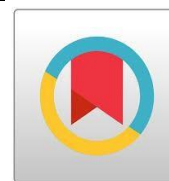


Collaborative Governance in the Implementation of Grebeg Suro Ponorogo 2024



Collaborative Governance Dalam Pelaksanaan Grebeg Suro Ponorogo Tahun 2024

Rifqi Putra Al Ghifari^{1*}, Sri Wibawani²

¹² Department of Public Administration, Faculty of Social and Political Sciences, Universitas Pembangunan Nasional “Veteran” Jawa Timur, Indonesia

¹² Jl. Rungkut Madya, Gn. Anyar, Kec. Gn. Anyar, Surabaya, Jawa Timur 60294

21041010183@student.upnjatim.ac.id^{1*}, Sri.wibawani.adneg@upnjatim.ac.id²;

Corresponding Author: 21041010183@student.upnjatim.ac.id^{1*}

ARTICLE INFORMATION

Keywords

Collaborative Governance;
 Cultural Preservation;
 Grebeg Suro Ponorogo;

ABSTRACT

Grebeg Suro Ponorogo is a cultural preservation program that becomes an annual celebration in Ponorogo Regency. In its implementation, Grebeg Suro Ponorogo is supported by the APBD budget, which in 2024 experienced a decrease in the budget, making the Ponorogo Regency Culture, Tourism, Youth and Sports Office collaborate with private parties to cover the existing budget shortfall. The purpose of this study, namely to describe and describe the collaborative governance process in the Implementation of Grebeg Suro Ponorogo in 2024. This research uses a descriptive qualitative type with the technique of determining informants through purposive sampling and snowball sampling. The data collection technique was carried out by combining three methods, namely observation, interviews, and documentation which were analyzed using the interactive analysis model belonging to. The collaborative governance model was analyzed using the theory (Ansell & Gash, 2008) including initial conditions, institutional design, leadership, collaboration process. The results showed that the collaboration that exists in Grebeg Suro Ponorogo has been running well between the Ponorogo Regency Culture, Tourism, Youth, and Sports Office and PT Local Hero Motivation.

Kata Kunci

Collaborative Governance;
 Pelestarian Kebudayaan;
 Grebeg Suro Ponorogo;

ABSTRAK

Grebeg Suro Ponorogo merupakan program pelestarian kebudayaan yang menjadi perayaan tahunan di Kabupaten Ponorogo. Pada pelaksanaannya Grebeg Suro Ponorogo disokong oleh anggaran APBD, yang pada tahun 2024 mengalami penurunan anggaran sehingga membuat Dinas Kebudayaan, Pariwisata, Pemuda, dan Olahraga Kabupaten Ponorogo melakukan kolaborasi dengan pihak swasta untuk menutupi kekurangan anggaran yang ada. Tujuan dari penelitian ini, yaitu untuk menggambarkan dan mendeskripsikan proses *collaborative governance* dalam Pelaksanaan Grebeg Suro Ponorogo Tahun 2024. Penelitian ini menggunakan jenis deskriptif kualitatif dengan teknik penentuan informan melalui *purposive sampling* dan *snowball sampling*. Teknik pengumpulan data dilakukan dengan mengkombinasikan tiga cara yaitu observasi, wawancara, dan dokumentasi yang dianalisis menggunakan model analisis interaktif. Model *collaborative governance* dianalisis menggunakan teori (Ansell & Gash, 2008) meliputi kondisi awal, desain kelembagaan, kepemimpinan, proses kolaborasi. Hasil penelitian menunjukkan bahwa kolaborasi yang ada pada Grebeg Suro Ponorogo telah berjalan dengan baik antara Dinas Kebudayaan, Pariwisata, Pemuda, dan Olahraga Kabupaten Ponorogo dan PT. Local Hero Motivation.

Article History

Send 10th June 2025
 Review 5th July 2025
 Accepted 29th August 2025

Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora)
 This is an open access article under the [CC-BY-NC-SA](#) license.
 Akses artikel terbuka dengan model [CC-BY-NC-SA](#) sebagai lisensinya.



Introduction

Culture is a concept that has energy that is useful for generating interest, while formally culture is an order of knowledge, beliefs, values, experiences, time, hierarchy, meaning, attitudes, concepts of the universe, relationships between spaces, material objects, and a property right of a group of people obtained from generations through humans or groups (Warsito, 2015). Culture is everything that is created based on human mind and reason, culture will not exist without humans, because humans are the subject of the culture (Sumarto, 2019). Culture is a distinctive element owned by each country and can be used as a hallmark and identity of the country. Culture has a relationship with people's lives, through beliefs, actions, and the results of a community activity which then develops along with the existing socialization process Elly (2011) dalam (Fitriana et al., 2020).

Indonesia is one of the countries that has authentic cultural diversity. The authentic culture certainly requires preservation and development, the Government has a great responsibility in the preservation and development of local culture so that the government has issued various policies regarding the preservation and development of local culture (Triwardani & Rochayanti, 2019). The diversity of these cultures certainly requires preservation. The government has a great responsibility in the development and preservation of culture. This has been regulated in (Undang-Undang Nomor 5 Tahun 2017 Tentang Pemajuan Kebudayaan), This law was formulated as a strategic step taken by the Government to protect and preserve existing culture in Indonesia. The preservation of local culture can be used as a strategy by the Regional Government to promote the cultural wealth that exists in the region which can then be developed into cultural tourism. The role of local government through the Department related to culture is very important to pay attention to the development and preservation of culture which is the identity of the region (Kila et al., 2023). Indonesia truly guarantees a promotion of culture, improvement and maintenance of regional culture, after all Indonesian people, especially the central government and DPRD who have a commitment to secure and maintain the social heritage heritage (M. Ridlo Habibi et al., 2023). The Government of the Republic of Indonesia has made various efforts to preserve local culture such as; 1). Registration to UNESCO, 2). Implementation of cultural preservation programs, 3). Budget support for cultural preservation programs, 4). Promotion of culture (Triwardani & Rochayanti, 2019).

Preservation is a big effort, based on the supporting factors that exist both from within and outside in the things to be preserved, so that in the process of cultural preservation a strategy is needed based on existing needs and conditions (Alwasilah & Chaedar, 2006). In

addition to requiring the full role of the government, a cultural preservation is certainly also the responsibility of the community, including the younger generation who must be actively involved (Prabhawati, 2018). Therefore, the introduction of culture in each region needs to be emphasized so that existing local cultures are preserved and continue to develop and become an inspiration for the progress of the nation in the future (Tangian & Kumaat, 2020).

Cultural preservation is not only about maintaining the existence of old traditions and values, but also adapting and developing these cultures to be relevant to the times (Anatasya et al., 2024). This requires innovation in a local culture preservation program to the wider community, especially the younger generation who are very familiar with technology (Dian et al., 2019). The role of education is also very crucial in the process of cultural preservation. Schools and educational institutions must include local cultural materials in the curriculum so that from an early age children understand the cultural values that surround them (Aisara et al., 2020).

Government policy is also very important in the course of cultural preservation. The government needs to provide budgets, facilities, regulations, which support cultural preservation (Wawo, 2020). In addition to the Law on the promotion of culture, the Government of Indonesia has also established a strategic policy in cultural preservation through (Peraturan Presiden Nomor 115 Tahun 2024 Tentang Rencana Induk Pemajuan Kebudayaan (RIPK) Tahun 2025-2045) This policy provides a systematic and sustainable direction to maintain, develop, and utilize national culture as an important asset of the nation. Government policy encourages synergy across ministries/agencies and collaboration with various parties (Hutami, 2022).

Ponorogo Regency is one of the regions in East Java Province that has cultural diversity, one of the cultural attractions and cultural tourism that characterizes Ponorogo Regency is the Grebeg Suro Ponorogo Event. The implementation of Grebeg Suro Ponorogo is based on (Keputusan Bupati Kepala Daerah Tingkat II Ponotogo Nomor 63 Juncto 130 Tahun 1987 Tentang Tim Kepariwisata Daerah) which was later updated through (Peraturan Bupati Ponorogo Nomor 138 Tahun 2019 Tentang Tentang Kedudukan, Susunan, Organisasi, Uraian, Tugas, Fungsi Dan Tata Kerja Di Dinas Kebudayaan Pariwisata Pemuda Dan Olahraga). The regulation emphasizes that every culture in Ponorogo Regency must be developed and preserved based on noble values and beliefs that exist in the community which are then used as a Cultural Preservation Program. The Grebeg Suro Ponorogo Preservation Program has the following reasons for its implementation; 1). To improve the quality of arts and culture in Ponorogo Regency, 2). Supporting regional tourism

activities in Ponorogo Regency, 3). Celebrating the commemoration of the Islamic New Year 1 Muharram, 4). Improve the economy from these activities (Khoirurrosyidin, 2019). Tourism development, including cultural tourism through communication will create a relatively large chance of success. The improvement of Grebeg Suro culture does not only refer to traditional aspects but has the ability to integrate local values into modern and sustainable economic activities Achmadi, 2016 in ((Supandi et al., 2024).

One of the series of Grebeg Suro Ponorogo events, namely the Reog Ponorogo National Festival which has successfully won the Karisma Event Nusantara (KEN) is one of the reasons that makes the local government of Ponorogo Regency continue to develop and preserve reog art through Grebeg Suro Ponorogo (Sari et al., 2019). This can increase existing tourist visits through cultural tourism, namely Grebeg Suro Ponorogo by utilizing new breakthroughs that make Grebeg Suro an event that is not monotonous and modern (Surabaya, 2022).

In its implementation, Grebeg Suro Ponorogo requires a fairly large budget, this is due to the complexity of the event and the scale of the celebration which involves many parties and a long series of events. Therefore, the budget used in the implementation of Grebeg Suro Ponorogo is supported by APBD funds.. However, in the Peraturan Bupati Ponorogo Nomor 418 Tahun 2023 tentang Penjabaran Anggaran Pendapatan dan Belanja Daerah Tahun Anggaran 2024, here is a decrease in the budget for the Grebeg Suro Ponorogo Program.

Table 1 Total Budget of Grebeg Suro Ponorogo

Year	Budget
2022	IDR 7.9 billion
2023	IDR 1.9 billion
2024	IDR 450 million

Source: Disbudparpora Ponorogo Regency, November 2024

The table above shows that there is a significant decrease in the budget for the implementation of Grebeg Suro Ponorogo, in 2024 the Grebeg Suro budget drops dramatically to Rp. 450 million with the total budget required is Rp. 5.6 billion. This budget decrease is because charging to the APBD will not realize budget efficiency, thus making the Grebeg Suro Ponorogo budget decrease every year. Budget efficiency can be defined as the achievement of outputs with certain inputs, or the use of the lowest input to achieve certain outputs. In the context of budget efficiency, it focuses on how a budget can be managed

optimally In the context of the 2024 Ponorogo grebeg suro budget efficiency, budget efficiency can take place when applying the principles of transparency and accountability, as well as the involvement of various stakeholders in the planning process (Fithri Ayu & Yulistia, 2020).

The collaborative governance approach is a strategic solution in this context, because the existing governance model in collaborative governance emphasizes formal cross-sector cooperation and is oriented towards consensus to achieve common goals (Sufianti et al., 2019). In the implementation of cultural preservation programs, collaborative governance allows the development of synergy and trust between stakeholders so that the decision-making process and implementation of policies can run effectively and accountably (Donahue, 2011). By actively involving various parties, the cultural preservation program is not only the responsibility of the government, but also a shared agenda supported by community participation and other sectors that help run a cultural preservation program (Islamy, 2018).

The Ponorogo District Culture, Tourism, Youth and Sports Office made a new breakthrough in the form of collaboration with a private party, namely PT Local Hero Motivation (Locomotive) to overcome the budget shortfall in the implementation of Grebeg Suro Ponorogo in 2024. This is in line with the theory of collaborative governance which has the main objective of solving an existing problem by collaborating so as to find a bright spot (Ansell Chris and Alison Gash, 2007). In the context of collaboration, there is an initiative from each stakeholder where there are clear demands and reflect good public interest and each stakeholder involved in collaboration has their respective roles to determine the common goals to be achieved (Noor et al., 2022).

The collaboration between Disbudparpora Ponorogo Regency and PT Local Hero Motivation (locomotive) is not only a practical solution in overcoming budget limitations, but also strengthens the synergy between the public and private sectors in cultural preservation. In accordance with the principles of public administration in (Dwiyanto, 2010) The current reorientation of public administration science is strongly related to the increased collaboration between the government and the private sector in the delivery of public services and development. The new paradigm known as New Public Service emphasizes the importance of outcome-oriented service quality that benefits the community, not just customer satisfaction. Through this collaboration, previously limited resources can be maximized with the support of funds, expertise, and networks owned by the private sector (Agung et al., 2024).

In accordance with the collaboration carried out between Disbudparpora Ponorogo Regency with PT Local Hero Motivation in grebeg suro ponorogo in 2024. The private party here has a role as a sponsor finder that is used to cover the existing budget shortfall and help manage the Grebeg Suro Ponorogo 2024 event. Of the total budget required, which is IDR 5.6 billion, it is projected as follows 70% comes from sponsorship funds that have been sought by PT Local Hero Motivation, 20% comes from ticket sales, 5% from APBD funds and 5% other funds. From the budget projection, it can be seen that in the implementation of Grebeg Suro Ponorogo in 2024 has realized budget efficiency without any burden on the APBD, this is created because there is collaboration with the private sector to cover the existing budget shortfall. With this collaboration, it also improves Grebeg Suro Ponorogo in terms of events, where there are novelties such as ticketing systems that can be purchased online through the website.

The application of collaborative governance in the implementation of Grebeg Suro Ponorogo in 2024 shows how the involvement of various stakeholders can create added value for the community. The local government, private sector, and local community together determine a clear role-sharing strategy, so that the goal of cultural preservation can be achieved effectively and sustainably (Harmawan et al., 2019). Active participation from all parties also increases transparency and accountability in program management, so that public trust in the organization of cultural events is getting stronger (Haasyir et al., 2022). This cross-sector collaboration strengthens social networks and solidarity between communities in Ponorogo, which in turn strengthens local cultural identity as a shared wealth. The involvement of local communities in every stage of implementation provides a high sense of ownership and responsibility for the sustainability of the culture (Sulaeman et al., 2022)

Through collaborative governance, cultural preservation is no longer the sole burden of the government, but a shared responsibility. This approach allows for more diverse and optimal utilization of resources, while encouraging innovation in cultural management (Pora & Habib, 2020). Comparison with previous research on collaborative governance by (Permatasari et al., 2021) conducted in Ponorogo Regency on the Analysis of the Implementation of the Festival Program in Cultural Preservation with a Collaborative Governance Perspective (Case Study on the National Reyog Festival in Ponorogo Regency) in this study explains how collaboration is created between the Ponorogo Regency Culture, Tourism, Youth and Sports Office and Non-Governmental Organizations, namely dance studios and cultural activists who have the same goal, namely as a step to keep cultural preservation running. Likewise, the collaboration that exists in Grebeg Suro Ponorogo in

2024 where the main purpose of this collaboration is to continue to preserve Grebeg Suro Ponorogo with limited budget available.

The urgency and relevance of this research is as an innovative solution to the governance of cultural preservation events, with a unique and comprehensive case study on the implementation of Grebeg Suro Ponorogo in 2024, a new innovation that is carried out between stakeholders and minimal budget. With the collaboration of various parties, especially the Ponorogo Regency Culture, Tourism, Youth, and Sports Office with PT Local Hero Motivation (Locomotive), so this research aims to describe and describe how the collaborative governance process between the Ponorogo Regency Culture, Tourism, Youth, and Sports Office and PT Local Hero Motivation (Locomotive) in the implementation of Grebeg Suro Ponorogo in 2024.

Method

The type of research used is descriptive qualitative with the technique of determining informants, namely, purposive sampling ing. Then the data collection technique was carried out through interviews with sources, observation, and documentation from various parties. The following are the informants in this study and the reasons for selecting informants.

Informants	Reason of Selection
Head of the Culture Section of the Culture, Tourism, Youth and Sports Office of Ponorogo Regency	Has direct information about how the collaboration process began until the collaboration took place
Founder of PT Local Hero Motivation	Plays a central role in the collaboration and implementation of event innovation
Ponorogo Community Leaders and Cultural Experts	Provides perspectives on traditional values and the challenges of modernization adaptation
Local youth involved in the event implementation	Provides views on the involvement and empowerment of local youth in the event

The data used was then analyzed using a data analysis model belonging to ((Miles et al., 2014). . Researchers made efforts to verify and validate data through member checking, triangulation to ensure that the data had been saturated and processed effectively. Researchers analyzed the collaborative process based on the collaborative governance model of (Ansell & Gash, 2008) cited on (Astuti, R.S., Warsono, H., & Rachim, 2020) with 4 (four) stages, namely initial conditions, institutional design, leadership, and collaborative processes.

Result and Discussion

The results of this study describe and describe the collaboration process in the Implementation of Grebeg Suro Ponorogo Year 2024 between the Ponorogo Regency Culture, Tourism, Youth, and Sports Office and PT Local Hero Motivation (Locomotive), as follows:

Initial Conditions

According to Anshell and Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) initial conditions affect before the collaboration process occurs which can be a supporter or inhibitor of cooperation between stakeholders, there are 3 (three) major variables in this condition, including: imbalance between resources and knowledge between stakeholders, past history in the form of either cooperation that has been carried out or conflicts that have occurred between stakeholders, and forms of encouragement and constraints in participating in collaboration.

The initial conditions that occur in Grebeg Suro Ponorogo in 2024 are as follows: The imbalance between resources and knowledge between stakeholders, the beginning of this collaboration began with a shortage that existed in the implementation of Grebeg Suro Ponorogo 2024, this prompted the Ponorogo Regency Culture, Tourism, Youth and Sports Office to find a solution to overcome these budget limitations so that a new breakthrough was created, namely collaboration with the private sector, namely PT Local Hero Motivation (locomotive). This is as stated by the Head of the Culture Division of the Disbudparpora as follows

"The main thing that encourages collaboration with the private sector is the limited budget available in the APBD. The initial budget for the Grebeg Suro event reached 5 billion but the available budget in the APBD was only 450 million, so there was a very large shortage, so we Disbudparpora turned our brains to cover the budget by collaborating with event organizers to find us sponsors" (March 5, 2025, Disbudparpora Ponorogo Regency).

The private sector here has an important role in finding and managing sponsors and funding so that the budget for organizing Grebeg Suro Ponorogo can be met without overburdening the APBD.

"We realize that this grebeg suro event is very rich in potential, we local hero as much as possible help the 2024 grebeg suro event can run as lively as in previous years, by finding a budget through sponsorship. Grebeg suro must continue to run by utilizing its potential so that it can be known more widely, and the preservation of this grebeg suro culture will be preserved" (March 6, 2025 PT. Local Hero Motivation).

This is also the mission of the Ponorogo Regency Government, which tries not to burden the APBD continuously so that budget efficiency can be created. It was also found that there was an imbalance of knowledge, namely that the Ponorogo District Disbudparpora only carried out its duties and functions without any entertainment direction as carried out by PT Local Hero Motivation (locomotive) which managed the Grebeg Suro Ponorogo event towards entertainment so that it could attract sponsors to provide funding for Grebeg Suro Ponorogo in 2024. Then in this collaboration is the first collaboration between stakeholders, namely the Ponorogo District Disbudparpora and PT Local Hero Motivation

"This is the first time locomotive has collaborated with the ponorogo tourism office, in the past he said he had a chance when 2022 collaborated with eo also only limited to event management, but he said it was not effective." (March 5, 2025, Disbudparpora Kab. Ponorogo)

Before the collaboration with PT Local Hero Motivation, Disbudparpora had worked with EO at Grebeg Suro in 2022 but the collaboration was only limited to event management, and was considered ineffective by Disbudparpora Ponorogo Regency. In this collaboration, the private sector has many roles including handling event management and playing an active role in finding and managing existing sponsors. So that the existing collaboration develops into a strategic partnership between stakeholders.

In this collaboration, there are several obstacles between stakeholders, namely the strong traditions and principles that have been rooted for 29 years in organizing Grebeg Suro Ponorogo. Grebeg Suro Ponorogo is not just a festival and cultural escape program but a cultural ritual full of symbolic meanings, religious values, and procedures that have become the habits and identity of the Ponorogo community. Local Hero Motivation realizes that many parts of Grebeg Suro Ponorogo cannot be changed or replaced. This is a challenge for Local Hero Motivation. The change in orientation to modern and entertainment sometimes triggers tensions and differences of opinion between local stakeholders, some parties are worried that the fading of sacred values will be eroded by commercial interests. Therefore, communication between stakeholders is very important to find a way out of the obstacles to collaboration. The initial conditions in this collaboration show the classic dynamics in collaboration between the government and the private sector in traditional cultural events, namely resource imbalances and differences in goal orientation. The intervention of the private sector that carries a modern and commercial approach brings fresh air for funding efficiency and management renewal, but also creates resistance related to the preservation of cultural values. Instead, it builds open communication between stakeholders in order to produce a solution

that not only balances economic and cultural needs but also maintains the authenticity of the rituals that are the identity of the Ponorogo community. With a collaborative approach that involves continuous dialog, the collaboration has a chance to succeed in becoming an adaptive and sustainable model of public-private partnership in cultural preservation.

Institutional Design

Institutional Design according to Anshell and Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) refers to how the ground rules in collaboration, which becomes important because it becomes a procedural legitimization in the collaboration process. In the Grebeg Suro Ponorogo 2024 collaboration, there are binding ground rules contained in the MOU (memorendung of understanding).

"The basic rules that we use in this Grebeg Suro 2024 collaboration are the PKS (cooperation agreement) or MOU, besides this, the basic rules that we use are found in Ponorogo District Head Regulation Number 138 of 2019 which regulates all Grebeg Suro activities so that this collaboration exists." (March 5, 2025, Disbudparpora Ponorogo)

The MOU here is used as a legality document that clearly regulates the roles and functions of each stakeholder. In addition, the MOU is also used as a formal basis used to ensure that all responsibilities, starting from the preparation of proposals to the implementation of activities with good coordination and transparency between stakeholders. Local Hero Motivation as the event organizer has the main role in managing sponsors and the series of events, while Disbudparpora Ponorogo Regency as a government agency that has institutional authority and supervisory functions, where Disbudparpora is the main person in charge because Grebeg Suro Ponorogo is the main regional event delegated by the regional government to Disbudparpora in accordance with the existing Tupoksi. Den gan the existence of an MOU in the collaboration of Grebeg Suro Ponorogo in 2024 is shown by the clarity of tupoksi between stakeholders so that there are no overlapping functions.

Leadership

Anshell dan Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) mentioned that leadership is the most important factor in collaboration. Because leadership is a facilitator who can embrace and involve all stakeholders involved so that the collaboration process can run in accordance with the initial objectives. The existing leadership in the Grebeg Suro Ponorogo 2024 collaboration tends to be dominant to the Local Hero Motivation, where Local Hero Motivation holds the key in this collaboration process.

"The main responsibility for the implementation of grebeg suro remains with the head of the department, then we as the cultural department have more shares for the implementation of this collaboration because it is to unite opinions and negotiations for the 2024 grebeg suro event with local hero motivation. So the key leader after the head of the office remains with the local hero friends because they are the ones who compile from the beginning so they tell how the results are then negotiated in a meeting or forum" (March 5, 2025, Disbudparpora Ponorogo).

Local Hero Motivation does not only find budget shortfalls and draft concepts, but plays an active role in communicating, negotiating results, and facilitating discussion forums and joint decision making between stakeholders. The facilitative leadership carried out by Local Hero Motivation has been running where there is a bridge between the government and external parties, integrating various inputs, and keeping the collaboration process running actively and productively. The collaboration carried out by Disbudparpora Ponorogo Regency with Local Hero Motivation can run effectively because there is leadership that is able to facilitate, empower, and maintain synergy between stakeholders.

Collaboration Process

The collaboration process is the stages of collaboration that all stakeholders involved go through. According to Anshell and Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) the collaboration process is described as a gradual development, which always begins with communication carried out in a good face-to-face dialog and then produces a shared understanding, trust and commitment between stakeholders. The following is the flow of collaboration in the Grebeg Suro Ponorogo 2024 collaboration process

Face-to-Face Dialogue	There are several face-to-face dialogs in the form of FGDs to unite ideas of needs that can be collaborated, approval, Talkshow with the community.
Trust Building	conducted through the fulfillment of the rights of each stakeholder in collaboration
Commitment to Process	Both stakeholders are committed to continuing to implement the grebeg suro ponorogo program in 2024 despite budget shortfalls and want to ensure grebeg suro ponorogo remains sustainable.
Shared Understanding	done through the fulfillment of the rights of each stakeholder in collaboration
Intermediate Outcomes	There is an increase in the quality of grebeg suro ponorogo events that are more modern and towards entertainment and there is the participation of local youth.

Face to face dialogue according to Anshell and Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) is a process oriented towards the birth of consensus / agreement. This face-to-face dialogue is usually conducted to identify opportunities by putting forward a narrative that there are conditions for mutual benefit for stakeholders when collaborating. In the collaboration of Grebeg Suro Ponorogo in 2024, there are several face-to-face dialogues between stakeholders, stakeholders conduct direct meetings in the form of FGDs (focus group discussions), the first FGD conducted by both parties is an introduction by Local Hero Motivation regarding their profile and experience in handling events and sponsorships, then the second FGD occurs to unite ideas and needs between stakeholders that can be collaborated. This second FGD accommodated the needs of Disbudparpora Ponorogo Regency regarding the desired collaboration, resulting in a research that was used by Local Hero Motivation to determine the budgeting and flow of the event that was mutually agreed upon. The third FGD was conducted to brainstorm after Local Hero Motivation determined the flow of the event which resulted in various new ideas in the implementation of Grebeg Suro Ponorogo in 2024 such as the involvement of KOL (key opinion leaders), influencers, which were integrated in the implementation of the event. The next face-to-face dialog is carried out by Local Hero Motivation with the public in the form of a talk show where the activity aims to provide education on public participation in the Grebeg Suro Ponorogo cultural preservation activities.

Trust building according to Anshell dan Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) building trust is important in the midst of differences in interests and capacities between stakeholders built through interaction, transparency, and fulfillment of mutually agreed rights and responsibilities. Building trust also cannot be separated from the dialog process. In the Grebeg Suro Ponorogo 2024 collaboration, stakeholders built trust through face-to-face meetings, where Local Hero Motivation introduced themselves and demonstrated their credibility to the Disbudparpora of Ponorogo Regency. Through this, trust was built from the Disbudparpora to entrust Local Hero Motivation to fully manage sponsorship and event management in Grebeg Suro Ponorogo in 2024. The trust between the two parties is strengthened by a cooperation agreement that contains the commitments, rights and obligations of both parties. The agreement states that Local Hero Motivation assists in funding, sponsorship, and event management. Meanwhile, Disbudparpora Ponorogo Regency provides clear rights and compensation to Local Hero Motivation and the sponsors who have been brought by Local Hero Motivation.

Commitment to process according to Anshell dan Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) is a condition of high interdependence between stakeholders which allows for increased commitment to collaboration. The commitment built by both parties in the Grebeg Suro Ponorogo 2024 collaboration is to maintain the sustainability and build the quality of Grebeg Suro Ponorogo 2024. The commitment of the Disbudparpora Ponorogo Regency is to seek new breakthroughs to reduce the budget shortfall in the implementation of Grebeg Suro Ponorogo 2024 through collaboration with private parties. And the commitment shown by Local Hero Motivation through taking over the role of closing the budget shortfall, event management, and ensuring that the event packaging remains attractive to the public and sponsors without changing the existing standards.

Shared understanding according to Anshell dan Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) stakeholders must be able to develop a common understanding of what can be achieved, this common goal is in the form of a clear common goal, the definition of the problems faced together is also clear. During the implementation of the collaboration between Grebeg Suro Ponorogo 2024 Disbudparpora Ponorogo Regency and Local Hero Motivation, there was a mutual agreement in facing the problems that occurred in the implementation of Grebeg Suro Ponorogo 2024, namely budget shortages, as well as a common understanding that emerged from both stakeholders, namely increasing the reputation of Grebeg Suro Ponorogo as a cultural event that has national to international charisma.

Intermediate outcomes according to Anshell and Gash in (Astuti, R.S., Warsono, H., & Rachim, 2020) collaboration is more likely to continue when the outcomes of the goals and benefits of the collaboration can be tangibly felt even though it is still small as an interim outcome. In the Grebeg Suro Ponorogo 2024 collaboration, there are interim results in the form of improving the quality and modernization of the event but still maintaining the existing culture and original principles as well as the involvement and empowerment of local youth. Disbudparpora Ponorogo assessed that with the collaboration with Local Hero Motivation the appearance of Grebeg Suro Ponorogo 2024 became more modern, organized, and attractive than in previous years. The local youth empowerment carried out by Local Hero Motivation is actively involved in both preparation, implementation, and post-event so that the local youth of Ponorogo Regency always preserve the culture of Grebeg Suro Ponorogo.

In general, the collaboration that exists in Grebeg Suro Ponorogo in 2024 occurs because there are initiatives from each stakeholder, namely the Ponorogo District Culture, Tourism, Youth and Sports Office and PT Local Hero Motivation as the event organizer. The initiative started from the Ponorogo District Disbudparpora who took the initiative to

collaborate to cover the budget shortfall in the implementation of Grebeg Suro Ponorogo in 2024.

Conclusion

Based on the results and discussion, the conclusion of this research is that collaboration in the implementation of Grebeg Suro Ponorogo in 2024 occurred because there was an initiative from each interest, namely the Ponorogo Regency Culture, Tourism, Youth and Sports Office with PT Local Hero Motivation to solve the problems that existed in the implementation of Grebeg Suro Ponorogo in 2024, namely budget shortages. Then each stakeholder has their respective roles in its implementation. The initial condition occurred because there was a lack of financial resources so that the Ponorogo District Disbudparpora made a breakthrough in the form of collaboration, there was an institutional design in the implementation of collaboration in the form of an MOU, dominant facilitative leadership to Local Hero Motivation which could facilitate all stakeholders in solving a problem and accommodate face-to-face communication, the collaboration process was well described and identified such as face to face dialogue, trust building, shared understanding, commitment to proses, intermediate outcomes. There are also shortcomings in the implementation of collaboration where there are differences in perceptions that exist in the two stakeholders, namely the Ponorogo Regency Disbudparpora which is based on tupoksi and not towards entertainment and PT Local Hero Motivation which at the beginning still did not understand deeply about the implementation of Grebeg Suro Ponorogo. Researchers provide strategic recommendations, namely strengthening mutual understanding between stakeholders in collaboration related to the characteristics, values, and governance of Grebeg Suro as a sacred cultural ritual that can be clearly stated in the MoU (memorandum of understanding).

Acknowledgent

Thanks to the Public Administration Study Program of UPN "Veteran" East Java and the researcher's Lead Lecturer who has provided opportunities and guided researchers so that this article can be completed. Do not forget to the Editor-in-Chief of the Aristo Journal, Muhammadiyah Ponorogo University, which has provided an opportunity for publication in the Aristo journal.

Reference

- Agung, A., Savitri, D., Adi, K., Wijaya, S., Udayana, U., & Penglipuran, D. W. (2024). *JHM: Jurnal Humaniora Multidisipliner Collaborative Governance Dalam Pengembangan Pariwisata*. 8(3), 1–13.
- Aisara, F., Nursaptini, N., & Widodo, A. (2020). Melestarikan Kembali Budaya Lokal Melalui Kegiatan Ekstrakurikuler Untuk Anak Usia Sekolah Dasar. *Cakrawala Jurnal Penelitian Sosial*, 9(2), 149–166.
- Alwasilah, & Chaedar. (2006). *Pokoknya Sunda*.
- Anatasya, E., Dewi, Anggraeni, D., & hayat, Saeful, R. (2024). Peran Literasi Budaya dan Kewargaan dalam Upaya Pelestarian Kebudayaan Lokal Nusantara di Era Revolusi Industri 4.0. *BERSATU: Jurnal Pendidikan Bhinneka Tunggal Ika*, 2(1), 1–12.
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Ansell Chris and Alison Gash. (2007). Collaborative Governance in Theory and Practice. *Journal Public Administration Research Theory*. University of California, 554.
- Astuti, R.S., Warsono, H., & Rachim, a. (2020). Sampul Collaborative Governance. *Collaborative Govenance Dalam Perspekit Publik*, 161.
- Dian, T., Ayu, Y., Ismawati, & Sriyono. (2019). Peran Komunitas Pojok Budaya Dalam Pelestarian Kebudayaan Lokal Melalui Cultural Tourism Di Bantul. *Sustainability (Switzerland)*, 11(1), 1–14. <http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y>
- Donahue, R. (2011). Collaborative Governance (peran pribadi untuk tujuan public dimasa pergolakan). *Princeton University Press: Princeton and Oxford*.
- Dwiyanto, A. (2010). *Reorientasi Ilmu Administrasi Publik: Dari Government ke Governance*. UGM press.
- Fithri Ayu, E., & Yulistia. (2020). Eficiency dan Effectiveness of Budget To Measure Financial Perfomance on Madrasah Tsanawiyah Negeri (MTsN) Durian Tarung Padang. *Pareso Jurnal*, 2(4), 387–396.
- Fitriana, F., Hilman, Y. A., & Triono, B. (2020). Peran Dinas Pariwisata dan Kebudayaan Dalam Upaya Pelestarian Kesenian Budaya Lokal. *Jurnal Inovasi Ilmu Sosial Dan Politik*, 2(1), 1. <https://doi.org/10.33474/jisop.v2i1.4899>
- Haasyir, A., Rita, M., & Karlina Nina. (2022). *Collaborative Governance Dalam Upaya Pelestarian Budaya Daerah Melalui Festival Langkisau Di Kabupaten Pesisir Selatan Provinsi Sumatera Barat*. 14(1), 256–265.

- Harmawan, B. N., Wasiati, I., & Rohman, H. (2017). Collaborative Governance Dalam Program Pengembangan Nilai Budaya Daerah Melalui Banyuwangi Ethno Carnival. *E-Sospol*, IV(1), 50–55.
- Hutami, S. Y. (2022). *Analisis Collaborative Governance dalam Pengkoordinasian Objek Wisata Danau Sipin di Kota Jambi*. 1–70.
- Islamy, L. O. S. (2018). *Collaborative Governance Konsep dan Aplikasi*. Deepublish. https://books.google.co.id/books?id=WOgaEQAAQBAJ&printsec=frontcover&hl=id&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
- Keputusan Bupati Kepala Daerah Tingkat II Ponotogo Nomor 63 juncto 130 Tahun 1987 tentang Tim Kepariwisata Daerah.
- Khoirurrosyidin, K. (2019). Perayaan Grebeg Suro sebagai Potensi Pengembangan Sektor Wisata Budaya Ponorogo. *Aristo*, 6(2), 344. <https://doi.org/10.24269/ars.v6i2.1027>
- Kila, J. A., Kasenda Ventje, & Undap Gustaf. (2023). Optimalisasi Peran Pemerintah Daerah Dalam Pelestarian Budaya Lokal (Suatu Studi di Dinas Pendidikan Dan Kebudayaan Kabupaten Halmahera Utara). *Jurnal Governance*, 3(1), 1–7.
- M. Ridlo Habibi, Machwal Huda, & Nieke Rudyanty Winanda. (2023). Peran Pemerintah Daerah Dalam Melestarikan Situs Budaya (Studi Kasus Petilasan Tribuana Tungga dewi di desa Klinterejo Kecamatan Sooko Kabupaten Mojokerto). *Jurnal Hukum, Politik Dan Ilmu Sosial*, 2(4), 234–244. <https://doi.org/10.55606/jhps.v2i4.2701>
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis*. SAGE Publications.
- Noor, M., Suaedi, F., & Mardiyanta, A. (2022). Collaborative Governance: Suatu Tinjauan Teoritis dan Praktik. In *Sustainability (Switzerland)*. Bildung. <http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y>
- Peraturan Bupati Ponorogo Nomor 138 Tahun 2019 tentang Tentang Kedudukan, Susunan, Organisasi, Uraian, Tugas, Fungsi dan Tata Kerja di Dinas Kebudayaan Pariwisata Pemuda dan Olahraga.
- Peraturan Presiden Nomor 115 Tahun 2024 tentang Rencana Induk Pemajuan Kebudayaan (RIPK) Tahun 2025-2045.
- Permatasari, E. D. W. I., Brawijaya, U., Administrasi, F. I., & Publik, J. A. (2021). *Analisis Penyelenggaraan Program Festival Festival Dalam Pelestarian Budaya Perspektif Collaborative Governance (Studi Kasus pada Festival Reyog Nasional di Kabupaten Ponorogo)*.
- Pora, R., & Habib, A. S. (2020). Collaborative Governance Dalam Pelaksanaan Festival Teluk Jailolo Sebagai Wisata Budaya Di Kabupaten Halmahera Barat. *Kawasa*, VIII(4), 35–47.

- Prabhawati, A. (2018). Upaya Indonesia dalam Meningkatkan Kualitas Pariwisata Budaya Melalui Diplomasi Kebudayaan. *Journal of Tourism and Creativity*, 2(2), 158–177.
- Sari, A., Sutomo, & Makmur, M. H. (2016). Peran pemerintah kabupaten ponorogo dalam pelebagaan kesenian reyog (the role of ponorogo local government in the reyog institutionalization. *E-Sospol*, 3(1), 27–33. <https://jurnal.unej.ac.id/index.php/E-SOS/article/view/5672>
- Sufianti, E., Sawitri, D., Pribadi, K. N., & Firman, T. (2013). Proses Kolaboratif dalam Perencanaan Berbasis Komunikasi Pada Masyarakat Non-Kolaboratif. *MIMBAR, Jurnal Sosial Dan Pembangunan*, 29(2), 133. <https://doi.org/10.29313/mimbar.v29i2.390>
- Sulaeman, M. Y., Abdal, & Engkus. (2022). Penerapan Collaborative Governance Dalam Pelestarian Budaya Di Dinas Kebudayaan Provinsi DKI Jakarta. *JIP (Jurnal Inovasi Penelitian)*, 3(6), 6677–6690.
- Sumarto, S. (2019). Budaya, Pemahaman dan Penerapannya. *Jurnal Literasiologi*, 1(2), 16. <https://doi.org/10.47783/literasiologi.v1i2.49>
- Supandi, M. D., Hidayat, N., Muhammad Adam Saifurrahman, Afthon, H., & Puspitasari, N. S. (2024). Peningkatan Ekonomi Lokal melalui Pemberdayaan Budaya Grebeg Suro Ponorogo. *Jurnal Syntax Admiration*, 5(2), 325–335. <https://doi.org/10.46799/jsa.v5i2.992>
- Surabaya, U. B. (2022). Strategi pengembangan wisata budaya pada dinas pariwisata kabupaten ponorogo. *Wisata Budaya Ponorogo*.
- Tangian, D., & Kumaat, H. M. . (2020). Buku Ajar Pengantar Pariwisata. *Buku Program Studi DIII Perhotelan Politeknik Negeri Manado*, 43–43. [https://repository.polimdo.ac.id/2848/1/Buku Ajar Pengantar Pariwisata.pdf](https://repository.polimdo.ac.id/2848/1/Buku%20Ajar%20Pengantar%20Pariwisata.pdf)
- Triwardani, R., & Rochayanti, C. (2019). Implementasi Kebijakan Desa Budaya Dalam Upaya Pelestarian Budaya Lokal. *Reformasi*, 4(2), 102–110. <https://jurnal.unitri.ac.id/index.php/reformasi/article/view/56/53>
- Undang-Undang Nomor 5 Tahun 2017 Tentang Pemajuan Kebudayaan.
- Warsito. (2015). *Antropologi Budaya*. Ombak.
- Wawo, A. K. A. S. (2020). *Analisis Collaborative Governance Dalam Penyelenggaraan Festival Pinisi Tahun 2019 Di Kabupaten Bulukumba*. 4. <http://repository.unhas.ac.id/id/eprint/1886/>