
RESEARCH ARTICLE

Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province

Erlangga¹ ✉ Khasan Effendy², Hadi Prabowo³ and Marja Sinurat⁴

¹²³⁴Institut Pemerintahan Dalam Negeri, DKI Jakarta, Indonesia

Corresponding Author: Erlangga, **E-mail:** erlanggae638@gmail.com

ABSTRACT

This study aims to explain the implementation of tourism development policies in the state border area in Sabang City, Aceh Province, supporting and inhibiting factors for the implementation of tourism development policies in the state border areas in Sabang City, Aceh Province, finding a new model that is flexible in implementing tourism development policies in the state border area in Sabang City, Aceh Province. The type of research conducted is qualitative research. Data collection techniques used *interviews* and review of documents in the form of books, regulations, reports, and documents related to the implementation of state border area development policies in Sabang city, Aceh Province. The results of the study show The Erlangga Multi-Party Collaboration Sustainability Partnership (SPKME) model can be used as a guide in the implementation of tourism development policies in the border areas of the country.

KEYWORDS

Tourism Development Policy, *Sustainability Partnership*, The Erlangga Multi-Party Collaboration Sustainability Partnership Model.

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1. Introduction

The tourism industry is a *service industry* whose measure of success is the satisfaction of visitors or tourists. This service business has now become a very large industry where international arrivals or foreign guest arrivals increased exponentially from 25 million people to 1,184 million people in 2015. Even the WTO predicts the growth of the number of international tourists will increase by about 4% in 2016, with a higher growth dominance of around 5% in the Asia Pacific region. The Asia Pacific region is the region with the highest growth in the number of tourist visits, with an average growth of around 4.9% per year, so it is estimated that around 535 tourists will enter this area by 2030.

Indonesia, as one of the countries that has the largest geographical area with its natural beauty and unique culture, has made tourism a mainstay sector in an effort to improve the economy and the welfare of its people. The island of Bali is one of the facts that prove that the highest income of this province is from the tourism sector. Likewise, other potentials that exist in various regions make Indonesia a very promising tourist destination. Since 2014 the tourism sector has been the fourth highest contributor to the country's foreign exchange after petroleum, coal and palm oil (Tourism Statistics, 2016). In aggregate, Indonesian tourism accounts for around 4% of all state revenues and in 2019, the government targets to double to 8%. A report from the March 2016 edition of the Travel & Tourism Council shows the development of the Tourism Industry's contribution to Indonesia's Gross Domestic Product or GDP with very significant growth.

Furthermore, in the Indonesian context, this study will be conducted on tourism development in the state border area of Sabang City in Aceh Province due to several considerations. First, there is Law Number 11 of 2006 concerning the Government of Aceh, which became Aceh as one of the regions with special autonomy. The special autonomy granted to the Government of Aceh is not only in the form of privileges in the field of local government but also includes privileges in the fields of religion, education and

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customs. In line with the development of laws and regulations, the existence of law number 23 of 2014 concerning local government follows the rhythm of local government implementation, which is directed at accelerating the realization of community welfare, one of which is through the economic development of border areas owned by Aceh Province, one of which is Sabang City.

Second, Sabang City is located in a border area blessed with great natural resource potential, which includes Weh Island, Klah Island, Rubiah Island, Seulako Island, and Rondo Island. This city has a characteristic archipelago city area, with Weh Island as the largest island. In addition, Sabang City is also Indonesia's free economic zone, or referred to as the northernmost point of Indonesia, precisely on the island of Rondo. This causes the Sabang City area to become one of the National Strategic Activity Centers, namely areas that are determined nationally to have strategic value whose spatial planning is prioritized, where businesses and or activities have a major impact on geopolitical conditions and national and regional security defense, along with varying topographic conditions, making Sabang City has a very beautiful natural panorama. The area has a varied allocation of mapping activities so that it is suitable for the development of tourism, agriculture, fisheries, industry, maritime and tourism in particular.

2. Literature Review

Government science as a discipline that is developing, the science of government becomes very functional to criticize the implementation of government functions carried out by state government institutions. Furthermore, the dynamics of the science of government itself can be traced from the nature and development of government science, as follows: Government is born from the desire and need of the community for a safe, comfortable, orderly and orderly pattern of life.

Superior public policy is believed to increase the capacity of a country. The state forms an "environment" or "climate" that builds the competitiveness of every actor in it. The climate or environment can be created through public policies that are used to empower every organization in a country. The state, in the context of public policy, becomes a political entity that is formal in nature and has 4 (four) main components, which Nugroho mentioned are state institutions, people, territories and; Public Policy. Referring to the existing public policy model and the opinions of public policy experts, the researcher chose the Merilee S. Grindle model in this study as an analytical knife in solving the problem of implementing tourism development policies in the state border area in Sabang City, Aceh Province with the argument that according to Merilee S. Grindle stated that policies are determined by the content of the policy and the context of its implementation. The basic idea is that after the policy is transformed, only then will the implementation of the policy be carried out. Its success is determined by the degree of implementability of the policy. The content of the policy includes the following: *Content of Policy* which includes (1) *interests affected*; (2) *type of benefits*; (3) *extent of change envisioned*; (4) *site of decision making*; (5) *program implementers*; and (6) *resource committed*; and *Context of Implementation* which includes (1) *power, interests, and strategies of actors involved*; (2) *institution and regime characteristic*; and (3) *compliance and responsiveness*, this theory is the most suitable in solving the problem of implementing tourism development policies in the state border area in Sabang City, Aceh Province.

The theory of development planning originated in the discipline of economics. Planning was originally directed towards economic development planning. Development planning developed rapidly after World War II, especially in newly independent countries, so many aligned it with symbols of sovereignty and modernization. Watson in Arsyad said that: "the national plan emerged and stood on an equal footing with the national anthem and flag as a symbol of sovereignty and modernity". The concept of planning is put forward by experts with different points of view and different situations and conditions of the political system so as to produce different formulations. Conyers and Hills in Munir define planning as "an ongoing process that includes decisions or choices of various alternatives to the use of resources to achieve certain goals in the future". Then Tjokroamidjojo in Munir (2002: 30) defines planning succinctly as "the process of systematically preparing activities to be carried out to achieve certain goals". The definition of planning, in simple terms, is to set a goal and choose the necessary steps to achieve that goal.

Tourism is a very complex social symptom which concerns the whole person and has a variety of important aspects. These aspects include sociological aspects, psychological aspects, economic aspects, ecological aspects and other aspects. Among these many aspects, the aspect that receives the most attention and is almost the only aspect that is considered very important is the economic aspect.

The concept of *Sustainable Tourism*, introduced by the *World Commission on Environment and development* (WCAD in the Brundtland Report in 1987), states that "*Sustainable development is a development that meets the needs of present without compromising the ability of future generation to meet their own needs*".

To support the implementation of regional autonomy through the provision of funding sources based on the authority of the central government, Law number 33 of 2004 has been issued concerning the financial balance between the central government and local governments. This financial balance between the central government and local governments is intended to regulate the

distribution of finances that is fair, proportional, democratic, transparent, and efficient in the context of funding the implementation of decentralization, taking into account the potential, conditions, and needs of the regions.

The definition of the border, in general, is a line of demarcation between two sovereign states. According to border expert Guo, the word *border* contains the meaning of a restriction on a political area and a movement area. Meanwhile, the border area contains the notion of being an area that plays an important role in the political competition between two different countries. Thus, the border area is not only limited to two or more different countries but can also be found within a country, such as a town or a village that is under two different jurisdictions. In essence, a border area is an area (either a city or a territory) that delimits two different jurisdictional interests.

Based on the policy implementation theory described, the author chooses the policy implementation proposed by Grindle as the theoretical basis for the compiler of the operational concept of policy implementation variables, Grindle's model: the policy implementation developed by Grindle shows that the success of policy implementation is determined by the *Content* and *Context* of the policy.

A model is an actual object or situation, a simplification of a complex reality to facilitate the understanding of the information needed, referring to the opinions above associated with the plan to make a model for the implementation of tourism development policies in the state border area in Sabang City, Aceh Province serves as a guide for policymaking stakeholders and policy implementers. According to McGarvey that "models can be categorized into 3 (three) types, namely static models, comparative static models and dynamic models". Furthermore, McGarvey et al. explained that tourism has grown as one of the strategic sectors in Sabang City in the past decade. The peculiarities of Sabang, as Indonesia's zero-kilometer point as well as marine natural diversity, are the main factors attracting tourist visits that show a tendency to increase every year. Sabang City Tourism also has a strategic position nationally, namely as a National Tourism Strategic Area (KSPN) and also a national leading marine tourism destination.

3. Methodology

In this case, the researcher chose a qualitative research approach to uncover and discuss the Implementation of the State Border Area Tourism Development Policy in Sabang City, Aceh Province. This research is an "*observed facts*" activity that produces "*knowledge based on experience*". The determination of resource persons to become research informants used the "*purposive sampling*" method based on the criteria of position, role, competence or involvement concerned in the implementation of the state border area development policy in Sabang City, Aceh Province.

4. Results and Discussion

4.1 Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province (Context of Implementation) Context of Policy Implementation

Referring to the results of the discussion on the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province (context of implementation), the *context of policy implementation* can be concluded as follows:

1. From the results of the discussion of the Power, interest, and strategy of the actors involved in implementing tourism development policies in the Sabang City boundary area, the Sabang City Government and BPKS are the main actors, but the two actors have not been able to run in harmony in the development of Sabang City tourism, especially in terms of communication, coordination, the competence of human resources involved, agreements, commitments and incentives as well as the continuity of planning, not going ahead require synergy from these actors is very crucial to achieve these goals. If common interests can be accommodated and development strategies can be implemented in accordance with their capabilities and credibility, the interests of the tourism sector have not run optimally in the future. It requires tidiness, tourism promotion and Islamic potential of Sabang City, which makes Sabang City visited by foreign tourists in terms of the legal umbrella that describes Qanun Qanun Sabang City. About the Sabang City Tourism Development Master Plan 2019-2027, there is no derivative in the elaboration, so in its implementation, it is bumped with the Budget.
2. From the results of the discussion of Institution and regime characteristics (characteristics of regimes and institutions) the implementation of tourism development policies in Sabang City is strongly influenced by political elements, but Sabang City itself must have a direction and strategy to build a tourism image as a nautical-based and sustainable world halal tourism destination through the establishment and implementation of an integrated tourism marketing plan with the trade and investment sector and develop programs marketing of marine and halal thematic tourism together with tourism in Aceh and Indonesia Provinces, strengthening and developing the function and role of the Sabang City Regional Tourism Promotion Agency as a motor for regional tourism marketing and developing cooperation with the media in building the image of the nautical-based world halal tourism destination and expanding the reach of the regional tourist market, on the one hand the

community has the opportunity to improve its economic sector with the presence of tourism industry, but on the other hand also faces challenges in the implementation of the world of tourism in Sabang City. Of course, this must be addressed by relevant parties, especially the Sabang City Culture and Tourism Office.

3. Compliance and responsiveness from the results of the discussion Compliance and responsiveness (Response and complaints) of the implementation of tourism development policies in Sabang City, the Sabang City Regional Apparatus Organization, as the implementor, has complied with the rules but efforts to make various changes have still not been realized by several agencies related to the Device Organization, the Sabang City Tourism and Culture Office as the implementer in the policy has obeyed the rules, but efforts to make one change and innovation are bumped with several agencies related to human resources and funds, the community, as well as the control or supervision of constructive criticism, is highly expected for the advancement of Sabang City tourism development.

4.2 Factors Inhibiting the Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province (Content of Policy) Policy Content

Referring to the discussion of the analysis of supporting factors and obstacles to the implementation of tourism development policies in the state border area in Sabang City, Aceh Province, the content of policy (policy content) supported by data in skunder and triangulation of data in the previous chapter can be concluded as follows:

1. From the results of the discussion of Interest Affected (interests that influence), the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, in its implementation has not been synergized, and there are still many conflicts of interest between the central government, provinces, and Sabang City itself, it should be with the establishment of Sabang City as a National Tourism Strategic Area (KSPN) under the responsibility of the Directorate of Self-Help of the Ministry of PUPR and the Agency Sabang Area Concession (BPKS) under the Ministry of State-Owned Enterprises and the Aceh provincial tourism program, Sabang City will advance rapidly but cannot be utilized by Sabang City itself so that the Development of Tourism in the State Border Area in Sabang City is very slow to develop because there is no maximum support from the Sabang City government, the community and the private sector.
2. From the results of the discussion of the Type of Benefits (Type of benefits), the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, has provided multiplier effect benefits for the growth of surrounding economic activities such as increasing and adding infrastructure, MSMEs and developing community businesses, the results of fishermen and plantations will be purchased by industry, and there will also be job openings. This requires good coordination between institutions in an area. According to researchers, in an effort to increase success in the tourism sector, especially in Sabang City, good and sustainable cooperation is needed between the Sabang City Regional Government and various parties involved in Sabang City tourism. This aims to increase the visit of tourists, both domestic and foreign; one of these collaborations includes tourism sector entrepreneurs and travel agents.
3. From the results of the discussion on the Extent of Change Envision (The degree of change visualized or to be achieved), the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, namely the advancement of Sabang tourism at the national and international levels by involving the participation of the business world, society, academics, the Aceh Provincial Government, and the central government, the success of the development of the tourism sector can also increase regional revenues that can be used for the welfare of the people of Sabang City and in terms of Human Resources Competence in the Tourism and Culture Office has not sufficiently supported the strategy of developing and managing tourist objects, resulting in many of the tourist attractions that cannot be managed properly even though the tourism potential is able to support the increase in Sabang City PAD if it can be managed properly. For this reason, it is necessary to reorganize the Sabang City tourist area.
4. From the results of the discussion of the Site of Decision Making (location of decision making), the implementation of the tourism development policy for the state border area in Sabang City is the mayor of Sabang City, who is supported by all levels of OPD. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally. Strategies to realize the development of community economic empowerment and tourism products are needed to develop ecotourism and historical themed tourist routes with Banda Aceh, Aceh Besar and Medan, culturally themed and themed nautical halal tourism with leading destinations in Indonesia, develop cruise ship and tourist ship tourism routes themed history, biodiversity, nautical, geotourism, halal tourism, and other themes that have a high significance in an international level with surrounding countries and other countries in the world; and applying and developing standards for environmentally sound management and services and local wisdom values on thematic tourist trails.

5. From the results of the discussion with the Program Implementer (Program Implementer), in implementing this program, the Sabang City government is carrying out infrastructure development and also starting to build extension facilities for the needs of the tourism sector. This must emphasize coordination and collaboration between fellow Regional Apparatus Organizations and between local governments and Area Managers so that there will be no mistakes or shortcomings in preparing supporting factors for the Sabang City tourism area; what has not been able to run is the cooperation between the Sabang City government itself, the central government and the provincial government even though cooperation is the key to the successful development of tourism potential, both cooperation in promotion and cooperation in terms of providing tourism facilities and infrastructure. Thus there must be a policy capable of creating such a climate of cooperation. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally.
6. From the results of the discussion on Resources Committed, the implementation of tourism development policies in the state border area in Sabang City is relatively good, but it needs improvement in human resources, especially in mastering technology and social media in promoting Sabang City tourism, but there are still many obstacles related to budget resources and human resources that cannot be maximized, it is necessary to improve the quality of human resources through counseling, guidance and training and, Arrangement of tourist objects and recreational parks as well as the provision of tourism / recreational facilities and infrastructure as well as Improving the quality of services (services).

4.3 Supporting Factors in the Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province (Content of Policy) Policy Content

Supporting factors from the results of the discussion above that the discussion of the Type of *Benefits* (Type of benefits) implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, has provided multiplier *effect* benefits for the growth of economic activities of the people of Sabang City located around tourist objects such as improving and adding infrastructure, MSMEs and developing community businesses, The products of fishermen and plantations will be purchased by industry, as well as the opening of jobs. From the results of the discussion on the *Extent of Change Envision* (The degree of change visualized or to be achieved), the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, namely the advancement of Sabang tourism at the national and international levels by involving the participation of the business world, society, academia, the Aceh Provincial Government, and the central government, The success of the development of the tourism sector can also increase acceptance an area that can be used for the welfare of the people of Sabang City.

4.4 Content Of Policy Inhibiting Factors

From the results of the discussion are the inhibiting factors, there are 4 dimensions, namely: 1) The *Dimension of Interest Affected* (influencing interests), 2) the *Dimension of Site of Decision Making* (the location of decision making), 3) the *Dimension of the Program Implementer* (Program implementer). and 4) *Resources Committed Dimension*

4.5 Relevant New Model in the Implementation of Tourism Development Policy for State Border Areas in Sabang City, Aceh Province

The relevant new model in implementing the tourism development policy of the state border area in Sabang City, Aceh Province, which the author will put forward, is the result of the development of a theory that is used as a theoretical basis in compiling research concepts and is compiled based on empirical findings that have been described in the previous discussion.

4.6 Theoretical Foundations

This research using grindle policy implementation theory states that "there are two things that determine the success of the policy, namely the policy issue (the content of policy) and the context of the implementation itself (*context of implementation*)."
 Content of policy implementation includes: *Interests affected*; relating to various interests that influence policy implementation. This indicator argues that a policy in its implementation inevitably involves many interests and the extent to which those interests have an influence on its implementation. The type of benefit to be generated (*type of benefit*); In this case, the *Content of the Policy* seeks to show or explain that in a policy, there must be several types of benefits that show the positive impact produced by policy implementation. The desired degree of change (*extent of change envisioned*); How much change is to be achieved through a policy implementation must have a clear scale. The position of policymakers (*site of decision making*); Decision making in a policy plays an important role in implementation, so it must be explained where the decision maker of a policy to be implemented lies. Who is the implementer of the policy (*program implementor*); In carrying out a policy, it must be supported by competent and capable policy implementers for the success of the policy. Deployed or engaged resources (*resources committed*); Policy implementation must be supported by supporting resources so that its implementation runs well.

Meanwhile, the context of implementation includes the power, interests, and *strategies of actors involved*; in the implementation of a policy, it is necessary to also take into account the power, interests, and strategies used, Characteristics of institutions and rulers (*institution and regime characteristics*); the environment in which a policy is implemented also affects the success of implementation, and compliance and *responsiveness*; i.e. compliance and responsiveness of the executor, furthermore, in the Qanun policy of Sabang City Number 9 of 2019, namely the development of tourism in Sabang City as a state border area. Related to the above problems, the author argues that the factor of inter and inter-agency coordination has a considerable influence in achieving the success of the implementation of the Qanun Kota Sabang policy Number 9 of 2019 because coordination allows for the unification of fragmented resource support and mobilizes the participation and active role of multi-stakeholders in achieving the targets or targets of the tourism development policy implementation process. said.

4.7 Empirical Foundations

Regarding the discussion that the author has previously described regarding supporting factors and inhibiting factors inhibiting supporting factors, the supporting factors of the results of the discussion above that in the discussion of the *type* of benefits (types of benefits) for the implementation of tourism development policies in the state border area in Sabang City, Aceh Province, has provided *multiplier effect* benefits. For the growth of economic activities of the people of Sabang City located around tourism objects such as improving and adding infrastructure, MSMEs and developing community businesses, the products of fishermen and plantations will be purchased by industry, and also the opening of jobs. From the results of the discussion of the extent of change *envision* (the degree of change visualized or to be achieved), the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, namely the advancement of Sabang tourism at the national and international levels by involving the participation of the business world, society, academics, Aceh Provincial Government, and the central government, The success of the development of the tourism sector can also increase acceptance an area that can be used for the welfare of the people of Sabang City.

The inhibiting factors content of policy, from the results of the discussion that are the inhibiting factors, there are 4 dimensions, namely: 1) the dimension of interest affected, 2) the dimension of the site of decision making, 3) the *dimension of the program implementer* (program implementer) and 4) the *dimension of resources committed* (resource commitment) attached to the description below:

Interest affected (interests that influence) the implementation of the tourism development policy of the state border area in Sabang City, Aceh Province, in its implementation has not been synergized, and there are still many conflicts of interest between the central government, provinces, and Sabang City itself, it should be with the establishment of Sabang City as a National Tourism Strategic Area (KSPN) under the responsibility of the Directorate of Self-Help of the Ministry of PUPR and the Entrepreneurial Agency The Sabang area (BPKS) under the Ministry of State-Owned Enterprises and the Aceh Province tourism program, Sabang City will advance rapidly but cannot be utilized by Sabang City itself so that the development of tourism in the state border area in Sabang City is very slow to develop because there is no maximum support from the Sabang City government, the community and the private sector.

The site of decision making (decision-making location) for the implementation of tourism development policies in the state border area in Sabang City is the Mayor of Sabang, which is supported by all levels of OPD. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally.

Program implementer (program implementer). In implementing this program, the Sabang City government is carrying out infrastructure development and also starting to build extension facilities for the needs of the tourism sector; this must emphasize coordination and collaboration between fellow Regional Apparatus Organizations and between local governments and area managers so that there will be no mistakes or shortcomings in preparing supporting factors for the Sabang City tourism area, what has not been able to run is the cooperation between the Sabang City government itself, the central government and the provincial government even though cooperation is the key to the successful development of tourism potential, both cooperation in promotion and cooperation in terms of providing tourism facilities and infrastructure. Thus, there must be a policy capable of creating such a climate of cooperation. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally.

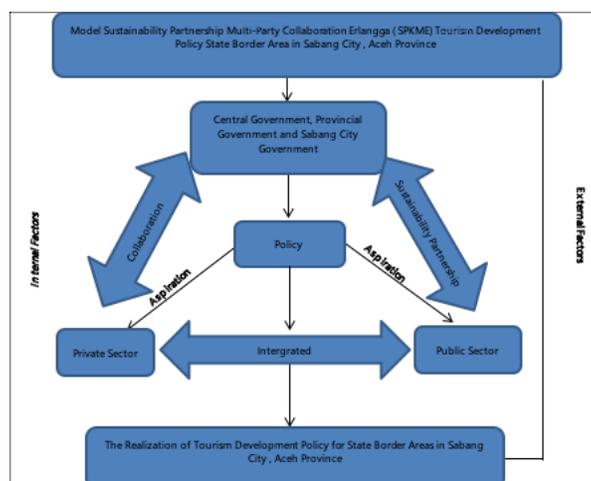
Resources committed (resource commitment) the implementation of tourism development policies in the state border area in Sabang City is relatively good, but it needs improvement in human resources, especially in mastering technology and social media in the promotion of Sabang City tourism, there are still many obstacles related to budget resources and human resources that

cannot be maximized, it is necessary to improve the quality of human resources through counseling, guidance and training, and arrangement of tourism objects and recreational parks as well as the provision of tourism / recreational facilities and infrastructure as well as improving the quality of service (service).

Referring to the description, the researcher offered a new model (*Novelty*) of researchers named the *Erlangga* Multi-Party Collaboration Sustainability Partnership Model (SPKME) for tourism development policies in the state border area in Sabang City, Aceh Province. Where this model, the researcher obtains from data the field during the research and the facts that occur; the Grindle theory is appropriate in this discussion, and there is no criticism related to the theory; it only gives a new meaning developed into a model.

4.8 The new model (novelty) of researchers is the Erlangga Multi-Party Collaboration Sustainability Partnership Model (SPKME) Tourism Development Policy for State Border Areas in Sabang City, Aceh Province

Implementation of tourism development policies in the state border area in Sabang City, Aceh Province, this model researchers obtained from data in the field during the research and the facts that occurred. The Grindle theory is appropriate in this discussion, and there is no criticism regarding the theory, only giving it a new meaning developed into a model. Erlangga Multi-Party Collaboration Sustainability Partnership Model (SPKME) tourism development policy for the state border area in Sabang City, Aceh Province. In its implementation, the government remains in control of determining policies that are adjusted to the scale of priorities and the level of urgency. In addition, communication to policy determination also plays an important role in aligning and understanding policy objectives as parameters of success. The relationship makes it possible to create a mixed policy approach by giving each portion and forming a relationship that is complementary and complementary; between the central government, provincial government, Sabang City government, community, and private sector and creating synergistic relationships in the implementation of the Erlangga Multi-Party Collaboration Sustainability Partnership Model (SPKME), the relationship can be seen from the following model:



Gambar 1
Model Sustainability Partnership

4.9 Advantages and Limitations of Erlangga Multi-Party Collaboration Partnership Sustainability Model (SPKME)

4.9.1 Advantages

The advantages of the Erlangga Multi-Party Collaboration Partnership Partnership Sustainability Model (SPKME):

1. By strengthening institutional capacity and human resources, both central, provincial and Sabang City government officials in the implementation of the Erlangga Multi-Party Collaboration Partnership Partnership Sustainability Model (SPKME) can be a solution that has not been running and slow in the development of Sabang City tourism.
2. Make new policies that can accommodate all parties and are facilitated by the Sabang City government in order to realize the improvement of social welfare, improve services to the community, encourage increased empowerment and mutual cooperation, and increase the income of Sabang City.
3. The Erlangga Multi-Party Collaboration Partnership Sustainability Model (SPKME) can be used especially in the Sabang City government and can be used throughout Indonesia with the same or almost the same regional character as Sabang City.

4.9.2 Limitations Model Sustainability Kemitraan Partnership Kolaborasi Multi Pihak Erlangga (SPKME)

Limitations of the Erlangga Multi-Party Collaboration Partnership Partnership Sustainability Model (SPKME) because the findings of this study are very new and there has been no follow-up from the results of this study, so it is necessary for the Sabang City

government to coordinate with the central government, provincial government and Sabang City which is the object of this study to be able to apply the model that the researcher offers, namely the Partnership *Sustainability Model*. The Erlangga Multi-Party Collaboration Partnership (SPKME) can be applied in Sabang City in particular and in general in the territory of Indonesia which has the same or almost the same character throughout Indonesia.

5. Conclusion

Based on the description of the discussion of the implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, which is the object of specific research that has been stated in the previous chapter, the author can draw conclusions, as follows:

1. The implementation of the tourism development policy for the state border area in Sabang City, Aceh Province, has not been optimal. By indications:
 - 1) From the results of the discussion of Power, interest, and strategy actors *involved* (Power, interests, and strategies of actors involved), implementing tourism development policies in the Sabang City boundary area is the Sabang City Government, and BPKS is the main actor, but the two actors have not been able to run in harmony in the development of Sabang city tourism, especially in terms of communication, coordination, the competence of human resources involved, agreements, commitments and incentives as well as continuity of planning, have not been running optimally in the future requires Synergy from these actors is very crucial to achieve these goals. If the common interests can be accommodated and the development strategy can be implemented in accordance with its ability and credibility, the interests of the tourism sector have not run optimally in the future; it requires tidiness, tourism promotion and the Islamic potential of Sabang City, which makes Sabang City visited by foreign tourists while in terms of the legal umbrella that describes Qanun Qanun Sabang City About the Sabang City Tourism Development Master Plan for 2019-2027, there has been no derivative in the elaboration so in its implementation it is bumped with the Budget.
 - 2) From the results of the discussion of *Institution and regime* characteristics (characteristics of regimes and institutions) the implementation of tourism development policies in Sabang City is strongly influenced by political elements, but Sabang City itself must have a direction and strategy to build an image of tourism as a nautical-based and sustainable world halal tourism destination through the establishment and implementation of an integrated tourism marketing plan with the trade and investment sector and develop marine and halal thematic tourism marketing programs together with tourism in Aceh and Indonesia Provinces, strengthen and develop the function and role of the Sabang City Regional Tourism Promotion Agency as a motor for regional tourism marketing and develop cooperation with the media in building the image of nautical-based world halal tourism destinations and expanding the reach of regional tourist markets, on the one hand the community has the opportunity to improve the sector its economy with the existence of the tourism industry, but on the other hand also faces challenges in the implementation of the world of tourism in Sabang City. Of course, this must be addressed by relevant parties, especially the Sabang City Culture and Tourism Office.
 - 3) *Compliance and responsiveness* From the results of the discussion on *Compliance and responsiveness* (Response and complaints) of the implementation of tourism development policies in Sabang City, the Sabang City Regional Apparatus Organization, as the implementor, has complied with the rules, but efforts to make various changes have still not been realized by several agencies related to the Device Organization, the Sabang City Tourism and Culture Office as the implementer in the policy has to obey the rules, but efforts to make one change and innovation are bumped with several agencies related to human resources and funds, the community also as control or supervision of constructive criticism is highly expected for the advancement of Sabang City tourism development.
2. Supporting and inhibiting factors in the Implementation of Supporting Factors from the results of the discussion above that in the discussion of the *Type of Benefits* (Types of benefits) Implementation of Tourism Development Policies for State Border Areas in Sabang City, Aceh Province, has provided *multiplier effect* benefits for the growth of economic activities of the people of Sabang city located around tourism objects such as improving and adding infrastructure, MSMEs and developing community businesses, the results of fishermen and plantations will be purchased by industry, and also the opening of jobs. From the results of the discussion of the *Extent of Change Envision* (The degree of change visualized or to be achieved) Implementation of the Tourism Development Policy for the State Border Area in Sabang City, Aceh Province, namely the advancement of Sabang tourism at the national and international levels by involving the participation of the business world, society, academics, the Aceh Provincial Government, and the central government, The success of the development of the tourism sector can also increase acceptance an area that can be used for the welfare of the people of Sabang City.

Inhibiting factors from the results of the discussion that are inhibiting factors; there are 4 dimensions, namely 1) *Dimension of Interest Affected* (influencing interests), 2) *Dimension of Site of Decision Making* (location of decision making), 3) *Dimension of Program Implementer* (Program implementer). And 4) The dimensions of *Resources Committed* are attached below: *Interest affected* (interests that affect) the implementation of tourism development policies in the state border area in Sabang City, Aceh Province, in its implementation has not been synergized, and there are still many conflicts of interest between the central government, provinces, and Sabang City itself, it should be with the establishment of Sabang City as a National Tourism Strategic Area (KSPN) under the responsibility of the Directorate of Self-Help of the Ministry of PUPR and the Sabang Regional Business Agency (BPKS) under the Ministry of State-Owned Enterprises and the Aceh provincial tourism program, Sabang city will advance rapidly but cannot be utilized by the city of Sabang itself so that the Development of Tourism in the State Border Area in Sabang City is very slow to develop because there is no maximum support from the city government sabang, the public and the private sector.

The site of decision making (location of decision making) for the implementation of tourism development policies in the state border area in Sabang City is the Mayor of Sabang, which is supported by all levels of OPD. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally.

Program implementers (program implementers) in the implementation of this program, the Sabang City Government is carrying out infrastructure development and also starting to build extension facilities for the needs of the tourism sector; this must emphasize coordination and collaboration between fellow Regional Apparatus Organizations and between local governments and Area Managers so that there will be no mistakes or shortcomings in preparing supporting factors for the Sabang City tourism area, what has not been able to run is the cooperation between the Sabang City Government itself, the central government and the provincial government even though cooperation is the key to the successful development of tourism potential, both cooperation in promotion and cooperation in terms of providing tourism facilities and infrastructure. Thus there must be a policy capable of creating such a climate of cooperation. This lack of coordination causes the results achieved in tourism development efforts to be less than optimal due to the absence of mutual support for each other. The absence of coordination is what must be addressed by the Sabang City Regional Government if it wants the development of the tourism sector to run well and optimally.

Resources committed (resource commitment) implementation of tourism development policies in the state border area in Sabang City is relatively good, but it needs improvement in human resources, especially in mastering technology and social media in the promotion of Sabang City tourism; there are still many obstacles related to budget resources and human resources that cannot be maximized, it is necessary to improve the quality of human resources through counseling, guidance and training, and arrangement of tourism objects and recreational parks as well as the provision of tourism / recreational facilities and infrastructure as well as improving the quality of service (*service*).

3. A new model that relev an in the tourism development policy of the state border area in Sabang City, Aceh Province, the Erlangga Multi-Party Collaboration Sustainability Partnership Model (SPKME). This model the researcher obtained from the data in the field during the research and the facts that occurred, for the Grindle theory, is appropriate in this discussion, and there is no criticism related to the theory only gives a new meaning developed into a model.

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