

# Governance Network in Sustainable Tourism Development:

A case of thematic kampung tourism in Malang, Indonesia

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**Abstract**—Sustainable tourism is determined as a means to enhance sustainable development outcomes in tourism development. This research highlights the underpinnings of sustainable tourism policy managed by multiple stakeholders. A qualitative analysis concluded that in local area, sustainable tourism, as well as other development strategies, requires a precise network of governance. *Kampung Warna-warni*, a case urban tourism in Malang city is analyzed to ensure its sustainability and local tourism governance mode. The significance of this study is that it opens up discussion about the link between local governance network and sustainable development to tourism management, also the importance of a participant-governed network.

**Keywords**—*kampung tourism; pro-poor tourism; participant-governed network; sustainable tourism; sustainable development; thematic kampung*

## I. INTRODUCTION

Sustainable tourism discovers the importance of sustainable governance or institutional sustainability as the fourth element of sustainable development [1]. The understanding of how sustainable tourism policy relies on institutional sustainability is simply, a critical one. Practically, in the process of sustainable development, what is constantly missed, however, is the completion of the underpinnings of sustainable governance to ensure equity in the policy process of tourism development. Yet little is known about the kinds of governance processes and instruments that are able to effectively harmonize the interest management of economic, ecological, and social concerns in tourism sector [2].

In Malang, East Java, the underpinnings of sustainable governance have significantly determined the success of a local *Kampung-tourism* development namely *Kampung Warna-Warni*. Principal research focuses are the identification of tourism governance in *Kampung Warna-Warni* concerning on governance network and indicators; and the governance network managed by stakeholders to attain sustainability. A qualitative research approach considered to be the best framework of method to explain the idea of sustainable governance or as it is commonly understood as institutional sustainability and its willingness to the process of sustainable

tourism development. This study aimed to explore governance for sustainability by focusing on the enhancement of tourism sector. Inductive approach is used to acquire deep analysis of sustainable tourism within the framework of governance in the particular case of Local *Kampung-Tour Based Urban Tourism* in Malang Indonesia. The use of qualitative method assessed to be appropriate because of the nature of research is the exploration of “what is going on” in specific situation regarding the issue of “sustainability” in tourism development.

## II. THEORETICAL DISCUSSION

### A. Sustainable Development and Tourism: Sustainable Tourism

A set of global development framework called Sustainable Development Goals (SDGs) has generally deduced an ideal development trend, which constructed and monitored to achieve common goals of all countries for any realms.

Sustainable development is therefore about creating a better life for all people in ways that will be as viable in the future, as they are at present. In other words, sustainable development is based on principles of sound husbandry of the world’s resources, and on equity in the way those resources are used and in the way in which the benefits obtained from them are distributed [3].

Tourism underwent a persistent growth worldwide over the past years. A steady growth of tourism development can be a powerful development catalyst, which, if properly managed can net benefits to social welfare and sustainable development. In sustainability realms, sustainable tourism expected to bring alternative tourism perspective into practice. Notion about sustainable tourism has been world-widely discussed; it is due to commonly, traditional tourism could be very erratic [4]. In many situations, tourism could be very positive and/or very destructive for sustainable development. Sustainable tourism has multi-perspective of meanings. It is a dialectical concept dependent upon the way sustainability in tourism context is interpreted and given definition in its particular socio-cultural context. This understanding leads to a not-precise meaning of sustainable tourism.

Sustainable tourism meets the necessity of tourists and host nations or regions by utilizing all resources in such way that social needs and economic growth can be fulfilled by managing environmental and cultural diversities. Sustainable tourism development ultimately enhances the dynamism of economic development and social welfare. Besides that, sustainable tourism provides special connection of local groups/communities, tourism industries, city government, and costumers (tourists). These interlinks have led to major aspects of the sustainable tourism, which are:

1) *Knowledge sharing (Interaction)*: Like other conventional tourisms, the nature of sustainable tourism as a service industry is “knowledge sharing”. It delivers new experiences of various places, which involves multiple interactions both directly and indirectly. The intensive socio-cultural interaction between local groups/communities and tourists provides considerable amount of knowledge and ideas. Positively, this circular interaction could make impacts on human development to become more modern and aware.

2) *Awareness*: Sustainable tourism generally offers “sweet escape activities” which relies on natural beauty or cultural heritage of the destination location. In that way, sustainable tourism makes people become more conscious of the environmental issues to pursue economic sustainability. This may increase awareness of sustainable living throughout communities’ lives.

TABLE I. THE UNDERPINNINGS OF SUSTAINABLE TOURISM

<b>Tourism positively DOES</b>
<ul style="list-style-type: none"> <li>• provide a growing and dynamic opportunities for economic development and employment creation</li> <li>• establish support for local development and public services, even in remote areas</li> <li>• enhance value and impacts to natural and cultural resources</li> <li>• become a means for intercultural peace and development.</li> </ul>
<b>Tourism negatively DOES</b>
<ul style="list-style-type: none"> <li>• endanger scarce resource including land and water</li> <li>• threaten wildlife conservation and environmental sustainability</li> <li>• lead to dislocation of traditional values</li> <li>• contribute to global warming</li> </ul>
<b>Sustainable Tourism DOES</b>
<ul style="list-style-type: none"> <li>• enforce the spirit of <i>Ecocracy</i> (the sovereignty of environment): putting ecology as a core part of governance system</li> <li>• require governance and technology innovation</li> <li>• promote local arts and cultures</li> <li>• apply the spirit of Green Economy</li> <li>• balance Economy, Eco-culture, and Empowerment (3E) [5].</li> </ul>

Source: Analysed by writer (2018)

The idea of sustainable development in tourism management fits well with the more advanced ecological modernization and governance. Sustainable governance espouses partnership in which governments, businesses, moderate environmentalists, and scientists cooperate in a

restructuring of the capitalist political economy along more environmentally defensible lines [6]. The notion of sustainability in tourism sector does not appear without problem; by the emergence of the global goals of sustainable development – which has been simplified to be the local goals of sustainable development, there are two main debates of sustainable tourism idea and literatures which must be addressed to advance further sustainable urban tourism development:

- There is no clear mechanism to control tourist’s demand, particularly in managing the varieties of tourist’s necessities. The emphasis of sustainable tourism does not merely rely on the sustainability concept of tourism site and attraction, but also the tourism behavior which determines sustainability.
- There is no exact global consensus on sustainable tourism. Perhaps, sustainable tourism is implied as part of responsible consumption (point 12 out of 17 SDGs) to espouse sustainable cities and communities (point 11 out of 17 SDGs). However, sustainable tourism is often understood separately from a fast-growing urban population which significantly affects the rate of consumption. The attention of sustainable tourism, therefore, especially in Indonesia, is still being less paid by governments.

Governance for sustainable tourism defined as what needs to do and how, to manage tourism and prevent negative impacts on tourism resources. Public authorities must seek answer to questions of how tourism must be sustainably attempted?; how tourism-policy making must be deliberated?; how coordination among stakeholders must be managed at national and local level, and what roles they have to contribute?; how sustainable tourism can be locally understood and applied regarding dissimilar local values?; how regulation must be enforceable and coordinated with tourism and sustainability?, how adverse impacts of tourism can be prevented?. Making tourism more sustainable requires strong governance to run political, administrative and legal instruments both in national and local level.

Tourism governance can be diverse depending on local network governance. A more concerned research on tourism governance reviewed three modes of governance introduced by Provan and Kevin [7] and specifying it into local tourism context namely a council-led governance network (lead organization–governed networks); a participant-led community governance network (participant-governed networks); and a local tourism organization (network administrative organization) [8].

Led organization-governed networks are networks wherein a lead organisation takes a central coordinating role, facilitating and enabling collaboration, often contributing in-kind support and leadership. Power and authority are generally centralized and communication and decision-making may be top-down. Participant-governed networks are networks wherein members themselves collaborate to achieve goals that would otherwise be outside the reach of individual stakeholders. Participant-governed network

relations are generally decentralized, less formal and dependent upon the social and human capital that exists in its members. A grass-roots community network is an example of this governance arrangement. Network administrative organizations are networks wherein a separate administrative entity is established specifically to undertake governance activities. This administrative unit operates as a central node for communication, coordination and decision-making [7,8].

The contention of these network is that, like the concept of good governance, the network of governance for sustainable tourism cannot be perfectly defined; they can be interpreted in too many different ways that make them more dialectical [9].

### III. METHOD OF ANALYSIS

As noted above, this research examines the networks or modes of governance in a case of sustainable tourism practice. This paper aims to identify a precise typology of governance network/mode for *Kampung Warna-warni* through a qualitative approach to seek and analyse a social phenomenon in tourism context. To this end, the study was a descriptive research to the extent that the researchers studied the pattern of governance including community interaction and local government's policy initiative.

Mixed method data collection was undertaken and included archival research and analysis of newspaper reports, journals of tourism governance and development strategies. Socio-economic data at regional and local levels was also collected and analysed. Semi-structured interviews were undertaken with five individuals involved in local tourism management in *Kampung Warna-warni* (the three tourism managers, 1 local government officers, and two random tourists). An experiential analysis through observation perfects the analysis particularly relates to a pattern of how a community based local organisation of tourism successfully take a role in tourism development and management.

### IV. ANALYSIS

#### A. Governance Network/Mode for Sustainable Tourism: Case of *Kampung Warna-warni Jodipan Malang, Indonesia*

Malang is located in a mountainous area in the southern part of East Java province. This city has a fairly cool climate and a pretty neat urban planning. Known as a city of tourism and education, Malang is considered similar to the city of Bandung, West Java, still, Bandung has been more urbanized and modern than Malang. Tourism development in Malang city considered to be more supported by the natural tourism potential of its neighboring city, Batu. However, compared to Batu, due to Malang has developed more modern infrastructure and facilities which may sustain urban tourism development, it is.

*Kampung Warna-warni* (or Colorful Village) is a tourism site that began to be developed in early 2016. By applying the same concept as slum tourism in Brazil, *Kampung Warna-warni* features photography and colorful painting combined with local arts. Regardless of the pros and cons of land use

status, *Kampung Warna-warni* is a form of revitalizing slums into tourist attractions. *Kampung Warna-warni* currently becomes a phenomenal concept of slum *Kampung* development which combines the ideas of pro-poor tourism, eco-tourism, and community based tourism.

In the case of *Kampung Warna-warni*, effective sustainable tourism governance means developing institutional sustainability which includes good corporate governance and good local governance. In practice, *Kampung Warna-warni* defined as a participant-governed network based tourism development which allows members to interact on a relatively equal basis in the process of governance, or theoretically defined as shared participant-governed network [7]. Governance practices are strengthened by elaborating public private partnership and community engagement. Theoretically, Good corporate governance and good local governance are integral part of participant-governed network which allows interaction and shares networks in the framework of public private partnership.

Internally, community can independently manage *Kampung Warna-warni* in term of tourism service provision such as parking lot and food selling. Besides that, local artists also contribute as painters and designers so that the tourism attraction gets more captivating. Since it was firstly developed, community group known as *Komunitas Mural Turu Kene* has led the painting activity helped by local communities. By enhancing public private partnership through the mechanism of Corporate Social Responsibility, this project has been fully financed by private painting company, *Decofresh*, for paint. Technically, the process of painting has involved not only communities but also governments, such as, Indonesian Army and Air Force, also police officers. By engaging the role of city government and private sectors, *Kampung Warna-warni* has more adequate facilities including prayer room and public toilet.

Meanwhile, the role of city government as regulator helps reinventing *Kampung Warna-warni* to be the city branding. Despite the illegal land status, the development of *Kampung Warna-warni* has turned into a more eccentric city attraction. However, regarding the debate on land status, city government has prepared for relocation by building government-owned public housing for those who needs it. Yet, city government has committed to maintaining supports for *Kampung Warna-warni* by issuing permit to develop more identical tourism attraction namely *Kampung Tridi*. Those *Kampung* developments are attempted to achieve a more sustainable urban tourism development while also supporting sustainable urban pro-poor tourism. The concept of sustainability and governance, while it is relatively easy to conceptualize and proselytize about the needs for sustainable tourism development, it is far more challenging to develop an effective, yet practical, measurement process [10].

*Kampung Warna-warni* practiced a participant-governed network emphasizing on the equal sharing process among stakeholders. This governance model enables community get actively involved in policy processes include formulation, implementation, and monitoring-evaluation. According to the analysis, community is identified as core and primary

stakeholder in all levels of policy processes. This situation possibly offers an equal sharing between community and

government. The scheme of governance network of *Kampung Warna-warni* displayed below:

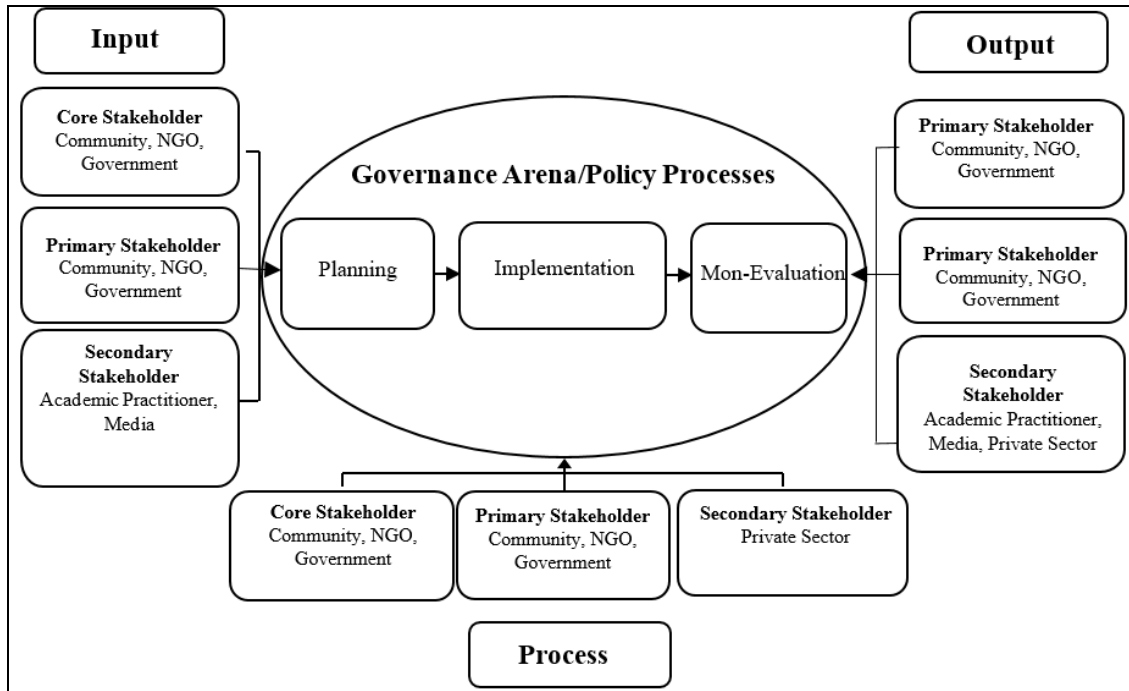


Fig. 1. Scheme of participant governance network in *Kampung Warna-warni*.

V. CONCLUSION AND RECOMMENDATION

The practices of sustainable development is massively transforming into various development innovation. A connection between sustainable development and tourism has world-widely developed [11]. Tourists nowadays they do care about how tourism chain can significantly give “trickled-down effect” and support sustainability. *Kampung Warna-warni*, in this case succeeded mobilizing local societies, creativity, and actions into a sustainable pro-poor tourism. This new-defined tourism, at a glance, created comprehension by which community and government shared their interest and role. In this *Kampung* development, inhabitants have enhanced the level of participation into a well-developed citizen control. By using the framework of participant-network governance, groups of community jointly decided on a strategy which lead their *Kampung* to gain a better perception and value as tourism destination. This equal lobbying power shows how community and government shared roles as core and primary stakeholders in the development of social innovation called thematic *Kampung*.

Finally, the conclusion referred to three main points; *firstly*, sustainable tourism mainly needs a participant-network governance which essential for such initiative *Kampung* tourism. *Secondly*, in *Kampung Warna-warni*, a participant-network governance practiced and internalized in informal ways. Groups of community has been involved in the policy arena to actualize democracy and reform their capacity. The shared power and benefits are real, even more, this *Kampung* development has effectively brought sustainable changes not

only related to concerning on environment or governance, but also more about the community behavior – improvement of their activeness, sustainability mindset, self-esteem, and surely changes in the look of the *Kampung* provides additional income.

*Thirdly*, by managing a participant-network governance –as conclude, *Kampung Warna-warni* might be claimed as the ideal type of sustainable (pro-poor) tourism which might be an effective means of poverty alleviation in a more sustainable way. However, this type of sustainable tourism still remain problem in the perspective of legality. The problem is that no one-network governance, including participant-governed network, is ideally suited to fully address all problems in both internal and external organization. Formulating policy regarding illegal land status requiring a more strict approach in terms of a top-down decision making process. By practicing a combination of three governance network/modes, perhaps, local government can uphold equal agreement among actors to dodge social conflict.

This study discovered that tourism has met sustainability through community initiative. Still, the lack of government sensitivity might threat the future of sustainable tourism. The research revealed recommendation regarding how government must prepare alternative scenarios and be responsive to the upcoming development trends. Therefore, concerning on the pattern of successful urban tourism development as poverty alleviation strategy, local government must facilitate the absence of sustainable tourism action plan and legislation.

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