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DEVELOPMENT THROUGH COLLABORATIVE GOVERNANCE MODELS IN  
SIMEULUE By Agatha Debby Reiza Macella

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DYNAMICS OF ENVIRONMENTALLY CONSCIOUS MARINE TOURISM DEVELOPMENT THROUGH COLLABORATIVE GOVERNANCE MODELS IN SIMEULUE Agatha Debby Reiza Macella 1  
\*, Irma Juraida 2, Safrida3, Saumi Rahmadani 4, and Ima Wahyuni Saputri 5 1,2,3,4 Public Administration [Science, Faculty of Social and Political Sciences, Teuku Umar University, Indonesia](#) \* Corresponding Author: [agathadebby@utu.ac.id](mailto:agathadebby@utu.ac.id) Abstrack : Simeulue has 10 marine tourism destinations that are prioritized for development. Unfortunately, no tourism awareness groups have been formed to help develop marine tourism, even though almost every village has marine tourism potential. [This research aims to examine](#) more deeply [the](#) conditions [of](#) collaboration between [the](#) government and other sectors [in the Development of](#) Environmentally Sound [Marine Tourism in Simeulue Regency](#). [This research](#) method [uses a](#) descriptive [qualitative approach and](#) use Taxonomy analysisthing. [The](#) result [of this research is](#) that this collaboration is reflected in the formulation of the tourism development policy of Siemulue Regency in the Regional Tourism Development Master Plan (RIPPARKAB). However, there are obstacles in this collaboration, namely conflicts over the transfer of land from the community to the government to be developed, especially in the Pinang Island destination. Before the collaboration was established, there was potential and openness from the government to involve participation from other sectors. Then the collaboration process began with a face-to-face dialog that formed the commitment of each party. Furthermore, there

was friction in the collaboration, namely the existence of the Pinang Island coastal land conflict, limited understanding and environmental preservation around Pinang Island marine tourism, then ended in the temporary result of collaboration, namely RIPPARKAB as a joint commitment in supporting the development of environmentally sound marine tourism. Keywords : Marine, Tourism, Environmentally, Collaborative, RIPPARKAB INTRODUCTION Indonesia's coastal conservation area of 5.8 million km<sup>2</sup> and 20.87 million ha is a marine potential developed (Maulana, 2021). Coral reef ecosystems as Indonesia's marine natural resources with an area of 2.5 million hectares, which has 569 types of corals (Masjhoer, 2019). These various facts are certainly proof that the marine sector is a very strategic thing for the Indonesian Nation. The economic potential of Indonesia's marine sector, which is starting to be managed innovatively, has become a development target for improving the economy of the Indonesian people. The world Maritime Axis policy is a form of Indonesia's maritime commitment starting from the reign of President Joko Widodo. On the other hand, the autonomy of local governments makes each local government have the authority to manage marine tourism optimally and sustainably. The very condition of maritime nature encourages it to continue to be developed into tourism potential. Therefore, it is not surprising that with tourism, the region can be recognised even throughout the world such as Sabang, Raja Ampat, Labuhan Bajo, Bali, Bunaken Bay and so on. The Indonesian government itself is very concerned with this tourism sector. This has been proven by the existence of various programmes to increase tourism revenue, increase the budget, various policies related to advancing Indonesian tourism carried out by the Ministry of Tourism and Creative Economy through Pesona Indonesia. All forms of massive tourism promotion have an impact on increasing Indonesia's tourism foreign exchange in 2022 by 7.03 billion US \$ (BPS, 2022). This is a concern that tourism potential contributes to the country's economy. The Simeulue region is one of them that has amazing marine tourism potential with most of the islands surrounded by the sea and beautiful clean and pristine beaches covering 88% of the Simeulue area (Pusat Data, 2015). A significant increase in May 2023 alone has 112 foreign tourists travelling to Simeulue (Mandra, 2023). The development of marine tourism is certainly an important task for the government as a regulator, but it is necessary to invite the community in the process of problem identification, decision making, implementation to the stage of the process of evaluating the changes that occur. The active role of the community and stakeholders can ensure the success of marine tourism development. Aceh is one of the areas that has marine tourism potential, especially Simeulue Regency. Unfortunately, there are no marine tourism villages in Simeulue Regency or tourism awareness groups that actively carry out marine tourism development, even though almost every village has tourism potential and even becomes a marine tourism destination in Simeulue Regency (Irwansyah, 2024). This is an obstacle in increasing sustainable community involvement in tourism development and management. Marine tourism is a tourist activity that is directly related to marine resources on the surface and in the ocean. This marine tourism includes fishing, swimming, cruise, cruise, boating, and sports such as surfing, diving and others. This marine tourism cannot be separated from the existence of ecosystems with a diversity of marine biota species in the sea (Masjhoer, 2019), so it is fully related and dependent on the sea and the marine environment (Donesia et al., 2023). Therefore, a blue print is needed as a master plan for the development of environmentally sound marine tourism, where the protection of natural resources around tourism is something that must be considered in addition to increasing tourist attractiveness through infrastructure and other promotions. Ecotourism provides an educational process in caring for and protecting nature to improve the economy of local communities in ecotourism areas. Simeulue Regency is also one of the areas that has considerable marine tourism potential. Tourism potential is dominated by beaches and islands, which is 219.80 hectares or 88 per cent of the total area of tourist areas in Simeulue Regency (Pusat Data, 2015) One of the marine tourism sites on Simeulue Island is Pinang Island which is located in Teluk Dalam Sub-district, between two villages, Luan Balu Village and Sambay Village. Pinang Island has advantages including white sand on one side, shady cypress and coconut vegetation, clear sea water with pools and calm waves.. Figure 1.3 Pinang Island Tourism (Wijaya, 2022) The development of marine tourism is certainly an important task for the government. As a regulator, it is necessary to involve the community in the process of problem identification, decision-making, implementation and the process of evaluating the changes that occur. This is an obstacle in increasing sustainable community involvement in the development and management of marine tourism. Therefore, the researcher wants to analyse these phenomena or events through a study entitled " Development of Environmentally conscious Marine Tourism through Collaborative Governance Models in Simeulue Regency " This research is an effort to encourage the development of environmentally sound marine tourism to be better known globally supported by close collaboration between stakeholders. This research is a development of previous research, in 2023 that the development of sustainable marine tourism in Busung Village, Simeulue Regency has not involved two-way community participation. This encourages researchers to deepen collaboration between stakeholders in the development of marine tourism in Simeulue Regency, so that later the results of this study can be input and correction as evaluation material in the development of marine tourism in Simeulue Regency in the future. There are several researches conducted previously related to the development of environmentally sound marine tourism and collaborative governance. There are several studies that have been conducted previously related to the development of environmentally sound marine tourism and collaborative governance, some of which have been carried out at the global level such as Collaborative Governance research on the case of Vounishlati in Finland that rural community participation is an important part of tourism collaboration, but some unsatisfactory institutional practices have also been observed to hinder rural tourism development there (Keyim, 2018). Furthermore, Robert's research resulted in complexities and challenges in the collaborative process of Rio De Jaerio's tourism development through a privately-initiated network called RedEturis, because this network is considered to be able to assist the government as long as cooperation and communication are strengthened. (Robertson, 2011). It turns out that Collaboration not only involves multisectoral participation, but there is the creation of shared spaces such as collaboration research by (Barandiarán et al., 2019) which results in collaboration design as a form of collaboration space that encourages innovation and shared learning which ultimately contributes to more effective tourism policies through Etorikizuna Eraikiz (Building the Future) programs such as the eco-tax program, Gipuzkoa Tourist Observatory, and Gipuzkoa Smart Destination Data Analysis developed in the Gipuzkoa region located in the Basque Country. There are several other related studies in Indonesia such as research that examines the development and promotion of growth by adjusting to the principles of sustainable and innovative development through the six elements of blue economy tourism destinations and the concept of ecotourism to be applied (Donesia et al., 2023). Furthermore, research that results in that the development strategy of the Wair Nokerua tourist attraction with the concept of zoning division, namely core, buffer and service zoning with a participatory approach applies environmentally sound principles, namely restoration and rehabilitation of ecosystems and natural resources, preventing environmental pollution, increasing the production capacity of natural and human-built ecosystems (Evenince & Gerald, 2021). Then the Cemandi ecotourism research which resulted in the development of marine ecotourism in Gisik Cemandi Village was not well systemised, the issue of ecotourism was seen as not a priority, and was still in the discourse stage, not yet reaching the goal or vision (Suhardono et al., 2023). The next research is that the programme on Coconut Island tourism in South Sulawesi which needs to be developed by paying attention to the environment, so that residents are educated about environmentally friendly tourism they can communicate with foreign tourists (Indrajaya et al., 2019). Then research from Khrisnanamurti (Khrisnamurti, Heryanti Utami, 2016) that with the tourist activities on Tidung Island there are several impacts including visual changes to the island, accumulation of garbage, reef conditions and changing water quality so that regulation and coordination between stakeholders are needed to create environmentally friendly and sustainable marine tourism. Furthermore, research from Macella (Reiza Macella et al., 2023) that in developing sustainable marine tourism in Simeulue Regency, it is necessary to involve actors with pentahelix including the Simeulue district government, namely Disparbud and BAPPEDA, private sector, tourism businesses, academics, community groups and media that have their respective roles. Continued by Macella, it was found that the obstacles in the development of sustainable marine tourism in Busung Village, Simeulue Regency are limited village budget, limited knowledge of village tourism management, lack of management of coastal natural resources, low environmental awareness, lack of understanding of systems, security and safety mechanisms (Macella et al., 2023). While on the collaborative governance side, there is research from Irvan that collaborative governance can be a solution in overcoming the problem of slums in Tangerang City by developing tourist villages (Arif Kurniawan et al., 2022). Then research on collaborative governance in the development of bendo reservoir tourism in bendo village there are no written rules that bind the cooperation of the actors (Nanda, Della Dwi, Ahmad Supriyati, 2024), as well as limited resources and from (Ardiansyah et al., 2023) that the collaborative tourism development of Dewa Ruci Jatimalang Beach shows a lack of commitment and mutual understanding of stakeholders. Based on the description of previous research, there are similarities, namely that both studies use qualitative methods, which examine tourism development with a collaborative approach. Based on the description of previous research, there are similarities, namely that both studies use qualitative methods, which examine tourism development with a collaborative approach. The difference or state

of the art in this study is in the dynamics of collaboration that occurs [in the development of marine](#) tourism and [the object of research](#) that focuses on marine tourism in Simeulue's priority tourist destinations, namely Pulau Pinang, while the research gap found is the dynamics of collaboration that is described in detail so that obstacles can be found at the collaboration stage. If this gap can be studied, it can provide input to related parties in implementing and building communication and cooperation in developing environmentally conscious marine tourism in Simeulue Regency. Collaborative Governance is government collaboration with other stakeholders to find a common solution. There is a contribution of the actors' thoughts and policy compromises. Collaborative is a decision-making process from formulation to evaluation that requires the collaboration of actors, namely business people, academics, non-governmental institutions, and the community (Noor, Muhammad, Suhaedi, 2022). Emerson also explained about collaborative governance which is a structured process involving the collaboration of various policy actors both government and outside the government in order to achieve common goals before a policy is decided (Noor, Muhammad, Suhaedi, 2022). Phenomena in society need to be understood and analysed together so as to produce solutions in order to achieve common goals, so that later get outputs that can have a positive impact on public values and interests. In addition, collaborative governance can minimise the confrontation of the programmes and strengthen existing relationships. Collaborative Governance Model Anshell and Gash is the choice in studying this research. This theory presents the complexity in collaboration initiated by the government by involving other actors before making a decision on a policy. Therefore, this theory is very relevant to studying government collaboration in developing environmentally conscious marine tourism in Simeulue Regency, considering the phenomenon that has been described previously that community participation is not optimal because there is no [tourism awareness group to help the government](#) execute marine [tourism management](#) independently. The Ansell and Gash model has 4 stages of the collaboration process (Noor, Muhammad, Suhaedi, 2022) following: 1. Starting condition namely the imbalance of stakeholders' resources and incentives to participate. If there is an imbalance of resources, cooperation will be manipulated by those with more power and resources. Therefore, there needs to be a commitment to help the weaker party. Then incentives become a necessity so that the weak can be encouraged to co-operate. Finally, it is necessary to anticipate the conflicts that occur in cooperation, so that trust needs to be built from the start. 2. Facilitative leadership that a step in the collaboration process requires the leadership of the actors to maintain trust, facilitate discussion forums, maintain interaction stability so that no one feels disadvantaged later. 3. Institutional design is the openness of institutions and ground rules in the co-operation process. 4. Collaborative process is carried out by implementing direct dialogue so that actors can trust each other, there is an atmosphere that builds common understanding, so that the ultimate goal is to find a way or solution to the problem at hand (Ansell & Gash, 2008). 5. Intermediate Outcomes that the success of [the collaboration process is based on the](#) process [of](#) activities carried out together within a certain period of time on an ongoing basis. Then the common goal can be achieved in a way that is better than other alternatives. So on and the process occurs by following the collaboration flow that has been agreed upon by all parties. There are interim results in the form of tangible but impactful results. This is the momentum that leads to the success of collaboration. And keep in mind that interim results cannot mean the final result. Collaboration in this case looks at marine tourism in Simeulue Regency, where [marine tourism is a tourism activity that](#) is directly related to marine resources, both above the surface of the sea and activities [carried out](#) below [the surface of the sea](#) (Yustianingrum, 2017), as well as marine tourism that [cannot be separated from the existence of ecosystems with diverse types of marine life in the sea](#) (Masjhoer, 2019). [In](#) every existence [of marine tourism](#) on Simeulue Island is one of the advantages of this district, so it requires a comprehensive and inclusive and complex strategy or steps in its development to be sustainable. Therefore, environmentally friendly tourism is a topic that needs attention, so that later marine tourism can be sustainable. The development of environmentally friendly tourist areas must avoid pollution, environmental damage and waste of marine natural resources (Suhardono et al., 2023). Therefore, this further encourages the desire of researchers to examine more deeply the dynamics of the process of developing environmentally sound marine tourism with the Collaborative Governance Models approach in Simeulue Regency. METHODOLOGY [This research method through a qualitative approach is](#) [research](#) is particularly effective in understanding phenomena (Naamy, 2022), [obtaining culturally specific information about the values, opinions, behaviour, and social context of a particular population](#) (Mack et al., 2005), also a communication process (Yusanto, 2020). [This research approach uses descriptive qualitative to reveal](#) the description of the phenomenon (Fadli, 2021). The collection technique used is through primary data with observation and in-depth interviews (Mack et al., 2005) in accordance with the indicators and outcomes that have been previously determined (Ngozwana, 2018) [and secondary data that support data presentation data](#) (Johnson et al., 2020) through journals, reports and other supporting documents. The sample of this study with "purposive sampling", which groups participants according to pre-selected criteria (Mack et al., 2005). Informants in the research came from several local government institutions, namely the Tourism and Culture Office, the [Regional Development Planning Agency \(BAPPEDA\)](#), the Environment [and](#) Hygiene Office (DLHK) of Simeulue Regency, as well as the Luan Balu Village and Sambay Village Apparatus, as well as the Teluk Dalam sub-district head, and Pinang Island tourists. Data analysis began when all available data had been collected and prepared (Mohajan, 2018). Data were then reduced, presented, verified and then concluded (Sugiyono, 2012). Data analysis activities continue to process since the first researcher conducted field research with observation or interviews, then the analysis continues to be repeated and continuous until the field research is completed and analyzed. Then the data that has been analyzed is tested for credibility through research diligence where the researcher deepens the analysis [with the help of supporting references and](#) peer discussions (Johnson [et al.](#), 2020) sharpen the analysis. RESULTS AND DISCUSSION Results Development of Environmentally Conscious Marine Tourism through Collaborative Governance Models in Simeulue Regency 1. Starting condition is the imbalance of stakeholders' resources and incentives to participate. If there is an imbalance of resources, cooperation will be manipulated by those with more power and resources. Therefore, there needs to be a commitment to help the weaker party. Then the existence of incentives becomes a necessity so that the weak can be encouraged to cooperate. Finally, it is necessary to anticipate the conflicts that occur in cooperation, so that trust needs to be built from the start is the imbalance of stakeholders' resources and incentives to participate. If there is an imbalance of resources, cooperation will be manipulated by those with more power and resources. Therefore, there needs to be a commitment to help the weaker party. Then the existence of incentives becomes a necessity so that the weak can be encouraged to cooperate. Finally, it is necessary to anticipate the conflicts that occur in cooperation, so that trust needs to be built from the start. In the initial condition there are several strengths possessed by Pawisita Simeulue Regency, including: Having 10 marine tourism priority areas to be developed, the existence of RIPPARKAB planning which is still in the process of being compiled as a master plan for the development of 10 priority tourist destinations in Simeulue Regency, besides that there is strong support and commitment from the Simeulue Regency Government which jointly plans tourism development in Simeulue Regency. This strength is also a condition of the Natural Resources owned by Simeulue Regency by having clean, calm beaches and sea conditions, waves that are suitable for water sports such as surfing. Then marine biota and corals, as well as mangroves as part of nature that must be conserved and preserved. However, this potential natural resource condition is not supported by competent human resources. The absence of tourism awareness groups formed in each tourism priority area as well as the lack of understanding of the importance of residents to participate in maintaining the natural balance of tourist attractions is one of the obstacles in this development effort. So in terms of the development of this tourism area, Disparbud Simeulue Regency collaborated with ITB to compile the RIPPARKAB. Through this third party cooperation, knowledge related to comprehensive tourism development was obtained and provided education to the community through field studies conducted during the initial preparation of the RIPPARKAB, this was also [stated by the Secretary of the Tourism and Culture Office of Simeulue Regency](#), as follows: "So when the team from ITB came in the 6th month, at that time we went directly to the tourist destinations we tried to assist and they themselves directly saw what kind of potential could be developed, as well as for example whether in the surfing place, whether in the snorkelling place, the person knows, we only assisted, after we got the data by the ITB team then we did an FGD at that time, ..." (interview, August 2024) The initial level of trust in this collaboration began with an initial meeting through an initial FGD that invited several related agencies such as BAPPEDA, DLHK, BPS, PUPR, community leaders, cultural arts actors, and tourism entrepreneurs. The FGD was conducted on 12 June 2024 at the BAPPEDA Hall, 2nd floor. The FGD provided an initial description and understanding of the importance of unifying views on tourism development that will be developed in Simeulue Regency. In this FGD there were inputs given such as related to the unity between the RIPPARKAB of Simeulue Regency which will be prepared later must be in line with the Green Spatial Plan and the Strategic Green Environmental Assessment Document prepared by DLHK, so that the policies planned in the future do not conflict with one another. Figure. 5.1 Initial FGD on the preparation of RIPPARKAB of Simeulue Regency (Simeulue, 2024) The initial trust built in the context of developing environmentally sound marine tourism does not require participation incentives, because each sector is aware of its respective role in this

development. So this is a very positive influence in building collaboration to the next stage. 2. **Facilitative Leadership** At the second stage of collaboration, namely facilitating leadership, here the leadership of the Regency of Simeulue starting from the Head of Disparbud Simeulue Regency realises that the potential of marine tourism in Simeulue Regency is very large but serious efforts and strategies are needed to develop it. He said it is necessary to cooperate with other agencies such as related to transportation facilities and infrastructure and infrastructure in tourist attractions, namely the PUPR Office, then related to environmental protection conservation also with DLHK, also with [BAPPEDA as a regional development planner](#). During the Focus Group Discussion with [the Deputy for Coordination of Maritime Sovereignty and Energy, the Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia](#) on 15 February 2023, even at that time the PJ Regent of Simeulue Regency Ahmadlyah SH, provided a document file related to the potential of Simeulue Regency to [the Deputy for Coordination of Maritime Sovereignty and Energy, of the Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia](#). The meeting in early 2023 was the beginning of the plan to form RIPPARKAB of Simeulue Regency, because at that time it was addressed by the Deputy team that Simeulue must have a Tourism Development Master Plan for the next 12-30 years. This is one of the requirements for the region to get assistance funds from the centre for the development of its tourism sector, and become a National Tourism Priority area. In addition, Asmanuddin as the Head of Disparbud Simeulue then proposed mining the agency's budget to help plan infrastructure development in several tourist attractions such as Batu Alafan, Pinang Island, including culinary innovations and also the preparation of RIPPARKAB of Simeulue Regency to 12 M per year 2024. The leadership of Disparbud especially in this case provides space for other sectors to provide their respective inputs through the FGDs organised. So that intense communication is established with other institutions [related to the development of marine tourism that](#) is environmentally sound. In addition, Adriyanto, Head of the Economic Planning and Natural Resources Division of BAPPEDA, also emphasised the commitment of the Regional Government in developing Simeulue tourism: "the existence of this tourism, then others follow, starting in terms of fisheries, livestock, micro, small and medium enterprises. So, we make a legal policy, where we want to take our tourism, we commit first and we set it in a policy where we make a document for this regional tourism, from there we start walking where we will take these tours." (interview, 29 August 2024) Figure 1. Dynamics of Government [Collaboration in the Process of Environmentally Sound Marine Tourism Development](#) Source: Research data 2024

3. **Institutional design** is the openness of institutions and ground rules in the co-operation process. At this stage there was participation involving several parties such as DLHK, PUPR, the private sector, culinary entrepreneurs and other tourism who were also involved in the Initial FGD for the preparation of RIPPARKAB of Simeulue Regency, as the beginning of the development of environmentally friendly marine tourism in Simeulue district. But unfortunately there is no basic rule underlying the multisectoral coordination that was formed. It was just an invitation that invited several stakeholders. The only forum formed in this collaboration was during the FGD in June 2024 and the Finalisation FGD on 6 September 2024. The transparency process carried out in each of these processes is in the form of reporting that is periodically provided by third parties on every process they go through, besides that there is also a special Whats App group to help coordinate between the Third Party compiling RIPPARKAB of Simeulue Regency with Disparbud to facilitate the monitoring and evaluation process during this preparation process.

4. **Collaborative process**, carried out by implementing direct dialogue so that actors can trust each other, there is an atmosphere that builds common understanding, so that the ultimate goal is to find a way or solution to the problem at hand (Ansell & Gash, 2008). In this fourth stage, there were face-to-face dialogues, namely FGDs which were held several times to build communication, perceptions so that one understanding related to [the development of environmentally sound marine tourism in Simeulue Regency](#). In addition to this formal meeting, informal communication via Whats App or telephone is also coordinated, one of which is when a third party conducts a field survey of priority areas to be developed, then Disparbud also invites Bappeda and DLHK to also accompany the field survey activities. Several meetings that were held and involved various sectors had an impact on the level of trust built among each other so that it could improve the process of commitment between one another in realising the development of environmentally sound marine tourism in Simeulue Regency. Unfortunately, in this fourth stage of collaboration, villages and sub- districts have not been intensely involved. In the first discussion, villages and sub-districts that have tourism priorities such as Pinang Island, for example, Teluk Dalam Sub-district, Luan Balu Village and Sambay were not invited to the meeting. In fact, the level [of village participation in supporting the development of marine tourism](#) is [the](#) main key, because they are the implementers in the field who directly serve tourists. This is where the commitment process is questioned, because commitment is not only enough from the Simeulue Regency government, but a joint commitment with the village community is needed. In Pinang Island marine tourism, there is a conflict over land transfer that is still constrained. This is because there are some Sambay villagers who do not want to release their land to the government to be developed according to a 30-year land lease, they are only willing to develop the land for 10 years. But this is a problem in itself, because understanding and approach efforts have also been made by Sambay village officials but did not get results. As a result, Pinang Island has yet to be developed, even though there is already a development masterplan worth 1.2 M that will be given by the government for this development. Meanwhile, a strong commitment was also conveyed by Luan Balu Village, which also took part in the development of Pinang Island tourism. They even manage their BUMDES business by renting out their boats for 150 thousand rupiah or 15 thousand rupiah per person on holidays. Meanwhile, Sambay Village is still managed by individuals who have boats to rent out. But unfortunately the government has not provided security equipment in the crossing to Pinang Island. The ship is still very simple and there are no other safety equipment, so it is very risky for passenger accidents such as the overturning of the ship and the sinking of passengers. Both Sambay and Luan Balu villages feel that they own Pinang Island, so they also organise joint beach cleaning activities during the holiday season. Meanwhile, in Luan Balu Village, a rule has been made that if anyone who sells, especially for Luan Balu Village residents, it is their obligation to also clean up the area where they sell on Pinang Island. The Teluk Dalam sub-district also realises the potential of Pulau Pinang despite the land conflicts that occur in the community, but the sub-district here is only a party that facilitates and conveys to the government through forums [conducted by the Simeulue Regency Government in conveying the needs of the community](#). Trust between actors still needs to be strengthened with a legal form of cooperation. The results showed that the community still did not trust the local government in developing tourism in Pulau Pinang, some landowners were still reluctant to give their land use rights for 30 years to the local government. Commitment needs to be strengthened, because commitment needs to be owned by all actors, while the commitment of the local government has been contained in the RIPPARKAB that is being compiled. The dynamics of this collaboration occur because of the emergence of problems as previously described regarding land disputes, inadequate facilities and infrastructure conditions, limited community capacity in tourism management and low environmental awareness by the community.

5. **Intermediate Outcomes**, This last stage is the end of the collaboration process. However, this collaboration is still continuing, because RIPPARKAB Simeulue has not yet been finalised and implemented. This RIPPARKAB will be realised in 2025 at the earliest in accordance with the previously planned budget that the preparation of RIPPARKAB for one year, namely 2024. The results obtained in this collaboration are still at the final reporting stage of the Simeulue RIPPARKAB draft which was presented at the 2nd FGD on 6 September 2024. The RIPPARKAB explains the condition of tourist destinations, industry, marketing, and tourism institutions, concepts, principles, vision-mission, strategies, and policies related to tourism development in Simeulue Regency [based on the Regulation of the Minister of Tourism and Creative Economy Number 10 of 2016 concerning Guidelines for the Preparation of Provincial and Regency / City Tourism Development Master Plans](#) and taking into account the Green Spaces and Strategic Green Environmental Assessment (KLHS) documents which are also being prepared by DLHK Simeulue Regency Discussion [Tourism is a relatively clean and renewable development alternative as a 'smokeless industry' and for its utilisation of free natural resources](#) (Robertson, 2011). Tourism development needs [to integrate well-functioning government institutions](#) through cross- sectoral cooperation and networks that increase stakeholder participation [in the decision- making process](#). Some [of the things found in the field in the development of environmentally sound marine tourism in Simeulue Regency](#), illustrate that [the](#) local government realises its limitations in developing its regional tourism development strategy by building multi-sector cooperation. What's more, considering the potential of marine tourism in Simeulue Regency is very large, in fact almost the entire Simeulue area is in the form of islands, coastal and surrounded by the sea, and this is an added value that is owned. Therefore, this initial condition encourages local governments to take a horizontal and multi-level approach both internally and externally (Douglas et al., 2020). Marine natural resources in Simeulue district need to be supported by the availability of human resources to manage them. [Based on the results of the research, it](#) was found [that there](#) were no tourism management community groups specifically formed either by the government or independently by the community. The few existing managers are only part of the Village-Owned Enterprises that have not run optimally. The existence of community groups is very important to make significant changes, as in the case of changing the slum village into "Kampung Kelir" (Arif Kurniawan et al., 2022), changes in conditions in



a fair, broad and equitable social and economic community will be felt if collaborative governance is not dominated by the government, but involves the participation of local community institutions. (Keyim, 2018) asserts that other empirical case studies are still needed to further prove the success of tourism collaborations that involve the community. The research results have answered that collaboration [in the development of](#) environmentally sound [marine tourism in Simeulue Regency](#) has its own dynamics. [The socio-](#) cultural conditions of the local community around Pulau Pinang are a challenge that must be faced by the Government. Intensive communication between the local government and the Pinang Island landowners needs to be maintained. The existence of RIPPARKAB Simeulue as a temporary result of the collaboration of environmentally sound marine tourism in Simeulue is a forerunner to be able to integrate the roles of each actor, so that collaboration runs well and is sustainable and has a broad and equitable impact on the economy, social, culture and environment of Simeulue Regency. [The results of this study provide](#) a new experience [that](#) when [the](#) local government has the initiative to make a change by making a plan or master plan for the development of an area, the government needs to consider [the cultural and social](#) aspects [of the community](#) at [the](#) location [of](#) development and development. [The](#) same is the case with collaborative governance [in the development of](#) environmentally sound [marine tourism in](#) Simeulue [Regency which](#) is currently starting to move to involve the community. Therefore, the results of this study can provide an expansion of views [on the](#) use [of Collaborative governance](#) theory used [in the development](#) and addition to collaborative theory, especially in the realm of tourism such as indicators of coastal communities, which already exist with more specific indicators. Then practically, the results of collaboration in this study provide recommendations for local governments in designing a policy [related to the development of](#) environmentally sound [marine tourism](#) by forming a special cross-sector group or team which will further strengthen the collaboration that has been initiated by the local government of Simeulue Regency. This development collaboration can also be done by creating a tourism development programme by applying the concept of local community empowerment supported by the Simeulue RIPPARKAB that has been prepared. Existing collaborations are still not well integrated, according to their respective roles. The absence of tourism awareness groups in each village is one of the obstacles to accelerate the tourism development process. There are still people who do not care about tourism development that has been planned by the local government. This is due to the lack of understanding given and the condition of the low level of education, so it takes more effort to change the mindset of the community to be actively involved with the government to develop tourism potential in the area. This is as suggested in research (Suhardono et al., 2023) that there needs to be a common perception of both acting and thinking in the development of environmentally sound tourism. Therefore, in practice, a collaboration needs to always be established, strengthened, and determined by a government policy so that each actor involved in the development of marine tourism understands their respective authorities and obligations. In addition, as a public service provider, local governments need to facilitate and provide space for community participation consistently and continuously. Not only that, even cooperation opportunities need to be wide open, because [the development of the tourism sector](#) needs other support both facilities, infrastructure, costs, and tourism human resources. [CONCLUSION Based on the results of the study, it can be concluded that the development of](#) environmentally friendly marine tourism through Collaborative Governance Models in Simeulue Regency has not yet obtained optimal results, because the collaboration process is still continuing so that the impact that occurs has not yet made significant changes to the marine tourism area prioritised in Simeulue Regency, especially Pinang Island. There needs to be more involvement from local villages as the main actors or field executors in this development, so that they need to be pioneers in development so that they have a sense of belonging to their area so that they participate in maintaining and preserving it together with the government. In addition, land conflicts that occur on Pinang Island need to be resolved immediately so that they are not prolonged so that the Pinang Island development plan can be realised so that it provides mutual benefits for the residents of Luan Balu Village, Sambay and the local government. The sociological conditions of the community need to be taken into consideration in the strategic planning that is prepared, because the nature of all development carried out by the government [requires the participation of the community as](#) agents [of](#) change who support all community programmes. [The results of this study contribute to the](#) improvement [of](#) the collaboration process between sectors in the development of environmentally sound marine tourism to actively involve local communities starting from the identification of needs, face-to-face dialogue to their contribution in choosing alternative decision-making [related to the development of marine tourism](#), for example through a special forum established by the local government to facilitate communication with local communities as marine tourism managers. In addition, this research provides practical implications on how the pattern of communication and collaboration is formed on an ongoing basis both vertically and horizontally about the development of environmentally sound marine tourism with a participatory approach. However, there are limitations in this study, namely that the study is still limited to collaboration in the context of formulating the Simeulue RIPPARKAB policy by looking at the scope of marine tourism with a research locus at one tourist attraction. Therefore, further research can examine the implementation, cost and benefit analysis and evaluation of the results of collaborative tourism development in the form of a policy [on the](#) Simeulue [Regency Tourism Development Master Plan \(RIPPARKAB\)](#) ACKNOWLEDMENT (Optional) Thank you to the Rector, Chairperson of LPPM-PMP, Dean of FISIP, [and Head of the Public Administration Science Department of Teuku Umar University for all the trust given](#). Thanks also go [to the](#) local government agencies of Simeulue Regency consisting of [the Tourism and Culture Office](#), the Environment [and](#) Hygiene Office (DLHK), then BAPPEDA Simeulue Regency, Teluk Dalam District, Luan Balu and Sambay Village Governments, [and all those who have helped in the research process from start to finish](#). [This research is the result of internal grant research funded by DIPa Teuku Umar University in 2024 with Contract Number: 193/UN59.7/SPK-PPK/2024](#) Date 2 January worth twenty-two million rupiah. REFERENCES Ardiansyah, F. W., Purnaweni, H., & ... (2023). Analisis Collaborative Governance Dalam Pengembangan Pariwisata Pantai Dewa Ruci Jatimalang Kecamatan Purwodadi .... Journal of Public Policy .... <https://ejournal3.undip.ac.id/index.php/jppmr/article/view/39942> <https://ejournal3.undip.ac.id/index.php/jppmr/article/download/39942/29336> Arif Kurniawan, I., Widianingsih, I., Ningrum Wiradinata, S., & Jaja Raharja, S. (2022). 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