this This is an obstacle in itself in collaborating for tourism development in North Aceh. The role of the community The community/community is the actor who has direct contact with tourism objects. They are the people who best understand the condition of the tourist attraction. Therefore, society/communities should be directly involved in decision making for sustainable tourism development.

This policy in the tourism sector was initiated by the youth, sports and tourism department, because this department is central in developing the tourism sector, both natural tourism, cultural tourism, educational tourism and so on. To be further supported by the North Aceh Regency Development Planning Agency as a budget and planning regulator, so that the budget for tourism development can be regulated in the Regional Medium Term Development Plan. The fundamental reason the development of the tourism sector is a form of collaborative governance is because this development involves government and non-government in the process. Especially the process of decision making and implementing activities. The parties involved in developing the North Aceh Regency tourism sector are carried out so that cooperation between the North Aceh Regency Government and non-government parties can support each other so that good governance will be created.

4.5. Collaboration for Resources

Currently, scarce resources are a problem in various places. This is what we can learn that scarce resources are a fact of modern government. A very common motive for collaboration, then, is to leverage the government's own resources with private partners who have an interest in a particular government venture. Quality resources can clearly have a positive impact on the development of an organization. It is very unfortunate if a strong organization is not supported by good resources, both natural resources and human resources. Thus, one of the motives and objectives of a collaboration process is to increase the resources of each sector involved in carrying out a public mission.

Currently the tourism sector in North Aceh Regency is experiencing limited human resources. Where there is only one Civil Servant and 2 people with contracts which are considered inadequate to develop

tourism in North Aceh. In developing tourism in North Aceh, the government collaborates with regional work units. This regional work unit is the executor of executive functions which must coordinate so that government administration runs well. There are several regional work units involved in this tourism development collaboration, such as the regional disaster management agency, the public works and spatial planning agency, the housing and residential areas agency, and village government officials. The government is also working with tourism ambassadors as accompanying institutions in developing tourism in North Aceh.

Regarding the budget resources provided to the department, they are not sufficient to develop tourism potential in the North Aceh Regency area. Creating a budget process is the most effective way to keep the Tourism Department's goals on track and prepare a budget plan as the basis for implementing all its business activities within a one year period. Therefore, a work plan and budget must be created to achieve an organization's goals for the future. In order to achieve this plan, the organization must determine what steps or actions must be taken to achieve this goal.

In collaboration for resources, the government acts as an actor who provides training to the community in order to develop better resources. This includes training in making souvenirs, developing Micro, Small and Medium Enterprises through digital marketing, foreign language training, and other training that can improve the quality of tourism in North Aceh Regency. Apart from that, the government can conduct comparative studies to other regions that are already very good at managing tourism. Private actors act as job providers, for example hotel employees and local restaurant employees. Thus, this can also affect the income of the surrounding community. In this dimension, society/communities act as participants in training held by other actors, such as the government and the private sector. After gaining the knowledge and skills in this training, it is hoped that the community will be able to apply them well so that consumers of tourist attractions will be satisfied with the services. In collaboration for resources, academics act as actors who provide materials and guidance. The material and guidance is provided from an academic and scientific perspective. In this way, it is hoped that resource development can be right on target and run well.

Several potential tourist attractions in various villages in North Aceh Regency are attractive in the midst of community conditions, but are hampered by the issue of cross-institutional commitment that is interrelated in this development. The development of tourist attractions is still not optimal because the condition of the community as spectators of current tourism, the functioning of village officials and all elements must harmonize perceptions related to the potential possessed by tourist destination villages and human resource capabilities that must continue to be improved, so that collaboration multi-stakeholders must be present in the midst of tourism village problems to answer the community's hopes. Various tourism development concepts can be applied to a tourist attraction depending on the location, as well as the availability of natural resources and human resources.

And this is where the Tourism Office makes a work plan. Usually this work plan is guided by actual data from previous years. Work indicators for North Aceh Regency tourism affairs are as follows. 1. Availability of facilities and infrastructure, this is achieved through the development of tourism facilities and infrastructure as well as supporting facilities. 2. Increasing Tourism Promotion partnerships, this is achieved through building cooperation and promotional networks. 3. Increasing the organization of tourism events, this is achieved through the implementation of various tourism events that are developed from natural, cultural, religious and special interest potential. 4. Increasing the types of

souvenirs, this is achieved through the creation of a variety of creative economy products based on local potential.

5. Conclusion

Stakeholder collaboration in tourism development in North Aceh has been carried out by the local government, private sector and the community, but has still not reached the maximum level. Some conclusions that can be drawn involve the following aspects: Unbalanced Participation; There is an imbalance in participation between the government, local communities, and the private sector. These parties are not yet fully involved or have roles in accordance with their respective main duties and functions. Lack of Coordination and Communication; Coordination and communication between stakeholders is not yet optimal. Lack of exchange of information and joint plans results in overlapping policies or activities, and hinders the achievement of common goals. Legal and Regulatory Uncertainty; The sustainability of stakeholder collaboration is influenced by uncertainty in the legal and regulatory framework. This gap can make it difficult for the parties involved to contribute optimally. Limited Resources; Limited resources, be it funds, infrastructure or human resources, are an obstacle in optimizing stakeholder collaboration. This can limit the ability to implement tourism development projects effectively. Lack of Community Awareness; Community awareness about the importance of their role in tourism development may not be optimal. Education and awareness campaigns can help increase community participation in tourism development efforts.

Conflict of Interest

The author declares that there is no conflict of interest.

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