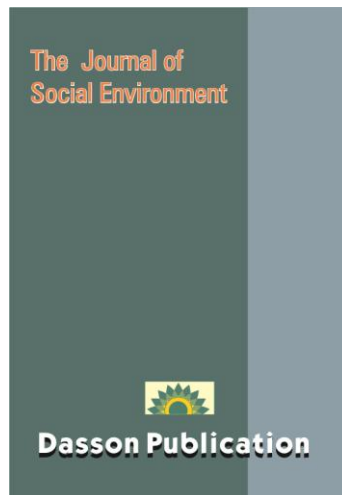


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Collaborative Governance in Transforming the Slum Area to Tourism Village in Malang, Indonesia

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Abstract: This research aims to explore the process of establishing Jodipan village as an area for tourism. Previously, Jodipan Village was not a tourism area, the village consisting of a slum by the Brantas River. This descriptive research utilized observation data collection techniques such as documentation and interviews, it used qualitative data analysis with Nvivo 12 plus. The research results indicate that the policy formation process of Jodipan village, as a tourist destination, has been achieved through a collaborative governance program model formulated by a group of students' from Universitas Muhammadiyah Malang, a University in Malang, Indonesia. The project involved several stakeholders, such as PT. Decofresh, the military, mural community, the local community, the student team, the mass media, and city government officials. In this case, the formulation of the *Kampung Warna Warni Jodipan* development policy, as a sustainable village tourism, needs to prioritize partnerships among the actors concerned through collaborative governance principles.

Keywords: Policy formulation, sustainable tourism, collaborative governance.

1. Introduction

In a community as a state, a village becomes a living area for society. A. C. Nugroho (2009) stated that village characteristics are as follows: (1). The characteristics of the settlements are considered traditional arrangements which were formed prior to modern settlement planning, especially in developing countries such as Indonesia; (2). This settlement typology is at the root of city growth in Indonesia. Therefore, urban area development needs to consider the existence of 'kampung' (Village) as a starting point for a city layout; (3). Kampung becomes the source of a city's civilization, creativity, and culture due to existing conditions and limitations. The local characteristic in the village setting forms the spirit of urbanism according to the society's character, rooted in a sustainable living ideology; (4). By exploring the social, economic, cultural potentials and the settlers' characters, it becomes the basis for the formation of a new paradigm of settlement design in Indonesia, towards the formation of a qualified urban and city layout; (5). The realization of urbanity and sustainable urban space can be achieved by basic principles based on the existence of the urban Village as a living space in an urban society.

Jodipan is an urban village in the middle of Malang City, Indonesia. It was formed without policy engineering and city planning. According to Holston et al. (1989), every state action to govern the slums is very

contradictive to the reality of governing urban areas. The Jodipan village exists due to the urbanization process and people's insistence on seeking urban settlement space. The city's empty spaces became a target for individuals entering the city who changed its use without adequate provision. Therefore, this was vacant land beside the Brantas River (one of the largest and longest rivers in the East Java Province of Indonesia). In addition to the river, this state-owned land became a target for encroachment – by people in need of land - disregarding the existing risks to building a house. Therefore, the Brantas River became crowded, dense, a temporary home and a semi-permanent slum. Eventually, it was to become an unorganized slum with the land still belonging to the state.

Urban villages became a separate issue for the city government; changing the state and legal status to become community property and granting it to the community. This was an easy task for the government. The problems may be well represented by the increasing numbers of villages, a mix of self-help housing that is characterized by informality, disorder, and flexibility Rukmana D, (2018). Nevertheless, the inhabitants' safety becomes vulnerable to the problem of settlement sustainability. The Brantas River banks remain quite safe during normal weather conditions. Unfortunately, the area suffers from strong currents and flooding during periods of heavy rain. The Brantas River banks are prone to flooding and therefore can endanger the surrounding inhabitants' safety². Based on safety concerns, the Malang City government developed a policy to relocate the Jodipan villagers away from the river banks to flatlands in Buring village, Malang.

However, before the relocation policy was implemented, the Jodipan Colorful Village program was established. This provided a dilemma for the Malang City government³. This is described as a dilemma because it seems to be a temporary solution to the Jodipan relocation issue – the choice between continuing the execution of the Jodipan relocation to flatlands and developing Jodipan to become a quality urban village by turning it into a tourist destination.

A. C. Nugroho, (2009) mentioned several principles which may be considered when engineering a quality urban village, such as Kampung Jodipan, among others: (1). Placing the urban village as an integral part of city planning. Ensuring legality and legal certainty of its existence through political power becomes the most influential basis for its improvement and development efforts. A kampung could be considered as a complete society; (2). The principles of new western urbanism, as a physical approach, can be adopted moderately into the New Urban Settlement principles with different criteria and standards of need, with the size adapted to social conditions; (3). Creating linkages between the environments, both through economic and social as well as cultural (macro) and physical (micro) environments, creates a strong social and urban legitimacy for the village's existence; (4). Rediscovering the significance of urban villages, in terms of being historical and meaningful places to determine interventions, should improve their quality; (5) A proportional balance between community participation and the government responsibility in creating a democratic, plural, and tolerant urban dwelling.

The governance approach is an essential key to the successful development of tourism destinations⁴. Tourism is recognized as a potential development mechanism for peripheral rural communities in dealing with various changes and challenges⁵. Based on the Jodipan community, the interrelationship of the integration of urban planning, urbanization solutions, environmental sustainability, and the socioeconomic solution requires a balance between society and the urban government interest in overcoming the problem. Jodipan village was found to be significant as an urban village, in terms of history and location and important in determining the intervention conducted by society and the city government attempting to improve the quality of the Jodipan village⁶. It would be very appropriate for the area to become a tourist destination village.

Kampung Warna Warni Jodipan is a new tourist destination in Malang City. As an innovative idea, at its birth, it received a positive response from the Malang city government. Involvement of Stakeholders in the Development of Tourism Destinations consists of academics, the private sector (business), communities, government, and the media. Each of these stakeholders has a role to play in developing the tourist destinations⁷. The Jodipan slum was initially built on state land beside the Brantas Riverbank, therefore it was about to be demolished. Nevertheless, several mass media, both national and international, featured *Kampung Warna Warni Jodipan* during the process. Malang city government became aware that this new tourist destination is very strategic and must be managed and developed.

A group of students from Universitas Muhammadiyah Malang, led by Nabila, took the initiative in transforming the Jodipan slum into a modern area. Along with seven friends of hers, members of GuysPro, she carried out a course practice on public relations². These students were Ahmad Wiratman, Dinni Anggraeni, Elmy Rukhiatun, Fahd Afdallah, Ira Yulia, Nabila Firdausiyah, Salis Fitria, and Wahyu Fitri. The students, from Year 2013, needed to obtain real clients to be able to execute an idea. These students came up with the idea for *Kampung Warna Warni Jodipan*, which became the pride of the Malang citizens. Eight people belonging to the GuysPro group raised the idea of painting 91 houses of RW 02 RT 07, and 08 in Jodipan Village.

According to data from the Malang City government, Jodipan village is located on the cliff of Kali Brantas. It is one of eleven slums, in Malang. Davis et al., (2016), living in the slum is a rational choice for the urban low classes, both in the economic case and in the ease of mobility to their workplaces - which are located downtown and in the economic zone. Engineering students took inspiration from a settlement in Rio De Janeiro, Brazil. The students received a positive response from the Jodipan community leaders and the citizens. They received support from the corporate social responsibility (CSR) program of the Indiana Paint Company. Regarding this subject, the mass media reported: "The Indiana paint company, or Core, welcomed the idea of Colorful Utilities (*Inti Daya Guna Aneka Warna*), who then became the students' real clients. Through Indiana Corporate Social Responsibility, a program under the name "*Decofresh Warnai Jodipan*" was officially established on May 22, 2016 "(News restoration dated November 18, 2016). Paper ini menjelaskan proses desain, realisasi, dan capaian program. Penjelasan tersebut menggunakan pendekatan kualitatif deskriptif, yang mengacu pada data interview, observasi, dan dokumentasi yang berkaitan dengan topik penelitian ini.

2. Literature Review

Policy Formulation

Policy formulation is the stage of developing a public policy process which aims to solve social problems.(Anderson et al., 2014) suggested that "the formulation of policies concerning answering various alternatives is agreed upon for the problems that developed and its participants. It is a process that is addressed to solve specific problems. Policy formation more accurately refers to the aspect of how public issues come to the attention of policymakers ".

According to (Anderson et al., 2014), the policy issues of Kampung Jodipan are: (1). *Kampung Warna Warni Jodipan* (Jodipan Colorful Village) provides an alternative solution to a slum on state land. The land suffers from erosion and is prone to flooding, therefore, the village was to be demolished. However, it was transformed into a tourist destination; (2). *Kampung Warna Warni Jodipan* tourist destination involved reforming a demoralizing relocation policy, made by the city government, into a guidance that ensures that the village is legalized and transformed into a qualified urban village. (3). *Kampung Warna Warni Jodipan* is a collaborative work between civil society, the private sector, the Malang City government, and the community itself. Therefore, it was included in the city government agenda for setting, formulation, and legitimacy.

Sauka-Spengler et al., (2007) put forward the stages in the formulation of public policy, namely: (1) Definition, which defines the problem as the initial stage of the public policy process. Human beings face problems because there are needs that cannot be met. Public problems are complex. In this case, policymakers often have difficulty distinguishing between the problems and the consequences of the problems; (2). Aggregation is the stage of gathering the people who possess similar thoughts as policymakers, or influencing people to think in the same way about a problem; (3). The organization, which combines people successfully to gather into formal and informal organizations; (4). Representation involves a group of like-minded people addressing the problem to influence policymakers so that the issue can have access to agenda settings; (5). Agenda-setting is the process of selecting a problem to be added into the policy maker's agenda; (6). Formulation is the most critical because a problem can be redefined and acquire unpopular solutions within the society because of the dominance of the policymakers' majority interest. This is due to the policymakers' interaction through negotiation, bargaining, responsiveness, and compromise in choosing alternatives. The formulation also discusses who is carrying out a process and how to implement it; and (7) legitimation, which is the endorsement process of the chosen alternative.

The perspective of policy formulation and an elitist model as a public policy is developed by the official government, directly; while the case of the formulation of *Kampung Warna Warni Jodipan* policy is a model of participatory policy formulation that is more dominantly informal rather than as a municipal program ⁸. Although originally *Kampung Warna Warni Jodipan* was not a Malang City government program, it became a tourist destination. The government had no choice but to regulate it. This tourist destination was included in the agenda-setting and came under the regulation of the Malang city government through Participatory formulation policies.

Sustainable tourism

Understanding Sustainable Tourism Development is a process and a tourism development system capable of ensuring the sustainability or existence of natural resources and socio-cultural life while providing economic benefits to both the present and future generations in order to eradicate poverty ⁹. ¹⁰ add that sustainable tourism has a particular emphasis in three aspects: (1). Preservation of the natural, cultural heritage and traditions of local communities by reducing the intensive and massive context of cultural tourism objects; (2) Reduction of the negative impacts associated with tourism development; and (3). Empowerment of local

communities to enhance their social and cultural life while improving the quality and standard of living of the local communities.

Sustainable tourism planning and development should engage communities optimally, through the deliberation and consensus of those local communities. Johnston (2015) the principle of sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development; a suitable balance must be established between the three dimensions to ensure its sustainability in the long term. This benefit is in encouraging community involvement in CBETM, which will support environmental planning to ensure environment conservation practices among tourists and residents¹². According to¹³, community participation has six criteria, namely: 1). Engaging local communities and other stakeholders in the process of planning and developing tourist objects; (2). Opening and optimizing opportunities for the benefit of the people and to actively participate in tourism activities; (3). Establish partnerships with local communities to monitor and prevent negative impacts; (4). Improving the skills of local communities in related fields and supporting the development of tourism objects; (5). Prioritizing local economic improvements and keep leakage rates as low as possible; (6). Increase people's income. The direct involvement of all tourism development activities is through government programs, involving the community or vice versa. Community initiatives supported by the city government, such as the Jodipan project, are aimed at realizing sustainable tourism. This is called collaborative governance.

Collaborative governance

The concept of collaborative governance has been widely recognized by the public, especially scientists, social, political, and governmental practitioners (Johnston and Brandsen, 2017). The concept of collaborative governance is a concept to solve the problem of profit organization governance and non-profit organization. At present, the management of modern organizations needs to put forward the concept of collaborative governance¹⁴. Through this concept, all kinds of problems faced by the organization can be solved successfully and this concept is considered to realize the vision of the organizational mission effectively and efficiently. The importance of the collaborative as described¹⁴, "One of the opinions on the importance of conducting collaborative governance is the background of organizational development and the growing knowledge and capacity of institutions, or organizations, along with experiences gained from the environment as long as the organization works within a certain timeframe." Many other scientists explain the importance of the concept of collaborative governance in analyzing organizational problems, such as Ansell & Gash (2008)¹⁵, and Everingham et al., (2012). The scholars have been studying the performance of organizational issues by using the concept of collaborative governance.

According to Ansell & Gash, (2008), it is the governmental organizational structure in which government agencies directly invite stakeholders to make decisions jointly in a forum that is formal, consensus-oriented and freedom-oriented, aimed at making or implementing public policy or managing public programs and assets. Furthermore, the concept of collaborative governance emphasizes the involvement of stakeholders in the formulation, implementation, and evaluation of public policies comprehensively¹⁷. Therefore, this research uses the concept of collaborative governance as a framework to describe and design propositions in analyzing and reviewing the formulation of *Kampung Warna Warni Jodipan* Policy in Malang.

3. Methodology

This research focuses on three important aspects: (a) participatory policy formulation, which in formulating the Jodipan colorful tourism village policy from the standpoint of civil society and private sector involvement, is a process that is very dominant. (b). Sustainable tourism, tours that take account of local environmental sustainability, the local community's economic development, local social culture development, and (c). The basis of collaborative governance is the involvement of various actors in realizing the *Kampung Warna Warni Jodipan*.



Figure 1. The Jodipan village tourism view in Malang

Data collecting techniques used the following methods: (1). Observation, the researcher went directly into the community to pay close attention to the studied phenomenon; (2) Documentation, collecting data and information regarding the focus of research through books, journals, mass media, and others; and (3) Interviews, the researchers extracted relevant information from the research focus through interviews with a number of people who knew about the *Kampung Warna Warni Jodipan* establishing process.

This research uses qualitative data analysis conducted as described by ¹⁸(a). Produces field notes (data reduction), in the form of detailed reports, coded for the source data to be traced; (b) encoding data, assigning values, collecting, sorting, clarifying, synthesizing, summarizing, and indexing; (c) Analyzing and interpreting data, processing and categorizing data, searching and finding patterns and relationships, and making general findings. Moreover, qualitative data analysis was conducted in three stages: induction, interpretation and data conceptualization. Those processes are described as follows: (a) The data or information obtained is collected and then classified into groups or data groupings (induction); (b) The data are then analyzed and interpreted to draw conclusions on the problem under study (interpretation); (c) Drawing conclusions on the analysis result regarding the study based on data obtained (conceptualization) ¹⁹.

4. Result and Discussion

Participatory Process in Establishing Jodipan Village as a Kampung Warna Warni tourism

Kampung Warna Warni tourism Jodipan was established at the beginning of May 2016. It was initiated by UMM students performing assignments to conduct *real client* negotiating, bargaining, responding, and compromising. They offered alternatives to transform the Jodipan slum into *Kampung Warna Warni Jodipan*. The Malang City Mayor then established it on September 4, 2016. It all took place during a four-month period. The formulation stages differ from those stated by Jones (2007), which are formal and elitist.

There are seven stages of public policy formulation: (1) Definition, which defines the problem as the initial stage of the public policy process. Human beings face problems because there are needs that cannot be met. Public problems are complex; policymakers often have difficulty distinguishing between problems and the consequences of problems; (2). Aggregation is the stage of gathering people who possess similar thoughts, as policymakers or in influencing people, to think the same way about a problem; (3). The organization, which organizes people successfully to be gathered into formal and informal organizations; (4). The Representation involves inviting a group of like-minded people to influence the policy makers so that the issue can have access to agenda settings; (5). Agenda-setting is selecting a problem for inclusion into the policy maker's agenda; (6). Formulation, is most critical because a problem can be redefined and acquire unpopular solutions in society because of the dominance of the policymakers' majority interest. This is due to policymakers' interaction through negotiation, bargaining, responsiveness, and compromise in choosing alternatives. The formulation also discusses who is to carry out and how to implement a solution; and (7)—legitimation, which is the endorsement process of the chosen alternative.

The public policy formulation concept above is not the same as In *Kampung Warna Warni Jodipan*. The sustainable tourism policy formulation process was conducted in an informal and participatory policy formulation, which is described as follows:

Firstly, define the problem, designing Kampung Warna Warni Jodipan. This first step was conducted using the following method: (1). Team Building with eight Universitas Muhammadiyah Malang Communication Studies students forming a team led by Nabila under the name of Guyspro group - to complete the Public Relations II Course assignment; (2). Brainstorming. The discussion group designed a program related to the task of the course. Through the discussion, they succeeded in formulating an idea for a program to form *Kampung Warna Warni Jodipan*. The idea was inspired by Brazil's Rio de Janeiro; (3). Interpret ideas. The program developed by the team received approval from the lecturer. The Guyspro team relayed their intention to paint Jodipan village to community leaders and some figures representing the Jodipan community.

Secondly, Aggregation of interests. The Guyspro team gathered people with the same mind, among others: (1) Collecting and requesting approval from the Jodipan community and community leaders, they agreed and were enthusiastic about the program as it would improve the Jodipan village appearance from a slum to become a qualified urban village, with a touch of color; and (2) Invite and request facilitation from the Corporate CSR program of Decofresh, an Indiana Paint company, sponsoring and facilitating ideas for the realization of the Jodipan village painting process.

Thirdly, the painting was conducted by the local community, assisted by the army and mural community. Artisans, paid for by the paint company, conducted the finishing touches.

Fourthly, Representation is to invite those who have the same mind to influence policymakers so that the *Kampung Warna Warni Jodipan* can access into the agenda-setting. Roads made through (1) invite the mass

media to popularize *Kampung Warna Warni Jodipan*, through local, regional, national and international mass media. Jodipan is very popular because it is currently a sustainable tourism destination; (2). Invite the Jodipan community leaders and sponsors to visit the Mayor, requesting legalization of *Kampung Warna Warni Jodipan*.

Fifthly, Agenda-setting. Malang city government responded positively to the *Kampung Warna Warni Jodipan*. It was included in the municipal agenda and integrated with the city government program - thematic Village, tourism village, sustainable tourism village.

Sixth, formulation policy. On August 15, 2015, Malang City Government formulated a program in the form of policy through coordination between local government units to create a grand design development for Kampong Warna Warni Jodipan. The formulation was led by the Mayor and accompanied by BAPPEDA (Badan Perencana Pembangunan Daerah) and SKPD (Satuan Kerja Pembangunan Daerah) as well as the Rector of Universitas Muhammadiyah Malang and its staff including the Guyspro Team, the group of students who first initiated the idea of *Kampung Warna Warni Jodipan*.

Seventh, Legitimacy. The legality of this program was stated in: (1). Mayor Abah Anton proclaimed a Malang City Government program on September 4, 2016, which legally-established the sustainable tourism of *Kampung Warna Warni Jodipan*, and (2). This program was promised to be entered in the financing APBD-P (Anggaran Pendapatan Belanja –Perubahan) of Malang City for 2016.

During the establishment of *Kampung Warna Warni Jodipan's* policy, the Malang City Government became the last in responding to the new tourist destination's birth and development. There is a positive aspect to this issue as the policy was developed from community participation in cooperation with the private sector. Therefore, this process is described as a model of participatory policy formulation.

Transforming a Slum into a Qualified Urban Village

The problems faced by the Jodipan community prior to its transformation into a tourism village were: (1). Jodipan is one of the slums in Malang with problems such as: garbage disposed of on land by the Brantas River, sanitation and irregular water, public toilets, irregular house layouts etc.; (2). Jodipan village was supposed to face eviction because it is located on the Brantas River banks. The Brantas River tends to overflow during rain. It would require immediate treatment to ensure safety of the population; (3). Jodipan village was built on state land surrounding the Brantas River. Therefore, the inhabitants have no right to occupy the area.

Previously, Malang City Government had made efforts to solve the Jodipan problems: (1), Socialization of the hazards in occupying the Brantas riverbanks. Nevertheless, the people remained there despite the socializations conducted, (2)—persuasive and harsh warnings reminded the community not to occupy state land. Nevertheless, the citizens and some newcomers continued to build housing by the Brantas river banks for shelter. (3). Demolition and relocation, subsequent to the efforts of the Malang City Government in relocating Jodipan village and its residents. They were offered the chance to occupy flatlands in Buring village. Nevertheless, the program was very complex, complicated, and half-hearted because the Jodipan community was reluctant to move into the flatlands. Therefore, the efforts of the Malang City government failed to be realized successfully. Locals remained on the Brantas river bank and continued to build housing.

Despite Malang City government's failure, a group of Universitas Muhammadiyah Malang students came up with ideas to transform Jodipan slums into a qualified urban village through a colorful kampung design. The idea was from a group of students named Team Guyspro. Stages of formulation and implementation of ideas were undertaken until the formation of the *Kampung Warna Warni Jodipan* was held in a participative and collaborative atmosphere.

Finally, Jodipan slum village was ready to be transformed into a qualified urban village. Therefore, this is one way to turn a slum city town into a qualified urban village. It could be done by transforming it into a new tourist destination. The program offers striking and unique colors. Hence, *Kampung Warna Warni Jodipan* was established. This *tourist destination village* in Malang City not only transformed the Village's appearance, but also changed the behavior of the community in managing the environmental sustainability, cleanliness, order, and regularity of the Village.

The most important aspect to be considered in establishing a quality urban village is a working method that puts the cooperation of all parties together in formulating ideas, planning programs, realizing and maintaining the sustainability of such ideas and programs.

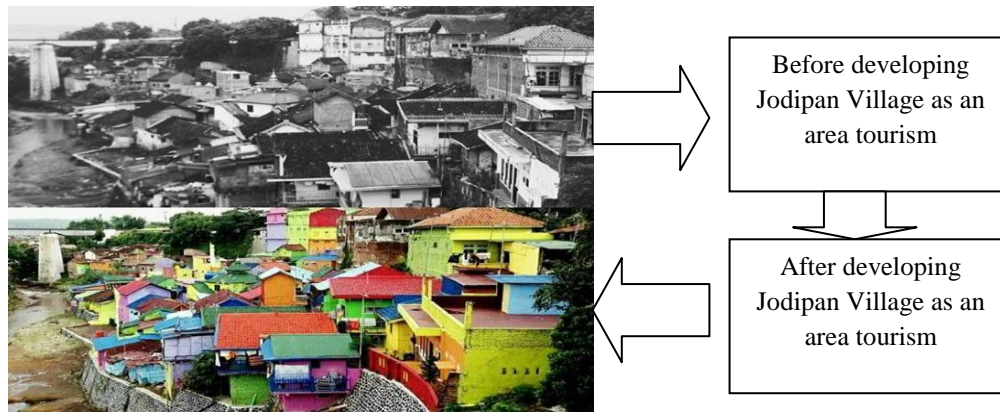


Figure 2. Comparative between Kampong (Village) Jodipan Slum and Kampung Jodipan Qualified

Collaborative governance actors contributing to transforming Jodipan village are Universitas Muhammadiyah Malang Students, Jodipan Community Leaders, Corporate Social Responsibility (CSR) Decofresh, the army, Mural Community, Mass Media, and the Official City Government. They have been working together in collaborative governance and collective action to overcome all the problems faced by the Malang City Government and the Jodipan residents:

1. Jodipan slum was to be demolished, and the residents relocated to the Buring Village. This problem was overcome by transforming Jodipan into a qualified urban village.
2. Establishing Jodipan as an urban village became an integral part of the Malang city planning. Legality and legal certainty of the existence of Jodipan village, which was originally located on state land, was then given to the local community through a political maneuver. It became the most influential base for the efforts of improvement and development.
3. Creating Jodipan as an urban Village was related to environmental sustainability, having economic value for the local community, and paying attention to social cohesion. Furthermore, care was taken in the preservation of local culture, creation of a robust urban society and the social legitimacy of the existence of *Kampung Warna Warni Jodipan*.
4. They set about reinventing the significance of Jodipan as an urban village, in terms of a historical and meaningful place, to determine which interventions should take place to improve its quality, while transforming it into the sustainable tourism destination of *Kampung Warna Warni Jodipan*.
5. The proportional balance between public participation and government responsibility in conserving and developing sustainable *Kampung Warna Warni Jodipan* tourism is a necessity for the local community and Malang city government.

The success of the above collaborative work should be able to maintain Jodipan village as a tourist destination. The society should maintain, preserve, and develop it into a sustainable tourism destination. At the same time, Malang City Government supports it by including it in the city government program and integrating with the city planning budget maintenance. Its sustainability is included in the annual Malang city budget.

Collaborative Governance Transforming a Slum into a Qualified Urban Village.

According to ¹⁴, collaboration can generally be divided into two terms: collaborative processes and normative collaboration. First, collaboration in the sense of a process is a set of institutionalizing or governing activities. There are several institutions involved in both government agencies, non-governmental organizations, including communities and some of the communities in it. Such engagement usually corresponds to the portion of interests and objectives of each activity only and there may also be those involved, overall. Second, collaboration in the normative sense is related to the government's goals or aspirations in interacting with partners. Collaborative governance, in this case, is not only a formal institution, but it can also be a way of behaving (non-government behavior) larger institutions involving themselves in public management during a period of time¹⁴.

The case of *Kampung Warna Warni Jodipan*, according to the collaboration process, was conducted as described in the following aspects: (1). the ideas and initiatives of UMM students (Team GuysPro); (2). A positive response from the Jodipan community and its community leaders; (3). Sponsorship and Facilitation -Corporate Social Responsibility (CSR) Decofresh Indiana Paint Company; (4). Jodipan village painting was conducted by the local community, assisted by the army and the Mural community; (5). *Kampung Warna Warni Jodipan* was popularized by local, regional, national, and international mass media; (6). Regulation and inauguration by Malang City Government.

Moreover, the collaborative governance actors' contribution depends on several aspects: (1). The functions and roles of each actor, (2). Interests and objectives contributing to each activity (3). The actors' involvement duration (stakeholders) whether they were involved from the beginning to the end, or partially, depending on their respective activities. The GuysPro Team, partially or fully involved, in the participatory policy formulation of the sustainable *Kampung Warna Warni Jodipan* tour. While the army was involved only in painting the establishment. The actors' role and functions, portions, duration of engagement, and stages are described in table 1 as follows.

Table 1:

Collaborative Governance Actors, Function, Involvement, and Involvement Duration in Formulating *Kampung Warna Warni Jodipan* Policy

Collaborative Governance Actors (CG)	Roles and Functions	Involvement Degree	Involvement Duration	Policy Formulation Stage
UMM Students (GuysPro)	Initiators of Kampung Warna Warni Jodipan	Full	Initiation to policy formulation	Definition, Aggregation, and Organizing Representative
Jodipan community and leaders	Approval of Establishment	Full	Guyspro team proposal discussion, activity realization, Malang City government policy formulation in supporting the program	Definition, Aggregation, Organizing and Representative
PT Indiana – CSR Decofresh	Facilitation and sponsorship	Partial	Supporting Guyspro team, which received support from Jodipan villagers, through the provision of paint and other supporting materials, to be involved in the formulation of Kampung Warna Warni Jodipan development policy.	Aggregation, Organizing and Representative
Army, mural community, a local citizen	Painting organizer	Partial	Involved in painting Kampung Warna Warni Jodipan, and participated in policy formulation and involved in organizing and managing the Village as a tourist destination.	Representative Organizing
Mass Media	Popularizing	Partial	Publicizing Kampung Warna Warni Jodipan to regional, local, national, and international audiences.	Aggregation Organizing Representative
Malang City Government	Regulating	Partial	Respond and support the existence of Jodipan colorful hometown as part of a tourist destination object in Malang City. In this case, the City Government of Malang conducted the formulation to support the policy of the sustainability of Kampung Wisata Warna Warni Jodipan as a sustainable tourism village.	Agenda setting formulation and legitimation

Source: processed secondary data from various sources

Based on the roles and functions of collaborative governance stakeholders above, the process of establishing, implementing and formulating the development of the *Kampung Warna Warni Jodipan* is implemented based on the principles of collaborative governance, namely: *Firstly*, the bottom up program and participation principle, which is reflected in the emergence of the program. It started with the ideas of a group of students and the involvement of the community and private sector in supporting its realization.

Secondly, Malang City Government responded to the ideas and realization of the program through the action of the Malang City Mayor to coordinate and consolidate all units of regional apparatus (SKPD) in formulating programs and activities and budget to support the sustainability of the *Kampung Warna Warni Jodipan* as a sustainable tourism village in Malang.

Thirdly, the principle of motivation sharing among stakeholders (Guyspro team, Jodipan community, mural community, and government of Malang) in order to strengthen their commitment to support the success of the program implementation. Motive sharing is reflected from every party's mutual interest involved in performing roles and functions according to their respective fields and capacities.

Fourthly, the principle of program sustainability. This principle is reflected in all the stakeholders' shared vision in developing the *Kampung Warna Warni Jodipan*, both in the infrastructure and the development of the tourism village area outside the Jodipan village. Due to the success of *Kampung Warna Warni Jodipan* as a *tourist destination village* in Malang City, all the stakeholders, especially Malang City Government, conducted spatial planning more extensively. It was conducted through the development of tourism infrastructure in Jodipan village, such as planning an intercity bridge between Jodipan and the water tourism on the edge of the Brantas river banks in the Jodipan village area. Besides, the collaborative work of the stakeholders of the *Kampung Warna Warni Jodipan* community resulted in the establishment of the three-dimensional Village (the *kampung tridi*) and *Kampung Putih* (Putih Village) in Klojen, which is now at the completion stage.

The principles of the collaborative work of stakeholders above are illustrated through the following chart.

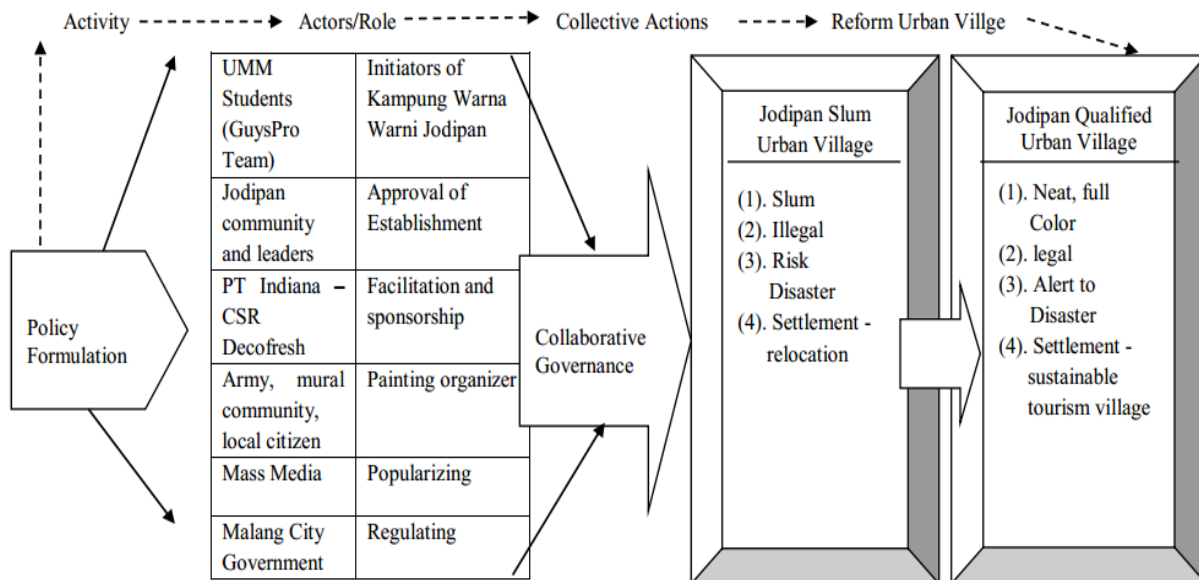


Figure 3. Transforming the slum of *Kampung Jodipan* (Jodipan village) into a quality urban village.

In short, the chart above shows that the formation of the *Kampung Warna Warni Jodipan*. The planning, implementation, and development of the *Kampung Warna Warni Jodipan* was conducted on the principles of collaborative governance as described above. This collaborative working model has a positive impact on the existence of the *Kampung Warna Warni Jodipan* as a sustainable tourism village. The findings are in line with the concepts of collaborative governance which affirm that a program or public policy will be effective and sustainable if the program or policy is formulated and implemented by involving all the relevant parties.

5. Conclusion

Turning a slum town into a qualified urban village could be conducted by shaping it into a new tourist destination by giving it a touch of striking and unique colors such as *Kampung Warna Warni Jodipan* (Jodipan Colorful Village), through the work of collaborative governance. Collaborative governance actors who have contributed greatly to the role of Jodipan village are UMM students (Guyspro Team), Jodipan community leaders, Corporate Social Responsibility (CSR) Decofresh, the army, mural community, mass media, and Malang city government.

Collaborative action carried out by the actors above resulted in positive results in solving the problems faced by villagers of Jodipan and the Malang City Government; such as *Firstly*, the Jodipan slum was to be demolished and the residents relocated to Buring Village. This problem could be overcome by transforming Jodipan into a qualified urban village. *Secondly*, establishing Jodipan as an urban village that became an integral part of Malang city planning. Legality and legal certainty of the existence of Jodipan village, which initially stood on state land, was then given to the local community through political maneuvering. It became the most influential base for the efforts of improvement and development.

Thirdly, Creating Jodipan as an urban village is linked to environmental sustainability, has economic value added for a local community, and pays attention to social cohesion and the preservation of local culture, to create strong social and urban social legitimacy in the existence of *Kampung Warna Warni Jodipan*. *Fourthly*, rediscovering the significance of Jodipan as an urban village in terms of historical and location significance, to determine how the intervention should be conducted in improving its quality by making it become a sustainable tourism destination. *Fifthly*, the proportional balance between public participation and government responsibility in conserving and developing the sustainable tourism of *Kampung Warna Warni Jodipan* is a necessity for the local community and Malang city government.

Based on the research findings, the achievements above were obtained through the active participation of all parties involved in carrying out roles and functions according to each party's capacity and resources based on collaborative governance principles. It is participation, responsiveness, motivation sharing, and sustainability. Therefore, the researchers conclude that the existence of the *Kampung Warna Warni Jodipan*, at present and in the future, will largely depend on the collaborative work strategy applied. The researcher hopes that the collaborative work (collaborative governance principles) is desirable to develop a sustainable *Kampung Warna Warni Jodipan*.

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