



Management Of Collaborative Development Of Chinatown Village As A Tourist Attraction In Cirebon City

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Abstract. Chinatown is one of the alternative tourist destinations for tourists because it is not only part of history but is the heart of Cirebon. With the development of Chinatown villages, the community can be more proud and appreciate the value of local history and culture. In terms of Collaborative Management of Chinatown Development, which involves various essential components, including the government, the private sector, academics, and the community, trying to develop the potential possessed by Chinatowns, in addition to the great potential owned, several things are obstacles in the development of Chinatowns, including the low quality of human resources who fully understand sustainable management. This research activity is a *field study* using research methods by conducting observations and interviews with the government, the private sector, academics, and the community in the Kanoman Palace regarding the Collaborative Management of Chinatown Development as a Tourist Attraction in Cirebon City. Collaborative Management of Chinatown Development as a Tourist Attraction in Cirebon City is one of the Cirebon City Tourism Attractions which in the future will be managed well by various parties, both from the government, local communities, and the community on a sustainable basis (Sustainable management).

Keywords: Tourism Village, Chinatown Village, Sustainable management, *Stakeholder*.

INTRODUCTION

Cultural resources can be a tourist attraction for most tourists who want to learn or understand the culture of a community in a tourist destination and can be a tourist attraction, and tourism potential should have good governance. The purpose of this management is so that tourism potential provides excellent benefits for the community's welfare. With tourism, cultural potential can be preserved through conservation steps or efforts carried out by the community itself. Thus, tourism is a way or effort to manage regional potential. In general, tourism potential exists in villages and urban areas that are tourist destinations.

One of the tourist destinations currently being developed by the Cirebon City Government is Village Tourism, Chinatown in Lemahwungkuk District, Cirebon City. Chinatown is one of the destinations based on Culture, History, and Street Culinary; in

terms of history, the relationship between the palaces in Cirebon and the Chinese Community has been established for a long time. Based on the manuscript of Purwaka Caruban Nagari, Chinese citizens were in the Cirebon area 200 years before the Cirebon sultanate was established. Chinese citizens in Cirebon have existed since around 1415 AD before the Cirebon kingdom was established around 1500 AD. This is considering the history of the Ming Dynasty, Ong Tien, who incidentally was the wife of Sunan Gunung Jati. It was accompanied by a monumental event when the Chinese troops commanded by Admiral Cheng Ho, the Commander of the Navy from the Ming Dynasty, came to Cirebon starting from Cheng Ho's expedition and formed a Chinatown in Cirebon City. Despite being affected by the ups and downs of government political policies, Chinese residents in Cirebon still try to maintain Cirebon culture. Chinatown is one of the alternative tourist destinations for tourists because it is not only part of history but is the heart of Cirebon. With the development of Chinatown villages, the community can be more proud and appreciate the value of local history and culture. In terms of Collaborative Management of Chinatown Development which involves various important components, including the government, the private sector, academics, and the community, efforts to develop the potential possessed by Chinatown Villages, in addition to the great potential owned, several things are obstacles in the development of Chinatown villages, including the low quality of human resources who fully understand sustainable management (*Sustainable management*), lack of active community participation, lack of support from local governments, as well as *stakeholder engagement*, inadequate facilities and infrastructure and the ability to be able to face the changes that occur. Therefore, based on these problems, researchers are interested in researching the Collaborative Management of Chinatown Development as a Tourist Attraction in Cirebon City.

LITERATURE

Tourism Village

Tourism villages are community-based tourism development activities that are carried out as much as possible by the community, by the community, and for the community, with ideas and management involved, and utilization can be directly felt by the local community (Sidiq & Resnawaty 2017; Demar- toto, 2009; Nugroho, 2017; Muallidin, 2007).

Tourism villages are a form of integration between attractions, accommodations, and supporting facilities presented in a community life structure where there is a group of tourists who can live or be close to the traditional environment to learn about the life of their people. Based on these three forms of integration, tourism villages/villages are divided into 3 elements of tourism villages/villages¹⁵: primary, secondary, and additional elements.

Collaboration Governance

One of the governance concepts that most prioritizes the principle of cooperation and explains the phenomenon of collaboration in the implementation of government affairs and services is the concept of Collaborative Governance (Zaenuri, 2018). Where collaborative governance is related to governance or can be said to be part of the type. This concept thinks that when in an important condition, there will be cooperation between public actors and private actors who will later create a legal product, rules, and policies for public administration (Ansell & Gash, 2008)

Stakeholder Role

The role is a dynamic aspect of the position; if an individual or group performs its rights and obligations by its position, it means that they have carried out a role (Soekanto, 2002). In a development program based on its role, it can be clarified as follows:

1. Policy creators are stakeholders who play a role in making decisions and determining a policy.
2. Coordinators are stakeholders who play a role in coordinating other stakeholders involved.
3. Facilitators are stakeholders whose role is to facilitate and satisfy the target group's needs.
4. Implementers are stakeholders who play a role as policy implementers, which include target groups.

Accelerators are stakeholders who play a role in accelerating and contributing to a program running according to its goals or even faster in its achievement time (Nugroho, Zau-har, & Suryadi, 2014)

Stakeholders are defined as individuals, groups/organizations with interests, are involved, or are influenced by development activities/programs (Sjaifudian et al. Advisory, 2003). In identifying stakeholders, three elements can be used for individuals or groups to be considered as stakeholders if they have elements of power, legitimacy, and urgency.

The Concept of Local Culture as a Tourist Attraction

In the concept of local culture as a tourist attraction, the role of tourism destinations is essential, especially in packaging people's lives and local culture into a tourist attraction. According to Richie and Zein in Ardika (2003), ten cultural elements are tourist attractions, including crafts, traditions, history and places/regions, architecture, local/traditional food, musical arts, people's way of life, religion, language, and local/traditional clothing. (Prasiasa, 2013).

Cuisine is the result of an area's unique history, its products/ingredients (and the land from which they originate), and social norms and group customs that determine the ways in which food is produced, prepared, and consumed. Cuisine is filled with social and cultural capital (Berno, 2017) (Indra, 2021).

METHOD

This study uses a qualitative descriptive type. Therefore, to understand the governance of tourist villages, qualitative data analysis is used, while this research is conducted to describe the Governance of Cirebon Chinatown Development Based on Culture, History, and Street Culinary.

To determine the subjects in this study using purposive sampling techniques, this study emphasizes the quality of informants, not the or number of informants. Several techniques were used to obtain data for this study: observation, interview, and documentation. The research activity is a *field study* that will include observations and interviews with the Cirebon City Tourism Office, the community, and stakeholders. Research on the Governance of Chinatown Development Collaboration as a Tourist Attraction in Cirebon City This research will be carried out in Lemahwungkuk District, Cirebon City.

Research model

The research study is entitled "Collaborative Management of Chinatown Development as a Tourist Attraction in Cirebon City." the research activity is a *field study* by conducting observations and interviews with the Cirebon City Tourism Office, the Community, Stakeholders regarding the Collaborative Management of Chinatown Development as a Tourist Attraction in Cirebon City. The researcher will observe the Governance of Chinatown Development Collaboration as a Tourist Attraction in Cirebon City and ask questions to strengthen the research results.

Data Collection Techniques

The researcher collected data using several methods, namely observation and interviews with the Cirebon City Tourism Office, the community, and stakeholders regarding the implementation of collaborative governance in the development of Chinatown as a tourist attraction in Cirebon City. After these observations and interviews, the data was qualitatively classified.

Data Analysis

In this study, the data collection results from observations and interviews based on Collaborative Management in the Development of Chinatown as a Tourist Attraction in Cirebon City were analyzed using qualitative descriptive analysis.

DISCUSSION

Research Location Profile

Chinatown is located along Jl. Cirebon Chinatown which is close to the Keprabonan and Kanoman Palaces. In the 1970s, along Jl. Pechinan, there were still houses typical of ethnic Chinese with the relief of two dragons in contrast to the outer roof. Since the road was widened in the early 1980s, the characteristics of the two dragons have been removed, especially with the racist regulations from the New Order Government that prohibit displaying and holding artworks from abroad, including China. The Pasuketan-Pekiringan-Pekalipan area is a golden triangle for ethnic Chinese businesses. Around the area are houses of worship in the form of temples and monasteries. For example, the Talang Temple (Lithang) (divided by PT.BAT) and the Compassion Temple which is facing PT BAT. The shop buildings along Jl. Pasuketan, around the 1920s, already reflected the influence of Art Deco from China. The existence of large pillars supporting the building is very different from the supporting pillars of the classical period of the Sultanate. The influence of China can be seen from the rectangular pillars, while in the classical period of the Islamic sultanate, it was in the shape of a long round. The royal houses of the Cirebon palace are currently still left around the area. The ethnic Chinese have become integrated with the local community. The remnants of its glory can still be seen during the Chinese New Year celebrations. Dozens of typical Chinese attractions, such as lion lions, dragon dances (lions), tapering, and bag-bagi dodol China.

Collaborative Management in the Development of Chinatown as a Tourist Attraction in Cirebon City

Collaborative governance is one of the governance concepts that prioritizes the principle of cooperation, and explaining the phenomenon of collaboration in the implementation of government affairs and services developed the concept of collaborative governance (Zaenuri, 2018). In this study, collaboration must fully implement the principle of collaboration and the collaboration process must run in synergy, including the Cirebon City Culture and Tourism Office, Chinatown Village Head, Academics, and Tourism Village Managers who have been decreed by the Cirebon City Government, and tourism service providers in this case for collaboration focus on primary stakeholders, primary stakeholders, namely because primary stakeholders have direct involvement in the development of Chinatown tourism villages. If you look at the involvement, primary stakeholders are the main drivers of collaboration that occurs in Chinatown tourist villages. The concept of collaboration can be explained by the way the researcher first identifies the factors that influence the collaboration of Chinatown tourism development to understand the collaboration process better. In this case, the government needs to provide an understanding of tourism villages and workshops on tourism awareness so that, in this case, the people who are directly involved can synergize with several related parties.

Carrying out the collaboration process is not easy because it has to go through a series of processes starting from face-to-face dialogue communication, in this case, the Cirebon City Culture and Tourism Office has done this, namely by calling related parties who will later carry out programs that will be carried out simultaneously in Chinatown tourism villages. Furthermore, in addition to face-to-face dialogue, it is also necessary to build mutual trust between various parties and have a common understanding following the vision and mission that has been determined, and most importantly, this collaboration has a multiplier effect of developing Chinatown Tourism villages. The following is a form of collaborative governance in preparation for carrying out one of the annual activities, namely the Cap Go Meh Cultural Carnival 2023 Cirebon City The Cap Go Meh Cultural Carnival is the last day of celebration

The Chinese New Year is also a routine agenda of the Cirebon City Culture and Tourism Office. In this case, the role of the Cirebon City Culture and Tourism Office as the Primary Stakeholder facilitates meetings with representatives of Chinese citizens, representatives of monasteries, and Chinese institutions/organizations/communities in Cirebon City. Which is also expected to increase Tourist Visits in Cirebon City. This activity is the Kick of the Collaboration Program between the government and Chinese citizens through the momentum of Chinese New Year, and Capgomeh from the results of the collaboration, it is hoped that Cap go meh Cirebon activities will be more lively than in previous years so that it can be a momentum for the promotion of Chinatown tourism villages for the wider community as follows: Route for the commemoration of Cap Go Almost Route: VDWA (Start) - Pasuketan - Pekiringan - Parujakan - Pagongan - Karanggetas - Panjunan - Jagabaya - Winaon - Kanoman - Talang - Kebumen - Yos Sudarso - VDWA (Finish) by displaying some exciting entertainment.



Figure 1
Cap Go Meh Cirebon Event



Figure 2
Coordination Meeting for Chinatown Festival Preparation

With the collaboration of various parties, including the Cirebon City Culture and Tourism Office, Chinatown Village Head, Academics, Tourism Village Managers who have been decreed by the Cirebon City Government in carrying out one of the annual activities, namely the 2023 Cap Go Meh Cultural Carnival Cirebon City Cap Go Meh Cultural Festival, even though the preparation is only 3 (three) weeks with this collaboration, the event ran successfully from the many visitors who were very enthusiastic about seeing performances that present various Chinese traditions, the number of traders, especially MSMEs, more than 60 MSME booths from Cirebon and Chinese culinary specialties, who benefited from the activity, and the sponsors who have supported the implementation of the activity also received positive *feedback* from the activity.



Figure 3
Enthusiasm of the Community in the Chinatown Festival



Figure 4
Cultural Acculturation of Cirebon and Chinese in the Cirebon Chinatown Festival

The Role of Stakeholders Related to Chinatown as a Tourist Attraction in Cirebon City

The role is a dynamic aspect of the position; if an individual or group performs its rights and obligations following its position, it means they have carried out a role (Soekanto, 2002). In a development program based on its role, it can be clarified as follows:

1. Policy creators are stakeholders who play a role in making decisions and determining a policy.
2. The coordinator is a stakeholder who coordinates other stakeholders involved.
3. Facilitators are stakeholders who play a role in facilitating and sufficiency the target group's needs.
4. Implementers are stakeholders who play a role as policy implementers, which include target groups.
5. Accelerators are stakeholders who play a role in accelerating and contributing to a program running according to its goals or even faster in its achievement time (Nugroho et al., 2014).

The development of Chinatown tourism villages involves the Chinatown Village Head, who has a role as a facilitator to meet the target groups; coordinators play a role in coordinating between stakeholders and implementers as implementers of the policy. As a stakeholder, the Cirebon City Culture and Tourism Office has an obligation to the scope that has been regulated by its authority and is responsible to the Mayor of Cirebon. Thus, the Cirebon Village Head and the Cirebon City Culture and Tourism Office have power, legitimacy, and urgency under regulations with their roles, in this case, both as primary/main stakeholders as individuals and groups that are very important in supporting the survival and organization of Chinatown Tourism Villages.

In addition to the primary stakeholders, namely the Culture and Tourism Office and the Chinatown Village Head in the development of Chinatown tourism villages, namely one of the well-known paint companies, Pacific Paint, one of the reasons for stakeholders in this case is the Pacific Paint company who helps revitalize the Chinatown tourism village area, seeing this Chinatown area, apart from being an economic center, part of history. This revitalization can revive the market as the main destination for tourism and shopping, thereby improving the local community's economy and making it enjoyable for generations.

In this case, the contribution of Pacific Paint Company stakeholders painted 200 shophouses and replaced 160 tents and canopies of street vendors with various colors. Pacific Paint also painted the building of the Cirebon Kasepuhan Palace and held a colorful Chinatown event. This area turned into an interesting place to make vlogs and was also conceptualized as Instagramable so that it could attract tourists to Chinatown Tourism Village Cirebon city.



Figure 5. Colorful Chinatown

The development of Chinatown tourism villages involves the Chinatown Village Head, who is a facilitator to meet the target groups, coordinators to coordinate between stakeholders, and implementers to implement the policy. As a stakeholder, the Cirebon City Culture and Tourism Office has an obligation to the scope that has been regulated by its authority and is responsible to the Mayor of Cirebon. Thus, the Cirebon Village Head and the Cirebon City Culture and Tourism Office have power, legitimacy, and urgency by regulations with their roles, in this case, both as primary/main stakeholders as individuals and groups that are very important in supporting the survival and organization of Chinatown Tourism Villages.

In this case, several Chinese communities in Chinatown are among the Laskar Agung Macan Ali and other community communities, along with the participation of the Vihara, to look so compact in realizing the Chinatown tourism village to become one of the tourist attractions, especially cultural and historical tourism, including street culinary.

Obstacles in the Development of Chinatown as a Tourist Attraction in Cirebon City

The existence of Chinatown tourism villages in the future is expected to support existing old-city tourism. Old city tourism covers the BAT building area and its surroundings. Chinatown tourism villages will be built based on culture and history,

including street culinary and reviving pottery crafts that were previously successful in the area but are currently dimming with many iconic buildings with character that can be used as a magnet to attract tourist visits.

However, the phenomenon in the field of pros and cons of the development of Chinatown tourism villages initiated by the government, some parties assume that Chinatown is growing and is feared to become exclusive, which was initially a weak village. However, Chinese residents who are pro to the prospects for the development of Chinatown Tourism Village are very enthusiastic about holding activities that can develop the area Chinatown as a Tourist Destination Area of Cirebon City.

The following is one of the activities held by the collaboration of the community and Chinese residents, namely the China Town Cirebon Walking Tour; in this case a Chinese resident, Mrs. Giok in the activity explained many interesting "hidden gems" in China town that made the walking tour participants so enthusiastic about following it, including the story from Mrs. Giok about Cirebon Chinatown that not so many people know about it. Then the story from the Talang Temple to the story of the legendary noodle shop and the legendary herbal medicine shop in Cirebon was established in 1815.

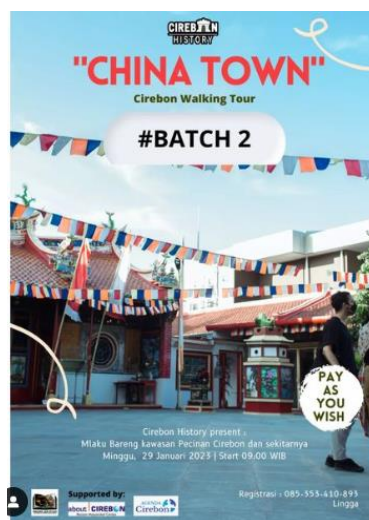


Figure 6
Cirebon Walking Tour "China Town"

In the process of developing Chinatown tourism villages, in addition to the pros and cons of the establishment initiated by the government to mention Chinatown tourism villages in the process The collaboration process that occurred in Chinatown villages carried out by actors did not run in synergy because the current Cirebon City Culture and

Tourism Office government is not only focusing on the development of Chinese tourism villages but at the same time as tourism villages which is a priority area that will be carried out in 2023 and supported by adequate funding by the government so that the Chinatown area in its development still relies on the participation of various parties so that if the concept and progress have gone smoothly, in the future it can become a developing tourist village.

In addition to the obstacles regarding the pros and cons of the establishment initiated by the government to mention the Chinatown tourism village in the collaboration process, which is another obstacle, namely the gap between people with upper-middle and lower-middle-class status, in this case, still does not blend as a whole between the two, in addition to this for the development of the Chinatown area compared to other areas, namely regarding the layout of buildings In the already densely populated area of Chinatown Village, it is difficult to determine *the space* for the implementation of activities that support the local community's economy so that it develops even more.

CONCLUSION

The primary stakeholders in this study are the government, including the Cirebon City Culture and Tourism Office and Chinatown Village Head; the community, including managers and tourism service providers; and academics. Secondary stakeholders indirectly involved with the government include the Mayor of Cirebon. In the pattern of cooperative relations that occur, primary and secondary stakeholders have not fully collaborated well; it still needs to be improved, considering that the government at the same time manages tourist villages, which are a priority in terms of their implementation compared to Chinatown tourist villages. For secondary stakeholders, if you look at the intensity of the pattern of cooperation between the government and the community, the medium category is compared to the relatively high level of government relations with the private sector and the relationship between the community and the private sector is low.

The Facilitation Leadership factor influences the collaboration that occurs; the community of village service providers still relies on a leader who is a role model in activities or policy making. The institutional design of Chinatown tourism villages, which is considered institutional, still needs to be strengthened. The most important thing is that it requires mediation between pro and Konra residents, which is a very striking thing. Namely, there is a gap between people with upper-middle and lower-middle economic

status, in addition to the structure of the building layout, which is very densely populated so that there is a lack of land to develop the economy in Chinatown even though The condition is like this, if all parties can be adequately reconciled, the obstacles that occur in the development of Chinatown tourism villages can be appropriately resolved and get a common ground that benefits many parties.

Suggestion

Here are the suggestions that we can convey from the results of the FGD that have been conducted with the speakers:

1. Ideally, in the pattern of cooperative relations that occur, primary and secondary stakeholders as a whole collaborate well and be improved again and for elements of the government, it is necessary to budget funds for the next budget to manage Chinatown tourism villages so that they are managed properly and included in JADESTA with the Advanced category.
2. It is better than the role of stakeholders related to Chinatown can contribute more both in the form of tangible and intangible and more intensity in organizing the event so that there is good collaboration between various parties
3. To face the obstacles in the development of Chinatowns, it should be solved together. To solve obstacles in the management of Chinatown tourism villages, support is needed from various levels of society, namely the upper middle and lower middle class, so that they can be properly rehabilitated.

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