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 area tourism. Before Jodipan Village as a tourism area, the Village is a slum area of Brantas River. This descriptive research utilized observation data collection techniques such as documentation and interviews and by using qualitative data analysis with Nvivo 12 plus. The research result indicates that the policy formation process of Jodipan village destination has been done through a collaborative governance model program formulated by a group of students' Universitas Muhammadiyah Malang, a university in Malang Indonesia. It involved several stakeholders, such as PT. Decofresh, Soldiers, mural community, local community, student team, mass media, and city government officials. In case, the formulation of the Kampung Warna Warni Jodipan development policy as sustainable village tourism needs to prioritize by partnerships among the actors concerned through collaborative governance principles.

Keywords

Policy formulation, sustainable tourism, collaborative governance

Introduction

In a community as a state, a village is becoming a living area for society. A. C. Nugroho (2009) states that village characteristics are as follows: (1). The characteristics of living settlements are considered traditional settlement arrangements 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 areas development needs to consider the existence of kampung (Village) as a starting point of city layout; (3). Kampung becomes the source of city civilization, creativity, and culture due to existing conditions and limitations. The local characteristic in the village setting forms the spirit of urbanism according to society's character, rooted in a sustainable living ideology; (4). By exploring the social, economic, and cultural potentials and 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; and (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 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 with reality in 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 to change its fate without adequate provision. Therefore, vacant land by Brantas River (one of the largest and longest rivers in East Java Province, Indonesia). In addition to the river, the State Land becomes a target for encroachment –for people in need of land - disregarding existing risks to build a house. Therefore Brantas River becomes a crowded, dense, temporary home, and semi-permanent slum. It eventually becomes an unorganized slum whose land ownership still belongs to the state institution.

Urban villages became a separate issue for city government; changing state and legal status to community property and granting it to the community is an easy task for the government. These problems may be well represented by the increasing number of villages, a mix of self-help housing characterized by informality, disorder, and flexibility Rukmana D, (2018). Nevertheless, inhabitants' safety becomes vulnerable to settlement sustainability. Brantas River banks retain their condition in normal weather conditions. Unfortunately, it would suffer from High River current and floods during heavy rains. Brantas River banks are prone to floods and therefore endangers surrounding inhabitants' safety (Utami et al., 2014). Based on safety conditions, Malang City government created a policy to relocate Jodipan villagers from river banks to flatlands in Buring village, Malang.

Nevertheless, before the relocation policy was implemented, the Jodipan Colorful Village program was established. It became a dilemma for the Malang City government (Purnamasari et al., 2016). It is mentioned dilemma because this seems to be a temporary solution Jodipan relocation issue – there were choices between continuing the execution of Jodipan relocation to flatlands or making Jodipan a quality urban village by turning it into a tourist destination village.

A. C. Nugroho, (2009) mentioned several principles that should be considered when engineering a quality urban village as Kampung Jodipan, among others: (1). Placing the urban Village as an integral part of urban planning. Ensuring

legality and legal certainty of its existence through political power becomes the most influential basis for its improvement and development efforts. Kampung could be considered a whole 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 and size adapted to social conditions; (3). Creating linkages between the environments both through economic, social as well as cultural (macro) and physical (micro) environments creates strong social and urban legitimacy in the Village's existence; (4). Rediscovering the significance of urban villages in terms of historical and meaningful places to determine interventions should improve their quality; (5) A proportional balance between community participation and government responsibility in creating a democratic, plural, and tolerant urban dwelling.

The governance approach is an essential key to the successful development of tourism destinations (Bramwell et al., 2017). Tourism is recognized as a potential development mechanism for peripheral rural communities encountering various changes and challenges (Keyim, 2018). Based on the Jodipan community, interrelationship with the integration of urban planning, urbanization solution, environmental sustainability, and the socioeconomic solution has a balanced relationship between society and the urban government interested in overcoming the urban problem. Jodipan village is found significant in urban Village in terms of history and location significance to determine intervention conducted by society and city government to improve Jodipan village quality (Setyono & Cahyo, 2017). It would be very appropriate if the area becomes a tourist destination village.

Kampung Warna Warni Jodipan is a new tourist destination in Malang City. An initiative idea and its birth 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 tourist destinations (Prakasa et al., 2019). Jodipan slum was initially built on state land by Brantas Riverbank, therefore it was about to be demolished. Nevertheless, several mass media, national and international, features *Kampung Warna Warni Jodipan* in the process. Malang city government realized that this new tourist destination is very strategic to 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 carried out course practice or public relations 2. These students were Ahmad Wiratman, Dinni Anggraeni, Elmy Rukhiatun, Fahd Afdallah, Ira Yulia, Nabila Firdausiyah, Salis Fitria, and Wahyu Fitri. The students from the Year 2013 are required 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 Malang citizens' pride. Eight people belonging to the GuysPro group had raised the idea of painting 91 houses of RW 02 RT 07, and 08 in Jodipan Village.

According to data from Malang City government, Jodipan village is located on the cliff of Kali Brantas. It is one of 11 slums Malang. Davis et al., (2016), living in the slum is a rational choice for the urban low classes, both in the economic and the ease of mobility to the workplace -which is located in downtown and economic zone. Engineering students took inspiration from a settlement in Rio De Janeiro Brazil. Engineering students received a positive response by Jodipan community leaders and citizens. They have been supported by the corporate social responsibility (CSR) program of Indiana Paint Company. Regarding this issue, the mass media reported as follows: "An Indiana paint company or Core greeted the idea for Colorful Utilities (*Inti Daya Guna Aneka Warna*), who became the students' real clients. Through the Indiana Corporate Social Responsibility, the program under the name of "*Decofresh Warnai Jodipan*" was officially established on May 22, 2016 "(News restoration dated November 18, 2016).

In short, *Kampung Warna Warni Jodipan* has been established and has been inaugurated by Malang City Mayor on September 4, 2016. Nevertheless, there are issues that arise following the establishment.

Firstly, whether or nor the establishment of *the Kampung Warna Warni Jodipan* tourism policy can be seen from three aspects: (a) Original idea of transforming Jodipan slum villages into a colorful village, (b) Supporting the local community to realize *Kampung Warna Warni Jodipan*. It later became thematic Jodipan village to a *tourist destination village*, (c) the involvement of civil society and the private sector in realizing *Kampung Warna Warni Jodipan*. Nevertheless, in the end, the Malang city government must form regulations regarding this issue. This process is essentially a formulation of a participative policy from a perspective where stakeholders have a very dominant role in realizing this collaborative program.

Secondly, the continuation of *Kampung Warna Warni Jodipan*. Whether the Village could become a qualified tourism destination when local, regional, national, and even international tourists visit. When Jodipan turns into a tourist destination, it can be a sustainable tourist destination with attention to aspects of environmental sustainability, local economic growth, and Jodipan cultural development.

Thirdly, the initiator of *Kampung Warna Warni Jodipan* were students of UMM. They received a positive response from the Jodipan community and leaders, sponsored and facilitated in paints by Corporate Social Responsibility (CSR) Decofresh. The painting process involved the local community, army, and viral community, popularized by various local media, on Regional, national and international levels. The city government elevated it to a city government program, thereby the creative work of *Kampung Warna Warni Jodipan* called collaborative work - Collaborative Governance.

Literature Review

Policy Formulation

Policy formulation is a stage of making public policy process that 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 developed and its participants. It is a process that is specifically addressed to solve specific problems. While policy formation more refers to the aspect of how public issues become 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) is an alternative answer on the slum on state lands. The land is eroded and prone to flooding. It was to be demolished. Instead, it was transformed into a tourist destination; (2). *Kampung Warna Warni Jodipan* tourist destination involved reformed demoralizing and relocation policy made by the city government into guidance that ensures said 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, and Malang City government, and the community itself. Therefore it was included in city government agenda 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 can not be met. Public problems are complex. In this case, policymakers often have difficulty distinguishing between problems and consequences of problems; (2). Aggregation is the stage of gathering people who possess similar thoughts as policymakers or influencing people to think the same way about a problem; (3). The organization, which organizes people successfully gathered into formal and informal organizations; (4). The Representation involved a group of like-minded people to the problem to influence policymakers so that the issue can be accessed to agenda settings; (5). Agenda-setting is are selecting a problem into the policy maker's agenda; (6). Formulation, which is the most critical, because the problem can be redefined and acquired unpopular solutions in society because of the dominance of policymakers' majority interest. This is due to policymakers' interaction through negotiation, bargaining, responsiveness, and compromise in choosing alternatives. The formulation also discusses who is carrying out and how to implement; and (7) legitimation, which is the endorsement process of the chosen alternative.

The perspective of policy formulation and elitist model as a public policy is developed by the official government directly, while for 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 (Sauka-Spengler et al., 2007). Although originally *Kampung Warna Warni Jodipan* was not initially Malang City government program, it became a tourist destination. The government had no choice but to regulate it. This tourist destination was included in agenda-setting and became a regulation of the Malang city government through Participatory formulation policies.

Sustainable tourism

Understanding Sustainable Tourism Development is a process and tourism development system capable of ensuring the sustainability or existence of natural resources and socio-cultural life and providing economic benefits to present generations to future generations to eradicate poverty (Wade, 2004). (Bunakov et al., 2015) add that sustainable tourism has a particular emphasis on three aspects: (1). Preservation of the natural, cultural heritage and traditions of local communities is by reducing the intensive and massive context of cultural tourism objects; (2) Reduction of the negative impacts associated with tourism development; And (3). Empower local communities to enhance their social and cultural life to improve the quality and standard of living of local communities.

Sustainable tourism planning and development should engage communities optimally through deliberation and consensus of local communities. Johnston (2015) The principle of sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between the three dimensions to ensure its sustainability in the long term. This benefit is encouraging community involvement in CBETM, which will support environmental planning to ensure environment conservation practices among tourists and residents (Masud et al., 2017). According to (Chanin et al., 2015), community participation has six criteria, namely: 1). Engaging local communities and other stakeholders in the process of planning and developing tourist objects; (2). Opening opportunities and optimizing opportunities for people to benefit and 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 lowering 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 case, in 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 governance (Ansell & Gash, 2008). Through this concept, all kinds of problems faced by the organization can be solved well, and this concept is considered to realize the vision of organizational mission effectively and efficiently. The importance of collaborative as described (Ansell & Gash, 2008) is "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), (Emerson et al., 2012), and Everingham et al.,

(2012). The scholars have been doing performing on organizational issues by using the concept of collaborative governance.

According to Ansell & Gash, (2008), it is a 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 comprehensively (Bissell et al., 2011). 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.

Methodology

This research focuses on three important aspects: (a) participatory policy formulation, which in formulating Jodipan colorful tourism village policy from the standpoint of civil society and private sector involvement process 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 some people who knew about *Kampung Warna Warni Jodipan* establishing process.

This research uses qualitative data analysis conducted by methods as described by (Hashimov, 2015) (a). Produces field notes (data reduction), in the form of detailed reports, with it 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 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 be drawn conclusions on the problem under study (interpretation); (c) Drawing conclusions on analysis result regarding the study based on data obtained (conceptualization) (Rogers et al., 2020).

Result and Discussion

Participatory Process in Establishing Village Jodipan 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 offer alternatives to transform Jodipan slum into *Kampung Warna Warni Jodipan*. Malang City Mayor then established it on September 4, 2016. It happened in four months' time. The formulation stages differ from those of Jones stated (2007), which are formal and elitist.

There are seven stages of the 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 can not be met. Public problems are complex; policymakers often have difficulty distinguishing between problems and consequences of problems; (2). Aggregation is the stage of gathering people who possess similar thoughts as policymakers or influencing people to think the same way about a problem; (3). The organization, which organizes people successfully gathered into formal and informal organizations; (4). The Representation involved inviting a group of like-minded people to the problem to influence policy makers so that the issue can be accessed to agenda settings; (5). Agenda-setting is are selecting a problem into the policy maker's agenda; (6). Formulation, which is the most critical, because the problem can be redefined and acquired unpopular solutions in society because of the dominance of policymakers' majority interest. This is due to policymakers' interaction through negotiation, bargaining, responsiveness, and compromise in choosing alternatives. The formulation also discusses who is carrying out and how to implement; 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* sustainable tourism policy formulation process 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 eight Universitas Muhammadiyah Malang Communication Studies students formed 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 in the form of 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. Guyspro Team relayed their intention to paint Jodipan village with 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 Jodipan community and community leaders, they agreed and were enthusiastic about the program as it would improve Jodipan village appearance from a slum to qualified urban Village with a touch of color; and (2) Invites and requests facilitation from Corporate CSR program of Decofresh, an Indiana Paint company sponsoring and facilitating ideas for the realization of Jodipan village painting process.

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

Fourthly, Representation is to invite those who have the same mind to influence policymakers so that the *Kampung Warna Warni Jodipan* can be accessed into the agenda-setting. Roads made through (1) Invite the mass media to popularize *Kampung Warna Warni Jodipan*, both local, regional, national and international mass media, so Jodipan is very popular because it is currently a sustainable tourism destination; (2). Invite Jodipan community leaders and sponsorship to visit the Mayor, requesting legalization on *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 setting and integrated with the city government program - thematic Village, tourism village, sustainable tourism village.

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

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

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

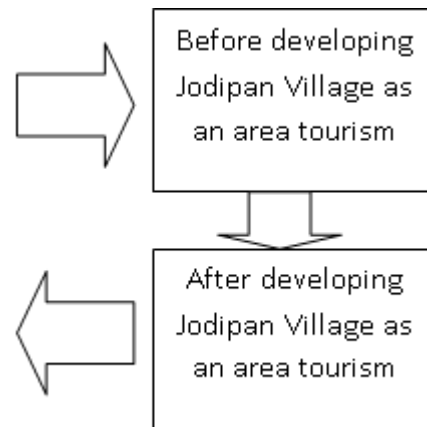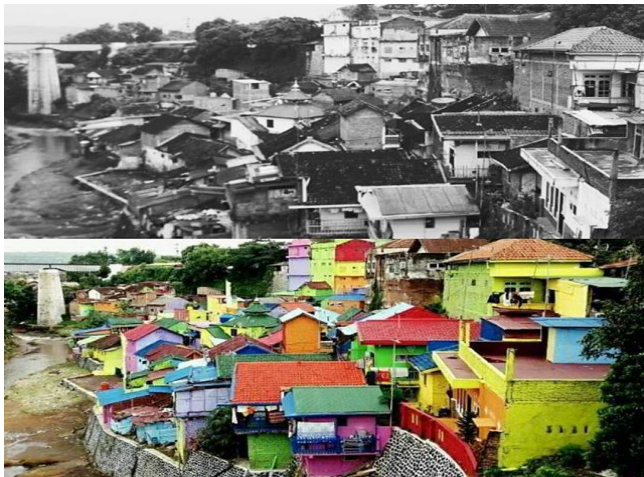## Transforming Slum into Qualified Urban Village

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 described as follows: garbage was disposed of on lands by Brantas River, sanitation, and irregular water, public toilet, irregular house layout etc.; (2). Jodipan village was supposed to be evicted because it's in Brantas River banks. Brantas River tends to overflow during rains. It would require immediate treatment to ensure denizen safety; (3). Jodipan village was built on state lands surrounding Brantas River. Therefore the inhabitants have no right to occupy the area.

Previously, Malang City Government has made efforts to solve Jodipan problematics: (1), Socialization of hazards in occupyingBrantas riverbanks. Nevertheless, the denizen remained there despite socializations conducted, (2)—persuasive and harsh warning reminding the community not to occupy state lands. Nevertheless, the denizens and newcomers continue to build housings by Brantas river banks due to shelters (3). Demolition and relocation, subsequent efforts by Malang City Government relocating Jodipan village and its residents. They were offered to occupy flatlands in Buring village. Nevertheless, the program is very complex, complicated, and half-hearted because the Jodipan community is reluctant to move into flatlands. Therefore, the efforts of the Malang City government failed to be realized successfully. Locals remained in the Brantas river bank vicinity and continue to build housings.

Despite Malang City's government 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 until the formation of the *Kampung Warna Warni Jodipan* is held in a participative and collaborative.

Finally, Jodipan slum village can be transformed into a qualified urban village. Therefore, 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. This program offers striking and unique colors. Hence *Kampung Warna Warni Jodipan* was established. This *tourist destination village* in Malang City not only transforms the Village's appearance but also changes the behavior of the community in managing environmental sustainability, cleanliness, order, and regularity of the Village.

The most important aspect of being considered in establishing a quality urban village is a working method that puts the cooperation of all parties together in formulating ideas, planning programs, and 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 contribute to transforming Jodipan village are Universitas Muhammadiyah Malang Students, Jodipan Community Leaders, Corporate Social Responsibility (CSR) Decofresh, army, Mural Community, Mass Media, and Official City Government. They have been working together by collaborative governance and collective action to overcome all the problems faced by Malang City Government and Jodipan residents:

1.   Jodipan slum was to be demolished, and residents relocated the Buring Village. This problem was overcome by transforming Jodipan into a qualified urban village.

2.   They were establishing Jodipan as an urban Village became an integral part of Malang city planning. Legality and legal certainty to the existence of Jodipan village, which originally states land, was then given to the local community through the political maneuver. It became the most influential base on the efforts of improvement and development.

3.   Creating Jodipan as an urban Village related to environmental sustainability, having economic value for the local community, and paying attention to social cohesion is as well as the preservation of local culture, to create a robust urban society and social legitimacy on the existence of *Kampung Warna Warni Jodipan*.

4.   They are reinventing the significance of Jodipan as an urban village in terms of a historical and meaningful place to determine which interventions should be done in improving its quality, which is transforming it into a sustainable tourism destination *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 and supports it by including it in the city government program and integrating with the city planning budget maintenance. Its sustainability is included in the Malang city budget in an annual budget.

Collaborative governance Transforming Slum into Qualified Urban Village.

According to (Ansell & Gash, 2008), 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/institutions involved in both government agencies, non-governmental organizations, including communities and some 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 as a whole. Second, collaboration in the normative sense is related to the government's goals or aspirations in interacting with partners or 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 in involving themselves in public management during a period (Ansell & Gash, 2008).

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 Jodipan community and 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, collaborative governance actors' contribution depends on several aspects: (1). the functions and roles of each actor, (2). Interests and objectives contribution to each activity (3). Actors' involvement duration (stakeholders) whether they were involved from the beginning to the end orpartially depending on their respective activities. GuysPro Team led byor partially 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. Regarding actors' role and functions, portions, duration of engagement, and the stage are described as table 1 following.

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 Indiyana – 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 paintingKampung 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 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 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 smutual 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 stakeholders' shared vision in developing the *Kampung Warna Warni Jodipan*, both in the infrastructure and the development 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 villages, such as planning the

intercity bridge between Jodipan and water tourism on the edge of Brantas river banks in the Jodipan village area. Besides, the collaborative work of 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.
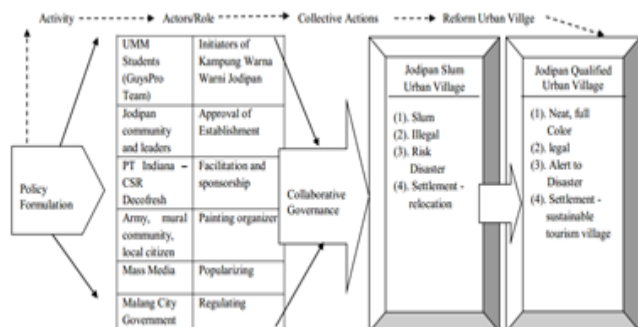

Figure 3. Transforming the slum of *Kampung Jodipan* (Jodipan village) into a quality urban village.

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 the relevant parties.

Conclusion

Turning a slum town into a qualified urban village could be conducted by shaping it into a new tourist destination by giving 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, and 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 Jodipan and Malang City Government; such as *Firstly,* the Jodipan slum was to be demolished and 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 to the existence of Jodipan village, which initially states land, was then given to the local community through the political maneuver. It became the most influential base on 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 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 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 sustainable tourism of *Kampung Warna Warni Jodipan* is a necessity for the local community and Malang city government.

Based on 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, sustainability. Therefore, the researchers conclude that the existence of the *Kampung Warna Warni Jodipan* on at present and in the future will largely depend on the collaborative work strategy applied. The researcher hopes that collaborative work (collaborative governance principles) is desirable to develop a sustainable *Kampung Warna Warni Jodipan*.

Acknowledgments

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