

Initiating the Thematic Village Concept as an Effort to Improve Sustainable City Governance in Malang: A Collaborative Governance Regime Approach



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ABSTRACT

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As the world strives to achieve sustainable urban development, cities such as Malang, Indonesia, face significant obstacles arising from rapid urbanization, economic development, and growing populations. Despite initiatives such as the thematic village aimed at integrating different aspects of community participation, Malang still struggles with persistent slums associated with poverty. This study applies the soft systems methodology (SSM) framework to examine the dynamics of collaborative governance in thematic village development in Malang. The findings of this study go beyond slum beautification to harnessing the unique potential of villages for tourism and promoting local economic growth. It demonstrates the diverse collaboration between community groups, NGOs, academia, and local businesses. However, challenges remain, particularly in ensuring sustainable funding, maintenance, and governance. The study emphasizes the significance of collaborative partnerships in addressing urban development challenges and identifies key elements, including information sharing, joint action, and strengthening resources and capacities. Nevertheless, reliance on external funding poses sustainability risks, and effective maintenance strategies are required for the long-term survival of themed villages as tourist destinations.

1. INTRODUCTION

Sustainable development is a crucial focus for numerous cities worldwide, particularly developing countries that are grappling with the challenges of rapid urbanization. Indonesian cities, like Malang, serve as a prominent example of how the pressures of economic development and population growth can give rise to a variety of social, economic, and environmental problems. Malang, as a center of economic growth and development, faces the challenge of balancing sustainable development, environmental protection, and people's welfare. One of the most prominent issues in developing cities is the emergence of slums, which are closely related to poverty and the difficulty of meeting the basic needs of the population. To address this challenge, new approaches are required.

The 'thematic village' concept is gaining popularity in Indonesia as an approach to urban management. It combines culture, environment, community participation, science, government, and economic sustainability. Previous studies have integrated this diverse conceptual framework into urban governance concepts [1-6]. The concept of community participation, cultural city development [2], educational tourism destinations [1, 3, 5], and empowerment [4] have been adopted by Malang City. Currently, the city has 23 themed villages, including environmental, historical, cultural, craft, religious, and tourism themes [7]. However, seven out of the 23 theme villages in Malang City have disappeared due to the

impact of the new coronavirus infection and the absence of tourists. As a result, the theme village program will not be implemented in Malang City, even in 2023, due to budget constraints. The budget is currently focused on other priority activities.

A theme village in Malang City has attracted attention as an initiative aimed at improving slum areas and promoting sustainable urban development. However, the existence of slums amidst urban development remains a serious problem. According to Akbar [8], Malang City faces major challenges in terms of housing conditions, such as sanitation, drainage, and population. To address these challenges, comprehensive and effective urban management strategies are necessary. Malang City still faces complex challenges in providing adequate housing for all its citizens due to several factors. These include neglect of marginalized spaces, weak urban management, lack of awareness of comprehensive housing needs, and lack of a comprehensive housing delivery system. The city has several urban villages and high environmental density, making it difficult to meet the basic needs of its residents [9].

The implementation of government programs requires the cooperation of multiple stakeholders. Government policies cannot work alone and require synergy from different political parties [10]. The Collaborative Governance Regime (CGR) approach is highlighted as necessary for cross-border cooperation, which is a feature of the thematic villages in Malang City. CGR allows the pooling of various expertise and

resources needed for the successful, sustainable development and management of theme villages. This study aims to investigate the factors that shape cooperation in the development of theme villages in Malang City. The study provides a better understanding of how collaboration between governments, the private sector, and communities can support the development of themed villages and strengthen sustainable urban governance.

2. THEORETICAL BACKGROUND

2.1 Thematic villages

The concept of themed villages originated as a program to rehabilitate slums in various cities. However, it has evolved beyond improving physical infrastructure. Thematic villages are now viewed as an opportunity to develop the significant economic and tourism potential of the region, in addition to improving settlement conditions. Akbar [8] states that the primary objective of developing theme villages is to tackle slum problems while simultaneously boosting the tourism sector and local economy. The active involvement of citizens is crucial in identifying distinctive tourism themes and attractions based on the village's cultural heritage, natural resources, and local knowledge.

Kłoczko-Gajewska [11] cites research indicating that theme villages with a clear identity or brand can have a significant positive impact on the community. A well-defined theme village identity can increase resident trust, improve the village's image in the eyes of the wider community, and generate additional sources of income that positively impact the local economy. Thematic villages can attract potential tourists and investors by highlighting the unique features of the village. This can bring long-term economic benefits to the village community.

Thematic villages aim to strengthen local community identity and promote economic and social sustainability, while also contributing to physical development. By drawing on cultural and natural heritage, thematic villages serve as an exemplary model of sustainable development that respects and makes good use of local resources. The concept of theme villages has great potential to become an effective tool for inclusive and sustainable rural development in the future.

2.2 CGRs

In recent decades, collaborative governance has become a crucial research topic for addressing complex societal problems. This governance model involves collaboration between the government and various stakeholders to facilitate mutually consensual decision-making [12]. CGR is a new approach to public decision-making that prioritizes cross-border collaboration between governments, non-governmental organizations, the private sector, and civil society in solving complex problems. Ansell and Gash [12] argue that this approach emerged as a response to the inability of traditional governance models to address the increasingly complex and interconnected problems of today's society. It facilitates iterative interactions among participants through structured processes over time, creating institutional arrangements and norms intentionally designed to promote collaboration [13].

CGR has a broad public focus. They involve a variety of autonomous organizations in cross-organizational

collaboration, develop norms and rules to guide collaboration, and engage in long-term, iterative dialogue that often lasts more than a year [14]. Emerson et al. [15] developed an integrated framework that highlights the importance of integrating collaborative dynamics into broader systems. The CGR framework described by Emerson et al. [15] adheres to conventional academic structure and employs clear, objective language with precise word choice. In implementation, CGR establishes principles such as principled commitment, shared motivation, and the capacity for collective action as important foundations. These components interact and iterate to achieve effective joint action.

Principled engagement includes elements such as discovery, definition, deliberation, and decision-making, while shared motivation includes elements of mutual trust and understanding, legitimacy, and shared commitment [14]. CGR fosters cross-departmental and cross-organizational collaboration through an iterative process of interaction and conscious norm-setting. This aligns with Nabatchi's [14] view that CGR differs from other collaboration models by broadly focusing on public issues, inter-organizational integration, the development of norms and rules, and long-term cooperation. The CGR approach not only creates opportunities to solve complex problems but also promotes inclusion, participation, and equity in decision-making processes. The CGR concept provides a robust framework for more collaborative and adaptive governance that can be applied across scales and contexts.

3. METHOD

This study evaluates the results using the soft systems methodology (SSM) approach developed by Checkland [16]. The SSM approach is considered suitable for analyzing complex systems of human activities, particularly in the context of a CGR approach to implementing theme villages. SSM is an approach that acknowledges the complexity of interactions between different aspects of a system, such as values, attitudes, and shared views of stakeholders [17]. Therefore, the use of SSM is believed to enable a deeper understanding of the dynamics of relationships between stakeholders and the factors that influence decision-making processes [18]. This is because SSM methods require the measurement of these factors. The use of SSM methods in this study provides a more comprehensive understanding of how shared values, attitudes, and views influence the decision-making process regarding the implementation of thematic villages under the CGR framework.

3.1 Location of study

Malang City was selected as the study site because it is a prime example of a developing city in Indonesia that faces similar challenges to other cities. As the center of economic growth and development in East Java, Malang has a rich demographic, cultural, and environmental complexity. Furthermore, the existence of ten thematic villages, as illustrated in Figure 1, highlights the Malang City Government's dedication to promoting innovation in urban management, particularly in the context of sustainable development. The distribution of these villages in Malang City is presented in Figure 1.

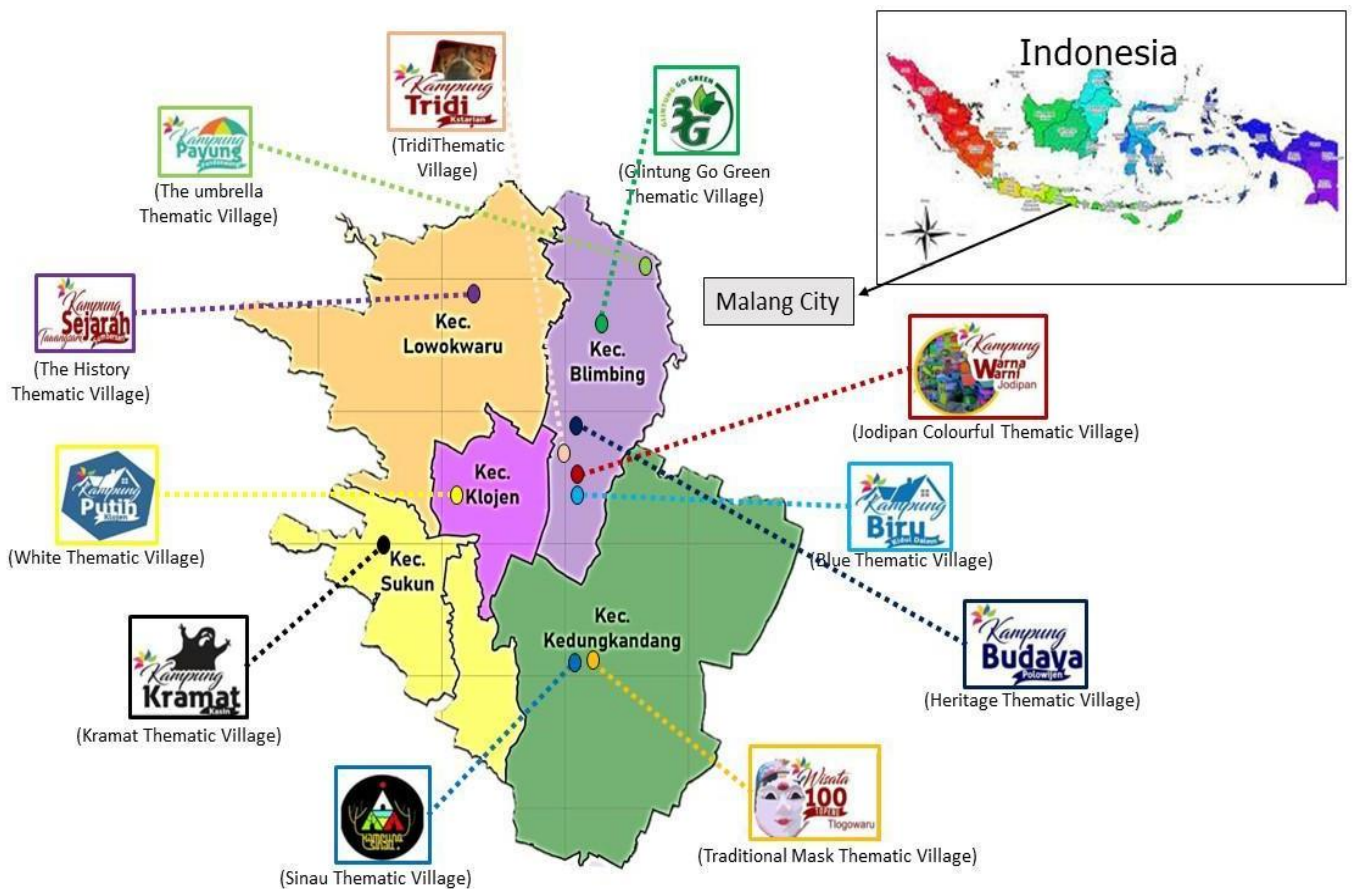


Figure 1. The distribution of thematic villages in Malang City
(Source: Researcher, 2024)

This study involved a comprehensive field survey with the active participation of group leaders in Pokdarwis. Initially, we used data from the Disporapar Malang City Decree to identify 23 themed villages. Subsequently, as illustrated in Figure 1, we selected 10 thematic villages for surveying from among the 23 thematic villages, taking their categories to 9 active villages and 1 inactive village. This classification was intended to compare the implementation of activities in active and inactive theme villages.

3.2 Data collection

The data collection process was conducted through in-depth interviews with informants identified using purposive sampling and snowball sampling techniques. The number of research subjects involved was 15. Informants were divided into two categories: primary informants and additional informants. Key informants for this study included the head of the destination and tourism industry, locally known as *Disporapar*, as well as the head of the tourism awareness group, locally known as *Pokdarwis*, in each village. Other sources of information included neighborhood associations, NGOs, CSR, and local community responsibilities. The data collection process lasted for 7 months, and interviews typically took between 1 and 3 hours. The interview guide was developed based on the concept of a CGR. The interview questions focused on the dynamics of factors that shape collaborations, such as the parties involved, ties, common motivations, and the ability to collaborate. Additionally, questions were asked about cooperation measures, including information exchange, joint activities, resource sharing, and capacity building. Finally, we were asked about the results of

the collaboration and the benefits to local communities and governments.

3.3 Ethic consideration

The respondents involved were informed that their participation in the questionnaire was voluntary. To facilitate the assembly of pre-, post-, and follow-up questionnaires, participants were asked to create a pseudonymous code following certain rules. Additionally, under the General Data Protection Regulation and Ethics Guidelines, participants were informed that they could request deletion, correction, or restriction of data processing by reporting the code to the corresponding data protection officer. Meanwhile, informed consent for participation in the study was obtained from all human participants. This consent was obtained in verbal form from each participant before their involvement in the study.

4. DATA ANALYSIS

When analyzing the data, we employed the constant comparison method [19]. This method involves grouping the raw data into basic units of analysis to create a coherent explanation of a social phenomenon, gain insight into the phenomenon, and develop a theory. We identified theoretical categories based on this method and made comparisons between categories even before formally analyzing the data. This approach enabled the development of suitable coding standards. After completing the coding, the code was used to create an SSM stage, as illustrated in Figure 2.

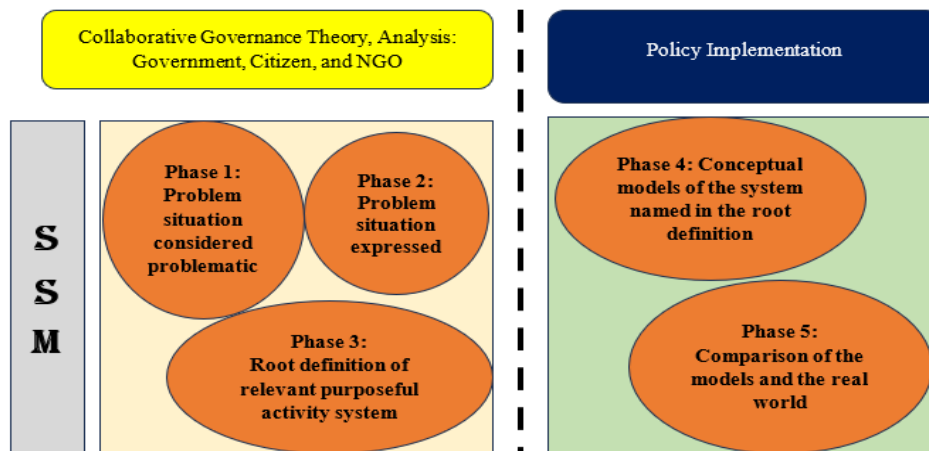


Figure 2. Soft system analysis framework
(Source: Research Output, 2024)

5. RESULTS

In the first stage, we mapped the object of study through observations, interviews, and scientific literature studies. We conducted observations, interviews, and documentation with various stakeholders involved in the implementation of the thematic village program in Malang City, including the Regional Apparatus Organisation (OPD), Pokdarwis of thematic villages, the private sector, and academics. In the second stage, we reveal the problems that occur through the use of rich pictures. We created a rich picture to describe the existing conditions of the collaboration model in the governance of the implementation of the thematic village. The rich picture we created contains images that show stakeholders,

structures, processes, relationships between structures and processes, and subjects of concern. In preparing this rich picture, we utilized the CGR theory as a theoretical basis and employed collaborative action.

In the three stages, we analyzed the problems from upstream to downstream using CATWOE (Customer, Actors, Transformation, World view, Owner, Environmental) analysis to identify the root causes of problems in the implementation of thematic villages. Additionally, we elaborated on and described the interests of stakeholders in depth. Thus, we can comprehensively understand the problems and identify appropriate solutions based on the interests of the stakeholders involved. Further analysis of CATWOE in the third stage is attached in the following Table 1.

Table 1. CATWOE analysis

CATWOE	Definition
Customers	The parties that benefit or are affected by this transformation are: 1. The community in the thematic village of Malang City 2. The Malang City Government. The entities responsible for facilitating this transformation for the customer are: 1. The Malang City Government initiated the formation of Malang City Mayor's Regulation No. 42 of 2021 concerning the Destination and Tourism Industry Sector. 2. The Malang City Tourism and Culture Office (Disporapar), which executes the instructions of the Malang Mayor's Regulation regarding the development of tourism destinations through thematic villages. The development of Malang City's thematic villages is facilitated through training programs and the Malang City Thematic Village Forum.
Actor	3. The Tourism Awareness Group (Pokdarwis) of Malang City serves as an organization that coordinates the development of thematic villages and liaises with Disporapar for necessary resources. 4. The local community is a key beneficiary of the thematic village development, with the primary objective being to increase income and improve livelihoods. 5. Tourists visit thematic villages, which are divided into several destination areas, including culinary, cultural, religious, and crafts. These villages offer a range of experiences for visitors.
Transformation	The implementation of the thematic village programme, including the current collaboration, needs to be improved by using a CGR that involves multiple parties. Disporapar is the main key to the development of the thematic village in Malang City. Disporapar has collaborated with various other government agencies, but the development is still not running smoothly. Moreover, there is no sustainable funding or revitalisation of the village, making it difficult for the community to rely solely on the agency or local government for assistance.
World Wide	1. Malang City Government 2. Disporapar Makang City 3. Tourism Awareness Group (Pokdarwis) Malang City
Owner	4. Youth Organisation 5. NGO/CSR/Academia 6. Local community
Environment	1. Socialization and training related to the monitoring and evaluation of thematic villages in Malang City. 2. Village development regulations should consider the location of villages situated in the riverbank/watershed area.

(Source: Research Output, 2024)

When looking at the researchers' analysis related to the CATWOE analysis (see Table 1), the analysis depicts a quite complex role among the stakeholders. Each element reflects a role in balancing economic growth, tourism development, and community empowerment. Nevertheless, the analysis shows that although the government, Disporapar, and Pokdarwis act as key actors in facilitating the transformation process, challenges such as resource limitations, coordination gaps, and sustainability issues remain.

The fourth stage involves creating a conceptual model of the system based on the analysis results from the previous stage (see Table 1), which is named in the root cause definition. Using the results obtained in the third stage, we formulate a conceptual model of the system transformation that is realized by the activities of the actors and institutions involved. This model reflects our understanding of the problem's structure and describes how the various elements in the system interact. The conceptual model aids in visualizing how system change can occur through collaboration between actors and institutions.

The results of the previously developed rich picture are combined and compared with the field reality through the Focus Group Discussion (FGD) stage to evaluate the extent to which the model represents the actual situation.

5.1 The dynamics of factors shaping thematic village collaboration in Malang City

The thematic village program in Malang City was initially conceived with the main goal of beautifying the slum villages in the city. This program initially fell under the scope of work of the Public Works, Spatial Planning, Housing, and Settlement Areas Office of Malang City. However, over time, this program has undergone significant development. The purpose of the thematic village is not only to beautify slum areas but also to explore the potential and uniqueness of other villages in Malang City. The potential and characteristics are then used as the theme for the village, with the aim of developing these villages into tourist destinations that can boost the local economy. This was conveyed by an informant from the Malang City Bappeda:

"Yes, because the focus is on efforts to improve tourism, the funding is collaborative, depending on the identification of needs in each thematic village, clearly led by the Youth, Sports, and Tourism Office (Disporapar)."

On the other hand, an informant from Disporapar also added:

"The Department of Education and Culture has a significant role in the development of culturally rich villages, and it also becomes one of its focal points. This will be the answer if it relates to the work plan; if the answer is broader, everyone will surely compete according to their respective duties." If, for example, the village has a deer path, DISPORAPAR does not have the authority; it's the DPU that gets involved. This is what we call government guidance, in accordance with their duties and functions. Like Kampung Go Green, owned by Pak Ageng, who is involved there? It's not just DIASPORA, there's also DLH, and

the Agriculture Office, right? They are involved in urban farming there."

From the above explanation, it can be understood that the implementation of the thematic village program in Malang City specifically collaborates with various other actors, such as Tourism Awareness Groups (Pokdarwis), NGOs, CSR, academics from universities around Malang, and the people of Malang City. Thus, it can be concluded that a collaborative dynamic has developed in the implementation of the thematic village program, where the collaborative dynamic refers to the interaction, coordination, and joint involvement of various parties involved in a collaborative governance system. Furthermore, in the field, we also found factors that influence the dynamics of collaboration in the implementation of thematic villages in Malang City due to several issues that need to be resolved together, such as the lack of sustainable funding and the absence of maintenance in terms of physical structures and buildings.

"Funding can be provided in the form of training programs and procurement of goods, so the community must submit a proposal first (Youth, Sports, and Tourism Office (Disporapar) of Malang City)."

"The thematic village activities are routinely carried out by holding training and evaluation programs every year, attended by all heads of the thematic village tourism awareness groups (Pokdarwis) in Malang City." Joint activities are also regularly conducted, such as "Sambang Kampung," organized by the Forum Pokdarwis every year. Private parties or NGOs (Non-Governmental Organizations) generally provide physical assistance, such as in the development of Kampung Warna-Warni in the form of painting and infrastructure support."

Funding has become a significant issue in explaining the dynamics of thematic village development.

5.2 Collaborative actions for the development of thematic villages in Malang City

In the aspect of collaboration, on the element (1), sharing information. Information exchange is obtained from various village activities, such as training and study visits. Like Kampung Sanan, which has been visited by nearly 30 countries, where information is exchanged, considering that Kampung Sanan has more than 536 tempe and tempe chip craftsmen, requiring almost 30-40 tons of soybeans per day. Then there is also information related to grants or funding. The grant regulations for each dynasty have their own channels, so the Chairperson of the Tourism Awareness Group (Pokdarwis) is always informed through the administrators of the associations. In addition, several villages (Kampung Keramik, Kampung Glintung, Kampung Warna-Warni) also exchange information with academics at universities in the city of Malang.

(2) Sharing Activities, which refers to the amount of government funding allocated as a reward for certain activities:

"Like the activities in Kampung Sanan Tempe,

community groups are very helpful in the development process." One of them is to support major events, because Kampung Sanan holds major events every year, namely the *tempe* culinary festival."

This joint activity serves as a platform to showcase the sense of solidarity and existence of each thematic village in Malang City. The sense of solidarity and the existing reciprocity serve as motivation for the community to continue participating in events organized by the Malang City Disporapar. (3) sharing resources, Kampung Keramik and Kampung Sanan in Malang City that mutually develop industrial centers. The village has been producing or creating ceramic crafts since 1980 until now, so even though it does not receive significant tourist visits, it can still develop its business through expansion and sales outside the city and even abroad. Similarly, Kampung Sanan serves as a center for the *tempe* processing industry, which is transformed into various foods such as *tempe* chips, pudding, and cakes.

Sharing capacity empowerment, the development of the Karang Taruna organization, such as in Kampung Sanan, which holds various events organized by local youth, with the RT, administrators, and others merely supporting the program. Similarly, in Kampung Keramik, activities and various social media (website and Instagram) are managed by the youth of Karang Taruna, who are considered more tech-savvy in the current era. Then, to address the issues of the thematic village in Malang City, it can be seen based on the main factor is the

densely populated settlement with inadequate government planning. Addressing the pattern of densely populated settlements is an important challenge in sustainable urban development. Dense settlement patterns can lead to problems such as traffic congestion, a lack of public facilities, disaster risks, and environmental pressure. Therefore, this research provides an overview of a middle-ground effort that can resolve the issues of developing thematic villages with representatives from each village, especially in thematic villages that are considered inactive or less active, through the following model in Figure 3.

Based on Figure 3, the innovation of the network governance system in the public space is designed to avoid policy overlapping issues, build work effectiveness, and create economic efficiency in developing the KOTAKU (Kota Tanpa Kumuh) program through the implementation of the thematic village program. At the same time, horizontal conflicts occur due to overlapping among institutions that also utilize those resources. Similar to the conflict between the community and the Malang City government regarding the funding for the development of thematic villages.

In this stage, efforts were made to improve and modify the existing institutional system as a concrete step to address the problems identified in the implementation of the thematic village. Therefore, the fifth stage is a concluding stage that integrates the outcomes of analysis and modeling into specific action recommendations to enhance the efficiency and effectiveness of implementing the thematic village in Malang City.

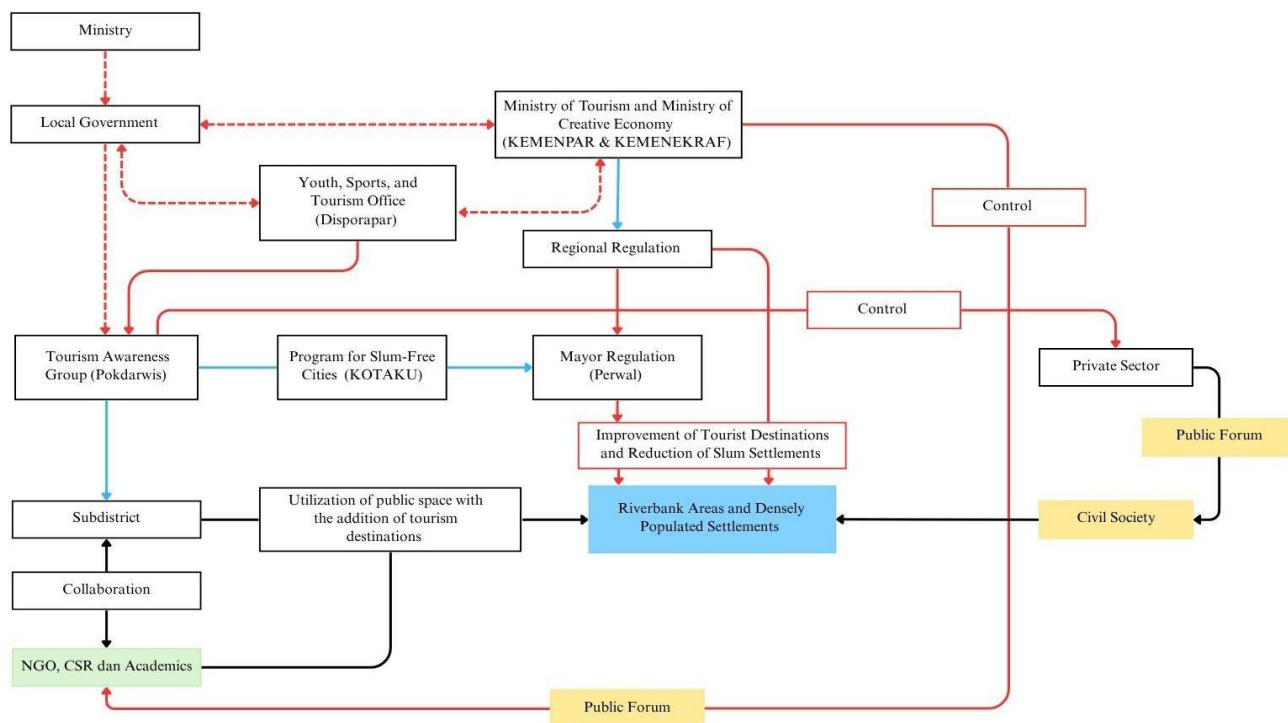


Figure 3. CGR model in the collaborative governance of thematic villages in Malang City
Source: Research Output, 2024

6. DISCUSSIONS

A collaborative approach refers to the interaction, coordination, and joint involvement between various parties

involved in a governance system. It includes how stakeholders work together, share information, and take joint action to achieve desired goals. As a means of supervision, the formation of the Pokdarwis aims to monitor the development

and activity level of each village through local wisdom-based friendship, which is evaluated periodically. This approach aligns with the views of Thomson and Perry [20] and Ansell and Gash [12] on collaboration, where the meaning of collaboration is a cyclical interaction that occurs between participants.

In a more detailed look, collaboration in the thematic villages of Malang City can involve direction setting and implementation [4, 21]. This framework supports the finding that the Pokdarwis forum has multiple work programs, including a review of villages that are deemed less active or inactive.

The work program aims to motivate thematic villages to become active tourist destinations. The success of this initiative will strengthen collaboration and create a virtuous cycle. The Principled Engagement aspect demonstrates that Disporapar collaborates with several other agencies, including the Environmental Service and the Malang City Communication and Information Service. This aspect is crucial for the development of thematic villages as it has been proven to enhance the sense of community solidarity [4] and improve economic and environmental conditions.

Regarding the collaboration aspect of shared motivation, this study reveals that the community's evaluation is focused on the profit aspect. This is because the establishment of thematic villages has become a basis for enhancing the local economy. Furthermore, it has been confirmed that there are villages that can sustain themselves even without tourist visits, as they already have craft and culinary industries that serve as their primary source of income. The motivation for collaboration is not solely based on the benefits to the individuals and their respective organizations, but also the leadership of the Pokdarwis and thematic village leaders. Sholikhah et al. [2] also found that leadership patterns provide flexibility in setting policies for each thematic village [2]. Therefore, community trust and reciprocity are the main factors that determine the success of collaboration dynamics.

According to Picavet et al. [22], collaboration is evident in the way information is shared. Thematic village association boards inform each other about training, comparative studies, grants or funding schemes, and assistance from other parties. This fosters synergy in the implementation of thematic villages, promoting cooperation and mutual support. This information exchange fosters equality of knowledge and abilities among the parties involved in various sectors [3]. Sharing activities is another important element. For example, the collaboration 'Together We Can', initiated by Disporapar Malang City, involved Kampung Biru, Kampung Warni-Warni Jodipan, and Kampung Sanan. Although each village has its own mindset, including craftsmen, entrepreneurs, and sellers, the collaboration was successful. However, the event was successful in integrating the three villages into a single tourism destination. This finding is consistent with the recommendation that shared activities should involve financial support and service contracts for the provision of public services, such as those offered in a thematic village [23].

Furthermore, the people of Malang City worked together to develop the resources of the ceramic village and Kampung Sanan as industrial centers, accompanied by the exchange of experiences in training and industrial mentoring mechanisms based on the experience of productive joint meetings. This statement supports the conclusion that sharing resources and capacity empowerment is achieved by considering quality aspects, productivity, and the range of collaborative dynamics

that productively strengthen the collaboration system [13, 24]. The practice of sharing activities and community empowerment in the development of thematic villages in Malang represents the capacity for joint action. Thematic villages that are tailored to the potential of each village can also be useful for increasing the confidence and added value of the village to become more empowered. However, horizontal conflicts may arise due to overlapping between institutions that participate in utilizing these resources. For instance, the community and the government of Malang City conflict funding the development of thematic villages. The community believes that without government support, some villages may remain inactive due to a lack of funding.

7. CONCLUSION

The thematic villages in Malang City exemplifies a complex collaborative dynamic among various stakeholders, including the government, the community, NGOs, and the private sector. This collaboration, initially aimed at enhancing the aesthetics of slum villages, has evolved into an initiative to explore the potential and unique characteristics of villages in other parts of Malang City, to develop tourist destinations that can boost the local economy. Disporapar Malang City is the main policyholder. Therefore, it is necessary to communicate and discuss the problems that exist in each thematic village simultaneously. The main key to development and maintenance in every relationship with stakeholders, in addition to funding programs, tools, and training, can be an alternative if the main stakeholders cannot fully support it. The community mustn't depend on the government completely. The collaboration level observed during the development of the thematic village of Malang City appeared to be superficial. It is important to establish effective communication channels between institutions and community groups to ensure in-depth collaboration.

This study confirms that factors such as sharing information, activities, resources, and capacity empowerment are crucial in forming CGR in thematic villages in Malang City. These factors also play a significant role in strengthening collaboration between various parties and serve as the basis for productive cooperation in developing thematic villages in Malang City. It should be noted that dependence on funding sources creates challenges in maintaining the sustainability of the thematic village program.

Inadequate maintenance of thematic villages may lead to the erosion of their tourism potential and characteristics, resulting in reduced attractiveness as a tourist destination. Therefore, both the city government and the managers of thematic villages need to start exploring alternative funding strategies, such as strengthening community-based enterprises, collaborating on funding through public-private partnership (PPP) schemes, and utilizing crowdfunding and social investment for specific projects. These models not only allow for the diversification of funding sources but also increase active community participation in the management and development of thematic villages. In addition, future policies need to be directed towards strengthening collaborative funding schemes between the government, private sector, and communities; establishing cross-sector coordination mechanisms; and providing training to enhance the capacity of community managers, especially in program management and fundraising. However, further qualitative and quantitative

research is necessary to identify more effective strategies for developing sustainable thematic villages, especially regarding the analysis of sustainable funding models and the potential of crowdfunding, as well as their relation to multi-actor collaboration.

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