

BUILDING COMMUNITY ACTION PLAN USING HYBRID MODE (Case Study: Slum Areas in North Jakarta)

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ABSTRACT

While still during COVID-19 pandemic, North Jakarta Public Housing and Settlement Area City Government collaborate with School of Design, Universitas Pelita Harapan (SoD UPH) to craft Community Action Plan (CAP) in 4 slums area at North Jakarta. CAP is the DKI Jakarta Governor initiatives to improve the quality of city slum settlement. CAP is a bottom-up design approach and planning, in which an approach that will involve all the stakeholders, especially the targeted communities and done in participative manner. This approach commonly required direct engagement, however, because of the pandemic it is not entirely possible. Thus, SoD UPH used a specific methodology called Design as Generator that held and expected to give an optimum result in building CAP in this 4 slums area using hybrid mode of engagement. The paper will show the results of this CAP building using hybrid mode. In conclusion the CAP initiated by SoD, UPH were not just in the form of planning report but extended to be able to start an initial action by the communities as a proof of empowerment.

Keywords: Community Action Plan, Design as Generator, Hybrid Mode of Engagement.

1. INTRODUCTION

While still during COVID-19 pandemic, North Jakarta Public Housing and Settlement Area City Government collaborate with School of Design, Universitas Pelita Harapan (SoD UPH) to craft Community Action Plan (CAP) in 4 slums area at North Jakarta. The program was run for 9 months, from socialization, data gathering, community engagement, designing until collective community action. CAP is the Jakarta's Governor strategic initiative in facing the problem on how to upgrade Jakarta slums area. CAP is a bottom-up design approach and planning in participative manner that will involve all the stakeholders, especially the communities. CAP then will be followed by Collaborative Implementation Program (CIP) in the next year. CAP-CIP are acted as an alternative and more humane approach than the usual conventional approach when dealing with this matter, in which is eviction.

CAP approach, as it is also a community engagement and empowerment, is commonly required direct engagement. However, because of the pandemic it is not entirely possible. Thus, SoD UPH used a specific methodology called Design as Generator that held and expected to give an optimum result in building CAP in this 4 slums area using hybrid mode of engagement. The paper will show that the results of this CAP building using hybrid mode were extended not just in the form of planning report but also be able to start an initial action by the communities to be empowered.



Figure 1. CAP location, schedule and stages
 Source: SDPRKP JU and CAP SoD UPH Team, 2021

2. DESIGN AS GENERATOR (DAG) HYBRID METHODOLOGY

The building of the Community Action Plan (CAP) activities was carried out using the Design as Generator (DAG) research methodology (Katoppo, et al., 2017; Katoppo, 2017; Katoppo, 2018). The DAG methodology combines Participatory Action Research (Taggart, 2006, Creswell, 2008) and Design Thinking (Brown, 2008; Brown and Katz, 2009; Brown and Wyatt, 2010). This combination allows researchers to work collaboratively with the community that needs to be empowered, while in the same time doing research and design activities (Katoppo and Sudradjat, 2015).

There are 3 stages in the DAG research methodology, (Brown, 2008; Brown and Katz, 2009; Brown and Wyatt, 2010; IDEO, 2013):

- 1) The Discovery stage is about how we listen, pay attention and always open to everything happened. There are 4 phases in this stage: community engagement, talk to experts, immerse in context and analogous research.
- 2) The Ideate stage is about how we turn data into meaningful concepts and can formulate the focus of the problem that needs to be solved. This concept is the basis for the Community Action Plan (CAP) framework.
- 3) The Prototype stage is about how we make ideas into reality through proposing and prototyping solutions. The idea is developed by making a user experience map (journey and experience map) and a value proposition (Osterwalder and Pigneur, 2012; Osterwalder, et al., 2014) before becoming a Community Action Plan (CAP).

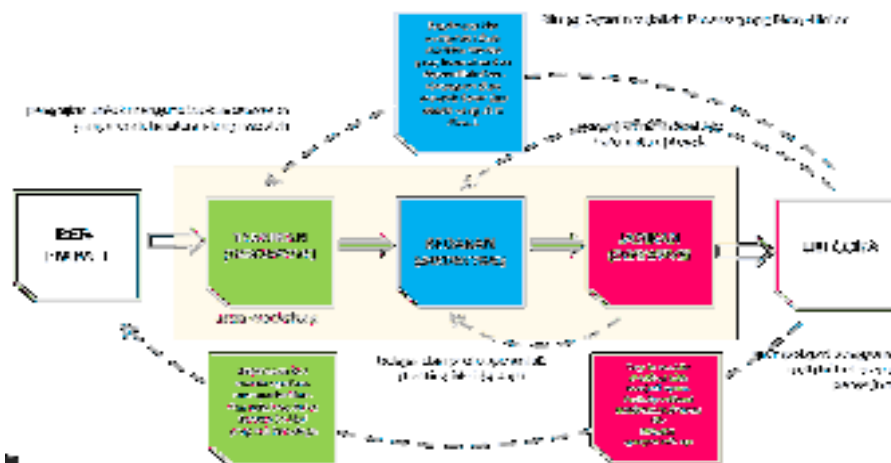


Figure 2. Design as Generator – Design Thinking stages
 Source: CAP SoD UPH Team, 2021

3. RESULTS AND DISCUSSION

The Discovery Stage

In the Discovery stage (Brown, 2008; Brown and Katz, 2009; Brown and Wyatt, 2010; IDEO, 2013; Stringer, 1999; Creswell; 2008; Berg and Lune, 2012), the CAP Team seeks and collects data by conducting in-depth and interrelated interviews with each stakeholder, especially the 4 slums area communities and learning from similar situations or those that can serve as inspiration. This stage was carried out with a combination of online and offline mode, capturing the problems and potentials through the lenses of the community member, experts, immersed in context and analogous case studies to find the lessons learned.



Figure 3. The Discovery stages: community engagement, talk to experts, immerse in context, analogous research

Source: CAP SoD UPH Team, 2021

The hybrid mode conducted, especially in communicating and interviewing the communities proven to be effective because online communication ensures more

community member can join if they have the gadget and internet quota – in which not a problem for a city kampong dweller. Time is also not a concerning matters, as everyone can join from anywhere – this eliminated mobility problems. The most important finding is the community member feel more independent to express their feelings in this indirect mode of gathering. Thus, with all this advantages the data collected were more substantial while at the same time abundant, as it would be more represent the community's voices.

The Ideation Stage

In the Ideation stage, the CAP Team, the 4 slums area communities, the experts, and all stakeholder conducted online workshop to discuss all the data gathered in the first stage to formulate problem statements ('How Might We Questions') (Brown and Wyatt, 2010; IDEO, 2013). All the problem statements produced then were digitally re-shared to all community member, experts, and stakeholder, including the ones that was not attending the workshop to be voted and selected only 2 problem statement as the most crucial problem that needs to be resolved by the community.

The using of online technology ensure that more community members, experts, and stakeholders could participated in this important process. Thus, the problem statement selected would be more suitable and appropriate in accordance with the needs of the community.



Figure 4. The Ideate stages: formulate problem statements
Source: CAP SoD UPH Team, 2021

The Prototyping Stage

In the Prototyping stage (Sanoff, 2000; Jones, et al., 2005; Jenkins and Forsyth, 2010; Brown and Wyatt, 2010; Simonsen and Robertson, 2013; IDEO, 2013), the CAP team together with the 4 slums area communities, the experts, and alongside the North Jakarta City Government started to build a solution by creating journey map and value proposition (Osterwalder and Pigneur, 2012; Osterwalder, et al., 2014). One of the results can be seen in the image below:



Figure 5. The Prototype stages: Solution with Journey Map and Value Proposition
 Source: CAP SoD UPH Team, 2021

The journey map and value proposition then developed into a design, that was done by the design experts, while concurrently discussed thoroughly with the community member. All the process were done using hybrid mode, mostly online, using all design presentation tools that can communicate the results. Technology make the design communication easier to the users. For instance, in the CAP's case, it can showed 3D images and design rendering placed digitally mimicking the initial environment to the community member. Thus, it also sparked new ideas and inputs from the community or stakeholders involved, that were actually did not have any design background.



Figure 6. The Prototype stages: Design Development
 Source: CAP SoD UPH Team, 2021

The Genuine Community Action Plan

After the prototyping stage, CAP scope of work in the terms of what assigned by the North Jakarta Public Housing and Settlement Area City Government was actually done. However, the DAG hybrid methodology made the community empowered by all the engagement happened. The community then acted to start restoring their area. The action was simple, as it is an act that the community could do in their limited situation, but they were doing it whole-heartedly. This is what a genuine participation means (Arnstein, 1969; Sanoff, 2000)



Figure 7. The Action of the Community
 Source: CAP SoD UPH Team, 2021

4. CONCLUSION

Design as Generator (DAG) methodology has been proven to work well during a pandemic by combining online and offline operating methods (Katoppo et al., 2021). Online operations are mainly used during the community engagement stage and discussion with experts (talk to experts) which, instead of being limited, has become more intimate because it has managed to enter the most private and wider scope (Mann and Stewart, 2000; Salmons, 2015). Offline operations are used to maintain identity and the context in which the research is carried out. It can be concluded that there are at least 3 work modes in the building of CAP using hybrid mode (Katoppo, 2021):

- 1) **The Research work mode**, especially in the 'Discover' phase, can combine direct field research with an e-interview model based on qualitative research. The e-interview work mode allows more participants and interviewers, more flexible and optimal time and costs, more accurate recording of interview results and open access to various resource persons. This mode of work also allows the interview room to take place in a place most familiar to the participants.
- 2) **The Design work mode**, especially in the 'Ideate and Prototype' phase, can combine direct conventional design work models using a collaborative design digital platform that allows Teams, collaborators, experts and even community members to work together at one time.
- 3) **The Action work mode**, especially in the 'Action' phase, can combines action physically and via digital platforms. This combination allows for action at the center of activity as an identity builder and context strengthening, but at the same time it can also expand the scope of action through simultaneous implementation in various locations through digital platforms.

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