Collaboration with Pentahelix Model in Developing Kajoetangan Heritage Tourism in Malang City

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ABSTRACT

This study aims to reveal the development of Kajoetangan Heritage as a tourist attraction site in the city of Malang. The researchers use the Pentahelix model to look at the development. The involvement of pentahelix stakeholders (government, community, private sector, academics, and media) is intended to develop the tourism site thoroughly. So far, the main problem behind the less optimal management of Kajoetangan Heritage Tourism is the lack of development of accessibility, facilities, and infrastructure. This research uses descriptive qualitative method while the data were collected through observation, interviews, and documentation. The results show that the collaboration between the Kajoetangan community, Malang heritage community, Department of Culture and Tourism of Malang, Soak Ngalam business, City Guide FM, and Institute of National Technology Malang had succeeded in increasing the promotion of the Kajoetangan Heritage. However, the collaboration had not been able to contribute maximally to the regional income. This happens because the problems of accessibility, facilities, and infrastructure were not resolved and there was a weak capacity of the actors involved.

Keywords: collaboration; kajoetangan heritage; malang city; pentahelix

ABSTRAK

Penelitian ini bertujuan melihat pengembangan Kajoetangan Heritage sebagai salah satu objek wisata di kota Malang melalui model Pentahelix. Selama ini problem utama dibalik belum maksimalnya pengelolaan wisata Kajoetangan Heritage adalah minimnya pengembangan aksesbilitas, fasilitas dan infrastruktur. Keterlibatan stakeholders Pentahelix (pemerintah, komunitas, swasta, akademisi dan media) dimaksudkan mengembangkan wisata heritage secara merata. Metode penelitian ini menggunakan deskriptif kualitatif dengan teknik pengumpulan data dilakukan melalui proses observasi, wawancara dan dokumentasi. Hasil penelitian menunjukkan bahwa kolaborasi antara poros penggerak masyarakat Kajoetangan, Malang Heritage Community, Dinas Kebudayaan dan Pariwisata kota Malang, Soak Ngalam, City Guide FM serta Institute Teknologi Nasional Malang berhasil meningkatkan promosi Kajoetangan Heritage namun belum mampu meningkatkan kontribusi bagi pendapatan daerah.
INTRODUCTION

The Government of Indonesia through the Ministry of Tourism is targeting the tourism sector in 2019 to be able to bring 20 million foreign tourists and 275 million domestic ones. Besides, the tourism sector is targeted to contribute to the national GDP as much as 8% to Rp 280 trillion of foreign exchange. Moreover, the sector is mandated to create jobs for at least 13 million people. To meet the performance targets of 2019, the Ministry of Tourism designed a strategy of tourism development that is through collaboration under the Pentahelix model. In Indonesia, the Pentahelix model which was first designed by the Minister of Tourism, Arief Yahya, was stipulated into the regulation of the Minister of Tourism of the Republic of Indonesia number 14 year 2016 on the guidelines on sustainable tourism destinations in the form of cooperation between five timelines Business, Government, Community, Academic, and Media (BGCAM).

The Pentahelix, hence, becomes a new tourism development model in Indonesia. Some of the products of this model include the travel priority under the name "10 New Bali", in which the government focuses on the development of tourism sites including Toba Lake, Kelayang Cape, Kepulauan Seribu, Borobudur, Mount Bromo, Wakatobi, and Labuan Bajo; all of which incorporate the concept of Pentahelix. In addition to these prioritized destinations, some areas in Indonesia have begun to develop its tourism using the Pentahelix concept. One is a tourist destination city in East Java, Malang. Malang is one of the city of tourist destinations, where the number of tourists each year continued to increase.

Table 1
Number of tourist visits in Malang

| Year | Tourists | Local  |
|------|----------|--------|
| 2014 | 6025     | 2.4 Million |
| 2015 | 8754     | 3.3 Million |
| 2016 | 9535     | 3.9 Million |
| 2017 | 11,970   | 4.3 Million |
| 2018 | 15,034   | 4.8 Million |

Source: The Central Bureau of Statistics Malang

Looking at the inclining numbers of the tourists each year, the Department of Culture and Tourism of Malang targets an increase of tourist arrivals in 2019 at around 10 to 15 percent or as much as 425 thousand tourists with a target number of foreign tourists reached 150 thousand while the remaining are domestics. To support the targets of tourist excursions in Malang, the city government continues to build more tourist
destinations that can be attract the tourists. One of the tourism attraction that was developed by the City Government of Malang was heritage tourism.

Heritage as one of the heritage in Indonesia has been confirmed nationally in the Law No. 11 the Year 2010 on Heritage. The Malang City authorities support the preservation and protection of cultural heritage through the Regulation of Malang City number 1/2018 on the Heritage. In addition, the Malang government officially installed one of the heritage with the stipulation of 32 heritage buildings on a decree issued by Malang Mayor in December 2018.

As the area has been formalized into the heritage region, it becomes the task of government, stakeholders, and elements of society to cooperate in developing the tourism potential. One way to do so is to involve the stakeholders in the construction and development of Pentahelix Kajoetangan Tourism. Pentahelix itself in the field of tourism in Malang is a new thing, particularly for the development of Kajoetangan Heritage tour and Sanan's tourist village chips. Kajoetangan Heritage Tourism is one of the tourist destinations in Malang using the concept of Kajoetangan Pentahelix located in Malang. This tour, which was inaugurated on 22 April 2018, offers a historic legacy of the objects of hundreds of years old in the form of a colonial architect.

Since its establishment on 22 April 2018, until February 2019 the Kajoetangan Heritage Tour, according to the data of the Kajotangan Heritage Tourism management, the tour has been able to attract 5577 travellers, 5520 of whom are locals and as much as 57 were foreign tourists. Although it has been able to attract a quite big number of visitors, the customers of tourism say they were not fully satisfied because many people do not know the heritage and most visitors are teenagers who are just looking for a photo spot than to see the value of history in it. Hence, the future plan of tourism is hoping to attract more tourists.

To solve this problem, a collaboration was carried out in the form of pentahelix. The stakeholders involved were the leaders in Kajoetangan Society, Malang Heritage Community, Department of Culture and Tourism of Malang City, Soak Ngalam Business, City Guide FM, as well as the Institute of National Technology Malang. This pentahelix model intends to synergize all interested parties to obtain creative solutions to increase economic benefits in Kajoetangan Heritage.

Pentahelix is an extension of the triple helix strategies which involves the elements of society and non-profit institutions to realize the innovation (Lindmark, Sturesson, & Nilsson-Roos, 2009). Triplehelix is developed with added with an element, civil society or community, which makes the Quadruplehelix that functions to accommodate the community's perspective. Quadruplehelix concept is developed by maintaining the interaction of the triple helix models (network science and technology between universities, industry, and government) and involving civil society as a whole in the system (Yawson, 2009). Indonesia's model of the Quadruplehelix has then added one more element that is media which then becomes a complementary element Pentahelix, as the context of the development of the creative economy in Indonesia.
Based on some of the explanations above, it can be concluded that Pentahelix is an innovation model to increase the level of the economy of a country or region which involves five stakeholders i.e. government, businessman (private), media, academic, and community. These five elements have their respective roles and fairly large influence that when combined in a collaboration with the specific purpose may achieve better and maximum results.

Figure 1. Models of Pentahelix BGCAM

Pentahelix model becomes a reference in the synergy between the relevant agencies to achieve the goal of collaboration as optimal as possible. Pentahelix has an important role to play in supporting the purpose of joint innovation and pentahelix contributes to the socio-economic progress of the region (Soemaryani, 2016). The following are the roles of each element in Pentahelix, namely:

1. The government in Pentahelix model acts as a regulator. The government acts as a regulator as well as a controller that has the rules and responsibilities in developing an object.

2. Business or private in Pentahelix model acts as operational units. Business is an entity running the business in the process of creating added value and maintain sustainable growth (Slamet, Nainggolan, Roessobiyatno, Ramdani, & Hendriyanto, 2016). The Business has a role as a promotor or budget contributor in providing the added value or revenue in the form of funding in the development of the sector.

3. Academics serve as a drafter, where the academics in the model provides standardized processes on the activities and the certification of skills and human resources. Academics also provide concepts and the latest theories relevant to the activity or sector developed to gain a sustainable competitive advantage (Slamet et al., 2016).
4. The media act as an expander. In this model, the media plays a role in supporting the publication in the promotion and creating a brand image.

5. The community acts as an accelerator. In this model, a community of people has similar interests and relevant to the evolving business (Slamet et al., 2016). The community can also act as a mediator or liaison between stakeholders to assist in the development of the deposit.

METHOD

The method used in this research was descriptive qualitative to provide an overview of government collaboration with Pentahelix Model in the development of Kajoetangan Heritage Tourism and the problems faced. The data in this study were collected through observation, interviews, and documentation. The data obtained were the form of primary data, which was obtained from the interview and observation, and secondary data, which was obtained from documents, journals, books, legislation, and other media. This study uses data analysis techniques (Miles, Huberman, Huberman, & Huberman, 1994) which cover data collection, data reduction, and conclusion and data display (Silalahi, 2006).

RESULTS AND DISCUSSION

1. Collaboration with Pentahelix Model in the Development of Kajoetangan Heritage Malang

   Kajoetangan Heritage with a history and antiques themed tourism potential since the start of its establishment has begun to involve stakeholders in the Pentahelix model. As a new tourism site that has not been recognized by many people, the involvement of stakeholders in the development of Kajoetangan tourism is expected to be able to have a great impact so that the development process is spread.

   a. The Drivers in the Development of Kajoetangan Heritage Tourism in Malang

   In its development, Kajoetangan Heritage tourism is inseparable from the role of Pentahelix actors. The drivers, these actors, include the community named Malang Heritage Community, Department of Culture and Tourism Malang from the government, Ngalam Soak from business, ITN Malang as academia, and City Guide FM as the media. This involvement of the stakeholders to establish cooperation was originated from the Kajoetangan Community as the initiator. The community saw an opportunity of the tour but lacking knowledge about tourism management. These lacks were then welcomed by Malang Community Heritage, whose members come backgrounds different including government, businessmen, and media.

   Academics in the development of Malang tourism is an important point that must be considered, as the status of Malang as Education City would be a great opportunity for academics. The academics involved in Kajoetangan include the Institute of National Technology Malang (ITN Malang). ITN Malang is quite active...
in all of the activities carried out in Kajoetangan. When contacted by the Kajoetangan directly, ITN began to map early and see the potential of the Kajoetangan. This was followed by a meeting agenda by the ITN and the community on 18 October 2017. The agenda is "Exposure Kajoetangan tourism development". The initial exposure is to create more networks and focus on tourist attraction since there are public especially the people of Malang who even do not know about many buildings and potential heritage in Malang.

The local government in the development of the tourism site was represented by the Department of Culture and Tourism of Malang, that has a fundamental duty to develop tourism in Malang. The department routinely involved in any activities performed in Kajoetangan tourism. The Department of Culture and Tourism of Malang City participates to give the concept of development in the Kajoetangan area by describing their request to build Kajoetangan in Malang like Malioboro in Yogyakarta City or Braga in Bandung City. The plan of the government focused on the development of facilities and infrastructure for Kajoetangan Heritage Tourism. The government, through the Department of Culture and Tourism, plans to widen the sidewalk along Jalan Basuki Rahmat, a famous street, which is located within the area of the Kajoetangan tourist attraction, Kajoetangan park. This can be a potential entry to Kajoetangan tourism. In addition, the government plans to build a road corridor like the ones in Malioboro as a place to relax with Malang style. This could be a supporter of the local economy like a trader of food, antiques, and much more. The concept is still currently in advanced discussions with the Association of Indonesian Architects.

Business or private involved in the development is Soak Ngalam. Soak Ngalam, spelled reversely ‘Malang Kaos’ (Malang’s T-shirt), was a draper with the Malang characteristic that is uniquely designed with reversing word or locally known as bosó wali kan. Soak Ngalam was involved in the development of this Kajoetangan Heritage development because Soak Ngalam owner is also the chairman of Malang Heritage Community (MHC) who had already been involved in the development of Kajoetangan tourism to promote the heritage tour. Soak Ngalam offered to give sponsorship in the form of making clothes with Kajoetangan Heritage theme for sale and the profit is divided.

The influence of the media in this era is so great that it can also have an impact either or both positive and negative. The positive impacts include the easiness of tourism promotion to all circles. The media in Kajoetangan Heritage supported the publications in promoting and creating a brand image. In its development, the Kajoetangan Heritage Tourism cooperated with a local city media namely City Guide FM. City Guide FM committed with the vision of becoming escalator growth for a better Malang. City Guide FM explores the tourism sector and provides all aspects of support towards Malang in more developed and advanced methods, including its missions of presenting the material of tourism, traffic, entertainment, culinary, lifestyle, local interest, plus hot news and issues to the public in Malang. From the initiative and interest based on the vision and mission, the Local City Guide FM presents a special program, namely the promotion of Malang tourism including the Kajoetangan Heritage Tourism. So far, there has been a couple of times a talk show and broadcast by the City Guide FM and Kajoetangan of Malang.
b. Dynamics of Collaboration in the Development of Kajoetangan Heritage Tourism in Malang

The dynamics of the collaboration process consists of several key components that can be considered as a factor contributing to the successful implementation of the collaboration which involves the Pentahelix stakeholders – Malang heritage community, Kajoetangan society, Department of Culture and Tourism of Malang, Soak Ngalam, ITN Malang, and City Guide FM with determination, motivation and capacity principles along.

1) Dialogues and Meetings of the Drivers in Defining the Joint Principles in the Development of Kajoetangan Heritage

The dynamics of the process of collaboration begins with meeting and dialogue conducted by the functionary interests, in this case, the Pentahelix stakeholders. The dialogue between stakeholders allows people with substantive and relational goals and different identity to collaborate to solve problems, resolve conflicts, or create shared value. In the context of collaboration, the development of the Kajoetangan Heritage Tourism involved both the Department of Culture and Tourism of Malang, the society and Malang heritage community, ITN Malang, was assisted by a media Malang City Guide FM. These five stakeholders, the pentahelix, conducted a dialogue that aims to establish the principles of the stakeholders involved as well as to discuss the activities and programs carried out in Kajoetangan Heritage Tourism.

Meetings and dialogues among stakeholders have actually been started in the end of 2017. Regular meetings were carried out every Wednesday to discuss the program and agenda in this the development of Kajoetangan Heritage Tourism. Most of the meetings discussed the concept, presentation, and preparation of the activities or events. However, the discussion so far focused on the development of attractions. In that discussion, there had not been a discussion about the development of infrastructure in the long term which supports the accessibility in Kajoetangan Heritage.

So, in principle, the converged determination to develop the Kajoetangan Heritage Tourism starting from the meeting and the dialogue conducted between the stakeholders, in this case, can be seen in regular meetings conducted in Kajoetangan and attended by the representatives of stakeholders. Since the initial meeting at the end of 2017, the stakeholders have exposed directly the Kajoetangan concepts and have established the principles for the parties who are present and involved in the development of Kajoetangan Heritage Tourism. However, not all stakeholders involved always participate in every agenda and meetings held in Kajoetangan due to constraints of time and mobility problems.

2) Shared Motivation in the Development of Kajoetangan Heritage Tourism

Motivation, in this case, is regarded as an aspect of the development of trust and commitment to the process of each stakeholder involved. Motivation is jointly carried out to strengthen the principle of joint movement; it emphasises on the interpersonal and relational elements of the dynamics of collaboration or often referred to as social capital. The Pentahelix actors’ shared motivation can strengthen and improve the
process of mobilization of collective principles. Motivations collectively is a cycle strengthening mutual trust, mutual understanding, internal legitimacy, and commitment.

Confidence has begun to build society since the beginning by inviting the Malang Heritage Community to be involved in developing their villages. From the community then the other stakeholders are invited. It was already taken into consideration the development of trust between them. This trust development is an important process so that the performance is in line with expectations.

Afterward, the creation of trust will result in a common understanding that could allow stakeholders to appreciate the differences among each other. The goal is to create mutual understanding among stakeholders so that they could understand and appreciate the position and interests of each stakeholder, even when there is a disagreement between them. The understanding can be seen from the Kajoetangan Community as the leading actor which has a big hand in the decision making and activities to be carried out then the stakeholders should put their position as a party favour. Other parties that have a role, ITN Malang for instance, provides escort and input of the concept but understand that the final decision is on the people’s side.

Then, motivation and trust are built into commitment. Commitments heavily influenced by mutual trust and mutual understanding. The stakeholders' commitment to the collaboration process can eliminate the obstacle that often arises because of differences of opinion, the characteristics, and interests among actors. With the commitment, one can reach the purpose of joining the collaboration.

In the collaboration management in the development of Kajoetangan Heritage Tourism, the Pentahelix actors require that each stakeholder undertake a commitment to the collaboration agenda. To strengthen the commitment in the development of this Tourism, the Department of Culture and Tourism publishes a Head’s Decree Number 171/2018 on September 17, 2018, on the establishment of Pokdarwis (a special team formed to promote the tourism) of Kajoetangan Heritage. This commitment is a form of a written commitment between the Government and the people.

Besides, there is a Memorandum of Understanding (MoU) between ITN Malang and MHC numbered ITN-05-0717 / IX.REX / 2018 and 003 / IC / SK / 2018, signed by the president of ITN and the chair of MHC. The MoU stipulates the forms of agreement between the two sides including conducting research and community service in Malang’s heritage with the scope of human resources development, implementing research and dedication to the community, and to send experts to the team and society. With the agreement, it is clear that ITN Malang and MHC have the responsibility of developing Kajoetangan Heritage Tourism. In essence, each stakeholder involved in the development of Kajoetangan Heritage has been able to develop their confidence and mutual understanding, which is then amplified by the realisation of Pokdarwis and the MoU, even though there is still no written agreement or MoU involving all pentahelix stakeholders.
3) Joint Capacity in the Development of Kajoetangan Heritage Tourism

Collaboration requires capacities to support the collaborative activities that will stiffen stakeholders involved. Capacity is often defined as the level of ability to provide a facility that is usually expressed as a form of output. In the context of Kajoetangan Heritage Tourism development, the collaboration capacity could be seen from the activity carried out and its procedural and institutional agreements, leadership, knowledge, and resources.

First, the procedural aspects of the collaboration is a component of collaborative capacity which refers to the operational rules of collaboration. The dimensions of procedural or common ground are precept's general rules or protocols for activities. These rules can be formal or informal. Generally, pentahelix collaboration involves five timelines departing from the regulation of the Minister of Tourism of the Republic of Indonesia number 14 in 2016 which affirms that to generate value, sector, and component integrated driving the tourism sector and the system of tourism, it is expected to have collaboration with business, government, community, academics, and media (BGCAM). On the other hand, the other regulatory aspects that support the collaboration in Kajoetangan Heritage Tourism can be seen from Malang city government regulation number 11 of 2013 on the organization of tourism. In article 1, "Tourism as a kind of tourism activities are supported by the community, Government and local governments". The support to the collaboration is also asserted in the Mayor Regulation number 34/2014 on the Master Plan of Regional tourism Development, which explain that the organisation of tourism is a unity of elements and networks developed. These elements include government, local governments, private and community, and tourism organizations or the institutions of either local government, private or community involved in the organization of tourism.

The second aspect is leadership which greatly influences the appointment of the best figures and a competent leader. Thus, the leadership aspect refers to the quality, capability, a strong commitment of a good leader of the local government, private, and community itself. Leadership in the collaborative development of Kajoetangan tourism refers to the leadership exercised by the stakeholders involved. The aspect of leadership is highly visible because representatives of the five parties have been very committed since the beginning of the establishment of Kajoetangan Heritage Tourism. The Pentahelix actors have already dedicated times, sciences, and even their powers to help the development of this tourism to be more widely known. The early development of this tourism did not run smoothly because there was less public awareness especially in Kajoetangan but the commitment and dedication of the five stakeholders in conducting regular support to the community made the Kajoetangan community finally able to realize the potential of their areas and participate in the development of the local tourism site.

The third aspect is knowledge in collaboration which refers to the ability and skills in particular fields of the involved parties. That all stakeholders coming from different fields, it is demanded that each human resources involved in the process of collaboration uphold professionalism. The component of knowledge in
the collaboration of heritage tourism development emphasises on knowledge or expertise of the members involved. The Department of Culture and Tourism of Malang government that specifically deals with tourism and culture means the knowledge possessed in tourism and heritage is very deep. Malang Heritage Community as a community engaged in the field of history is without a doubt has an understanding of Kajoetangan history. The architect of ITN is capable of observing and seeing the historical value of the buildings in Kajoetangan. Yet, on the other hand, Soak Ngalam and Media City Guide is not a team of experts in the understanding of tourism and heritage but some representatives of Soak Ngalam and City Guide also would have little idea of the heritage. In addition, the people in Kajoetangan still have little awareness of the potential of the Heritage. Therefore, socialisation and promotion should be conducted to the people, especially to raise awareness of the economics and social benefits of the tourism site. Soak Ngalam and City Guide FM in the aspect of knowledge and ability adapted with their expertise. Soak Ngalam as the business must be able to assure the public that the area could be used as a value, whereas Malang’s City Guide FM shall become a medium to introduce and promote what they have in Kajoetangan. Although not all of the parties involved is an expert in the field of heritage tourism, at least they were able to take advantage of the ability of each to the development of the Kajoetangan Heritage Tourism’s better future.

The fourth component is resources, which is a capacity that must be maximally provided in the process or activities of collaboration. Resources in the process of collaboration can be classified as human resources involved in the collaboration; financial resources; and resources in the form of facilities and means of supporting collaboration. Human resources concern each executive or employee involved in the collaboration; allocation of budgetary resources in the form of a budget or financial aspects of finance are required for the process or collaboration activities; facilities and resources are about the amenities, and the infrastructure is the resource that supports collaboration activities. The three types of these resources have relationships with each other. Likewise, collaboration is also undertaken by Kajoetangan society, Department of Culture and Tourism of Malang City, Soak Ngalam, MHC, and ITN.

With regard to the aspect of human resource, the Department of Culture and Tourism delegates the seven-member team of experts that have expertise in tourism and history. This is certainly very helpful and facilitates the development of Kajoetangan Heritage Tourism. On the other hand, ITN Malang academics as a human resource that possessed high knowledge is advantageous for the parties to try to involve academics from especially department of architecture of ITN to help in the observation and development of Kajoetangan tourism. However, the Heritage community despite its many members has only a few representatives that are active in the routine in this Kajoetangan Heritage Tourism. In addition, only particular individuals from Soak Ngalam and City Guide FM.

Moreover, budgetary resources are the number of funds used for operational activities in Kajoetangan Heritage Tourism development. Budgetary resources are in the form of the budget allocated by the parties involved in this collaboration, in this case, the private sector and the public. Soak Ngalam in the budgeting
process has contributed to this. Kajoetangan community has contributed greatly since the beginning of the development of their Tourism including the matter of funding. Although the Soak Malang give 15% of their clothes sale, public funding still plays an important role here. In addition, every family in the Kayutangan Citizens (RW) who entered the Kajoetangan Heritage zone (RW, 2,9,10) made a contribution of 30,000 which was used to finance the village decorating competition later as a promotional event. This fee also applies to finance the inauguration of Kajoetangan Heritage on April 22, 2018). The income budget obtained from the tourist visits in the official opening of Kajoetangan Heritage Tourism. The resource of the fund is not only derived from the tourist traffic but also from Pokdarwis membership fees and donations from the public and other stakeholders. The income earned is then used in the activities run by the Kajoetangan. The income through a donation visit, although not too large, based on data of Pokdarwis Kajoetangan 2018 in October and December reached Rp. 700,000 to Rp. 1.992 million.

Finally, the other aspect is the facility that includes infrastructure facilities, tools, or technology that supports collaboration. Amenities in the collaboration of the development of Kajoetangan Heritage Tourism consists of the facilities provided by the pentahelix stakeholders to support Kajoetangan Heritage Tourism development activities. A particular facility in the process of this collaboration was a new form of the conference meeting place. Besides, there is also the facility of tourist development of Kajoetangan Heritage which mostly comes from the Kajoetangan community. In fact, the main point of attraction that offered comes from the uniqueness of the building these people own and live in. The infrastructure and facilities such as buildings and antiques that they own become the basis of the interest of this village of heritage. Then, with the awakening of community awareness and participation makes this Heritage tourism worthy.

c. Collaborative activities Tourism Development Heritage Kajoetangan in Malang

Collaboration activities refer to the joint efforts of the Pentahelix stakeholders involved to overcome the problems and achieve the agreed objectives in the collaboration. Collaboration activity is often defined as activities that directly conducted jointly by stakeholders involved in the process of collaboration. However, The collaboration activities not only collective but also can be done individually by one of the participants in the collaboration (Emerson & Nabatchi, 2015). Thus, the collaboration activity can be done by one-organization stakeholder alone or many stakeholders, but still has to refer to the objectives and aspects that have been agreed in the collaboration. The collaborative activities undertaken may include a variety of activities such as the development of strategic planning; policy development; preparation of the resource in the form of budgetary resources and facilities; implementation of policies or programs, and the monitoring process.

1) Launching of Kampung Kajoetangan Heritage Tourism in Malang

Kajoetangan Heritage Tourism in Malang was officially opened on 22 April 2018 by the Secretary of the City of Malang, Drs. Wasto, SH, MH. The activities in the inauguration of Kajoetangan Heritage Tourism involves several stakeholders including Government, Kajoetangan community, Malang heritage community,
Soak Ngalam and City Guide FM with a series of events. The launching included the trailing the streets along with the historic buildings which are guided by the representation of the community and Malang heritage Community. The launching is continued with storytelling by the Malang heritage Community about the history Kajoetangan and the Tomb of Mbah Honggo. Then, the event is followed by a fair and music entertainment, announcements competition between RW (smaller municipality in Kajoetangan). After that, the launching was continued with a jug breaking ceremonial indicating the opening of Kajoetangan heritage tourism by the Regional Secretary of Malang.

Soak Ngalam as the business assisted in the form of production of 50 pairs of t-shirts with the theme of Kajoetangan Heritage. The products were offered and sold to the visitors at the inauguration ceremony. Malang heritage community was also involved in the preparation and the inauguration. That is because Malang heritage community provided advice and input that support Kajoetangan Heritage tourism as well as the aids during the process of cleaning the village and the opening preparations. In fact, at the inauguration, the MHC took part in telling the story to the visitor, while for the media, City Guide FM, did the broadcasting and promoting the event.

2) Tourism Management Training to Pokdarwis Kajoetangan

These activities were organize by the Department of Culture and Tourism of Malang in a form of technical assistance and capacity building of tourism awareness. The training event was held in the hotel Swiss-Belinn Malang for three consecutive days, from June 16 to 18, 2019. The training was attended by 40 tourism representatives of Pokdarwis organizers in Malang, one of which is Pokdarwis heritage Kajoetagan. The training focused on the development of human resources and institutional governance. Institutional governance, in this case, is to strengthen the institution of Pokdarwis especially in tourism management and human resources. In this training, the theory is also followed by practice. The Department of Culture and Tourism of Malang city as the organizer teaches people about tourism, tour guiding, and the use of media technology.

The training aims to make the tourist attractions in Malang of eligible standards. Outlined herein are the fulfilment of public facilities and infrastructures such as toilets, hotels, and restaurants. The Department of Culture and Tourism of Malang also teaches how to use social media for promotion such as Instagram, Facebook, and Twitter. In addition, training of tour guides includes the use of foreign languages especially English which will be used when serving international guests. Moreover, the information boards must use good English to facilitate foreign tourists. This training was expected to raise eligibility standards for international tourism.

3) Mapping All Potential in Kajoetangan Heritage

The mapping activities were carried out are to look, observe, and select and sort all potentials in Kajoetangan Heritage Tourism. Stakeholders involved in the mapping exercise were ITN Malang, Malang Heritage Community, and the Kajoetangan Community. The mapping activity took place on March 21, 2018,
one month before the official event of Kajoetangan Heritage Tourism. Actually, the purpose of the mapping was also in the preparation of Kajoetangan inauguration.

Scans were taken by ITN Malang and Malang Heritage Community with the assistance of the local community. The activity was purposed to record any buildings that could potentially become attractions are hundreds of years old of historical value. All buildings of RW 1, RW9 and RW 10 were recorded and equally mapped. Then, the stakeholders or participants of this activity put up signs and directions at each building entrance in an antique building. Posted signs contain writings about the building to describe the object or buildings, which shows some short description of the life of the building and the building's history. They also make the board a map of the buildings that are installed at the entrance as well as the specific points to facilitate the tourists exploring the Kajoetangan Heritage.

In total, there are 34 historic buildings in the heritage site and each of these is put signs and information boards to facilitate the tourists' search. Not only the houses of the citizens, but restaurants, markets, stairs, and tunnels that have been established since 1900 and still survive today are also used as tourist attractions. The mapping exercise and mutual help between ITN Malang and Kajoetangan community are some of the duties under the MoU agreement in the form of research and community service.

In addition, the other activities in the development were monitoring and evaluation. The monitoring activities in the construction of Kajoetangan Tourism undertaken by some specific parties as the mapping activities are monitored and carried out openly by the society and ITN Malang. So far, there have been no regular monitoring activities because there many things to undertake in the development of the Kajoetangan Heritage Tourism. As for the evaluation activities, the five stakeholders routinely perform a joint evaluation on several activities that have been carried out with the aim of improvements for the future agenda.

In conclusion, all cooperation activities were undertaken by the Kajoetangan community, Malang heritage community, Department of Culture and Tourism of Malang, Soak Ngalam, ITN Malang, and City Guide FM, though the majority of the activities were short-term. These collaboration activities can be done collectively by participants or stakeholders involved or individually as long as it is still in accordance with the objectives of the collaboration. The activity in the tourism development is more focused on aspects of the appeal. Therefore, the activities with regards to the establishment of facilities, accessibility and other infrastructure have been overlooked; some are still under discussion in these activities. In addition to these activities, the government does not have a certain program or custom agenda in the development of Kajoetangan Heritage Tourism. In addition, City Guide FM and Soak Ngalam also only engage in a little bit the activity is minimal.

d. The Outcome of Tourism Development Collaboration Process Heritage Kajoetangan in Malang

Some of the activities undertaken collaboration will certainly have implications for a result to be obtained. The results are the outcome of which is the output of collaborative activities that have been
implemented. Perspective and identify the results of their collaboration refers to the transformation or changes in the quality and quantity for the physical aspect, environmental, social, economic, and political (Emerson & Nabatchi, 2015). The results of the collaboration in the development of Kajoetangan Tourism are: 1) Increasing the Economic Value of Work for the Kajoetangan community as the Kajoetangan Tourism began widely known that began to refine the citizens economy. 2) Adding Knowledge for Kajoetangan Residents and the visitors of History and Heritage. People who initially do not understand heritage begin to understand the potential of the area of the building. The antiques that they consider to have only limited value in home decoration finally utilized. Knowledge of Kajoetangan history was also presented to the citizens and thus broaden their history. 3) The creation of the environmental awareness that is neat, clean and healthy in Kajoetangan. In fact, the inauguration of Kajoetangan Heritage Tourism was able to provide awareness to the residents of the importance of maintaining and managing the environment so neat, healthy and clean. This is a very important point in a tourist attraction area because it would greatly affect the comfort of tourists who come to visit. This is a positive impact on the cultural formation of keeping a hygiene environment, for instance, implementing awareness to dispose of waste to its place so that it does not pollute the environment and creating public awareness about the neatness and cleanliness of the environment that would impact the health and pleasure.

2. Problems Faced in the Collaboration in the Development of Kajoetangan Heritage Tourism in Malang

a. Coordination among Pentahelix Stakeholders

The diverse Pentahelix stakeholders with different backgrounds and interests make coordination between the stakeholders the major problems in the process of this collaboration. Coordination among stakeholders is an important point in the development of Kajoetangan Heritage Tourism. Ideally, coordination between stakeholders should be things that should be prioritized, considering every stakeholder has an impact and effects for the tourism. In fact, in each meeting and agenda implemented, not all stakeholders participate. It becomes a problem regarding the time and busyness of these different stakeholders.

b. Development Aspect: Lack of Facilities, Accessibility, and Infrastructure in Kajoetangan Heritage Tourism

The aspects of tourism development currently consist of the following four points such as amenities, accessibility, infrastructure, and institutions. In this way, the development of Kajoetangan Heritage tourism focused on developing the attractiveness of the heritage buildings, the antiques, and some themed photo spots. The actual construction of other infrastructure facilities has also been provided in this heritage tourism such as parking, coffee shops, and mosque. In addition, there are many other important facilities such as lodging, public toilets, bank, and other supporting facilities which are helpful in the development of Kajoetangan Heritage Tourism. Nevertheless, despite all these infrastructures, the feasibility of tourism is still not maximum.
c. **Challenge Commitment in the Collaboration in the Development of Kajoetangan Heritage Tourism**

Although there is a strong commitment in the form of a binding MoU, the *Pokdarwis* and real stakeholders in this case still face challenge because not all stakeholders involved have a written agreement. In this case, the challenge of stakeholders' commitment to the collaboration comes from the business and media, namely Soak Ngalam and Malang City Guide FM. Both Soak Ngalam and Malang City Guide FM as the stakeholders involved in the development of Kajoetangan Heritage Tourism show the challenges and maybe one of the factors inhibiting the collaboration process despite the binding commitments such as agreement or MoU.

**CONCLUSION**

Kajoetangan Heritage as a new tourism site inaugurated in 2018 with the theme of heritage and antique located in the centre of Malang focused on the development of tourist attractions that offer introduction to heritage buildings, antiques, and history-themed spots for photography. However, the lacks of accessibility and facilities as well as infrastructure in the development of tourism makes the Kajoetangan Heritage tourism did not run optimally. In its development, Kajoetangan Heritage Tourism involves the cooperation of related institutions as the public of Kajoetangan as inquisitor invite some stakeholders to get involved in forming inter-community collaboration. The Pentahelix collaboration begins with Kajoetangan as the initiator, budget manager, and constituent activities, while the Department of Culture and Tourism of Malang City as partners and regulators.

The dynamics of the collaborative process show that in the determination of the principles, shared motivation and capacity, the stakeholders involved in Kajoetangan Heritage Tourism development has not been able to maximize their respective roles. This is because the stakeholders did not always participate and be active in every encounter and dialogue. Building trust and commitment have been reinforced with the MoU between ITN and MHC and *Pokdarwis* Kajoetangan, but it did not involve all the stakeholders. In addition, procedural capacity, leadership, knowledge, and resources that support the collaboration process is not in balance because they lack procedural collaboration by the Malang city government as well as the lack of resources and facilities from the government budget.

In the implementation of the collaboration, not all the actors actively participated in the activities; only some of the actors were showing keen interest. One of the collaborative activities carried out was in the form of the opening ceremony. In the ceremony of Kajoetangan Heritage Malang, some vital Pentahelix stakeholders were involved including the community as a host, the government as the inaugurator, Soak Ngalam as a promotional partner for Kajoetangan’s products, City Guide FM that campaigns through the media, and Malang heritage community who helped people in preparation. Besides, there is also a mapping of
all the sites at Heritage that involve academics, MHC and the society, as well as a Carnaval with the theme Save Malang and Malang Strudel as a promotional item involving government and society. However, these activities were not a particular or planned work program of the Department of Culture and Tourism of Malang City in the development of Kajoetangan Heritage Tourism. Meanwhile, City Guide FM and Soak Ngalam in the implementation of the collaboration only occur in some activities that do not need a big hand in it. Most activities also more focused on enhancement aspects such as on the development of infrastructure, facilities, and accessibility.

The overall process of this collaboration results and impacts in the form of, first, increased income for the Kajoetangan communities. Second, knowledge of the community in the area as well as the citizens about the heritage, history, and existing buildings in Kajoetangan are also increased. Third, the public starts to raise the awareness on public hygiene and neatness in Kajoetangan village.

Further, although the collaboration was undertaken by the context of collaborative governance, some problems appeared. The problems and challenges include the lack of coordination between stakeholders so that only certain stakeholders that are often participated. In addition, the Department of Culture and Tourism quite lacked in managing the program of the activities and budgeting. Moreover, there was the absence of full regulatory support for the entire Pentahelix stakeholders so that it can be inhibitory to the commitment particularly of the City Guide FM and Soak Ngalam who were not fully involved in the development Kajoetangan Heritage Tourism.

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