

Strategic Integration of Tourism, Sports, and Cultural Sectors for Sustainable Regional Development in Malang City

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Abstract

This study investigates the performance transformation of the Office of Youth, Sports, and Tourism (Disporapar) of Malang City in 2023, based on the Performance Accountability Report (LAKIP). The primary aim is to examine the strategic synergy among three core sectors—tourism, sports, and culture—and their contribution to regional development. Employing a qualitative approach with document analysis as the principal method, the findings reveal significant improvements in key performance indicators, with four out of six targets exceeding 100% realization. Notable achievements include a 298.32% increase in youth leadership participation and a 218.85% growth in creative economy actors. These accomplishments reflect robust internal innovation and effective cross-sector collaboration. Beyond presenting quantitative performance metrics, this study offers critical insights into institutional strategies for optimizing regional potential. The integration of measurable, participatory, and outcome-oriented programs across sectors emerges as a vital foundation for building an inclusive and sustainable development ecosystem. In this regard, Disporapar Malang stands as a potential model for transformative local governance—where bureaucracy transcends administrative function to co-create the city's cultural and social future through synergistic approaches.

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1. Introduction

In contemporary public administration discourse, performance is increasingly understood not as a mere aggregation of outputs or the fulfillment of quantitative indicators, but as a reflection of deeper institutional capacities: the ability to foster meaning, empower agency, and respond ethically to the complexities of social life. Within this philosophical horizon, governance is reframed as praxis—a domain where technical competence and normative commitments intersect. As Hannah Arendt (1958) reminds us, the vitality of the public sphere lies not in efficiency but in action and plurality.

The Office of Youth, Sports, and Tourism (Disporapar) of Malang City exemplifies this intersection. Positioned at the confluence of three vital domains—youth empowerment, sporting achievement, and tourism innovation—Disporapar assumes a role far beyond routine bureaucracy. It serves as a cultural node, institutionalizing values, shaping identities, and facilitating regional development. In this sense, performance becomes a medium through which a city articulates its vision of the good life (*eudaimonia*) in the public realm.

The year 2023 marked the final phase of Disporapar's 2018–2023 Strategic Plan. It also signaled a critical juncture of institutional reflection, consolidation, and transformation. The agency's Performance Accountability Report (LAKIP) for 2023 revealed exceptional results: four out of six strategic indicators exceeded their targets, with youth leadership participation reaching 298.32% and creative economy actors growing by 218.85% (Disporapar, 2023). These outcomes, while empirically impressive, also invite philosophical inquiry: What

constitutes "transformation" in public institutions? Is it measurable solely through data, or does it also reside in altered institutional ethos, narrative, and the quality of engagement with the public?

This study addresses two fundamental questions: (1) How did Disporapar's performance transform in 2023? and (2) In what ways did strategic synergy among the sectors of tourism, sports, and culture contribute to broader developmental goals?

Our analysis draws from the 2023 LAKIP as a primary source, employing qualitative document analysis to explore institutional learning, intersectoral dynamics, and innovation. We approach the report not simply as an administrative record, but as a discursive artifact that reveals how the agency understands its role, negotiates priorities, and narrates its impact. As Fairclough (1992) argues, institutional texts are not neutral; they are performative—they enact and reproduce structures of meaning and power.

The theoretical framework is grounded in Habermas' (1984) theory of communicative action, which asserts that legitimacy in governance arises not only from performance but from dialogical engagement. For Habermas, institutions are most legitimate when they operate within what he calls the *public sphere*, a realm of discourse where arguments, not authority, determine outcomes. The success of Disporapar, viewed through this lens, lies not only in its outputs, but in its ability to facilitate participation, transparency, and collaborative meaning-making.

Empirical studies in recent years have reinforced the importance of integrated governance models in local development. Ansell and Gash (2008) describe "collaborative governance" as a process that brings together multiple stakeholders in consensus-oriented decision-making, especially effective in complex, cross-sectoral environments. Likewise, Bryson, Crosby, and Stone (2015) emphasize the necessity of boundary-spanning leadership in achieving integrative public value outcomes. Disporapar's 2023 achievements can thus be situated within a broader paradigm shift in public administration—one that prioritizes synergy over siloed action, dialogue over command, and adaptability over rigidity.

Within the Indonesian context, the dynamics of decentralization have created both opportunities and challenges for local governments. The post-Reformasi era has witnessed an expansion of local autonomy (*otonomi daerah*), enabling municipalities to experiment with policy innovations tailored to regional needs. However, studies have also highlighted the uneven capacity of local institutions to manage this autonomy effectively (Mietzner, 2008; Antlöv, Wetterberg, & Dharmawan, 2016). In this light, Disporapar's institutional performance in 2023 represents not only internal progress but also a form of *policy agency*—the ability to maneuver within structural constraints to produce transformative outcomes.

This study is structured to reflect both analytical rigor and philosophical depth. First, it offers a descriptive account of the agency's strategic indicators and key achievements, drawing directly from LAKIP data. Second, it interrogates the forms of synergy that emerged among the agency's three core sectors. Finally, it reflects critically on what these developments suggest about the evolving nature of local governance.

Importantly, this research aims to contribute to the ongoing discourse on public institutional transformation—not merely as a technical phenomenon, but as a deeply cultural and moral project. As Charles Taylor (1995) argues, institutions carry "social imaginaries": shared understandings that undergird collective life. The transformation of Disporapar, then, is not only about what it did—but about what kind of future it imagined and made possible for the citizens of Malang. This study addresses two fundamental questions:

1. How did Disporapar's performance transform in 2023?
2. In what ways did strategic synergy among the sectors of tourism, sports, and culture contribute to broader developmental goals?

2. Methods

Method in humanistic inquiry is not a neutral instrument, but a form of orientation—how we choose to listen to institutions, read their narratives, and interpret their silences. This study adopts a qualitative approach, with document analysis as its principal mode of engagement. The primary object of interpretation is the 2023 Performance Accountability Report (LAKIP) of the Office of Youth, Sports, and Tourism (Disporapar) of Malang City—a document that is

not merely administrative, but emblematic of how a local institution constructs, performs, and reflects upon its public role. As noted by Bowen (2009), policy documents such as LAKIP can be read not only for content, but also for their embedded social values and governance narratives.

Structured as an evaluative case study, the research seeks to understand the trajectory of institutional transformation and the logic of intersectoral synergy at the close of Disporapar's 2018–2023 strategic cycle. The LAKIP document, as a product of state reporting, becomes here a text to be decoded—rich in numerical outcomes, yet equally laden with symbolic gestures, strategic silences, and emerging discourses. Warshaw and Upton (2018) demonstrate how such documents reflect hybrid institutional logics, often containing layered and sometimes conflicting values and goals within organizational strategy.

Supporting materials such as strategic planning documents (Renstra), legal frameworks, and statistical releases from the city government serve to situate LAKIP within a broader policy ecology. These are not subsidiary data, but dialogical interlocutors that help stabilize the interpretive process. Ji (2024) highlights the value of using such complementary texts in triangulation to uncover latent patterns and institutional power dynamics in public organizations.

The analysis followed a thematic and comparative approach, identifying patterns of overachievement, stagnation, and innovation across performance indicators. Narratives around youth empowerment, sport-tourism events, and creative economy initiatives were foregrounded as sites of discursive construction—where policy becomes performance, and performance becomes meaning. Morgan (2022) argues that qualitative document analysis enables researchers to access not only what institutions say, but how they frame reality through silence, emphasis, and symbolic expression.

To ensure interpretive depth and validity, triangulation was employed across textual sources. As Wood, Sebar, and Vecchio (2020) stress, the credibility of document analysis lies in the transparency of the coding process and the resonance between analytic insight and contextual meaning. Additionally, Wesley (2010) contends that rigor in qualitative analysis of political and institutional texts requires sensitivity to language, ideology, and organizational discourse—criteria central to this study's interpretive stance. In this spirit, the methodology stands not as a tool, but as a philosophical stance toward the possibility of knowing governance from within.

3. Results and Discussion

Result

Overview of 2023 Performance Achievements

The year 2023 marked the final year of the Strategic Plan period of the Youth, Sports, and Tourism Office (Disporapar) of Malang City for 2018–2023 (Figure 1). Throughout this year, four strategic goals were implemented, each with specific performance indicators to be achieved. According to the 2023 performance report of Disporapar, it was identified that four indicators successfully exceeded the set targets, while two indicators were achieved exactly at 100% of the expected target. Among the indicators that recorded outstanding performance were youth leadership participation, which reached 298.32%, and creative economy growth, which stood at 218.85%.

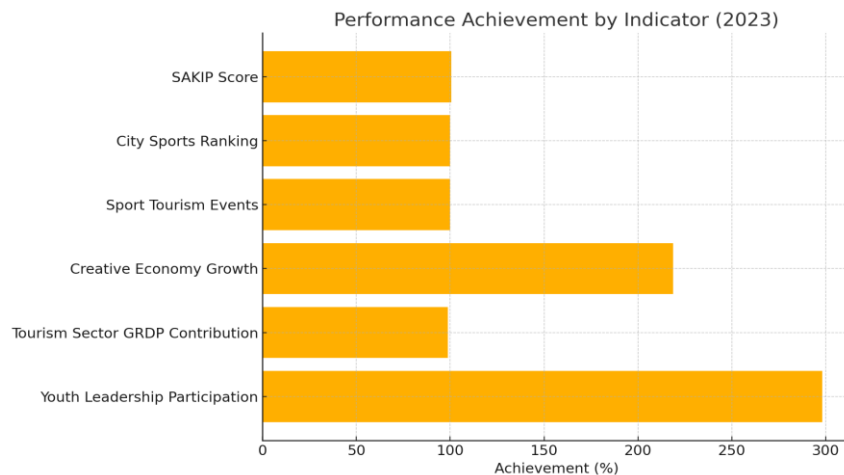


Figure 1. Performance Achievement by indicator (2023)

Table 1. A summary of performance achievements is presented in the following

Strategic Indicator	Target (%)	Realization (%)	Achievement (%)
Youth leadership participation	1%	2.98%	298.32%
Contribution of the tourism sector to GRDP	4.86%	4.80%	98.77%
Growth of creative economy actors	17.77%	43.28%	218.85%
Hosting of international sports events	1 event	1 event	100%
Malang City ranking in provincial-level sports	Rank III	Rank III	100%
SAKIP Score	82.5	82.9	100.48%

The achievements exceeding targets in the areas of youth leadership and creative economy development demonstrate the effectiveness of the policies and strategies implemented by Disporapar. These successes, along with the rapid recovery in the tourism sector following the pandemic, reflect successful planning and implementation of community-based programs, as well as the growing support for the creative sector in Malang City.

Longitudinal Performance Comparison (2018–2023)

A longitudinal review of Disporapar’s performance data between 2018 and 2023 reveals a compelling narrative of institutional growth, recovery from crisis, and strategic recalibration. This six-year period encapsulates the entirety of the agency’s 2018–2023 Strategic Plan and offers rich insight into how sustained efforts across youth, tourism, and creative sectors translated into measurable outcomes.

The summary of longitudinal data is shown in Table 2

Table 2. Longitudinal Performance Comparison (2018–2023)

Year	Youth Leadership (%)	Tourism Visits (persons)	Creative Economy Growth (%)	SAKIP Score
2018	0.25	5,784,849	0.59	76.28
2019	0.76	5,186,809	12.77	76.28
2020	0.40	1,884,363	14.75	76.28
2021	1.81	1,922,285	15.96	76.28
2022	2.70	2,758,238	22.27	82.50
2023	2.98	3,051,252	43.18	82.90

Youth Leadership Participation

Youth participation in leadership-oriented programs began modestly at 0.25% in 2018, reflecting limited reach and perhaps the early phase of institutional investment in civic empowerment. By 2019, this figure tripled to 0.76%, only to decline in 2020 (0.40%)—likely due to disruptions caused by the COVID-19 pandemic. However, from 2021 onwards, a strong

recovery is evident: the rate increased to 1.81%, then 2.70% in 2022, and finally peaked at 2.98% in 2023—nearly three times the target of 1%. This trend underscores not only resilience but also expanding youth agency and programmatic diversification, such as leadership training, volunteerism, and anti-drug advocacy initiatives.



Figure 2. Youth Leadership Participation 2018-2023

Empirical data indicate that 5,753 youths, out of a total of 196,198 individuals aged 16 to 30 in Malang City, were actively involved in leadership programs. These participants engaged in activities such as youth competitiveness training, youth pioneering initiatives, young entrepreneurship programs, and events conducted by youth organizations throughout the city. Beyond personal skill development, these programs played a pivotal role in strengthening social cohesion and fostering economic collaboration among the city's youth.

Contribution of the Tourism Sector to GRDP

The tourism sector represents a critical component of Malang City's economic structure, with the expectation of contributing substantially to the Gross Regional Domestic Product (GRDP). Tourism statistics also demonstrate a clear arc of pre-pandemic strength, pandemic-induced collapse, and post-pandemic resurgence. From a high of 5.78 million visits in 2018, numbers fell slightly to 5.18 million in 2019, before plunging to 1.88 million in 2020, the height of mobility restrictions. However, the rebound began swiftly—1.92 million in 2021, 2.76 million in 2022, and a return to robust performance in 2023, with 3.05 million visits logged across 47 destination points in Malang City. Notably, this figure exceeded the 2023 target by over 1 million, achieving 152.75% realization, highlighting effective strategies in tourism revitalization, such as thematic village tourism, digital promotion, and event-based tourism like the Ngalam Heritage Run. In 2023, Disporapar projected a 4.86% contribution from the tourism sector; however, the actual contribution stood at 4.80%, achieving 98.77% of the set target. Although the outcome slightly fell short, it nonetheless reflects a strong recovery and sustained economic contribution, particularly in light of the residual impact of the COVID-19 pandemic on tourist mobility.

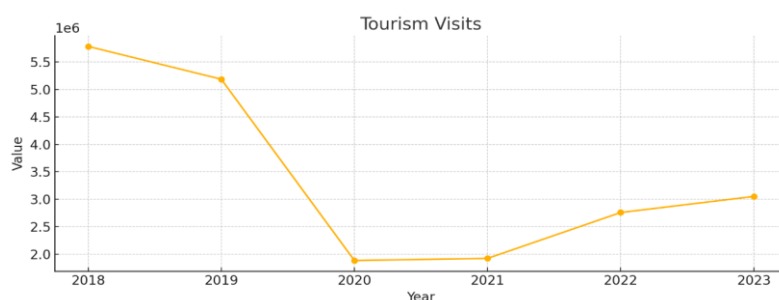


Figure 3. Contribution of the Tourism Sector to GRDP (2018-2023)

Throughout 2023, Malang City recorded over 3 million tourist visits, a significant milestone signaling post-pandemic recovery. This resurgence was facilitated by targeted policies and strategic programs aimed at enhancing tourism competitiveness, including the promotion of culinary and heritage tourism, as well as the organization of international tourism events that successfully attracted both domestic and international visitors.

Growth of Creative Economy Actors

A notably exceptional indicator of achievement was the growth in the number of creative economy actors. Perhaps the most dramatic transformation is observable in the creative

economy sector. From a baseline of only 0.59% growth in 2018, the figure surged over the years: 12.77% in 2019, 14.75% in 2020, and 15.96% in 2021. The upward trend accelerated further in 2022 (22.27%), culminating in a remarkable 43.18% growth rate in 2023, which more than doubled the target of 17.77%. This trajectory reflects not only increasing numbers of actors in creative sub-sectors (e.g., crafts, design, culinary arts) but also the growing institutional capacity to support, formalize, and promote creative entrepreneurship through training, market access, and intellectual property facilitation. The target for 2023 was set at a 17.77% increase; however, the actual growth reached 43.18%, representing 218.85% of the target. This outcome illustrates the success of Disporapar in fostering the development of the creative economy sector, which spans various sub-sectors such as the arts, design, culinary industries, information technology, and creative tourism.

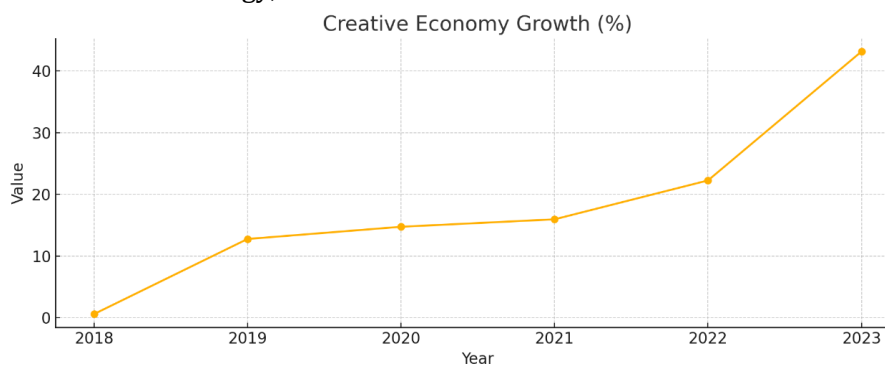


Figure 4. Growth of Creative Economy Actors 2018-2023

The sector’s rapid advancement can be attributed to comprehensive capacity-building programs facilitated by Disporapar. Notable outcomes include the increased participation of youth in creative enterprises and innovation-driven ventures producing high-value products for both local and international markets. The robust development of the creative economy positions Malang City as an emerging hub for creative industries, both within the region and at the national level.

Hosting of International Sports Events

In alignment with the strategic objective to promote international-scale sporting events, Disporapar aimed to host one such event in 2023—a target that was fully achieved. The “Ngalam Heritage Run 10Km Road,” held on 12 November 2023, attracted over 700 participants, including athletes from other regions and international locations. The event garnered support from prominent sponsors such as Cristaline, Fitbar, and Salonpas, reflecting significant private sector engagement in the promotion of sports in Malang City. This event served as a catalyst for the development of sport tourism, aligning with the city’s broader tourism strategy. Despite a decline in participant numbers compared to previous years—attributable to the proliferation of similar events in other cities—the event remained a vital platform for increasing visibility and promoting physical well-being among residents and visitors.

Malang City’s Ranking in Provincial-Level Sports Events

For this indicator, Disporapar set a goal of maintaining Malang City’s third-place standing in provincial-level sporting competitions. This objective was successfully met, with Malang securing the third position at the 2023 East Java Provincial Sports Week (PORPROV VIII). The achievement underscores the city’s consistent athletic performance and resilience in the face of resource limitations. It also reflects the effectiveness of Disporapar’s strategic planning and implementation of athlete development programs, aimed at sustaining competitive excellence in the regional sports arena.

SAKIP Score

The final strategic indicator analyzed is the performance of the Government Agency Performance Accountability System (SAKIP), which serves as a benchmark for transparency and performance accountability in public administration. The agency’s internal governance, as measured by the SAKIP score, held steady at 76.28 from 2018 through 2021. A notable shift occurred in 2022, when the score jumped to 82.5, further improving to 82.9 in 2023. This uptick likely reflects improved planning, monitoring, and documentation systems aligned with the Government Performance Accountability framework. The 2023 score positions Disporapar

in the “A” category, indicative of high-performing government institutions. This positive deviation suggests improvements in administrative governance and reinforces adherence to the principles of good governance. Enhancements in planning, performance measurement, and reporting processes have strengthened the institution’s credibility and fostered greater public trust.

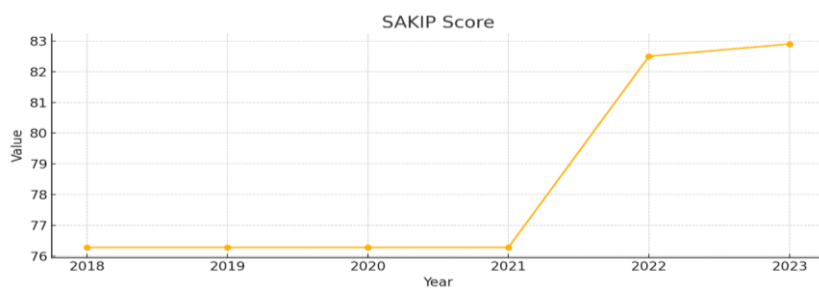


Figure 5. SAKIP Score periode 2018-2023

Discussion

Interpreting Institutional Transformation

The exceptional performance outcomes achieved by Disporapar—where four out of six key indicators surpassed 100% realization—signal more than just managerial efficiency. They reflect a deeper transformation of institutional logic: from rule-based execution to adaptive governance. The agency’s ability to navigate shifting developmental demands, while realigning its operational ethos toward innovation and public engagement, exemplifies a model of local governance that is both agile and grounded.

This trajectory aligns with broader scholarship on adaptive governance, which conceptualizes transformation not as linear reform but as iterative, socially embedded change. Cleaver and Whaley (2018) argue that institutional transformation emerges through dialogical processes shaped by power, meaning, and situated agency—where governance evolves as both structure and relationship. Similarly, Frick-Trzebitzky, Alba, and Fehrs (2023) emphasize the role of *bricolage* in adaptive governance, where institutions reassemble their practices and narratives in response to local complexities, often combining formal and informal strategies to innovate within existing constraints.

Such developments also echo Jürgen Habermas’ (1984) theory of communicative action, which posits that institutional legitimacy is not merely output-driven but dialogically constituted. Disporapar’s efforts to amplify youth participation, for instance, transcend tokenistic inclusion. They reflect a deliberate expansion of the public sphere, wherein civic agency is activated and institutional boundaries become porous to democratic energy.

Yet not all adaptive efforts result in enduring transformation. Eshuis and Gerrits (2019) caution that adaptive governance often remains limited in transformational power when it fails to become institutionalized or materialized in lasting ways. This underscores the importance of embedding new logics into everyday practices and organizational routines. In the case of Disporapar, the evidence of sustained participatory programs and outcome-driven culture indicates not just experimentation but consolidation.

Furthermore, Vargas-Hernández (2021) highlights that participatory governance transforms institutional behavior by repositioning the public as co-producers of meaning, shifting institutions away from control toward responsiveness and shared purpose. Transformation, then, is not merely measured in exceeding targets, but in how institutions begin to think differently—how they come to see their purpose not as command and control, but as co-creation and care.

Sectoral Synergy as Governance Innovation

The success of Disporapar is also attributable to its strategic synergy across tourism, sports, and cultural domains. Rather than operating in silos, the agency leveraged intersections between sectors to generate collective value. Initiatives such as the *Ngalam Heritage Run* served dual purposes—encouraging community health while also promoting the city’s tourism appeal. Similarly, creative economy development was integrated into tourism strategies through thematic village tourism and curated local bazaars. Youth empowerment efforts were designed to intersect with entrepreneurship training and cultural heritage preservation,

creating platforms for multidimensional civic engagement.

This approach reflects what Bryson, Crosby, and Stone (2015) describe as cross-sector collaborative governance, where public value is co-created through joint action across institutional boundaries. Yan Dong (2024) emphasizes that cross-sector collaboration in the cultural tourism industry produces synergistic effects such as resource sharing, innovation enhancement, and market expansion—factors clearly evident in Disporapar’s integrated programming. Devine, Boyle, and Boyd (2011) further highlight how collaboration in the sports tourism arena creates a complex web of interdependencies that can generate collaborative advantage when managed strategically.

In the Indonesian context, Puji, Setiawan, and Erison (2024) provide a concrete example of how collaborative governance between government, private sector, and community stakeholders enabled the rapid growth of a cultural tourism village. This mirrors Disporapar’s own cross-domain success, suggesting that context-sensitive governance innovations can produce scalable impact. Meanwhile, Shilbury, O’Boyle, and Ferkins (2016) argue that collaborative governance models in sport sectors require rethinking traditional institutional roles in favor of fluid, trust-based, and decentralized partnerships.

By dissolving sectoral boundaries and adopting this integrative governance stance, Disporapar was able to maximize resource utilization, increase stakeholder participation, and enhance the long-term sustainability of its initiatives. Such synergy illustrates not only managerial effectiveness, but an evolving public ethos rooted in co-creation and shared responsibility.

Performance as Meaning-Making

Building on Arendt’s (1958) view of action in the public realm, Disporapar’s trajectory suggests that performance in public institutions is not merely quantitative, but also narrative and symbolic. The agency’s programs became arenas for co-constructing identity, meaning, and civic pride. For instance, the surge in creative economy actors is not just an economic statistic but a reflection of deeper cultural agency—people finding platforms to express, produce, and contribute to a shared urban identity. This aligns with Hutchison’s (2014) study of “civic performance,” where public programs become stages for memory, justice, and identity formation in post-authoritarian societies (Hutchison, 2014).

Moreover, Disporapar’s improved SAKIP scores should not only be seen as administrative success but also as a symbolic affirmation of ethical public service. Wang (2017) describes this as *symbolic legitimation*, where institutional reform and transparency serve not only technical goals but public reassurance and identity-making in governance contexts (Wang, 2017). In the realm of participatory culture, Buzza (1984) reminds us that performance also generates emergent meaning—not merely through scripted outcomes, but through interaction, embodiment, and audience interpretation (Buzza, 1984).

Through such a lens, Disporapar’s policies and events become more than programs—they are civic performances, staging co-created meanings that anchor institutional legitimacy and community identity. Somdahl-Sands (2008) similarly argues that urban performances transform public space into symbolic landscapes of citizenship and collective memory (Somdahl-Sands, 2008). Thus, performance, in its fullest public sense, becomes a vehicle of meaning-making—linking metrics with memory, and outcomes with collective narratives of who we are and what kind of public life we choose to build.

Enabling Factors and Challenges

Disporapar’s transformation was made possible by several enabling conditions. First, the presence of a well-structured strategic plan—the 2018–2023 *Renstra*—provided institutional clarity and long-term vision. This aligns with findings by Moi (2017), who observed that adherence to national and regional strategic frameworks improves institutional focus and alignment across tourism-related agencies (Moi, 2017). Second, financial commitment was a key factor: over Rp 47 billion was disbursed in 2023, allowing for substantial programmatic execution. Maharani and Nisa (2024) emphasize that cross-sector tourism and creative economy growth requires sustained budgetary alignment from both local and central governments to ensure long-term viability (Maharani & Nisa, 2024). Third, Disporapar’s partnerships with youth groups, communities, and creative economy stakeholders played a vital role in grassroots mobilization and relevance. Sopianah, Bahri, and Ghozali (2021) show

how community empowerment and creative collaborations can serve as engines for economic growth and cultural expression, especially when tied to local identity and tourism potential (Sopanah et al., 2021).

However, several challenges remain. One persistent issue is the gap in national standardization across regions, which complicates benchmarking efforts. Afifah, Suwandana, and Lestariningsih (2023) stress that the absence of integrated national indices hinders regional competitiveness assessments and program calibration (Afifah et al., 2023). Manual data collection methods—especially in tourism statistics—also constrained accuracy and slowed responsiveness. This limitation is echoed in research from Rahman and Hakim (2024), who highlight the importance of digital transformation and data infrastructure in enhancing governance efficiency in tourism villages (Rahman & Hakim, 2024). Additionally, Disporapar faced event competition from larger cities, which affected turnout in flagship sport-tourism events. Lestari, Karenina, and Nasution (2023) argue that creative tourism initiatives require sustained innovation and stakeholder coordination to remain competitive amid urban event saturation (Lestari et al., 2023).

These challenges, while not debilitating, highlight the urgency of investing in robust data systems, inter-agency coordination, and capacity building to sustain momentum and broaden Disporapar's impact.

Toward a New Institutional Imaginary

Ultimately, Disporapar's 2023 performance offers a template for transformative local governance. It illustrates how technical competence, when coupled with intersectoral collaboration and inclusive practices, can produce meaningful, measurable, and sustainable development outcomes. This institutional trajectory is not just a matter of planning and execution, but also one of *imagination*—a redefinition of what a local agency can be and do.

Charles Taylor (2002) conceptualizes institutions as carriers of “social imaginaries”—the collectively held visions of how a society imagines its relationships, purposes, and values. These imaginaries are not abstract; they manifest in how people live together, act in public, and envision the common good (Taylor, 2002). In this light, Disporapar has begun to project and enact a Malang that is participatory, creative, and interconnected—a city where policy becomes performance, and performance becomes public experience.

This institutional imagination is performative in nature, shaping how governance is enacted and how people relate to their city. As Stokowski et al. (2021) explain, imaginaries help people make sense of themselves and their shared space, especially during periods of social or sectoral transition (Stokowski et al., 2021). Likewise, Laterra et al. (2021) argue that imaginaries are transformative forces, shaping not only governance discourse but also practical outcomes by influencing how institutions value the public, nature, and the future (Laterra et al., 2021). Thus, Disporapar's transformation is not only institutional, but *imaginative*. It marks a shift from bureaucratic administration toward a creative, values-driven form of local governance—where policy is grounded not only in data but in a shared vision of a good, just, and vibrant city.

4. Conclusion

Disporapar Malang's 2023 performance represents more than the successful closure of a strategic plan—it exemplifies a living institution in transformation. Its achievements across key performance indicators were not merely technical milestones but symbolic expressions of an evolving institutional ethos. Through strategic synergy across tourism, sports, and culture, the agency demonstrated the potential of intersectoral governance to generate inclusive and sustainable outcomes.

By interpreting performance through a humanistic and philosophical lens, this study revealed how public institutions are increasingly becoming spaces of meaning-making, civic co-production, and social imagination. In line with Arendt's notion of action and Taylor's theory of social imaginaries, Disporapar emerges not only as a policy executor but as a civic actor—redefining governance as dialogue, performance, and care.

The transformation was enabled by coherent planning, adequate resources, and multi-stakeholder collaboration. Yet challenges remain, from data system limitations to structural asymmetries across regions. Addressing these will require continued investment in

institutional learning, digital infrastructure, and inclusive governance ecosystems. Ultimately, Disporapar offers a model of how local governments can reimagine themselves—not just as administrative units, but as facilitators of the good life (*eudaimonia*) in the public sphere. Its trajectory invites other regional institutions to move beyond metrics, toward mission; beyond management, toward meaning.

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