

Collaboration Between Actors in the Management of Colorful Jodipan Village Tourism in Malang City

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Article Info	Abstract
<p>Article history:</p> <p>Received: June, 06, 2035 Revised: June 08 2025 Accepted: June, 15, 2025</p> <hr/> <p>Keywords:</p> <p>Collaboration; Jodipan Colorful Village; Community-Based Tourism; Governance</p>	<p><i>Jodipan Colorful Village (KWJ) is one of the community-based tourism destinations managed by the Malang City Government through cross-sectoral collaboration. This tourist destination serves as an interesting example of how collaboration among various actors can play a role in transforming residential areas into city tourism icons. This article aims to examine the forms, dynamics, and effectiveness of inter-actor collaboration in the management of KWJ, focusing on the roles of the Malang City Office of Youth, Sports, and Tourism, the Jodipan Urban Village Tourism Awareness Group (Pokdarwis), as well as the involvement of local communities and private sector partners. This research employs a descriptive qualitative method through a case study approach, using data collection techniques such as in-depth interviews, field observations, and policy document reviews. The study analyzes the collaborative tourism management using the analytical framework of Governance Network Theory proposed by Klijn and Koppenjan (2012). The results show that the collaboration among actors in KWJ has been formed in a collaborative yet informal manner, with an imbalanced distribution of roles, as local communities and residents have predominantly been the main driving force in managing the tourism area.</i></p>
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A. Introduction

The Jodipan Colorful Village (KWJ) in Malang City has become an icon of urban tourism in Indonesia. This village was originally a slum on the banks of the Brantas River and has now managed to turn into an attractive tourist destination. This is thanks to collaboration between the government, the community and the private sector. Since its transformation in 2016, KWJ has attracted the attention of many tourists. This phenomenon reflects how the collaboration of various parties can have a positive impact in the management of tourist destinations, community empowerment, and improving the local economic sector (Putri Lie & Anom, 2021).

Although the revitalization and management efforts of this tourist area can be categorized as successful, the management of KWJ cannot be separated from various problems. One example is the issue of environmental sustainability in the tourist area (Yunita et al., 2021). The increasing number of tourist visitors causes negative impacts on the environment and overlaps (*overlap*) in tourism management between local communities, tourism managers, and the government. In addition, cooperation between various parties including local governments, tourism managers, and the community is still not fully optimal. In some cases, there is still a gap between policy planning and implementation on the ground, which leads to a mismatch between the revitalization goals and their impacts.

In line with previous research, the empirical problem that arises from the management of the Jodipan Colorful Village is the imbalance between the increasing number of visitors and the capacity of the infrastructure and available resources. In some cases, the increase in the number of tourists even causes environmental degradation, as well as reduces comfort for people living around tourist areas (Yunita et al., 2021). The purpose of this study is to analyze the model and role of inter-actors in local government collaboration in tourism management of Jodipan Colorful Village using the Governance Network Theory proposed by Klijn, E. H., & Koppenjan.

B. Literature Review

This study examines community-based tourism management using *Governance Network Theory* with a research locus in Kampung Warna-Warni Jodipan, Malang City. Therefore, this literature review focuses on two main focuses, namely the application of *Governance Network Theory* and the practice of local government networks. *Governance Network Theory* initiated by Klijn and Koppenjan in 2012 which is present as an antithesis to the existing model of government which is *top down*, bureaucratic, and centralistic (Hafiani Septi Yendri et al., 2024). The following will explain the concept *Governance Network Theory* in analysis *Study Case* the relationship between actors in the management of the Jodipan Colorful Village in figure 1:

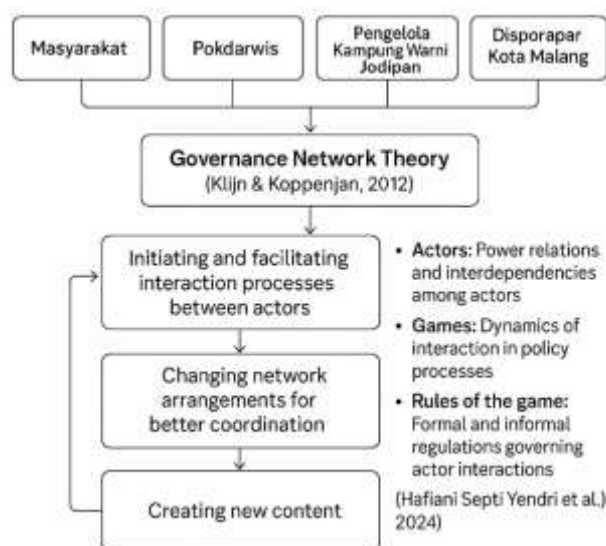


Figure 1. Governance Network Theory *Framework* in the Role of Actors Between Actors in Managing Jodipan's Colorful Villages

In accordance with figure 1 which contains a framework for thinking in examining the issue of revitalization in the management of the Jodipan Colorful Village (KWJ), the researcher uses an analysis of the *Networking Governance* which is divided into three stages. First *initiating and facilitating interaction processes between actors* or the process of orientation and facilitation of the interaction process between actors involved in the revitalization and management of the Jodipan Colorful Village (KWJ). Second *changing network arrangements for better coordination* or the process of creating and revising network arrangements for better coordination between actors. Third *Creating New Content* or the creation of new content that can be in the form of a system, *Event*, as well as infrastructure (Klijn, E. H., & Koppenjan, 2012).

Governance Network Theory was chosen because it has strong relevance in studying *the* case study of the governance of Kampung Warna-Warni Jodipan, Malang. This is because in the analysis of *networking governance*, there is a process of *initiating and facilitating interaction processes between actors* that analyzes the roles between actors in the form of local communities that initiate cross-sectoral interactions between the people of Jodipan Village, the Malang City Government, and the private sector. Then in the process of *changing network arrangements for better coordination*, there is a transformation of the coordination pattern between actors from what used to be informal to a more organized collaborative structure, with the division of roles such as coordinators, facilitators, policy implementers, and sponsors. Finally, in the process of *creating new content*, there is the creation of new values in community-based tourism management, such as the development of thematic village *branding*, consensus on internal rules, and innovations in KWJ management in strengthening local identity.

C. Research Methods

This study uses a qualitative method with a descriptive research type with data collection techniques in the form of in-depth interviews, and policy document studies. According to Bogdan and Biklen in (Sugiono, 2013) Qualitative descriptive research is a collection of data that is descriptive, in the form of words and images. The purpose of this study is to examine the form, dynamics, and collaboration between actors in the management of KWJ, focusing on the role of the Malang City Tourism Office and the Jodipan Village Pokdarwis, as well as the extent of the involvement of private partners. The location of the research is in Kampung Warna-Warni Jodipan, Malang City. The reason the author chose the research location is because the perspective of the Jodipan Colorful Village offers a unique combination of social phenomena, cross-sectoral collaboration, and successful tourism management that can be the subject of in-depth analysis within the framework of the study of government networks.

This research was prepared using sharp, critical, and in-depth case study analysis where the selected case studies allow comprehensive exploration using the analysis knife of *Governance Network Theory* by Kleijn and Kopenjjan (2012) in the context of the management of the Jodipan Colorful Village (KWJ) which focuses on revitalizing and managing slum areas into well-known tourist villages on a regional scale. national, even international.

Primary data was obtained from interviews and documentation, while interviews were conducted with key sources from the Tourism Office, local communities, and tourism parties. The secondary data in this study was obtained from previous books, journals, and articles related to research topics regarding collaboration between actors in the management of tourist areas. In order to ensure the validity of the data collected in this study, the researcher uses the source triangulation technique, namely by systematically synchronizing similar data from several data sources whose information is dug up.

D. Results and discussion

Three Elements in *Governance Network Theory*

Network governance is understood as a strategy carried out by actors to influence the interaction process and can be in the form of collective action in an effort to produce *Outcome* in the form of solutions, policies, and (Klijn, E.-H., Koppenjan, J. F. M., Klijn, E. H., & Koppenjan, 2000). *Theory Network Governance* Klijn and Koppenjan are characterized by the use of the concept *actors, games, and rules of the game*. Klijn and Koppenjan (2012) explain that in building a *Network Governance*, the collaboration process will include a variety of actors who have different responsibilities and authorities.

Actor

In the context of *Governance Network Theory* and the results of the interpretation of primary and secondary data found, the relationship between actors in the governance of Kampung Warna-Warni Jodipan (KWJ) shows power inequality and dependency where dominance is not only determined by formal legality, but also control over resources and social networks. The following are the actors involved in the management of KWJ:

a) Colorful Village Management of Jodipan and Pokdarwis (Tourism Awareness Group)

Based on an interview with Mr. Soni Parin as the Chairman of RW as well as the head of the management of KWJ, it is known that the role of the people of Jodipan Village has been dominant since the beginning of the formation of the tourist area. Mr. Soni is responsible as a communicator and liaison between the people of Jodipan and external parties such as the Tourism Office, the private sector, and academics. In addition, in his role as the main leader, he usually coordinates the village community service work schedule, repainting, management of income from KWJ ticketing, and various other activities to maintain peace in Jodipan Village (Mr. Soni, interview, April 29, 2025).

The existence of *this statement* shows his role as *a local leader* in bridging collaboration between actors. In addition, there is a Pokdarwis (Tourism Awareness Group) chaired by Mr. Agus Kodir who is referred to as the main partner by Mr. Soni in carrying out technical tourism activities. The relationship between Mr. Soni and Pokdarwis is functional and coordinated, which means that this relationship is based on certain roles and functions that complement each other in achieving common goals. This shows that there is a collaborative structure that has been formed even though the *decision making* process or mastery is still quite centralized on one leadership figure. Currently, the role of the Management and Pokdarwis focuses on self-help in the maintenance of KWJ because this tourist area has never received material assistance or special attention from the government on the grounds that there is no Certificate of Ownership (SHM) in every building in this area.

b) Malang City Youth, Sports, and Tourism Office (Disporapar)

As the government of the Malang City Disporapar, it plays a strategic role as a facilitator and companion of *the Community Based Tourism* (CBT) based tourism program. So far, even though it has not been directly involved in the internal management of KWJ, the Malang City Disporapar has played an active role in mentoring through consulting services, tourism promotion, and community training and empowerment (Wahyudi, interview May 5, 2025).

The Malang City Culture and Tourism Office plays a role in providing legitimacy to the management of the Jodipan Colorful Village (KWJ) through Decree Number 64/2017 which stipulates Pokdarwis as the main implementer of tourism activities. However, in its implementation, the Pokdarwis institution still faces challenges, such as low participation of the younger generation, weak digital management, and lack of coordination between local communities. Problems such as the phenomenon of *"double payment"* between KWJ and Kampung Tridi reflect the overlap of management and dominance of certain actors that can affect the negative perception of tourists towards the area. This is in line with the statement delivered by Mr. Wahyudi Winarno, S.S as follows:

"Pokdarwis are currently mostly filled by housewives and heads of families who do not have permanent jobs. KWJ needs the younger generation to be the driving force to be able to create *branding* and manage social media. In addition, from an institutional point of view, it is still not optimal, as can be seen from the management of infrastructure, for example, the glass bridge built by the private sector is thrown responsibility in its maintenance, both from KWJ and Kampung Tridi even though the tickets issued are also different." (Mr. Wahyudi Winarno, S.S., interview, May 5, 2025)

The implementation of *Governance Network Theory* in the management of the Jodipan Colorful Village (KWJ) by the Malang City Disporapar is reflected in institutional development, promotion, and training that encourages innovation of the KWJ Pokdarwis as an official fostered partner. Through a Decree (SK) from the Disporapar, KWJ gained legitimacy to be guided and promoted in the realm of tourism. However, the limited government intervention in the aspect of physical development is caused by regulatory constraints, considering that KWJ is located in the Brantas Watershed (DAS) zone which is categorized as an illegal settlement area according to Article 48 of the Malang City Regulation No. 4 of 2011 concerning RTRW 2010–2030, so the APBD allocation cannot be given.

a) Community and MSME Actors

In the perspective of *Governance Network Theory*, local community actors or MSMEs play a central role as direct implementers in the management and sustainability of community-based tourist destinations such as KWJ. Based on the results of an interview with Mrs. Ana as one of the MSME actors as well as a resident who is active in the operation of tourist areas, it can be seen that local economic initiatives grow independently without any intervention from other parties contained in her statement as follows:

Mrs. Ana as an MSME actor at KWJ revealed that until now she has not been touched by training or coaching from related agencies or the private sector. This condition shows the weak institutional support for capacity development of local business actors, which is shown by the management of MSMEs in KWJ, which has not been based on a well-organized governance mechanism with the accommodation of a formal institution such as local cooperatives, MSME associations, or business actor coordination forums. This is due to the lack of regulations or coordination systems between business actors which has an impact on the weak local network structure in KWJ. Guidance on institutional management that should be provided by related agencies such as the Creative Economy Division of the Malang City Disporapar has also never been given. According to the source, the absence of training, mentoring, and policies that are in favor of the development of MSMEs makes the KWJ community have to survive with capital and knowledge so that they have a great dependence on the fluctuating number of visits from the private sector

PT Indana Paint played the role of initiator in the transformation of Kampung Warna-Warni Jodipan (KWJ) through the Corporate Social Responsibility (CSR) program in 2016, in collaboration with students of the University of Muhammadiyah Malang and the Guys Pro community. However, PT Indrana's involvement is temporary, limited to the initiation phase, with no further support after 2018. The lack of continuity of private sector involvement in the management of the Jodipan Colorful Village (KWJ) reflects the weakness of collaborative institutional design in community-based destination governance. Although PT. Indana Paint has contributed through CSR programs, the absence of clear economic incentives, the uncertainty of land status, and the absence of a structured partnership scheme have led to low long-term commitments from private actors.

b) Academics

Students of the University of Muhammadiyah Malang (UMM) have acted as the initial initiator of the development of the Jodipan Colorful Village (KWJ) since 2016 through creative collaboration with the private sector. However, in its development, the role has shifted to temporary participation in the form of research, service, and community service. In order for the

development of KWJ to be sustainable, the contribution of academic institutions should be increased through systematic programs such as applied research, community empowerment, and local capacity building in the fields of digitalization, business, and sustainable tourism. This role is a concrete reflection of the Tridharma of Higher Education as well as answering the need for an adaptive and competitive community-based tourism transformation

Games: The Dynamics of Interaction in the Process of Formulating, Taking, and Implementing a Policy

Based on the results of the interviews, the dynamics of interaction at KWJ show a pattern of policy games that take place within the framework of collaboration but are not fully systemically structured. The most prominent interaction so far has been seen between the management leader of KWJ (Mr. Soni Parin) and the Government, namely the Malang City Disporapar. The management of KWJ is led by the community through non-formal institutions based on mutual cooperation. Strategic decisions such as activity planning, tour ticket management, and revenue allocation are carried out through internal deliberation between village administrators. For example, the ticket proceeds are used for repainting and distributing basic necessities. However, in practice, the dominant role of local leaders leads to the concentration of decision-making on one or two central figures, rather than through an even and representative structure as idealized in *the governance network*.

The government's involvement (Disporapar) is companion and limited, because the status of KWJ's land is in the Brantas Watershed (DAS) area which is legally categorized as an illegal area. This causes the government to be unable to intervene directly in policy, including in the physical funding of the region. The role of the government is more of a training and consultation provider, although the training provided is often not in accordance with the needs of residents or not followed optimally, as conveyed by citizen resource persons and MSME actors. Theoretically, ideally the *game element* reflects equal, transparent, and collaborative interaction between various actors such as society, government, the private sector, and academia (Klijn & Koppenjan, 2016). However, in the case of KWJ, the policy dynamics are still characterized by miscommunication, weak coordination between institutions, and limited formal regulations that are a reference in interaction. The *game element* in *governance network theory* has been running in the form of initial collaboration, but has not yet reached its ideal form. The policy formulation and implementation process is still centralized on a few individuals, the lack of participation of the younger generation, and weak integration between actors such as KWJ cause fragmentation in decision-making.

Rules Of The Game: Rules That Regulate Interaction Patterns Between Actors In Government Networks

The rules *of the game* in the management of KWJ regulate the pattern of interaction between actors in the government network through a combination of formal and informal mechanisms. This blend creates a cooperative, flexible, and sustainable pattern of interaction, which is an important foundation for effective tourism governance that is adaptive to local dynamics. In the formal order, the Malang City Tourism Office plays a role as a policy implementer as well as a liaison between the central and regional governments. This institution provides regulatory support for the development of the tourism sector in Jodipan. Meanwhile, the daily operational management of the destination is carried out by local residents, who are responsible for ticket collection, facility maintenance, and service to tourists.

The people of Jodipan play a leading role through active participation in environmental improvement activities and the maintenance of tourist areas. Gotong Royong activities that are carried out regularly are a means of forming social norms, such as the spirit of togetherness, a sense of ownership, and shared responsibility. These informal values strengthen social solidarity and support the enactment of formal rules, thereby creating governance based on local wisdom and values. In this process, Non-Governmental Organizations (NGOs) are present as strategic partners whose role is to provide technical assistance, organize training, and encourage the emergence of innovations in tourism management. The process provides space for each actor to convey their aspirations and interests, so that the policies and programs formulated are able to adapt to local needs and potentials in accordance with the principles of *network governance*.

1) Analysis of the Three Stages of *Networking Governance* according to Klijn and Koppenjan

Network Governance *Theory* includes three main elements, namely actors (and their power relations and dependencies), interaction dynamics (*games*), and rules of the game (*rules of the game*) both formal and informal. The exchange of resources between actors in *network governance* allows for cooperation in the implementation of policies or programs which then creates interdependence between actors in order to achieve common goals.

Orientation Process Interaction Process Between Actors Involved

The process of orientation and interaction between actors in the management of Jodipan Colorful Village in Malang City reflects the typical collaborative dynamics in network-based governance. The orientation process began when a group of KKN students of the University of Muhammadiyah Malang identified the potential of Kmapung Jodipan, which was previously a densely populated slum and poorly organized area (*slumm area*) to be used as an art and color-based tourist destination. This awareness then encourages collaboration initiatives by collaborating with PT Indana through CSR programs and actively involving local communities in the development of Jodipan Colorful Village tourism.

"Around 2016, when a group of students from the University of Muhammadiyah Malang (UMM) came here. They have a creative idea, which is to make our village a colorful village, similar to the concept of tourist villages abroad. They then developed this idea by collaborating with a private paint company as a CSR partner, namely PT Indana, a Decoflush paint manufacturer. From there, the painting process begins, and residents are invited to participate directly" (Mr. Soni, interview, April 29, 2025).

This onboarding process involves the process of negotiating values, goals, and perceptions about the benefits of change that further brings together various actors with different backgrounds. Students act as initiators and initial designers of ideas and ideas and then collaborate with the private sector, PT Indrana, which is known as a local paint manufacturer, to support materially through the Corporate Social Responsibility (CSR) program. At this stage, these actors begin to realize that cross-sector collaboration can be mutually beneficial. Through this process, an interdependent relationship is formed, namely dependence between actors that requires coordination, dialogue, and agreement in each stage of implementation.

In theory *Network Governance*, This condition reflects how policies or programs are no longer controlled hierarchically by the state, but through a network of cooperation between actors who are equal and interdependent. From a theoretical perspective (Klijn, E. H., & Koppenjan, 2012), the orientation and interaction process that occurred in the case of Jodipan Village shows three important

components of *Network Governance*, namely: diversity of actors (*actors*) with different objectives and resources, the game (*games*) in the form of strategic interaction in achieving common goals, and rules of the game (*rules of the game*) which is formed in a participatory manner. The collaboration also shows that sustainable change can be achieved if each actor feels they have a role and benefit in the network, as well as if there is open communication and trust built gradually.

The Process of Creating and Revising Network Settings for Better Coordination between Actors

Within the framework of *Governance Network Theory*, the second stage, which emphasizes *changing network arrangements for better coordination*, has a crucial role in strengthening the collaborative governance system in the tourism management of Kampung Warna-Warni Jodipan (KWJ). This stage itself in reality refers to the process of reshaping and adjusting the coordination structure between the main actors, both internal the community and external parties such as the government, academics, and the private sector. In this study, it was found that coordination rearrangement is not always formal or institutionalized, but develops adaptively and based on dynamic local needs where intense coordination between KWJ and Pokdarwis administrators is the main element in forming a flexible but structured work network. In an interview with Mr. Soni Parin as the Chairman of RW 02 as well as the Chairman of KWJ, he said:

"As a person who has participated in building and maintaining this village since the beginning, I feel that my moral responsibility is to ensure that the sustainability and usefulness of this tourism are truly felt by the residents. Pokdarwis are our main partners, because they are the driving force of the community in tourism operations. So, we usually discuss all strategic decisions together" (Mr. Soni, interview, April 29, 2025).

The statement shows that changes in network arrangements are carried out through strategic communication and trust relationships that have been built since the initiation stage which is not only a discussion forum, the coordination process between village administrators and Pokdarwis also functions as a space for negotiation and operational evaluation such as ticket management, repainting, and distribution of economic benefits to residents. Although there is no standardized formal managerial structure, this coordination practice demonstrates a *pragmatic form of governance* that is responsive to local conditions. However, from an institutional perspective, there are still challenges in distributing roles proportionally. Based on interviews with the Malang City Youth, Sports and Tourism Office (Disporapar), the role in institutional networks tends to be centered on certain dominant figures in society, as well as the lack of involvement of the younger generation who are able to manage strategic aspects such as branding and social media. This situation shows that the revision of the coordination network has not been fully able to create a *balance of power* between actors.

Creation of New Content

Basically creating new content within the framework *Governance Network Theory* It is not only an effort to increase physical attractiveness, but also an effort to create a sustainable social and economic system through collaboration between actors. In the management of the Jodipan Colorful Village itself, the new content that emerges reflects the dynamics of interaction between the community, the government, the private sector, and academics can be seen from the construction of a glass bridge which is the result of cooperation between the government, local managers, and private CSR partners, although in practice there are still problems in the maintenance and division of responsibilities between parties. This shows that the creation of physical innovations needs to be

accompanied by a governance system that is adaptive and responsive to the complexity of relationships between stakeholders (Klijn, E. H., & Koppenjan, 2012).

Citizens' initiatives also play a central role in creating new social content, such as food distribution programs and the management of funeral funds sourced from tourism revenue. This emphasizes that innovation is not always in physical form, but can be in the form of institutionalization of the value of mutual cooperation as the foundation of community-based governance. As conveyed by the head of KWJ management, "I am also responsible as a communicator and liaison between the people of Jodipan and external parties such as the Tourism Office, the private sector, and academics. We usually discuss all strategic decisions together" (Mr. Soni, interview: April 29, 2025).

This statement shows the active involvement of managers in formulating new content that is born from local needs but remains open to outside intervention. However, challenges in creating social innovation-based content also arise from the limited legality of the KWJ area as a settlement on the river border. Uncertainty over land status hinders formal assistance from local governments, so many content innovations are carried out independently and informally. Even though in the approach *Network Governance*, legal-institutional aspects are an important prerequisite for building relationships of trust and legitimacy among network actors (Sorensen, E., 2007). This unclear status also has an impact on the lack of sustainable infrastructure assistance that is able to support long-term tourism innovation. But on the other hand, innovative experience-based content such as the creation of integrated tour packages (culinary, documentation, local guides) as suggested by the Malang City Disporapar still cannot be realized optimally. Even though this strategy is in line with the spirit *Quality Tourism* which emphasizes on authentic experiences and the sustainability of the local economy (Daft L, 2020).

2) Critical Analysis of Research Data Interpretation Results

The tourism management of the Jodipan Colorful Village (KWJ) shows the dynamics of collaborative governance that are quite representative within the framework of the *Governance Network Theory*, especially at the initiation and facilitation stage of interaction between actors. Empirical data shows that the creative ideas of students of the University of Muhammadiyah Malang have triggered the formation of cross-sector networks between local communities, the private sector (PT Indana), and local governments. The massification and implementation of this collaboration has fulfilled the main character of the theory *Governance Network* namely the diversity of actors, the exchange of resources, and strategic games based on common goals (Klijn, E. H., & Koppenjan, 2012). However, in a theoretical context, there are weaknesses in the *rules of the game* which has not been fully institutionalized, so that the relationship between actors is more informal and potentially uneven. This is in line with the latest findings from the study (Astuti, Retno S., Warsono, H., Rachim, 2020), which states that network-based governance in community tourism destinations is often built without a stable coordinating structure, making it vulnerable to internal conflicts and dependence on local figures.

In stages *Changing Network Arrangements* The elaboration in the interpretation of this research data has emphasized the adaptive process in building a recoordination mechanism between the KWJ manager and the Jodipan Village Pokdarwis based on the principles of trust and equality. However, the common thread of the note can be seen from an institutional perspective, where the network arrangement is still structurally inadequate, especially due to the absence of a proportional distribution of roles and the lack of regeneration of young actors. This indicates that the theoretical prerequisites of the (Klijn, E. H., & Koppenjan, 2012) that emphasizes the need for *Institutional Design*

in forming a responsive network. A similar phenomenon was also revealed in the study (Sutikno, C., Sari, L. A., & Setiawan, 2022), which found that the success of coordination in community tourism governance is highly dependent on the existence of a formal system capable of regulating the rights, obligations, and evaluation mechanisms of actors in an ongoing manner.

In stages *Creating New Content*, this study presents a description of various forms of innovation, both physical (such as the construction of glass bridges) and social (basic food distribution programs and funeral funds). However, unfortunately, the legality of the area as a settlement on the river border has not been resolved which results in content creation not being supported by a strong institutional foundation. In fact, the unclear status of this land will be the main obstacle to the integration of development programs into the local government's agenda. When compared to contemporary studies, such as research by (Setyani et al., 2024), innovation in community tourism destinations can function optimally when there is state intervention in the form of legal facilitation, digital human resource training, and incentives for creative economy development. And in this perspective, KWJ actually has the potential to move in that direction, but the involvement of young actors and the use of social media as a promotional tool still tends to be low. This is an important point in the criticism of an approach that is too oriented towards the involvement of old actors without strengthening the capacity of the new generation. Furthermore, in *Standing position* researchers as students who are also part of the generation that is expected to be agents of change (*agent of change*) analyse that the absence of youth involvement in the scheme *Governance* is a form of systemic failure that needs to be corrected massively.

Drawing on Klijn and Koppenjan's theories as well as contemporary empirical studies, this analysis confirms that collaboration between actors in *governance tourism* must be built on the basis of formal legitimacy, inclusive role distribution, and openness to digital innovation and actor regeneration. Thus, community tourism governance is not only able to create short-term benefits, but also build a resilient and progressive social foundation for the future.

E. Conclusion

Based on the results of the analysis of collaboration between actors in the management of tourism in Kampung Warna-Warni Jodipan (KWJ) through *the Governance Network Theory* approach, it can be concluded that network-based governance practices in KWJ show positive dynamics, but still face structural and institutional challenges. The three stages in the Klijn and Koppenjan models include the process of initiating interactions, reorganizing coordination, and creating new content, all three have been identified in the management and empowerment of KWJ even though they have not fully met the ideal principles of *participatory, balanced, and institutional* governance.

The social and physical innovations born from cross-actor collaboration have become a strong starting capital, but their sustainability depends on increasing the capacity of actors, clarity of regional legality, and reformulating roles and more inclusive distribution of power, both between the Malang City Disporapar, the Jodipan Village Pokdarwis, the private sector, academics, and the people of Jodipan Village itself. In the end, the researcher considers that this research enriches the reader's understanding of the importance of interdependence in community-based tourism governance and affirms that the success of destination management does not only depend on creative ideas or physical infrastructure, but also on the extent to which relationships between actors are built equally, openly, and sustainably in a balanced collaborative network.

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