

CHAPTER IV

RESULTS AND DISCUSSION

A. Results

1. General Description of Malang City

a. History of Malang City

Malang City like other cities in Indonesia generally grow and develop after the presence of Dutch Colonies. Public facilities were planned in such a way as to meet the needs of Dutch families. The discriminatory impression is still left to this day. For example Ijen Boulevard the surrounding area, only enjoyed by the Dutch families and other European Nations, while the indigenous population must be satisfied residing in the suburbs with inadequate facilities. The residential area is now a monument that holds a mystery and often invites Dutch families who once settled there for nostalgia.

In the year 1879, in Malang began to operate the train and since then the city of Malang was growing rapidly. Various needs of the community was increasing, especially the space to perform various activities. As a result there was a change in land use, the built-up area sprang up uncontrollably. Changes in land function were changing very rapidly, such as from the function of agriculture to housing and industry. In line with these developments, urbanization was continuing and housing needs were increasing beyond the capacity of the government, while the level of urban economy was very limited, which in turn will lead to the emergence of illegal housing which generally grows in the vicinity

of commercial areas along the green lines, around rivers, railways and lands deemed no-man's land. After a while the area became a village, and degradation of the quality of the environment began to happen with all the inherent effects. The symptoms tend to increase, and it is hard to imagine what would happen if the problem was ignored.

Malang is also known as one of the most prominent educational destinations in Indonesia since many state and private universities and polytechnics are well known throughout Indonesia and are one of the educational objectives in this city, some of which are the most famous of Universitas Brawijaya, Universitas Negeri Malang, and University of Muhammadiyah Malang.

Malang City is located in the highlands that is at an altitude between 400-667 meters above sea level, is one of the tourist destination city because of its natural beauty surrounded by mountains. It is located in the perfectly middle of Malang Regency region, according to the astronomical location it lies between 112,06°-112,07° East longitude, 7,06°-8,02° South Latitude. The region borders of Malang are:

-) North side: Singosari and Karangploso Subdistrict, Malang Regency
-) East side: Pakis and Tumpang Subdistrict, Malang Regency
-) South side: Tajinan and Pakisaji Subdistrict, Malang Regency
-) West side: Wagir and Dau Subdistrict, Malang Regency

The city of Malang is also surrounded by several large mountains, including the Bromo-Tengger mountains (about 2,700m above sea level), Mount

Semeru (3,676m asl), Mount Arjuno (3.339m / dpl), Mount Butak (2.868m / dpl), Gunung Kawi (2.551m / dpl), Mount Anjasmoro (2.277m / dpl), and Mount Panderman (2.04 m / dpl). Mount Semeru is the highest mountain in Java Island. In addition, the city of Malang is also passed one of the longest river in Indonesia and the second longest in Java Island after Bengawan Solo, the Brantas River whose springs are located on the slopes of Mount Arjuno in the northwest of the city.

The climate condition of Malang City during 2008 recorded average air temperature ranged between 22,7oC - 25,1 ° C. While the maximum temperature reached 32.7 ° C and the minimum temperature of 18.4 ° C Average air humidity ranges from 79% - 86%. With maximum moisture 99% and minimum reach 40%. Like most other regions in Indonesia, Malang follows the 2nd round of climate change, the rainy season and the dry season. From the observation Klimploso Climatology Station relatively high rainfall occurred in February, November, December. While in June and September Rainfall is relatively low. Maximum wind speed occurs in May, September, and July. The condition of the land in the city of Malang, among others:

- a) The southern part includes a fairly wide plateau, suitable for industry
- b) The northern part includes a fertile plateau, suitable for agriculture
- c) The eastern part is a plateau with less fertile soil conditions
- d) The western part is a vast plateau into an educational area

Type of land in the city of Malang there are 4 kinds, those are:

- a) Alluvial blackish gray with an area of 6,930,267 Ha.
- b) Chocolate Mediterranean with an area of 1,225,160 Ha.
- c) The brown gray brown latosol association with an area of 1,942,160 Ha.

The soil structure is generally relatively good, but what needs attention is the use of soil types of andosols that have a sensitive nature of eos. This type of soil andosol is present in Lowokwaru with a relative slope of about 15%.

(<http://malangkota.go.id/>)

1) History of Government

- a) Malang was a Kingdom centered in the Dinoyo region, with its king Gajayana
- b) In 1767 the Company entered the City
- c) In 1821 the position of the Dutch Government was centered around Brantas river
- d) In 1824 Malang had Assistant Resident
- e) In 1882 the houses in the City section was established and the City was established, the square was built
- f) April 1, 1914 Malang was set as Township
- g) March 8, 1942 Malang occupied by Japan
- h) September 21, 1945 Malang into the territory of the Republic of Indonesia
- i) July 22, 1947 Malang occupied by the Dutch
- j) March 2, 1947 The Government of the Republic of Indonesia re-entered the city of Malang

- k) January 1, 2001, became the Government of Malang City.
(<http://malangkota.go.id/>)

2) Title that carried by Malang City

- a) **Paris of Java**. Because of the beautiful natural conditions, the climate is cool and clean city, like Paris City of East Java.
- b) **Kota Pesiari**. Beautiful natural conditions are charming, clean, cool, calm and adequate tourist facilities are the characteristics of a city where a vacation destined.
- c) **Kota Peristirahatan**. The peaceful atmosphere of the city is suitable to rest, especially for people from outside Malang, either as tourists or in order to visit family
- d) **Kota Pendidikan**. The quiet city situation, friendly people, relatively cheap food prices and adequate educational facilities are perfect for studying.
- e) **Kota Militer**. Selected as the city of *Kesatrian*. In the city of Malang was established military training places, dormitory and mess officers around the field Rampal, and in the Japanese era built Sundeng airfield in the region of *Perumnas* now.
- f) **Kota Sejarah**. As a city that holds the mystery of the embryo the growth of large empires, such as Singosari, Kediri, Mojopahit, Demak and Mataram. In the city of Malang is also engraved early independence of the Republic and even the city of Malang was listed nomination will be made the State Capital of the Republic of Indonesia.

- g) *Kota Bunga*. The ideals that spread every city's hearts always enliven the corner of the city and every inch of the citizens' land with colorful flowers.

3) Population and Sociology

a) Quantity

Malang City has an area of 110.06 Km². The city with a population of up to 2010 amounted to 820,243 inhabitants consisting of 404,553 male inhabitants, and a female population of 415,690 inhabitants. Population density is approximately 7,453 people per square kilometer. Spread over 5 subdistricts (Klojen = 105,907 people, Blimbing = 172,333 people, Kedungkandang = 174,447 people, Sukun = 181,513 people, and Lowokwaru = 186,013 people). Consisting of 57 urban villages, 536 RW units and 4,011 RT units. (<http://malangkota.go.id/>)

b) Composition

Ethnic Society Malang is famous for religious, dynamic, hard working, straight forward and proud of its identity as *Arek Malang* (AREMA). The composition of indigenous peoples originated from various ethnic groups (mainly the Javanese, Madurese, a small part of Arab and Chinese descent).

c) Religion

The people of Malang are mostly followers of Islam then Christian, Catholic and some small Hindu and Buddhist. Religious people in Malang are famous and work together in advancing the city. Many places of worship that have been built since the colonial era include the Masjid Jami (Great Mosque), the

Church (Square, Kayutangan and Ijen) and Pagoda in the Old City. Malang is also a center of religious education with many famous Pesantrens and Bible Seminaries throughout the archipelago.

d) Art and Culture

The ethnic and cultural wealth possessed by Malang City has an effect on traditional art. One of the most famous is the Mask Dance, but is now increasingly eroded by modern art. This artistic style is a form of middle-class cultural arts meetings (Solo, Yogya), East-South Java (Ponorogo, Tulungagung, Blitar) and Blambangan art style (Pasuruan, Probolinggo, Situbondo, Banyuwangi).

e) Language

Java language with *Jawa Timuran* dialect Timuran and Madurese language is the everyday language of the people of Malang. Among younger generations apply a typical dialect of Malang called 'boso walikan' that is the way the pronunciation of the word in reverse, for example: like Malang became Ngalam. The style of language in Malang is notoriously rigid without the uploads as the common language of Java. This shows the attitude of the people who are firm, straightforward and less of niceties.

f) Immigrant

Most migrants are merchants, workers and students who do not stay and in a certain period back to their home region. Most of them come from areas around Malang City for traders and workers. As for the many student groups

coming from outside the region (especially East Indonesia) such as Bali, Nusa Tenggara, East Timor, Irian Jaya, Maluku, Sulawesi and Kalimantan.

b. Vision and Mission of Malang City

Definition of Vision according to Law 25 of 2004 article 1 point 12 is a general formula of the desired state at the end of the planning period. This means that the vision stated in *RPJMD* of Malang City must be achieved in 2018. Furthermore, in Article 5 paragraph 92 mentioned that the *RPJMD* is a translation of the vision, mission and program of the Regional Head who drafted based on *RPJPD* and pay attention to national *RPJM*. Therefore, the formulation of vision, mission and program in *RPJMD* Malang City period 2013-2018 not only comes from the vision, mission and program of Head of Region only, but have made some adjustment from all references.

“MENJADIKAN KOTA MALANG SEBAGAI KOTA BERMARTABAT”

In addition to the Vision mentioned above, another thing that is not less important is the determination of *Wong Cilik Care* as a *SPIRIT* from the development of Malang City period 2013-2018. As a spirit, concern for the *wong cilik* becomes the soul of the achievement of the vision. This means that all activities and development programs in Malang City should really bring *kemaslahatan* for *wong cilik* and all the development results in the city of Malang should be enjoyed by the them who in fact is a small majority of people in Malang. The term of *MARTABAT* is a term that refers to the dignity of humanity,

which has the meaning of glory. Thus, with the vision of ‘Menjadikan Kota Malang sebagai Kota BERMARTABAT’ is expected to materialize a condition of glory for the city of Malang and the entire community. This is a direct translation of the Islamic concept of *baldatun toyyibatun wa robbun ghofur* (a prosperous country blessed by Allah SWT). To be referred to as city of BERMARTABAT, it will be realized the city of Malang is safe, orderly, clean, and sri, where the people of Malang is a society that is independent, prosperous, educated and cultured, and has a high religiosity based on tolerance the differences that exist in the midst of society, with the Government of Malang City clean from corruption and really serve the community. Thus, this city in general will have the advantages and high competitive to be able to place itself as a leading city with various achievements in various fields.

In addition, the vision of BERMARTABAT can be an acronym of some development priorities that point to the conditions to be realized over the period of 2013-2018, such as: *BERSih, Makmur, Adil, Religius-toleran, Terkemuka, Aman, Berbudaya, Asri, dan Terdidik*. Each of these acronyms will be explained as follows:

- 1) **Bersih (clean)**, the clean city is the hope of all citizens of Malang. The environment that free of piles of waste is a condition that is expected in the development of Malang during the period 2013-2018. In addition, it must also be the characteristic of government administration. Clean governance must be created so that the interests of society can be served as well as possible.

- 2) **Makmur (prosperous)**, a prosperous society is an ideal entrusted to the government to be realized through a series of authorities that the government has. The prosperous condition in Malang City is achieved if all the people of Malang can fulfill their life needs properly according to their social life level. In relation to efforts to achieve prosperity, independence is important. The prosperous community built on the foundation of independence is a condition that will be realized in the development period of Malang City in 2013-2018.
- 3) **Adil (fair)**, the creation of fair conditions in all areas of life is the hope of all people in Malang. Fair means the granting of rights to anyone who has done their duty. In addition, fair also means equality of position of all citizens in law and governance. Fair is also intended as a distribution of regional development results. To realize justice in the midst of society, the City Government of Malang will also carry out its duties and functions by promoting the principles of justice.
- 4) **Religius-toleran (religious-tolerant)**, the realization of a religious and tolerant society is a condition that must be realized throughout 2013-2018. In a religious and tolerant society, all citizens practice their religious teachings in the form of ways of thinking, acting and doing. Whatever form of difference among the people is appreciated and used as a supporting factor of regional development. Thus, with a tolerant religious understanding, there will be no conflict and inter-community disputes based on the group, class, religion, or category differences in Malang.

- 5) **Terkemuka (prominent)**, Malang city as prominent city compared to other cities in Indonesia is a condition that needs to be realized. Notable in this case is defined as the achievement of achievements obtained through hard work so that it is recognized by the worldwide. The city of Malang for the next five years is expected to have many achievements, both at the regional, national, and international levels. Prominent and leading also can also mean pioneering. Thus, the entire community of Malang City is expected to appear to be a pioneer of development in the scope of each region. Malang city as prominent city compared to other cities in Indonesia is a condition that needs to be realized. Notable in this case is defined as the achievement of achievements obtained through hard work so that it is recognized by the worldwide. The city of Malang for the next five years is expected to have many achievements, both at the regional, national, and international levels. Prominent and leading also can also mean pioneering. Thus, the entire community of Malang City is expected to appear to be a pioneer of development in the scope of each region.
- 6) **Aman (safe)**, a safe and orderly city situation is a necessary condition for society. The safe situation means that the people of Malang City are free from any disturbances, whether physical or non-physical, which threatens the tranquility of life and community activities. So the community situation will be conducive to participate in supporting the development process. To ensure a secure situation for this community, the Government of Malang City will realize the public order. For that, the condition of a safe and stable

government will also be realized for the sake of successful development in Malang.

- 7) **Berbudaya (cultured)**, the cultured citizens of Malang city is a condition in which the values of the noble are displayed in the nature, attitude, actions of the community in daily activities in all places. Society upholds politeness, decency, social values, and customs in everyday life. Cultural behavior is also demonstrated through the preservation of ancient cultural traditions of the past by revitalizing its meanings to be applied in the present and future.
- 8) **Asri (beauty)**, The beautiful city of Malang is the desire of the community. The beauty, freshness, and cleanliness of the city's environment is God's gift to the city of Malang. However, these things more and more faded due to the development of the city that does not pay attention to environmental aspects. Thus, the city of Malang in the next five years should be beautiful again, clean, fresh, and beautiful. Thus, all the development of Malang City, both physical and non-physical, is required to make aspects of environmental sustainability as the main consideration. This should be realized with the real participation of the entire community, without exception.
- 9) **Terdidik (educated)**, this is a condition in which all people get a decent education in accordance with the laws and regulations. The mandate of Law number 12 of 2012 requires a 12-year basic education level for all Indonesian citizens. In addition, it is hoped that the community will get the education and skills that are suitable with their choice of life and profession. Educated

community will always be moved to build the city of Malang together with the Government of Malang.

In order to realize the vision as mentioned above, the mission of development in Malang City 2013-2018 year is as follows:

- 1) Improving the quality, accessibility, and even distribution of education and health services
- 2) Improving regional productivity and competitiveness
- 3) Improving the welfare and protection of vulnerable people, gender mainstreaming, and social harmony
- 4) Increasing the development of infrastructure and the carrying capacity of the city integrated and sustainable, orderly spatial arrangement and environmentally sound
- 5) Realizing the implementation of bureaucracy reform and the quality of public services that are professional, accountable and oriented towards community satisfaction

Referring to mission of Malang City in 2013-2018 can be described Development Program Malang City in 2013-2018 as follows:

- 1) Creating a prosperous, cultured and educated society based on religious, tolerant and equal spiritual values
- 2) Improving the quality of public services that is fair, measurable and accountable
- 3) Developing the potential of environmentally sustainable areas, fair, and economical

- 4) Improving the quality of education in Malang City so that people can compete in the global era
- 5) Improving the health quality of the people of Malang City both physically and mentally to be a productive society
- 6) Building Malang City as a safe, comfortable, and cultured tourist destination
- 7) Encouraging informal economy sector actors and small and medium enterprises to be more productive and competitive
- 8) Encouraging industry and large-scale economic productivity that competitive, ethical, and environmentally friendly
- 9) Developing an integrated transportation system and convenient infrastructure to improve people's quality of life

c. Malang City Local Symbol

Motto of “MALANG KUCECWARA” means *Tuhan menghancurkan yang bathil, menegakkan yang benar.*



Figure 5. Malang City Symbol

Source. <http://malangkota.go.id/>, 2017

Definition of colors:

- 1) **Red and White** is the symbol of the national flag of Indonesia
- 2) **Yellow** means nobleness and greatness

- 3) **Green** is fertility
- 4) **Blue** means loyalty to God, country and nation.
- 5) **Pentagon-shield shaped** is the meaning of the spirit of heroic struggle, geographical conditions, mountains, and the spirit of building to reach a just and prosperous society based on Pancasila.

DPRDGR confirmed the symbol of Malang Municipality with Local Regulation No. 4 of 1970. The sound of the slogan on the symbol "MALANG KUCECWARA" the motto is used since the 50th anniversary of the founding of KOTAPRAJA MALANG 1964, before it is used is "MALANG NAMAKU, MAJU TUJUANKU" which was translation of "MALANG NOMINATOR, SURSUMMOVEOR" legitimated by "Gouvernement on April 25, 1938 N. 027". The new motto was proposed by the late Prod.DR.R. Ng. Poernatjaraka, and closely related to the origin of Malang City in the time of Ken Arok.

2. General Description of Research Location and Site

a. Department of Housing and Settlement Area (*Dinas Perumahan dan Kawasan Permukiman* or DISPERKIM) of Malang City

Department of Housing and Settlement Area (*Dinas Perumahan dan Kawasan Permukiman* or DISPERKIM) of Malang City is implementing elements of Regional Autonomy in the field of Hygiene and Gardening. Establishment of this department is in accordance with the Regional Regulation of Malang City No. 6 of 2012 on the Organization and Administration of the Regional Office, which is updated with the Regional Regulation of Malang City No. 7 of 2016 on the Organization and Administration of Regional Office. Basic tasks and functions of

this department is regulated in Mayor Regulation No. 28 of 2016. Position of Housing and Settlement Office of Malang City which is located on Jl. Bingkil, Ciptomulyo, Sukun, Malang City is a Local Government Organization headed by an official head and responsible to the Mayor of Malang through the Regional Secretary of Malang. In addition, also as department to address issues concerning the availability of urban parks as the carrying capacity of the Green Open Space.

The vision and mission of Department of Housing and Settlement Area are as follows:

1. Vision

The realization of a clean, green and comfortable city.

The points of vision are as follows:

1.1. Clean

- a. Maintenance of road and environmental hygiene, which is done synergy between Local Government and society
- b. Reduced waste generation through the application of 3R (Reduce, Reuse, Recycle) based on community empowerment in the upstream or household level and increase the income of the community.
- c. The good management of waste in Final Processing Site (TPA) principles of environmental sanitation by applying appropriate technology and environmentally friendly
- d. Proper management of household wastewater and fecal sludge in order to improve the quality of environmental health

1.2. Green

- a. The realization of the condition of Malang City with the diversity of vegetation plants scattered throughout the city of Malang through the utilization and optimization of public spaces available as oxygen supplier and carbon gas binder
- b. The growing awareness of all elements of society to plant and diversify crops in private spaces as an effort to support the greening of the city and the preservation of the environment

1.3. Comfortable

- a. The availability of adequate public road lighting and environmental roads in order to improve safety and create the comfort of road users and economic pace and optimize the look of the beauty of the city at night
- b. The availability of decorations and city ornaments are interesting, vibrant and adequate in the context of strengthening the character of Malang City by paying attention to local values
- c. Implementation of funeral services that facilitate the community and maintenance of grave land optimally in order to realize the condition of the burial arranged
- d. Availability and maintained Open Space Green (*RTH*), which also functioned as a city park, urban forest, land absorption, and other greening functions
- e. Availability of the carrying capacity required in order to optimize the provision and maintenance of Green Open Space

- f. The creation of a beautiful environment, shady, cool and fresh harmony with the effort to increase environmental sustainability

2. Mission

1. Improving waste management from the source to final processing and integrated and sustainable management of household wastewater
2. Improving the quality, quantity and availability of Green Open Space with community-based in city parks, urban forest and cemeteries
3. Improve the quality of service and generalization of street lighting and urban decoration to support the strengthening of the character of the city area.

In order to achieve the realization of the vision and mission of the Housing and Settlement Office of Malang City, the vision and mission should be derived in a more focused and operational form of strategic objectives. The strategic objective is the elaboration or implementation of the mission statement that will be achieved or produced within a period of 1 (one) to 5 (five) years, the Department of Housing and Settlement of Malang City can precisely know what must be implemented by the organization in fulfilling its mission vision the period of one to five years ahead with the formulation of this strategic objective in considering the resources and capabilities possessed. Moreover, the formulation of this strategic objective will also enable the department to measure the extent to which the vision and mission of the organization has been achieved, considering the strategic objectives formulated based on the vision and mission of the organization. Therefore, in order to measure the success of the organization in achieving its strategic objectives, any defined strategic objectives will have

Information:

1. Element of the Head that is Head of Department
2. The Principal Assistant element is the Secretariat which consists of:
 - a. Head of Sub Division of Planning and Finance
 - b. Head of Sub Division of General and Personnel
3. The Division element consists of:
 - a. Head of Housing and Land Affairs Division
 - b. Head of Street Lighting Division
 - c. Head of Gardening Division
 - d. Technical Implementation Unit

b. PT Amerta Indah Otsuka Indonesia

PT Amerta Indah Otsuka is located at Pasuruan Malang Road KM 11, Pacar Keling Village, Kejayan, Pasuruan, East Java. PT Amerta Indah Otsuka was established in 1997. PT. Amerta Indah Otsuka is a subsidiary of Otsuka Pharmaceutical Co., Ltd., a leading pharmaceutical company in Japan which started its journey in Indonesia under the name of PT Kapal Indah Otsuka. The company is formed from the joint investment of Otsuka Pharmaceutical Japan and PT Kapal Api with Pocari Sweat as its first product. Then in 1999, PT Kapal Indah Otsuka changed its name to PT Amerta Indah Otsuka.

The growing company, in 2004 PT Amerta Indah Otsuka opened the first factory located in Sukabumi, West Java following the next 6 years Pocari Sweat factory in Kejayan, Pasuruan, East Java was established. With its success in marketing the product, until now the products produced have been distributed throughout Indonesia. PT Amerta Indah Otsuka intensively distributes both directly through official branch office as well distributors throughout Indonesia and Southeast Asia.

Along with the progress of the company, Otsuka is committed to continuously improve the quality by implementing the Quality Management System ISO 9001: 2008, Food Safety System ISO 22000: 2005, and Environmental Management System ISO 14001: 2004.a.

PT. Amerta Indah Otsuka engaged in isotonic beverage business, this company was not as big and growing compared to his brother PT. Otsuka Indonesia first entered into Indonesia which also engaged in pharmacy. PT. Amerta Indah Otsuka is a company that markets beverage products Pocari Sweat in Indonesia. Lately, in addition to producing isotonic drinks, PT Amerta Indah Otsuka also produces bar-shaped snacks made from real soybean flour and fruits under the Soyjoy brand.

The motto of this company is “Otsuka- People Eating New Products for Better Health Worldwide”. The company produces leading nutraceutical (nutritional and pharmaceutical) products marketed under a strong marketing strategy and strong distribution network.

The company logo is a symbolic representation of the corporate philosophy Otsuka Pharmaceutical adopted the letter 'O' from the initials of the company name as its motive. Represents the sky, the big motif above the colored blue gradation typical of Otsuka, indicate openness, freedom, intelligence, and the future. Small 'O' motif coloured red typical of Otsuka representing Otsuka Pharmaceutical energy center, which is the source of the above principles. Arranged in balance with 2 motives, the name otsuka written using a clear letter

and easy to read. This logo expressed the vigorous commitment of Otsuka Pharmaceutical to the happiness of mankind through good health.

VISION:

Being a brilliant company, by making a significant and reliable contribution to consumers and society

MISSION:

1. Develop and retain high quality employees to produce high quality products.
2. Making the needs and prosperity of consumers and society a top priority.
3. Capture opportunities in all aspects appropriately and innovatively for the welfare and satisfaction of consumers and the development of the company.
4. Develop and maintain mutually beneficial relationships with business partners.
5. Become a trusted company.

c. Malabar City Forest Area of Malang

The Government of Malang City in the Regional Regulation (*Perda*) No. 3 of 2003 describes the management of urban parks, urban forests, city decorations, and nurseries that are part of the city's landscape as well as part of the city's Open Green Space (*RTH*). Proportionally urban green space in Malang should amount to 30 percent of the total area of Malang. but in fact the urban

green space in Malang in the record of the Forum for the Environment (*Walhi*) is only 2.5 percent of the total area. One of the factors causing the lack of green space is that most of the green space has been converted into an office and

the majority has become an economic space such as shopping centers, such as the construction of Olympic Garden Mall (MOG) and Malang Town Square (MATOS). Though green space such as city parks and urban forests have a significant influence in terms of ecological, but now only a few left and the condition is quite worrying.

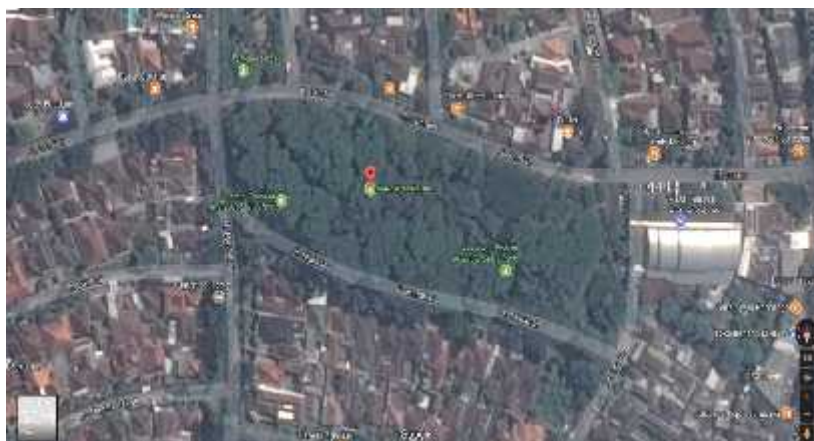


Figure 7. Location of Malabar City Forest
Source: Researcher Documentation, July 2017

Malabar City Forest is one of the remaining green space, located on Malabar Street, Oro-oro Dowo Village, Klojen Sub-district, Malang City. The Malabar City Forest opens from 06:00 to 18:00. The Malabar City Forest was originally better known as the Malabar Park because of the lack of community knowledge about the city park and city forest differences. The Malabar City Forest is the only remaining city forest that currently remains, with an area of about 16,812 square meters. In the Dutch era was empty land used as water absorption and children's playground from the surrounding villages, inside there is a pool building or called "Bozem" which serves as a catchment of water from the surrounding location. On the eastern side, there are wind pine plants which when the wind blows will cause the sound "hiss", while on the west side there is one

type of Soga tree that up to this moment is still standing in the village plasa 1 and the rest of the plant shrubs and grass.



Figure 8. Malabar City Forest

Source: Researcher Documentation, July 2017

The beginning of the name Malabar City Forest is "Kebon Rodjo" or often called "Bon Rodjo". This is because as a place to play ball and javelin by children around the location. Over time, in 1999/2000, the Government of Malang City began to fix this location by adding more than 500 seedlings of greenery, consisting of Bungur tree, *Glondokan Lokal*, *Glondokan Tiang*, *Sono Kembang*, *Sengon Butho*, and *Beringin*.



Figure 9. History of Malabar City Forest

Source: Researcher Documentation, July 2017

In 2013 the City Government of Malang confirmed this location as Malabar City Forest, in accordance with its location name in Jalan Malabar, by the Decree of Mayor of Malang. 220/2013, year after year reforestation continues to be pursued with the aim of adding shady Open Green Space, water conservation functions, water absorption and urban lung, as a balancing urban environment, as well as a refreshing recreation place. Until now tree planting efforts continue to be done both by the Government of Malang and the participation of the community and Universities. The latest data on the number of trees in the Malabar City Forest is about 1500 trees.

The condition of Malabar City Forest which is still less well known by the people, less attention from the Local Government, suffers a lot of infrastructure damage such as not optimal function of reservoir water pool, and often used as a place to act immoral by a pair of young men where it often appears in social media, bringing the idea of Local Government to do revitalization. However, if seen more broadly indeed when the revitalization discourse emerged in the Malabar City Forest, Local Government is intensively improving the condition of Open Green Space (*RTH*) which is considered less attractive. For example Merbabu Park, Malang Town Square, and Taman Slamet. This makes the open green space that was originally less well maintained but now more attractive to many visitors.

The improvement of open green space by the Government of Malang City is done by cooperating with Corporate Social Responsibility (CSR) from various companies. For Merbabu Park they took CSR from PT Beiersdorf AG

producer of Nivea products, Malang City Square with CSR from Bank Rakyat Indonesia (BRI), Kendedes Park took CSR from Bank Jatim and Slamet Park took CSR from Bentoel Group. Continuing the trend, the Government of Malang City took the parties concerned to formulate the revitalization trend and assess what needs to be improved and built. This revitalization, according to the Head of Public Relations of Malang City Government, is done because of damage to drainage infrastructure and siltation of reservoir pond and lack of lighting installation, besides, inadequate public access and less friendly society and rampant act of immorality becomes the main consideration of Malang City Government.



Figure 10. Contract Between Local Government and PT. Otsuka
Source: Researcher Documentation, July 2017

Government of Malang City assess the condition of Malabar City Forest is worried then coupled PT. Amerta Indah otsuka is willing to disburse Corporate Social Responsibility (CSR) funds for this revitalization project of 2.5 billion. According to Corporate Affair Director, PT Amerta Indah otsuka is willing to

disburse CSR funds for the revitalization project as a form of gratitude to the Malang city company and to contribute to the community.

B. Data Display

In this presentation stage the researcher will describe and then describe the results of research obtained based on the results of observation, interviews, and documentation to get a picture and the final answer of the problems studied. The results of this study are limited by the established research focus on Synergy Between Local Government and Private Sector in the Construction of Urban Green Space in Malang City (Study about Construction of Malabar Forest in Malang City). The focus of the research to be studied by researchers is as follows:

1. Synergy Between Local Government and Private Sector in Revitalization of Malabar City Forest

a. Role of Local Government and Private Sector Partnership in Revitalization of Malabar City Forest

One of the keys to the creation of economic growth is the availability of adequate infrastructure. Adequate infrastructure will ensure the movement of people and goods effectively and efficiently so as to reduce costs. Therefore, private participation in the provision of infrastructure becomes very important to cover the need for investment and the government also facilitates private involvement through a partnership. Cooperation between the Local Government

through the Housing and Settlement Area Agency of Malang City (*DISPERKIM*) with the private sector through PT Amerta Indah Otsuka (*Pocari*) on the revitalization of Malabar City Forest is one of the government's breakthrough in Malang City to overcome the development problems in Malang City in Open Green Space Area (*RTH*). Local Government as a provider of public space area as one of the needs of the community and PT. Otsuka through corporate social responsibility (*CSR*) program to assist *DISPERKIM* in the right availability of human and financial capacity. Public-Private Partnership program is implemented by the Government of Malang City due to limited Regional Development Budget (*APBD*) of Malang city which has been allocated for other development needs. Related to the implementation of cooperation between *DISPERKIM* and PT. Otsuka in the revitalization of Malabar City Forest, Mr. Slamet Husnan as Head of park for Housing and Settlement Area Agency of Malang City said:

“That the implementation of the existing development in Malang is not all can be accommodated with the Regional Government Budget or *APBD* so that requires the participation of the private sector through its *CSR* program”

“Bahwa pelaksanaan pembangunan yang ada di Kota Malang tidak semuanya bisa diakomodir dengan Anggaran Pendapatan Belanja Daerah atau *APBD* sehingga membutuhkan peran serta swasta melalui program *CSR*nya” (Interview May 2017 at Housing and Settlement Area Agency of Malang City)

Based on the above statement explains that *DISPERKIM* as government has problems in doing development, especially in terms of capital limitations. The government has the limitations of the Regional Government Budget (*APBD*). However, on the other hand local governments have potential in the form of strategic lands. The government has strategic land that can be utilized

economically. The utilization of land requires capital. Limitations of Regional Government Budget of Malang City to revitalize the City Forest which then make the Government of Malang City to implement Public-Private Partnership (PPP) which is a breakthrough Malang mayor in the form of innovation of regional budgeting to support development in Malang. This is one of the efforts of local government through cooperation to encourage the utilization of resources of the parties optimally and responsible for the welfare of the community. With the strengthening the role of CSR makes Regional Government Budget (*APBD*) Malang city can be allocated for the development of other sectors. So that development in Malang city become more effective.

The Government of Malang City wants to create a city that is able to encourage economic growth through trade, tourism and investment (TTI) based on urban environmental management one of them by creating the City Forest area as a means of tourism, education and sports more appropriate for the people of Malang. The Government of Malang City which has a land in the form of City Forest located on Malabar Street is not functioning properly as City Forest, therefore Malang City Government needs other party in rebuilding Malabar City Forest through revitalization of Malabar City Forest as a fund provider. Malang City Government represented by chose Amerta Indah Otsuka Company as his partner in the revitalization of Malabar City Forest.

The regulation that became the basis of urban green space revitalization law in Malang City, Malang city Local Regulation no. 4 of 2011 on Spatial Planning of Malang City and Malang city Regulation no. 3 of 2003 on

Management of City Parks and City Decorations. Based on the legal basis, the Government of Malang City through *DISPERKIM* to cooperate with the PT. Otsuka in the revitalization of Malabar City Forest by utilizing the availability of land owned by Malang city government.

Malabar City Forest is one of the big green areas in Malang City which is done revitalization. Revitalization is generally interpreted as a process, way, and act of reviving a thing that was previously less powerful. Damage to drainage infrastructure, silting of reservoir pools and lack of lighting at the site. In addition, inadequate public access and less friendly to the community and the prevalence of criminal acts occurring in the Malabar City Forest is the background of the Local Government to revitalize the Malabar City Forest. As described by Novada Maula Purwadi as a member of the Malabar City Forest Alliance on the condition of the Malabar City Forest at that time:

“Before the revitalization, the condition of the city forest was quiet. Rarely people visit, even a lot of bad news about people who have been to the city forest. However, ecologically, there are different types of birds that come and the trees grow thick”

“Sebelum revitalisasi, kondisi hutan kota itu sepi. Jarang di kunjungi orang, bahkan banyak kabar yang kurang mengenai tentang orang-orang yang pernah berkunjung ke hutan kota. Meskipun begitu, kondisinya secara ekologis disana ada berbagai jenis burung yang datang dan pohon-pohon disana bertumbuh lebat.”(Interview August 2017)

Malabar City Forest at the time before the revitalization is still quiet where rarely visited by visitors even the unfavorable news about the people (young people) who visit in Malabar City Forest due to bad lighting. But even so, there are many different kinds of birds coming along and the trees in the City Forest that grows in bushes.

The process of Malabar City revitalization work started in July 2015 and initially the revitalization concept of Malabar City Forest got protests from environmental activists because it was considered to change the ecological function of city forest. After a long polemic, Malabar City Forest was inaugurated in April 2016. Revitalization done according to the rules that refer to Government Regulation no. 63 of 2002 about City Forest so that the Malabar City Forest Function as City Forest can be used as a means of education and recreation. The statement was supported by the results of interviews with the head of the Park of Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan who said that:

“The current condition of Malabar City Forest is functionally still in fit with the function of City Forest and refers to the Government Regulation on City Forest that the City Forest benefits not only as an ecological function, there is a function of tourism, education and sport, now the condition of urban forest is more organized, and the security is better than before”

“Kondisi Hutan Kota Malabar saat ini secara fungsi masih sesuai dengan fungsi Hutan Kota dan mengacu pada Peraturan Pemerintah tentang Hutan Kota bahwa manfaat Hutan Kota itu tidak hanya sebagai fungsi ekologis, ada fungsi wisata, edukasi dan olahraga nah saat ini kondisi hutan kota lebih tertata, perawatannya dan keamanannya lebih bagus daripada sebelumnya” (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

The function of Malabar City Forest before until after revitalization remains in accordance with the function of City Forest which refers to Government Regulation no. 63 year 2002 article 27 verses (1) about City Forest as follows:

(1) The city forest can be used for purposes:

a. Nature tourism, recreation and sports;

- b. Research and development;
- c. Education;
- d. Germplasm conservation; and or
- e. Non-timber forest product cultivation.

The current condition of Malabar City Forest in the opinion of Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka:

“Currently I think better organized and there are also facilities supporting and of course can be utilized by the public not only around Malang but also there are many visitors from out of town”

“Saat ini saya rasa lebih bagus tertata kemudian juga ada fasilitas-fasilitas penunjangnya dan tentunya dapat dimanfaatkan oleh masyarakat luas tidak hanya sekitar Malang tetapi juga pengunjung dari luar kota pun ada banyak”. (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

In line with Mr. Slamet Husnan's opinion, Mr. Sugiarto Prakasa stated that the current condition of City Forest is better organized, better maintained and the security is also better than before and there are supporting facilities that can be utilized by people around Malang but also can be enjoyed by visitors from outside the city of Malang.

Table 4. Condition of Malabar City Forest After Revitalization

No.	Facilities	Given by	
		DISPERKIM	PT. Otsuka
1	Jogging Track previously only 1, currently 3 tracks		
2	Seat		
3	Trash with 5 colors		
4	Arboretum for each plant as education		
5	Garden lights		
6	Reservoir pools that have been repaired for waste and reduced flooding		
7	Garden decor		

8	Water Tandon		
9	Toilets for visitors		
10	Parking space for visitors' bikes		
11	Stone reflexology path		
12	City Forest Entrance Gate		
13	Park Police with 2 Shift turnover		

Source: Interview with Mr. Sutadji, October 2017

The revitalization done in Malabar City Forest is intended to provide better facilities to the community by giving more attention to the arrangement, maintenance and security of city forest in the hope that the people feel comfortable using the facilities provided by the government of Malang. The following is the role of *DISPERKIM* and PT. Otsuka in the revitalization of Malabar City Forest explained by the head of the Park of Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan stating that:

“The role of government encourages the public, and private sector to take an active role in in order to develop activities of Malang City. In this case, the Government of Malang City provides land as the location of CSR revitalization City Forest”

“Peran pemerintah mendorong masyarakat, dan swasta untuk berperan aktif dalam rangka kegiatan pembangunan Kota Malang. Dalam hal ini, Pemerintah Kota Malang menyediakan lahan sebagai lokasi CSR revitalisasi Hutan Kota”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

The above statement describes the role of *DISPERKIM* as Local Government in Public-Private Partnership (PPP) in Malabar City Forest Revitalization. Local Government in this case is the Housing and Settlement Area Agency of Malang City (*DISPERKIM*) serves as land providers and maintainers. Meanwhile, PT Amerta Indah Otsuka serves as a manager. Local Government (*DISPERKIM*) through Public Private Partnership (PPP) with the PT. Otsuka optimally utilizes the role of CSR strengthening to build Malabar City Forest.

The role of *DISPERKIM* in this cooperation other than as a provider of land, the government also as a land keeper. As explained by Section Head of Development and Maintenance of City Parks, Mrs. Diana Prabaningtyas added that:

“The role of government here as well as keepers including cleanliness, safety and then we also take care of the decorations, only the construction is from Otsuka then after the government built all the care, and until now we are still working with PT Otsuka”

“Peran pemerintah disini juga sebagai pemelihara termasuk kebersihannya, keamanannya kemudian untuk dekorasi-dekorasinya kita semua yang urus, hanya yang untuk pembangunan itu dari Otsuka kemudian setelah dibangun pemerintah yang rawat semua, dan sampai sekarang masih bekerjasama dengan PT Otsuka”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City)

In line with the above statement, *DISPERKIM* as local government also maintains facilities, including cleanliness, security and decoration of the management results of the PT. Otsuka in the revitalization of Malabar City Forest. More briefly, Malabar City Forest re-treated and managed by *DISPERKIM* after PT. Otsuka through the stages of planning, construction and maintenance period is complete and handover to the Government of Malang.

According to Novada Maula Purwadi as a member of the Malabar City Forest Alliance on the role of *DISPERKIM* as Local Government in this cooperation are:

“The government's role is to run a work program where it is one of the good-will from government to society. The government ecological capitalization, to change the ecological value into socio-economic value to fulfill the needs of society”

“Pemerintah perannya menjalankan program kerja dimana itu adalah salah satu good-will dari pemerintah ke masyarakat. Pemerintah melakukan kapitalisasi ekologi, untuk mengubah nilai ekologi menjadi

nilai sosial-ekonomi untuk memenuhi kebutuhan masyarakat.”
(Interview August 2017)

The role of *DISPERKIM* certainly runs its work program by cooperating with the PT. Otsuka in cooperation of Malabar City Forest revitalization as one of the government's task to the public by giving public facility in the form of open green space. But from a societal perspective, the government does an ecological capitalization, which converts ecological values into socio-economic values to fulfill the needs of society.

While the role of PT. Otsuka as private sector itself in cooperation of Malabar City Forest revitalization is as the CSR provider as corporate responsibility to social and environment where the company is located, such as doing an activity that can improve the welfare of the surrounding community and protect the environment. This was stated by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka said:

“Our role here as a company contributed in this case the arrangement of Malabar City Forest including from the financing and design concepts according to the direction and the results of discussion with *DISPERKIM* for the next after it realized we return back to the Government of Malang”

“Peran kita disini selaku perusahaan memberikan sumbangsih dalam hal ini berupa penataan Hutan Kota Malabar termasuk dari pembiayaan dan konsep desain yang sesuai arahan maupun hasil diskusi dengan *DISPERKIM* untuk selanjutnya setelah itu terwujud kita kembalikan kembali kepada Pemerintah Kota Malang”. (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

The role of the private sector or PT Otsuka on the revitalization of Malabar City Forest as a company is obliged to contribute to the community as a form of corporate responsibility in this case PT Otsuka help regional development in

cooperation with *DISPERKIM* with Malabar City Forest arrangement in the form of financing and design concepts in accordance with the direction and the results of discussion with *DISPERKIM* and after the revitalization period is completed will be returned to the local government. In line with the statement from the PT. Otsuka, the government (*DISPERKIM*), Section Head of Development and Maintenance of City Parks, Ibu Diana Prabaningtyas stated that:

“The private sector embodies agreed concepts or designs and directives from *DISPERKIM* to be subsequently handed back to the Government of Malang City to be utilized and maintained”

“Swasta mewujudkan konsep atau desain yang disepakati dan arahan dari *DISPERKIM* untuk selanjutnya diserahkan kembali kepada Pemerintah Kota Malang untuk dimanfaatkan dan dipelihara”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

PT. Otsuka in the Malabar City Forest revitalization cooperation using the BTO (Build-Transfer-Operate) model of cooperation where PT. Otsuka as the private sector as a facility builder in accordance with the agreement. PT. Otsuka as the capital holder of Malabar City revitalization plays a role to realize the concept or design that has been agreed. The role of PT Otsuka as private sector in cooperation of Malabar City Forest revitalization was added by Head of park for Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan who said that:

“So starting from the beginning of the appointment of its planning consultant, the appointment of the development executor is directly private sector that does not engage us at all. So, all financing is both the consultant planners and builders who build, those who appoint and they are also auctioning. So the finance did not enter into the pocket Government of Malang”

“Jadi mulai dari awal penunjukkan konsultan perencananya, penunjukkan pelaksana pembangunannya itu langsung mereka yang melakukan kita

tidak terlibat sama sekali. Jadi, seluruh pembiayaan baik konsultan perencana dan kontraktor yang membangun, mereka yang menunjuk dan mereka pula yang melelang. Jadi keuangan itu tidak masuk kedalam kantong ke Pemerintah Kota Malang sama sekali”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City)

At the beginning of the revitalization, PT Otsuka himself made the appointment of the planner consultant and the appointment of the development executor. *DISPERKIM* is not involved at all. All financing of both consultant planner and construction contractor is done by PT Otsuka. PT Otsuka who appointed and also auctioned. So finance does not go into the pockets of Local Government especially *DISPERKIM*.

Another thing with the statement from Novada Maula Purwadi as a member of the Malabar City Forest Alliance on the role of the private sector is:

“Private roles here need a place for marketing in the form of branding, cheap billboards with light taxes, and good-will for the community. In order for the private sector not to pay more taxes, 1.5 million tablets for taxes. Try to imagine, many cafes with taxes that can be up to 11 million more for billboards when just to set the lights. Malabar lamp exceeds that and it's only 1.5 million”

“Peran swasta disini butuh tempat untuk marketing berupa branding, tempat reklame murah dengan pajak ringan, dan good-will untuk masyarakat. Supaya swasta tidak membayar pajak lebih besar, 1,5 juta loh untuk pajak. Coba dibayangkan, cafe cafe diluar sana pajaknya itu bisa sampai 11jt lebih untuk reklame padahal cuma pasang lampu segala macem. Malabar ya apa lampunya dan itu cuma 1,5jt.” (Interview August 2017).

A public statement saying that the private role of this partnership needs a place to market their products through branding with cheap taxes and keep doing good-will for the community with the CSR program. In this partnership, PT. Otsuka as private sector benefited from not paying huge taxes on billboards, unlike other places where they have to pay bigger taxes on billboards.

DISPERKIM as Local Government also has a branding rule in Malabar City Forest and of course *DISPERKIM* gets both advantages of this cooperation in addition to free buildings, *DISPERKIM* also get advertising fees.

The statement is supported by the Malabar City Forest tax report that the researcher obtained.

Pemerintah Kota Malabar		Kantor Dinas Perikanan dan Kelautan		IND. KOTER	
Jalan Pahlawan No. 100		T. 811 22 7		D. 4700 0000	
Pemerintah Kota Malabar			Kantor Dinas Perikanan dan Kelautan		
Jalan Pahlawan No. 100			T. 811 22 7		
D. 4700 0000			IND. KOTER		
Pemerintah Kota Malabar			Kantor Dinas Perikanan dan Kelautan		
Jalan Pahlawan No. 100			T. 811 22 7		
D. 4700 0000			IND. KOTER		
Pemerintah Kota Malabar			Kantor Dinas Perikanan dan Kelautan		
Jalan Pahlawan No. 100			T. 811 22 7		
D. 4700 0000			IND. KOTER		
Pemerintah Kota Malabar			Kantor Dinas Perikanan dan Kelautan		
Jalan Pahlawan No. 100			T. 811 22 7		
D. 4700 0000			IND. KOTER		

Figure 11. Tax of Malabar City Forest
Source: Researcher Documentation, July 2017

Through the results of interviews that researchers do can be obtained that the role of *DISPERKIM* as local government and private sector in the revitalization of Malabar City Forest is the role of *DISPERKIM* as landowners and maintainers of land and facilities for the management of PT. Otsuka while the private sector acts as the owner of capital and facility builders in accordance with the concept and the proposed design of *DISPERKIM*.

b. Model of Local Government and Private Sector Partnership in Revitalization of Malabar City Forest

Local Government seeks to provide decent and comfortable public facilities as a form of service to the community. To support this matter, *DISPERKIM* initiated to establish cooperation with PT. Otsuka which by using Public-Private Partnership which model of partnership that happened between *DISPERKIM* and PT Amerta Indah Otsuka in revitalize Malabar City Forest is by using model of cooperation of BTO (Build -Transfer-Operate). Cooperation between *DISPERKIM* and PT. Otsuka began with the release of Presidential Regulation No. 67/2005 about Government Cooperation with Enterprises in the Provision of Infrastructure. Model of partnership, BTO (Build-Transfer-Operate) according to International Monetary Fund - IMF, 2006 is a form of partnership based on government contracts with the private sector to finance and build certain facilities. But after the facilities have been completed, then the private sector transferred ownership of the facility to the government agencies. At the end of the management period, all existing buildings and facilities are handed over to the government, and to keep existing buildings and facilities handed over to the government, and to keep the buildings and supporting facilities handed over to the government in good condition, liabilities to the private sector to perform maintenance and improvements during the contract period, after the contract period is completed and turnover to the government, maintenance is not charged again to PT Amerta Indah Otsuka as private sector but done by the Local

Government through the Housing and Settlement Area Agency of Malang City (*DISPERKIM*). Cooperation is implemented through innovation of Local Government through strengthening the role of CSR. This is supported by the results of interviews with the head of park for Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan said that:

“We are right to use the BTO model of partnership, so the giver of CSR was previously sent a letter, they intend to set aside their corporate profits through social and environmental responsibility. Then, once deemed necessary, then the first design discussion activities involving the local neighborhood and other related agencies then carried out the construction and we are involved in the supervision and after the construction period is completed there is a maintenance period of approximately 3 years”

“Kami benar menggunakan model kerjasama BTO, jadi pihak pemberi CSR itu sebelumnya bersurat, mereka berniat untuk menyisihkan keuntungan perusahaannya melalui tanggung jawab sosial dan lingkungan kemudian setelah dirasa memang dibutuhkan, maka kegiatan pembahasan desain dulu dengan melibatkan kelurahan setempat RT RW dan dinas-dinas lain yang terkait kemudian dilaksanakan pembangunan dan kita dilibatkan dalam pengawasan dan setelah masa pembangunan selesai ada masa pemeliharaan kurang lebih selama 3 tahun”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

Based on the results of the interview, the BTO (Build-Transfer-Operate) model became the choice of *DISPERKIM* and PT. Otsuka because it is suitable for partnership in construction but has limited each where *DISPERKIM* has land and facilities while PT. Otsuka is able to provide capital. *DISPERKIM* as The Government of Malang City chose this form of partnership due to see the potential and opportunities in Malang that can be developed in the form of partnership.

Supporting the above statement, Novada Maula Purwadi as a member of the Malabar City Forest Alliance on the Malabar City Forest model of partnership said:

“The BTO mechanism is where a two-year contract agreement which is leased by PT Otsuka for revitalization will be returned to the government”

“Mekanisme BTO adalah dimana perjanjian kontrak selama dua tahun yang mana disewakan oleh PT Otsuka untuk di revitalisasi yang nantinya akan dikembalikan lagi ke pemerintah”. (Interview August 2017)

It is explained that the BTO (Build-Transfer-Operate) mechanism applied in City Forest revitalization is where the contract agreement is valid for two years. City Forest is leased to PT. Otsuka to be revitalized which will be completed during the development period, City Forest will be returned to *DISPERKIM* as Local Government.

Mrs. Diana Prabaningtyas as Section Head of Development and Maintenance of City Parks also added that:

“First we have communication, and from PT. Otsuka made a proposal then checked into the location. Whether the location fulfills the requirements for revitalization. After fulfilling, between the Government and PT. Otsuka do contracts. The location was finally submitted to PT. Otsuka and built according to the plan. After the construction period is over. The location is returned for the Government to operate”

“Pertama kita ada komunikasi, dan dari PT. Otsuka membuat proposal kemudian di cek ke lokasi. Apakah lokasi tersebut memenuhi syarat-syarat untuk revitalisasi. Setelah memenuhi, antara Pemerintah dan PT. Otsuka melakukan kontrak. Lokasi tersebut akhirnya diserahkan ke PT. Otsuka dan dibangun sesuai dengan perencanaan itu. Setelah masa pembangunan selesai. Lokasi tersebut dikembalikan untuk dioperasikan Pemerintah.” (Interview May 2017 at Housing and Settlement Area Agency of Malang City)

Beginning of the process of partnership where PT. Otsuka made a proposal to *DISPERKIM* as government to conduct CSR in one of the Open Green Space (*RTH*). Then the location is checked in accordance with the requirements for revitalization. After fulfilling, *DISPERKIM* and PT. Otsuka made contractual arrangements. Then, the location is submitted to be revitalized in accordance with the planning stated in the cooperation contact. After the construction period is over. The location is returned for operation and maintained by *DISPERKIM* despite PT. Otsuka also has responsibility in terms of maintenance for 3 years.

The model of partnership used is the BTO (Build-Transfer-Operate) model. *DISPERKIM* to contract with PT Otsuka to finance and build certain facilities. However, after the facility has been completed, PT Otsuka transferred ownership of the facility to *DISPERKIM*.

c. Result of Synergy in Partnership Between Local Government and Private Sector in Revitalization of Malabar City Forest

Factors that are very important and influential in the creation of a synergy relationship to improve work efficiency is the establishment of relationships with mutual trust and effective communication. With the establishment of relationship with the attitude of mutual trust and effective communication in a partnership then make all actors can perform the task more productively, effectively and efficiently. Local governments need to build it with the private sector as a success factor of the Public-Private Partnership. Public-

Private Partnership is done by prioritizing shared responsibilities. The existence of a relationship with mutual trust and effective communication between actors reflects the synergy in this cooperation.

a. Mutual Trust

With the trust, it can create synergies because the parties are synergistic will feel comfortable and not arouse suspicion. The Government of Malang City through *DISPERKIM* build trust to PT Otsuka through the maintenance of the results of Malabar City Forest construction, this is in line with a statement from Mr. Slamet Husnan as Head of park for Housing and Settlement Area Agency of Malang City said that:

“The most important thing is to build the trust of Malang City Government after given CSR fund then built up, given revitalization activity and after that we keep it. We still maintain the results of their construction, then we also do not receive any budget from the PT Otsuka because previously who manage them. Indeed we at this CSR program did not receive any money, just accept the program. So they (PT.Otsuka) who carry out construction and direct planning”

“Yang paling pokok itu membangun kepercayaan bahwa Pemerintah Kota Malang setelah diberi dana CSR lalu dibangun, diberi kegiatan revitalisasi dan setelah itu kita pelihara. Kita masih memelihara hasil dari pembangunan mereka, kemudian kita juga tidak menerima anggaran sama sekali dari pihak PT Otsuka karena sebelumnya yang mengelola itu mereka. Memang kita pada program CSR ini sama sekali tidak menerima uang, Cuma menerima program. Jadi yang melaksanakan pembangunan dan perencanaan itu mereka (PT Otsuka) langsung”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City)

DISPERKIM builds trust PT Otsuka against CSR funds and revitalization of Malabar City Forest. After the construction is completed *DISPERKIM* maintaining results from the construction of PT Otsuka. The local government especially *DISPERKIM*, in this City Forest revitalization does not receive any

budget from PT Otsuka. *DISPERKIM* did not receive the money but received the program so PT Otsuka implement construction and construction planning which is certainly in accordance with the direction of *DISPERKIM*. The trust built by the *DISPERKIM* towards PT Otsuka is received with open arms, PT Otsuka also feel comfortable to cooperate with the *DISPERKIM* of Malang City because PT Otsuka is given wide opportunity to be able to assist the *DISPERKIM* in running the regional development, one of them by providing better facilities in the form revitalization of Malabar City Forest to be re-utilized by the people of Malang. As mentioned by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka:

“Hopefully our contribution or our activities towards City Forest Malabar can be useful for the people of Malang, we uphold the attitude of honest and respect each other because it was from the beginning we communicate and foster relationship with Malang City Government we are accepted with open arms and we are very comfortable to in cooperation with the Government of Malang City because we are given access to the widest area, we are also given the widest opportunity to be useful for the city government and for residents of Malang Raya”

"Harapannya sumbangsih atau kegiatan kami Hutan Kota Malabar bisa bermanfaat bagi warga Malang, kami menjunjung sikap jujur dan saling menghargai satu sama lain karena memang sudah sejak awal kita berkomunikasi dan membina hubungan dengan Pemkot Malang ini kita diterima dengan tangan terbuka dan kita pun sangat merasa nyaman untuk bekerjasama dengan Pemerintah Kota Malang karena kita diberikan akses seluas luasnya, kita juga diberikan kesempatan yang seluas-luasnya untuk bisa bermanfaat bagi Pemkot maupun bagi warga Malang Raya." (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

PT Otsuka hopes that the contribution or revitalization activities of Malabar City Forest can be beneficial for the people of Malang. PT Otsuka upholds an honest and respectful attitude toward one another to form a trust. From

the beginning PT Otsuka communicated and built relationships with *DISPERKIM*, PT Otsuka was welcomed with open arms and PT Otsuka also felt comfortable to cooperate with *DISPERKIM* because PT Otsuka was given access and wide opportunity to be useful for both Local Government and Malang people. Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka added that:

“We respect each other's rights and duties, also respect each other what has been stated in the cooperation agreement”

“Kami saling menghormati hak dan kewajiban, juga saling menghargai apa-apa yang sudah tertuang dalam perjanjian kerjasama.” (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

Through the partnership between PT Otsuka and *DISPERKIM* hand in hand, respect each other's rights and obligations and respect each other things that have been stated in the cooperation agreement on the revitalization of Malabar City Forest.

b. Effective communication

Indicators in communication is the process of transmission / communication channeling, clarity of communication and consistency. Effective communication is required so that there are no distorted messages or misunderstandings at the level of understanding. Form of communication conducted by the Government of Malang through *DISPERKIM* and PT. Amerta Indah Otsuka explained by Ms. Diana Prabaningtyas as Section Head of City Park Development and Maintenance said that;

“The form of our communication in addition to direct communication, through the phone and also sometimes use the letter. we continue to

communicate with PT Otsuka, so until now PT Otsuka still plays an active role in the City Forest improvement. And therefore all communication can go smoothly”

“Bentuk komunikasi kita disamping komunikasi secara langsung, melalui telfon dan juga kadang-kadang pakai surat. kami menggalang komunikasi terus dengan PT Otsuka, sehingga sampai sekarang PT Otsuka masih tetap ikut berperan aktif dan turun tangan dalam perbaikan Hutan Kota. Dan karena komunikasi semua bisa berjalan lancar”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

Form of communication conducted by the Government of Malang and PT. Amerta Indah Otsuka is often done directly by meeting each other between *DISPERKIM* and PT Otsuka but sometimes done through media such as phone and letter. *DISPERKIM* always communicate with PT Otsuka, so the impact of PT Otsuka until now still play an active role and join hands in the Malabar City Forest improvement. Due to effective communication between *DISPERKIM* and PT Otsuka can run smoothly. Communications carried out by *DISPERKIM* and PT Otsuka are fairly good where PT Otsuka continues to play an active role in the Malabar City Forest improvement. Mr. Slamet Husnan as Head of Park for Housing and Settlement Area Agency of Malang City added that:

“Until now we still communicate well with friends from PT Otsuka, also still involved a month 2 times on clean-up activities in the City Forest also includes sports activities such as a healthy walk. We were invited by PT Otsuka for a visit to see factory and manufacture of products produced by PT Otsuka, so our relationship with PT Otsuka is very open”

“Sampai saat ini kami masih sering berkomunikasi dengan baik dengan teman-teman dari PT Otsuka, juga masih terlibat sebulan 2x pada kegiatan bersih-bersih di Hutan Kota juga termasuk kegiatan olahraga seperti jalan sehat. Dulu kami diundang PT Otsuka untuk kunjungan melihat pabrik dan pembuatan produk yang di produksi oleh PT Otsuka, jadi ya hubungan kami dengan PT Otsuka sangat terbuka”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

Until now, *DISPERKIM* still maintains good communication with PT Otsuka, PT Otsuka is still involved twice a month to intervene in clean-up activities in Malabar City Forest. PT Otsuka also participate in sporting activities such as healthy walk organized by *DISPERKIM*. On the other hand, PT Otsuka has also invited employees from *DISPERKIM* through *DISPERKIM* to visit factory visits and see the process of making products manufactured by PT Otsuka. The relationship established by *DISPERKIM* and PT Otsuka in this cooperation is very open. The communication between *DISPERKIM* and PT Otsuka has been effective, interactive and two-way, due to clear and good information delivery, openness between the two parties, making it easier for related parties to capture and understand the information submitted. So that can be said to be mutually beneficial, with a good relationship then between parties will be facilitated in terms of bureaucracy. Statement of the form of communication made in this cooperation again explained by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka:

“Our cooperation process here is more about how we communicate, coordinate with the Government of Malang City related to what is allowed for the revitalization process. So the communication is more in the form of meetings then either the physical meeting or indirect communication through via medsos and via phone to know about what we should fulfill at the time of the process of revitalization is running”

“Proses kerjasama kita disini lebih kepada bagaimana kita komunikasi, berkoordinasi dengan Pemerintah Kota Malang terkait dengan apa apa saja yg diperbolehkan untuk proses revitalisasi. Jadi komunikasinya lebih kepada kita melakukan pertemuan berupa meeting kemudian baik itu pertemuan fisik maupun juga komunikasi tidak langsung melalui via medsos dan via telepon untuk mengetahui kira-kira apa saja yang harus kita penuhi pada saat proses revitalisasi itu berjalan.” (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

Based on the above statement of cooperation conducted by PT Otsuka and *DISPERKIM* prioritize effective communication which always coordinate with *DISPERKIM* related to things that allowed in process of revitalization. The form of communication prioritizes two-way meetings such as meetings and also indirect communication such as through social media and phone to know the development of revitalization such as what things should be fulfilled by PT Otsuka at the time of the revitalization process. Communications PT Otsuka with Local Government was again explained by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka Malang, adding that:

“With the effective and intense communication we do not only with formal communication means that we visit there, we ask about Malabar City Forest development, but also informal communication that we do with representatives of *DISPERKIM* for example with head of department and head of section so that not only at the time of revitalization we intensely communicate but also after revitalization in the hope we also get information about the function and effectiveness of our revitalization program in Malabar City Forest”

“Tetap dengan adanya komunikasi yang efektif dan intens yang kita lakukan itu tidak hanya dengan komunikasi formal artinya kita berkunjung kesana, kita menanyakan perkembangan Hutan Kota Malabar, tetapi juga komunikasi yang informal yang kita lakukan dengan perwakilan-perwakilan *DISPERKIM* misalnya dengan kepala dinas dan kepala bidang sehingga tidak hanya pada saat revitalisasi kita intens berkomunikasi tetapi juga setelah revitalisasi harapannya kita juga mendapatkan informasi mengenai fungsi dan efektifitas adanya program revitalisasi kita di Hutan Kota Malabar”. (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

The existence of the effectiveness and intensity of communication that occurs between the two is a formal communication which means PT Otsuka visited *DISPERKIM*, where PT Otsuka want to know the extent of the development of Malabar City revitalization and informal communication that PT

Otsuka do with representatives *DISPERKIM* is like the head of department and head of the section so that not only during the revitalization of PT Otsuka intensely communicate but also at the time after revitalization. PT Otsuka hopes to keep informed about the function and effectiveness of the Malabar Forest Revitalization Program implemented in this partnership.

Based on the above explanation can be concluded that effective communication in a cooperation is needed to achieve synergy. Effective communication is needed maturity act so as not to prevent the performance and tasks of each party so that cooperation can run smoothly.

Thus, cooperation between the government and the private sector will result in synergy. Synergy is a complementary difference to achieve results greater than the number of shares. With the synergy of cooperation from different mindsets will result in greater and more effective results relating to the process being undertaken showing the same goals and agreement for positive outcomes. The result of the synergy of the cooperation between government and private sector in the revitalization of Malabar City Forest can be felt in social terms. The result of the synergies felt by each stakeholder of the cooperation in the revitalization of Malabar City Forest, as stated by the Head of Park for Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan:

“It can be seen from the condition of Kota Malabar Forest currently functionally still in accordance with the function of City Forest and refers to the Government Regulation on City Forest that the City Forest benefits not only as an ecological function, there is a function of tourism, education and sports and now the condition of city forest is more organized, its maintenance and safety is better than before”

“Bisa dilihat dari kondisi Hutan Kota Malabar saat ini secara fungsi masih sesuai dengan fungsi Hutan Kota dan mengacu pada Peraturan Pemerintah tentang Hutan Kota bahwa manfaat Hutan Kota itu tidak hanya sebagai fungsi ekologis, ada fungsi wisata, edukasi dan olahraga nah saat ini kondisi hutan kota lebih tertata, perawatannya dan keamanannya lebih bagus daripada sebelumnya” (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

The above statement illustrates the results of the synergy that can be felt by *DISPERKIM* against Malabar City Forest which currently can be filled with activities that can be done in accordance with the function of Forest City itself as a means of tourism, education and sports such as tours with picnic and strolling around City Forest, education is to learn about the environment City Forest as with knowing the various plants that grow in the City Forest, and sports that can be done such as jogging, gymnastics, and a healthy walk. The people of Malang City can utilize Malabar City Forest as a public facility that can be used to perform various activities. Here is the recapitulation of Malabar City usage table by public and organization in March-August 2017 obtained by the researcher as supporting data showing that people of Malang city can utilize Malabar City Forest for various activities:

Table 5. Recapitulation of Malabar City Forest Usage in March-August 2017

No	Day	Activity Date	Activity
1	Wednesday	15 th March 2017	<i>Kunjungan Tematik SD Sabillillah</i>
2	Thursday	16 th March 2017	<i>Run Malang Run Otsuka</i>
3	Tue-Fri	21 st – 31 st March 2017	<i>Observasi Ekologi Biologi UM</i>
4	Sunday	09 th April 2017	<i>Sesi Foto Hijab</i>
5	Saturday	20 th May 2017	<i>Pathfinder /Pemudaan Gereja Advent Terusan Surabaya</i>
6	Saturday	10 th June 2017	<i>Malang Hunting Bareng</i>

7	Fri-Sat	27 th -28 th October 2017	<i>Gempita arsitektur himpunan mahasiswa arsitektur 2017 ITN</i>
8	Saturday	05 th August 2017	<i>Otaru SMAN 1 Malang</i>

Source: Housing and Settlement Area Agency of Malang City (*DISPERKIM*) 2017

Other results that can be felt from the synergy between Local Government and private sector in the revitalization of Malabar City Forest is related to the relationship between Local Government and private sector. This is explained by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka:

“To this day we continue to communicate intensely both formal and informal communication whether it is related to the Malabar City Forest as well as related to things other than the Malabar City Forest with such *DISPERKIM* and my friends in the town hall. The benefits of this collaboration, we first learned that running a CSR activity, especially the revitalization of public space because this is the first time we do CSR activities related to the revitalization of public space, the second is we get the benefits to participate to conserve the environment that means the City Forest as a public space located in the middle of the city. The hope besides environmental sustainability, Forest itself can provide benefits as a comfortable and safe public space for residents”

“Sampai hari ini kita tetap berkomunikasi secara intens baik komunikasi formal maupun informal baik itu yang terkait dengan Hutan Kota Malabar maupun terkait dengan hal-hal selain Hutan Kota Malabar dengan seperti *DISPERKIM* dan teman-teman di balai kota. Manfaat dari kerjasama ini, yang pertama kita belajar bahwa menjalankan suatu kegiatan CSR khususnya revitalisasi ruang publik karena ini memang baru pertama kalinya kita melakukan kegiatan CSR yang terkait dengan revitalisasi ruang publik, yang kedua adalah kita mendapatkan manfaat untuk berperan serta untuk melestarikan lingkungan maksudnya adalah Hutan Kota sebagai ruang publik yang berada di tengah kota. Harapannya selain kelestarian lingkungan, Hutannya sendiri dapat memberikan manfaat sebagai ruang publik yang nyaman dan aman bagi warga”. (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

From the above interviews explained that the relationship between the cooperation between *DISPERKIM* and PT. Otsuka according to PT. Otsuka as

private sector is with intense communication with local government related to Malabar City Forest, PT Otsuka learned a lot about CSR activities related to revitalization of public space, then PT Otsuka also plays a role in preserving the environment such as by assisting *DISPERKIM* for Malabar City Forest construction whose hope the result of such cooperation can be useful as a comfortable and safe public space for the community. Meanwhile, according to *DISPERKIM*, the result of the synergies felt by *DISPERKIM* in the cooperation of Local Government and Private Sectors in the revitalization of Malabar City Forest is stated by the Head of Park for Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan:

“At the time we do the open green space management in the form of city parks and city forest that will be quickly achieved by this cooperation. Previously no budget yet comes into being because of the very private CSR program that is very helpful from financing the construction of revitalization costs. The benefits of this partnership, we can do the construction in the form of revitalization without spending budget. Thus, through the Malabar City Forest Revitalization CSR program this can be done. That helped us a lot”

“Pada saat kita melakukan pengelolaan ruang terbuka hijau itu berupa taman kota dan hutan kota itu akan cepat tercapai dengan adanya kerjasama ini. Yang sebelumnya anggarannya belum ada jadi ada karena program CSR dari swasta yang sangat membantu dari pendanaan pembangunan biaya revitalisasi. Manfaat dari kerjasama ini, kami bisa melakukan pembangunan yang berupa revitalisasi tanpa mengeluarkan anggaran. Jadi, melalui program CSR revitalisasi Hutan Kota Malabar ini bisa terlaksana. Itu sangat membantu kami”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

From the above explanation illustrates that the plan of Malang City Government by *DISPERKIM* to do the management of open green space in the form of city park and vity forest will be quickly implemented in cooperation with PT. Otsuka because not all urban development can be accommodated with the

budget Regional Government Budget then the CSR program from PT. Otsuka as private sector is very help the revitalization funding.

2. Supporting Factor and Inhibiting Factor in Partnership Between Local Government and Private Sector in Revitalization of Malabar City Forest

1. Supporting Factor

Supporting factors are factors that cause activities to have more positive impact. In the construction implementation of Malabar City Forest through cooperation between *DISPERKIM* and PT Otsuka through Public-Private Partnership (PPP) supported by several things that come from *DISPERKIM* or PT. Otsuka. This is in line with that presented by the Head of Park for Housing and Settlement Area Agency of Malang City, Mr. Slamet Husnan who said that:

“The city government of Malang has a land that is considered to be improved quality. The quality of open green spaces should be improved then from PT Otsuka, they have the opportunity to distribute their CSR program”

“Pemkot memiliki lahan yang dirasa perlu ditingkatkan kualitasnya. Kualitas ruang terbuka hijau nah itu perlu ditingkatkan kemudian dari PT Otsuka, mereka memiliki kesempatan untuk menyalurkan program CSRnya”. (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

Local governments represented *DISPERKIM* have open green space that needs to be improved quality. Then from PT Otsuka has the opportunity to distribute its CSR program as a social responsibility to the community. *DISPERKIM* felt helped by the program. Meanwhile, according to PT Otsuka

presented by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka said that:

“Hopefully our contribution or activity Malabar City Forest can be useful for the people of Malang. We are also very comfortable to cooperate with the Government of Malang City because we are given the widest access, we are also given the widest opportunity to be useful for the City Government and the people of Malang Raya”

“Harapannya sumbangsih atau kegiatan kami Hutan Kota Malabar bisa bermanfaat bagi warga Malang. Kita pun sangat merasa nyaman untuk bekerjasama dengan Pemerintah Kota Malang karena kita diberikan akses seluas-luasnya, kita juga diberikan kesempatan yang seluas-luasnya untuk bisa bermanfaat bagi Pemkot maupun bagi warga Malang Raya.” (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

The contribution or activity of PT Otsuka on the revitalization of Malabar City Forest is hoped to be beneficial for the people of Malang. PT Otsuka feels comfortable to cooperate with *DISPERKIM* because it is given the widest access and the widest opportunity to be useful for *DISPERKIM* and also for people of Malang. The above statement is in line with the additional statement from Mr. Sugiarto Prakasa as General Affairs Section Head of PT Amerta Indah Otsuka said that:

“The same commitment between us (PT.Otsuka) with the local government regarding environmental preservation as the importance of open green space (*RTH*) in the middle of the development of Malang City to provide a comfortable and safe public space for the people of Malang”

“Komitmen yang sama antara kami (PT.Otsuka) dengan pemerintah daerah mengenai pelestarian lingkungan sebagai pentingnya ruang terbuka hijau (*RTH*) ditengah berkembangnya Kota Malang untuk memberikan ruang publik yang nyaman dan aman bagi warga Malang”. (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

Strong commitment between PT. Otsuka as private sector and spirit of PT. Otsuka to achieve the common goal in environmental conservation as the

importance of open green space as a comfortable and safe public space for the citizens of Malang.

Another supporting factor presented by Novada Maula Purwadi as a member of the Malabar City Forest Alliance stated that:

“Supporting factors, Local Government and PT. Otsuka need each other where the Government requires large funds for public facilities and the government needs prestige (dignity), political interests and run the program while PT. Otsuka needs a cheap advertising place and good-will for people who do not understand (not aware) of the ecology”

“Faktor pendukungnya, Pemerintah Daerah dan PT. Otsuka saling butuh dimana Pemerintah membutuhkan dana besar untuk fasilitas masyarakat dan pemerintah butuh prestige (gengsi/martabat), kepentingan politik dan menjalankan program sedangkan PT. Otsuka butuh tempat iklan yang murah dan good-will untuk masyarakat yang tidak paham (tidak sadar) ekologi.” (Interview August 2017)

Cooperation between *DISPERKIM* and PT. Otsuka as the private sector is based on a mutually beneficial relationship where *DISPERKIM* needs a large fund for Malabar City Forest Revitalization as one of the facilities for society, political interest by capitalizing on ecology and this is one of the local government's work programs. While PT. Otsuka needs a billboard advertising place with cheap taxes and this is also one of the private sector programs for people who are deemed not to understand ecology.

2. Inhibiting Factor

In a cooperation there must be good obstacles in the planning process up to the stage of the implementation process. These constraints greatly affect whether or not the cooperation process is so that makes cooperation disrupted and not running properly. Inhibiting factors faced by Malang City Government

(*DISPERKIM*) and PT. Otsuka in revitalizing the Malabar City Forest comes from outside the parties involved in the cooperation. This is in line with that stated by Mr. Agus Suyanto as the Supervision and Control Team of City Forest and Merbabu Park:

“The existence of outsiders who do not agree in the process of city forest revitalization because of a grand design that is not in accordance with the function of city forest”

“Adanya pihak luar yang tidak setuju dalam proses revitalisasi hutan kota Malabar karena grand desain yang tidak sesuai dengan fungsi hutan kota”. (Interview June 2017 at Malabar City Forest).

The existence of parties outside the actors involved in cooperation who do not agree in the process of revitalization of Malabar City Forest because of a grand design that is not in accordance with the function of city forest. Due to this, *DISPERKIM* approaches the community and PT Otsuka well woven. PT Otsuka is concerned that the funds already spent on Malabar City Forest construction do not match what the surrounding community needs. This is supported by a statement from Mr. Slamet Husnan as Head of Park for Housing and Settlement Area Agency of Malang City:

“Indeed there are suggestions from friends of environmentalists (Save Malabar Community) that we have accommodated all and revitalization also keep running”

“Memang ada saran-saran dari teman-teman pecinta lingkungan (Save Malabar) itu sudah kita akomodir semua dan revitalisasi juga tetep berjalan” (Interview May 2017 at Housing and Settlement Area Agency of Malang City).

At the time of revitalization of Malabar City Forest there are suggestions from the community of environmentalists that Save Malabar Community. This is due to the mismatch of grand design of City Forest on the function of city forest

contained in Government Regulation no. 63 of 2002 on City Forest. The issue has been accommodated all by the Local Government (*DISPERKIM*) and the revitalization continues in accordance with what has been stated in government regulations. Novada Maula Purwadi as a member of the Malabar City Forest Alliance on the condition of the Malabar City Forest confirmed this by saying:

“True, ecological activists (environmentalists) are protesting against the grand design of Malabar City Forest revitalization because it is not fit with the agreed concepts”

“Benar, aktivis ekologi (lingkungan) yang memprotes grand desain revitalisasi Hutan Kota Malabar karena tidak sesuai dengan konsep yang telah disepakati bersama” (Interview August 2017).

While the inhibiting factors presented by Mr. Sugiarto Prakasa as General Affair Section Head of PT Amerta Indah Otsuka is:

“Regarding regulation or legality concerning CSR which is still less clear. The hope is more clear information about it, because we are here still learn how to run a CSR activities, especially revitalization of public space”

“Terkait koridor peraturan atau legalitas mengenai CSR yang masih kurang jelas. Harapannya adanya informasi yang lebih jelas mengenai itu, karena kita disini masih belajar bagaimana untuk menjalankan suatu kegiatan CSR khususnya revitalisasi ruang publik.” (Interview May 2017 at PT Amerta Indah Otsuka Pasuruan).

PT. Otsuka feels there is still uncertainty about the law or regulations on CSR issued by *DISPERKIM*. PT. Otsuka as a private sector for the first time running a CSR activity in the form of public space revitalization. And at the time the observer made the observation, the Housing and Settlement Area Agency also acknowledged that there is no clear legal basis regarding CSR procedure since this is the result of innovation from the Malang mayor.

C. Data Analysis

Based on the data obtained by researcher in the field, the researcher tried to analyze and interpret the existing data. Researcher use qualitative research methods, where this method is intended to be able to describe the Synergy of Local Government and Private Sector in revitalizing Malabar City Forest by referring to the theories used and then described and explained what factors affect the Synergy of Local Government and Private Sector in Revitalizing Malabar City Forest which is divided into supporting factors and inhibiting factors.

1. Synergy Between Local Government and Private Sector in Revitalization of Malabar City Forest

a. Role of Local Government and Private Sector Partnership in Revitalization of Malabar City Forest

Both *DISPERKIM* and PT. Otsuka have their respective roles in the Public-Private Partnership or cooperation between the government and the private sector in this Malabar City Forest revitalization. *DISPERKIM* responsible for services in providing decent and convenient facilities and infrastructure for the community has a goal in line with the revitalization of Malabar City Forest. With PT. Otsuka and community directly incorporated in the construction of City Forest certainly can help *DISPERKIM* in achieving its vision. If both actors do good communication then there will be synergy between actors who support the

success of this cooperation. The division of roles of each of the actors involved in this collaboration aims to lead to systematic performance and the clear of responsibility for what should be done according to its capacity. Local governments and the private sector must be aligned with each other, in order to achieve the development goals of Malabar City Forest revitalization.

Equal mutually agreed objectives through cooperation contracts should be added by mutual giving between *DISPERKIM* and PT. Otsuka. Differences of interests between one another, as well as differences in capacity, and the role between *DISPERKIM* and PT. Otsuka demand mutual giving and receiving each other. Each of these actors not only gets what they want but also has to contribute to what can be done and give each other.

The government's roles and responsibilities include the administration of power to govern and build both local, national, and international and global levels. The State has an important role to play in realizing sustainable human development by integrating social, economic, and environmental protection, creating peace in the community, creating political commitment, providing infrastructure, decentralizing and democratizing governments, strengthening financial and administrative capacities of local, municipal and metropolitan. Government institutions also need to empower the people. They are required to be able to provide services for all and ensure equal opportunities in both the social, economic and political fields (Indradi, 2005:23). The role of *DISPERKIM* as local government in the revitalization of Malabar City Forest is not only in providing regulations and permits directly related to the revitalization of the City Forest but

also *DISPERKIM* plays a role in the provision of land given to PT. Otsuka namely Malabar City Forest as a revitalization location of City Forest. In addition, *DISPERKIM* also play a role in providing socialization to the community and maintaining land and facilities for the management of PT. Otsuka in the revitalization of Malabar City Forest.

The role of private sector is crucial in governance and development patterns, because of its role as a source of opportunity to increase productivity, employment, opportunities to increase productivity, income sources, public investment, business development and economic growth. The private sector plays an important role in development using the market approach. The market approach to economic development is related to the creation of conducive conditions so that the production of goods and services goes well (Indradi, 2005: 24). Private who play a role in the revitalization of Malabar City Forest is PT. Amerta Indah Otsuka. The interests of the PT. Otsuka which as the private sector wants to improve the economy and investment to Local Government. With this cooperation, the benefits gained by PT. Otsuka is in the form of corporate branding and cheap taxes. In this partnership, PT. Otsuka benefited by not paying big taxes for billboards. With the development of Malabar City Forest hopes the public will be more familiar with PT. Amerta Indah Otsuka not Pocari as a product issued by PT. Otsuka.

Table 6. The Role of Each Stakeholder in the Malabar City Forest Revitalization Partnership

<i>DISPERKIM</i>	PT. Otsuka	Activists
Providing of Rules and Regulations Land supplying Socializing to the Community	Funding the Program Rebuilding Land Managing Facilities and Infrastructure	Rejecting Land Rebuilding

Source: Researcher, 2017

So it can be concluded that the synergy that occurs that *DISPERKIM* and PT. Otsuka have a mutually supportive role in the partnership so that the formation of a positive synergy while the role of environmental activists reject the existence of this partnership so that has a negative synergitas with *DISPERKIM* and PT. Otsuka.



Figure 12. Synergy of Stakeholder Role in Partnership

Source: Researcher, 2017

b. Model of Local Government and Private Sector Partnership in Revitalization of Malabar City Forest

Model of cooperation between *DISPERKIM* and PT. Otsuka in revitalizing Malabar City Forest is a form of cooperation BTO (Build-Transfer-Operate) according to Savas (2007: 147-151) where the private sector returns ownership of facilities directly to the government after building and operating the facility until the term of the contract expires. In accordance with the observations that researcher do where on the revitalization of Malabar City Forest. *DISPERKIM* and PT. Otsuka previously contracted to revitalize the Malabar City Forest, where *DISPERKIM* as the land owner and PT. Otsuka as the capital and manager. Furthermore, *DISPERKIM* provides design that has been in accordance with the regulations and PT. Otsuka to do the development. After the revitalization period has been completed, City Forest is handed back to *DISPERKIM* and ready to be operated and maintained, *DISPERKIM* continued to play the role of the City Forest keeper as well as the facilities on the results of private sector (PT. Otsuka) management. In order to keep the revitalization and supporting facilities handed over to the government in good condition, the government continued to impose obligations on the private sector for maintained and repaired during the contract period.



Figure 13. BTO Model

Source: Researcher

This is in accordance with Kurdi opinion (2004) in Aslamiah (2014: 39) that the Public-Private Partnership (PPP) is a public-private partnership in which the private sector finances, builds and manages infrastructure and facilities, while the government as a partner handles service arrangements, as the owner of asset and controlling the implementation of cooperation. The funds used to revitalize the Malabar City Forest are fully funded by PT. Otsuka. While the city government of Malang role as supervisor of revitalization project because the area is owned by Malang city government. Can be concluded that both parties namely *DISPERKIM* as the city government of Malang and PT. Otsuka has approved his role, function and position in the cooperation. In the Cooperation there are rights granted by *DISPERKIM* to PT. Otsuka to build, use, utilize and carry out any work or management related to the revitalization of the Malabar City Forest within a certain period of time and such cooperation in the form of contracts with the provision of employment concessions to PT. Otsuka and permits the implementation through project financing, with large investments and long-term returns.

This cooperation is implemented by the city government of Malang because of the limitations of Regional Government budget which has been allocated for other development needs so as to apply cooperation with private

parties through the strengthening of CSR (Corporate Social Responsibility). In line with Wibisono's statement (2007: 6) with CSR approach, PT. Otsuka is committed to continually acting ethically, operating legally and contributing to economic improvement, along with improving the quality of life and building the quality of local communities and society more broadly.

c. Result of Synergy in Partnership Between Local Government and Private Sector in Revitalization of Malabar City Forest

Synergy is an effort to create harmony between government and private sector to cooperate for the realization of people's prosperity. Synergy is the result of a partnership. Synergy itself essentially indicates the existence of two parties or more that interact or establish relationships that are dynamic to achieve a common goal (Pamudji, 1985: 12). From the above theory explains that the synergy can be achieved when there are two or more parties, the existence of elements of interaction and the common purpose. Based on observations, there is high synergy between *DISPERKIM* and PT. Otsuka. Synergy that exists between *DISPERKIM* and PT. Otsuka is in good category. High synergy is established between *DISPERKIM* and PT. Otsuka due to the fulfillment of the main requirement for the realization of synergy. According to Doctoroff (1977) in Hermawan (2011: 27) the main requirement for the realization of synergy can be seen from the attitude of trust (trust is the basic capital in building synergy) and effective communication with feedback (without any reciprocity there will be dominance of one against others and can damage the relationships that have been built). In line

with the statement Sulistiyani (2004: 132) where there are four principles of partnership that is trust, efficiency and effectiveness, mutual communication and strong commitment.

a. Mutual Trust

The existence of trust in a cooperation cause the parties involved feel comfortable and not arouse suspicion and not mutual exploitation so equally beneficial in achieving the goal. According to Lawang (2004: 45-70) Trust is a hope for the regularity, honesty and cooperative behavior that arises from within a cooperation. Beliefs that occur in a fabric of cooperation to make matters can be overcome and a trust can be beneficial to both parties. So the essence of trust is divided into three interconnected with one another: 1) The belief is created in the social relations between two or more persons, 2) In trust contains a hope that benefits both parties, and 3) Creation trust because of the interaction and the interaction produces a hope. This can be seen from PT. Otsuka and *DISPERKIM* have a strong understanding of the rights and responsibilities and their respective roles and all matters contained in the cooperation agreement. Synergy will work well if, understanding the role of each actor responsibility, respect and clearly know the responsibility, where the government as the regulator and the owner of the assets and private sector as a manager who will then bring benefits to it and also give a positive impact for the public interest. *DISPERKIM* builds trust to PT Otsuka by maintaining and protecting the results of the management of PT. Otsuka to Malabar City

Forest. Funds used to build the Forest City area is also a fund from PT. Otsuka and *DISPERKIM* did not receive the money but only received the program so that PT. Otsuka who carries out construction and construction planning which is certainly in accordance with the direction of *DISPERKIM*.

b. Effective Communication

Effective communication has a dominant role to achieve synergy. Effective communication is necessary so as not to hinder the performance and tasks of each party so that runs smoothly and can create a common goal and improve good social relationships. With effective communication, it is also expected that the parties involved in the mutual cooperation get accurate information about the wishes and needs of each. Forms of communication conducted by *DISPERKIM* and PT. Otsuka more to conduct a physical meeting directly or meet face-to-face or indirect communication through via social media, phone to mail. Not only formal communication conducted such as meetings but also informal communication such as *DISPERKIM* officer to visit PT Otsuka and vice versa so the relationship between them is interactive and open. The effectiveness and intensity of communication that occurs between the two can be said to be mutually beneficial, with a good relationship it will meet the common goals to be achieved.

Cooperation is a joint effort of several people or groups to create greater, more precise and effective results in the outcome. Cooperation is closely related to output as a result of a series of process activities that have been implemented. The results can be felt if the activities performed well. Based on the results of

interviews and observations that researchers do, cooperation between *DISPERKIM* and PT. Otsuka has been successful in supporting the development of Malang city, especially in Open Green Space (*RTH*). In accordance with the definition of partnership according Sulistiyani (2004: 129) as a form of partnership between two or more parties that form a bond of cooperation on the basis of agreement and mutual need in order to improve the capacity and capability in a particular field of business, or a particular purpose, so it can get better results.

The goals of the Public-Private Partnership (PPP) according to the European Commission (2003) in Aslamiah (2014: 41) include the acceleration of capital provision for infrastructure development, the transfer of design and construction responsibilities to private parties and combined with financing by the government, the allocation of risk to the most competent parties to handle it. Cooperation between *DISPERKIM* and PT. Otsuka provides the space for private sector participation to participate in promoting government development programs through a partnership. Through this agreement, the expertise and assets of each party (local government and private sector) are collaborated in providing services to the community.

The existence of cooperation between local government and private sector makes Malabar City Forest better than before it is seen from the Malabar City Forest visitors who utilize the area as a public facility. In line with the results of the synergies felt by the *DISPERKIM* against the City Forest where the results of this partnership make Malabar City Forest as a public facility that can be used

to perform various activities such as tourism facilities, education and sports which is in accordance with Government Regulation no. 63 of 2002 about the function of City Forest.

While other results are felt from the cooperation between PT. Otsuka and *DISPERKIM* are concerned with issues such as environmental issues or quality of life for disadvantaged groups, networking relationships have provided an opportunity for interested stakeholders to work more closely together while setting common goals in addressing community issues (Indradi, 2005: 91) and with the establishment of intense communication and good relations so as to facilitate the achievement of the goals for the role of each stakeholder namely PT. Otsuka as the private sector learns a lot about CSR activities related to the revitalization of public space and helps local governments by providing CSR programs as a form of corporate responsibility to the social and environment and the role of local government (*DISPERKIM*) which is greatly assisted in funding the revitalization with the CSR program and open space management green form of Malabar City Forest was so quickly executed.

2. Supporting Factor and Inhibiting Factor in Partnership Between Local Government and Private Sector in Revitalization of Malabar City Forest

Development process is not always able to be implemented without any obstacles. Therefore, there is a need for factors that support the development process can run effectively and efficiently. As for the supporting factors and inhibiting factors in the revitalization of Malabar City Forest, researchers found several supporting and inhibiting factors that resulted in synergies between

government and private sector in revitalizing Malabar City Forest could not run optimally.

a. Supporting Factor

Supporting factors of the synergy between *DISPERKIM* and PT. Otsuka in the revitalization of Malabar City Forest is derived from the support of *DISPERKIM* that have open green space which needs to be improved the quality then from PT. Otsuka has the opportunity to distribute his CSR program. It makes a common goal that will be achieved so that the commitment to cooperate in environmental conservation because of the importance of open green space as a comfortable and safe public space for residents of Malang.

b. Inhibiting Factor

The inhibiting factor of synergy between *DISPERKIM* and PT. Otsuka is the existence of parties outside the actors involved in the cooperation does not agree in the process of revitalization due to the incompatibilities of the grand design of City Forest on the function of city forest contained in Government Regulation no. 63 of 2002 on City Forest.

Another inhibiting factor is the policy of *DISPERKIM* as Local Government which has no clear laws and regulations because there is no local regulation of Malang City which regulates clear CSR procedures because this is the result of innovation from the mayor of Malang.