

**COLLABORATIVE GOVERNANCE STRATEGY IN SLUM
ARRANGEMENT THROUGH COMMUNITY ACTION PLAN (CAP)
AND (COLLABORATIVE IMPLEMENTATION PROGRAM) CIP IN
THE TAMBORA AREA, DKI JAKARTA PROVINCE**

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ABSTRACT

The Central Statistics Agency (BPS) 2021 stated that only 48.48% of households had their own houses in Jakarta throughout 2021 while the rest were still in irregular status. The selection of the study area is supported by several problem issues, including Tambora has a high density of 49,841 people/km², into extreme poor areas and there are still physical problems in the residential, social and economic environment. The DKI Jakarta Provincial Government in overcoming the problem of settlement arrangement has issued a program Community Action Plan (CAP) and Collaborative Implementation Program (CIP). The analysis of the research was carried out by analyzing factors based on the approach of Ansell and Gash (2008), Edward DeSeve and H. Moore (2009) and Nabatchi and Leighninger (2015) and then formulated the best strategy using IFE and EFE analysis, SWOT and QSPM. The conclusion drawn is that it is not optimal Collaborative Governance caused by several factors that have not performed well, namely public participation factors, governance Governance, commitment to goals and access to resources while good factors are transparency and accountability. Optimization strategy Collaborative Governance which were formulated include 1) Partnership, 2) Policy Integration, 3) Political Commitment, 4) Human Resources Improvement and 5) Upgrade Program.

Keywords: *CAP and CIP, collaborative governance and optimization strategy*

A. INTRODUCTION

According to UN Habitat in The World Cities Report 2020, cities are already home to 55 percent of the world's population, and this figure is expected to increase to 68 percent by 2050. The increase in population demand for housing which is inversely proportional to the availability of land is the initial factor causing the emergence of urban slums and squatters. Currently, UN-Habitat recorded that in 2018 as many as 1,033,546 million people lived in slum areas. There are many regulations or programs for slum alleviation, but obstacles

always arise that make the implementation of activities not run according to the expected plan. The involvement of various actors through the elitist approach is more dominant in determining the policy agenda, but in the housing and settlement policy subsystem, the pluralist approach is more dominant in determining the success process of a policy than the elitist approach (Soesilowati, 2007).

Jakarta is a metropolitan city that has the highest population density compared to provinces in Indonesia with 15,978 people/km². The Central Statistics Agency (*BPS*) 2021 stated that only 48.48% of households had their own houses in Jakarta throughout 2021 while the rest were still in irregular status. The *DKI* Jakarta government has provided 912 units of affordable housing without a down payment for the people of *DKI* Jakarta. The achievement of 912 housing units (36.26%) from the initial target of 2,515 units has the implication that the handling of the *MBR* problem has not achieved the expected results with many people in *DKI* Jakarta who do not have their own place to live (Faisal Rahman et al., 2023). Tambora District has an area of 5.4 km² and is inhabited by more than 269,139 people with a density of 49,841 people/km² which is the highest population density in *DKI* Jakarta (*BPS* West Jakarta, 2023). In addition, Tambora District is included in the extreme poor area with a high number of uninhabitable houses in the high category plus a high level of urbanization and migration in Tambora. Based on the spatial plan of slum areas in Tambora District, it is directed to develop residential areas through environmental improvement and/or rejuvenation equipped with integrated infrastructure (the *Peraturan Daerah Jakarta Nomor 1 Tahun 2014* concerning *RDTR* and *Zoning Regulations*).

Based on the *Peraturan Gubernur Nomor 90 Tahun 2018* concerning Improving the Quality of Settlements in the Context of Improving Integrated Settlement Areas, the Jakarta Provincial Government issued the Community Action Plan (CAP) Program and the Collaborative Implementation Program (CIP) as the government's efforts to improve the quality of the environment in slums. The main purpose of this program is to carry out the process of improving slum areas in the context of arranging settlement areas in an integrated, synergistic, collaborative and sustainable manner so as to create decent and safe housing for the entire community which includes improving the physical aspects of the environment, economic aspects and social aspects.

The location of the implementation of improving the quality of slums in Tambora District is in 8 villages out of a total of 11 villages, while the number of slum *RWs* is 15 slum *RWs* with a heavy slum level of 1 *RW*, 6 *RWs* of medium slum level, 6 *RWs* of light slum level and 2 *RWs* of very light slum level.

Collaborative governance is about how governments and other parties work together directly in the public decision-making process to achieve common goals in an inclusive and participatory way. The theory of collaborative governance is the perspective in this study that will look at the factors that support the success of which collaborative governance already exists in the

implementation of the CAP and CIP programs in determining effective strategies in solving slum problems in the Tambora slum area.

The implementation of CAP and CIP is still experiencing problems, including the lack of effective coordination and collaboration between the government, the community, and other stakeholders in planning and implementing the program, the implementation of the CAP and CIP programs still focuses on improving physical facilities and infrastructure and still touches on social and economic aspects slightly so that it has not been able to improve the quality of settlements. There is still uneven active participation of the community in the CAP and CIP programs, there is still a lack of collaborative partnerships between the government, the community, academics and business entities in supporting the implementation of the CAP and CIP programs and not all interested parties are actively and equally involved in each stage of the process.

In previous studies that have been carried out, reviews have emphasized more factors in the collaboration process. Meanwhile, the research that will be conducted identifies the success factors of collaboration and develops collaborative governance strategies in the CAP and CIP programs. There is a strategy preparation in this study will use SWOT analysis with weighting derived from the assessment experience key person in CAP and CIP programs.

This study combines three collaborative governance approaches from Ansell and Gash (2008), Edward DeSeve and H. Moore (2009), and Nabatchi Leighninger (2015). Each approach provides different factors that influence collaborative governance, which have been combined into five factors: public participation, governance structure, collaborative partnerships, transparency and accountability, and resource accessibility.

The objectives of this study are as follows: (1) Identifying the factors that cause the role of collaborative governance in the arrangement of slums through the CAP and CIP programs in the Tambora Area, *DKI* Jakarta Province is not optimal and (2) Developing strategies that can be done to optimize the role of collaborative governance in the arrangement of slums through the CAP and CIP programs in the Tambora Area, *DKI* Jakarta Province.

B. LITERATUR REVIEW

Previous research to examine research results that have relevance to the research being conducted. The previous research can provide an overview of the collaborative factors and strategies that can be taken in the arrangement of slums. The previous research analyzed includes Andi Lestari Sulaiman (2020) The Collaborative Process of Handling Slums Through the City Without Slums Program (Kotaku) in the City of Bandung (Case Study: Tamansari Village, Bandung Wetan District), Angel and Muhammad Arifin Nasution (2023) Government Collaboration with Stakeholders in the City Without Slums Program in Belawan Sicanang Village, Medan City, Bella Makruffi Fitriana (2017) Collaboration in Handling Slums Through City Without Slums Program (Kotaku) in Sukaramai Village, Pekanbaru Kota District in 2016-2017, Dian Meriyana Hastuti (2020) Collaborative Governance Process in Handling Urban

Slum Environment (Study on the Implementation of Community-Based Settlement Environmental Planning (PLPBK) in the Ponorogo Regency Slum-Free City Program). The study provides an overview of the collaborative factors in slum management programs that can be an analysis for the research conducted.

Etty Soesilowati (2007) Housing and Settlement Policy for Urban Communities, Guoqiang Zhang et.al (2023) Policy-based initiatives on promoting China's affordable housing: Challenges and opportunities, and Riki Satia Muharam et.al (2021) with the title Policy Networks in Improving the Quality of Housing and Settlements in Indonesia (A Case Research of Bandung District). Based on the research, it provides an overview of the problems and settlement policies that can be taken and the strategies used.

The policy review is referred to the settlement arrangement policy that regulates the arrangement of slums and spatial arrangement of the area. The review of these policies includes the *Undang-Undang Nomor 1 Tahun 2011* on Housing and Settlement Areas and the *Peraturan Menteri Pekerjaan Umum dan Perumahan Rakyat No. 14/PRT/M/2018* on Prevention and Improvement of Quality in Slum Housing and Settlements. Additionally, relevant policies issued by the *DKI Jakarta* provincial government include the *Peraturan Gubernur DKI Jakarta No. 90 Tahun 2018* on Improving Housing Quality in the Context of Integrated Settlement Area Planning. The Governor's Regulation includes policies to improve the quality of settlements in an integrated manner through the Community Action Plan (CAP) and the Collaborative Governance Implementation Program (CIP) which contain improving the quality of settlements by improving the physical aspects of the environment, economic aspects and socio-cultural aspects.

The theoretical review in this study includes the concept and basis of Collaborative, Collaborative Governance, Stakeholders in Settlement Planning, Best Practices, Collaboration Factors Based on Collaborative Governance Theory, and Collaboration Strategies in Slums (SWOT). In determining Factors – Factors that affect collaboration are determined based on 3 theories of collaborative governance. The definition of collaborative governance according to Ansell and Gash (2008) explains that collaborative governance is an arrangement of public agencies that directly involves non-state stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process with the aim of making or implementing public policies or managing public programs and assets. Ansell and Gash emphasized the existence of non-governmental actors in collective decision-making. According to Edward DeSeve in (Astuti, 2020), Collaborative Governance is a system that integrates relationships to regulate the boundaries of formal and informal organizations, reorganize organizational principles, and establish a clear definition of success. The emphasis is on managing relationships between organizations and setting clear goals. Meanwhile, Mark Harrison Moore, 1995, in the new context of collaborative governance, in which citizens become active participants and partners in the process of producing public value (Mark H. Moore, 1995). So according to DeSeve and Moore (2009), the essence emphasizes on managing

relationships between organizations and setting clear goals and the community becoming active participants/partners. Tina Nabatchi and Matt Leighninger developed an adaptation of Collaborative Governance with a focus on transparency and leadership in the decision-making process. Based on the identification of the three theories, the factors that affect collaborative governance are obtained, namely 1) Inclusive public participation, 2) Governance, 3) Collaborative partnerships, 4) Transparency and Accountability, and 5) Access to resources.

The objectives of the study are as follows: 1) Identifying the factors that cause the role of *collaborative governance* in the arrangement of slums in the Tambora Area, *DKI Jakarta* Province has not been optimal; 2) Develop strategies that can be done to optimize the role of *collaborative governance* in the arrangement of slums in the Tambora Area, *DKI Jakarta* Province.

C. METHOD

This study adopts a qualitative and quantitative approach with a case study method as a methodological framework. The qualitative approach was chosen because there are a number of aspects that need to be analyzed using data, field observations, the results of interviews with key people who are appropriate to the topic and carried out in depth and related literature. Meanwhile, a quantitative approach is carried out in SWOT calculations. Weighting in a SWOT analysis requires the assignment of values or numerical weights to each of the factors being evaluated (strengths, weaknesses, opportunities, and threats).

Collaboration Strategy in Slum Management uses SWOT analysis, IFE and EFE Matrix Calculation and Quantitative Strategic Planning Matrix (QSPM). In SWOT analysis, it is carried out with a qualitative approach; SWOT consists of Strengths, Weaknesses, Opportunities and Threats. SWOT analysis aims to optimize strengths and opportunities, but can suppress weaknesses and threats. Next, calculate the IFE and EFE Matrix which summarizes and evaluates the main strengths and weaknesses in the company's functions. In conducting the IFE matrix, it is necessary to collect data, make decisions, and evaluate information related to internal and external factors. It further produces the IE Matrix (IFE Matrix and EFE Matrix) which is divided into three large parts with different strategy implications. Then determine the QSPM, David (2016:184) QSPM is a tool that allows strategists to evaluate internal key factors. SWOT and QSPM analysis techniques were chosen as the data processing and analysis methods in this study because these analysis tools can help researchers in determining which strategies must be prioritized as action *plans* that can be carried out by the *DKI Jakarta* Provincial Government.

The data collection technique involves methods of retrieving information from various sources, such as observations and interviews with informants, official documents, personal documents, field notes, videos, and recordings. In the context of research, a researcher usually starts with purposive sampling to select key informants who have relevant knowledge. However, if the required data is still insufficient or if the researcher wants to expand the sample, then it can turn to snowball sampling, where the initial informants (key persons) help in

identifying additional informants who may have the needed insights. The research informants in this study amounted to 18 people, including the Chairman of the Sub-Group on Improving the Quality of Settlements of the Public Housing and Settlement Areas Office (*PRKP*) of *DKI* Jakarta Province (KI I), the Chairman of the Land Planning Subgroup of the *DKI* Jakarta Provincial Cipta Karya and Spatial Planning Office (*CKTR*), the Head of the Housing Planning and Supervision Section of the West Jakarta Public Housing and Settlement Areas Office (*PRKP*) (KI III), Head of the Housing Quality Improvement Section and Settlement Areas of the West Jakarta Public Housing and Settlement Areas Office (*PRKP*) (KI IV), Implementing Staff in the Housing and Settlement Areas Quality Improvement Section of the West Jakarta Public Housing and Settlement Areas (*PRKP*) Department (KI V), Secretary of Tambora Sub-district (KI VI), Village Head in South Duri Village (KI VII), Village Head in Jembatan Besi Village (KI VIII), Chairman of *RW* in Jembatan Besi Village (KI IX), Village Head in Krendang Village (KI X), Chairman of *RW* 02 Krendang Village (KI XI), Chairman of RT 12 *RW* 03 Krendang Village (KI XII), Chairman of Baznas *DKI* Jakarta Provincial Government (KI XIII), Residents of Tambora Settlement (KI XIV), Chairman of Pokmas South Duri Village (KI XV), Urban Observer Academician ITB Urban Planning Lecturer Sugiyantoro (KI XVI), CAP Consultant (KI XVII) and Chairman of the Kunir Flat Management Cooperative (KI XVIII).

The locus of this research is in the priority *RW* area of slum locations, namely as many as 15 *RWs* spread across 8 villages (Kalianyar Village, South Duri, Tanah Sereal, Krendang, Jembatan Besi, Angke, Jembatan Lima and Pekojan).

Data validation is carried out by data triangulation techniques. Sugiyono (2015:83) explained that data triangulation is a data collection technique that combines information from various available sources. On the other hand, according to Wijaya (2018:120-121), data triangulation is a way to verify data from various sources using different approaches and times. Therefore, there is a method called source triangulation, which is used to test the reliability of the data. The results of the interviews and document review were combined with the concept of triangulation to double-check with other informants about the correctness of the information that had been obtained in order to obtain evidence from many sources.

D. ANALYSIS

Overview of Study Area

Based on available data, the majority of the population in Tambora District has a livelihood in the industrial sector, reaching 12,595 people, followed by the service sector with 14,936 people, and trade or commercial areas with 10,673 people. The Tambora residential area is experiencing physical environmental problems, where there are 15 slum *RWs* spread across 11 villages with slums, 5 *RWs* with heavy slums, 6 medium slums, 6 light slums and 2 very light slums. The area of slum settlements is 690,110.82 m² or 12.77 percent of the area of Tambora District. Based on the *BPS* slum indicators, it is determined from the

variables of physical aspects of buildings and the environment, including population density, building planning, building construction, building ventilation, building density, roads, drainage systems, toilets, garbage disposal frequency, street lighting, and disasters, Tambora settlement conditions are included in slum conditions that require regional planning in the future.

In addition, in the Tambora area there are social problems including fire vulnerability. Based on *BPS* Tambora District, during the 2022 span there were 47 fires that claimed lives and property losses amounting to Rp. 16,945,750,000,- which burned 27 housing, 8 public facilities and 12 other building units. Another problem is cleanliness and health, based on corona.jakarta.go.id, *DKI* Jakarta Province Covid-19 Open Data, until (15/1/2024), the number of people who are positive for corona virus infection in Tambora District has reached 25,363. Meanwhile, 317 people died from COVID-19, and 2 were active (still sick), and 25,044 people were declared cured. Tambora District is the center of attention as the district with the highest population density in all of Indonesia. This raises concerns among the public, especially in the context of implementing health protocols such as maintaining physical distancing. The high crime rate is also faced by the Tambora area. The movement of people came compared to those who moved, including high in Tambora District, which was 32.98%. Newcomers often do not have strong ties to the local community, in addition to the high population displacement leads to an increase in population density, while the land in the area will not increase but will continue to shrink until there is no land left.

Economic problems are also a problem faced by the Tambora area. Low job skills among informal people often have an impact on low and irregular incomes. As a result, some residents are forced to live in uninhabitable houses due to the limited resources they have. In addition, the difficulty of accessing Home Ownership Loans (*KPR*) for informal Low-Income People (*MBR*) is one of the obstacles in improving the condition of their residence. Of the number of educational facilities in Tambora District, there are only 3 public elementary schools and 22 private ones, 1 private junior high school unit and 2 public high schools/vocational schools and 17 private ones.



Figure 1 (a) Construction of a house made of wood, (b). The condition of the burnt residents' houses and (c) the condition of the shop houses that are used as places for illegal liquor business (Source: Observation, 2024)

Factors Influencing Collaboration

a) Community Participation Factor

The community participation factor can occur if there is community participation and there is a forum where public institutions are involved. Community participation in the arrangement of Tambora settlements is still lacking in terms of the level of equality of participation in the Tambora settlement area and the quality of community participation. The Tambora community has not significantly participated in the proposal of aspirations, implementation and development in the slum arrangement program.

Community participation has not reached for budget participation, but they have given their time, energy and thoughts in discussion activities on the CAP program. KI I also explained the depth of community participation that has been carried out in the arrangement of slums, as follows:

"[...] If the level of community involvement is still very small, judging from the proportion of the budget is still from the APBD. So the community does not participate in the budget, the community only receives the program. Collaboration and action community are still lacking, for example, the community has a program plan there and the budget is from sponsors or CSR, if there is such a level of participation. "[....] (Interview April 26, 2024).

In some locations, existing community institutions have not been able to play an optimal role, there are no public institutions that can help coordinate in community participation forums.

b) Government Governance Factors

In governance factors Governance There are several aspects in it, namely governance and influence on decisions (decision making). In the implementation of CAP and CIP, there are already underlying rules, namely Decree of the Governor of *DKI* Jakarta, Anies Baswedan through the *Peraturan Gubernur Nomor 90 Tahun 2018*. In addition, the *Keputusan Gubernur Nomor 878 Tahun 2018* was also issued concerning the Task Force for the Implementation of Village and Community Planning. In addition, there is the *Peraturan Gubernur Daerah Khusus Ibukota Jakarta Nomor 31 Tahun 2022* concerning Detailed Spatial Plans for the Planning Area of *DKI* Jakarta Province, which regulates the use of space in *DKI* Jakarta Province. Based on the regulations that have been issued, they are quite strong, but in the implementation of the CAP and CIP programs in Tambora District, it is still not optimal to overcome slums in the area. The agreement cannot be optimally carried out without its existence political will from an innovative and collaborative leader.

The absence of intervention from the highest leadership or special decision-making in the arrangement of tambora resulted in the implementation of the CAP and CIP programs in Tambora not running optimally. Strengthening this, the explanation from KI II:

"[...] MBR communities with limited income, even though they have collaborated and participated between communities, still need the role of the government for architects and contractors in the construction of their settlements. MBR people also cannot access banks due to their

limited income. In other words, CAP and CIP programs that prioritize community participation are difficult to achieve without intervention with the government. Especially with a short time [...]" (Interview January 19, 2024).

c) Factors of Commitment to Goals

The factor of commitment to the goal is an influential factor in success Collaborative Governance. This factor is influenced by two variables, namely the commitment to goals and collaboration that achieves the target.

The commitment to the goals in the implementation of CAP and CIP is still not optimal, including the role of government actors, especially the coordination of agencies that have not been synergized, the lack of funding in the aspect of socio-cultural empowerment and the aspect of community economic empowerment where the implementation of CIP only carries out physical environmental activities while economic and socio-cultural activities have not run optimally, the existence of the Governor's Decree of the Task Force has not been implemented properly, The network structure in the implementation of the CAP and CIP programs is not strong because there are no non-government actors and the role of the actors involved has not been maximized. In addition, the commitment to the goal has not been fully formed, especially in the community. Some people think and are used to slum conditions so that there is a reluctance to improve their residential environment.

Citing (Muslim and Kurniawan, 2020), there is a view that the overall implementation of CAP must take into account four relevant domains in the assessment Good Urban Governance, namely responsibility, accountability, representation, access, power, legitimacy, and effectiveness. There is a difference in commitment to the implementation objectives of the CAP and CIP programs also occurs among government actors. Where when the location has been planned for CIP work, but from the Water Resources OPD who built the embankment or the Bina Marga OPD came in to build a road, thus damaging the planning that has been carried out at the CIP.

In the implementation of the CAP and CIP programs, there are still obstacles, where large-scale economic and socio-cultural and even physical activities cannot be carried out by the SKPD that handles them, while the *DKI* Jakarta Provincial *DPRKP* can only carry out physical environmental work so that the implementation of CIP cannot be carried out as a whole. As quoted in the opinion, KI III:

"[...] Academics have a role in pure research and community service. For example, the architecture study program participates in designing the house, so the regional and city planning study program helps organize the affairs of the regional zone, the environmental engineering study program that helps with waste management is of many kinds, and through each study program... not to mention that training and community assistance for healthy living can enter to reduce slums in Tambora" [...]" (Interview February 28, 2024).

d) Transparency and Accountability Factors

An important factor in the success of an activity program is transparency and accountability. Components in the transparency and accountability factor include transparency and accountability and trust between parties.

The transparency and accountability carried out by the West Jakarta *PRKP* Office is quite good, marked by the *BPK* audit with good results and the community also supervises. Accountability has been carried out by the *DKI* Jakarta Provincial *PRKP* Office through the preparation of the final SOP report and the preparation of the concept of the slum management strategy.

Trust has been formed in the community where community groups, *RWs*, and sub-districts and sub-districts also participate in conveying information transparency related to the CAP and CIP programs.

Accountability has been carried out by the West Jakarta Housing and Settlement Office, namely by conducting periodic inspections, compiling supervision and financial reports. According to KI IV:

"[...] regarding its accountability for CIP is good, as evidenced by the BPK audit. There are also reports of supervision, finances are in accordance with standards. We conduct a gradual inspection of the term when the term is disbursed. However, it is also necessary to pay attention to the planning for the implementation of CIP, the needs of the community have come out in CAP. Furthermore, we adjust to the budget planning and Activity Budget Items, for example, there are 10 proposals from residents according to inputs, because the previous year's budgeting (D-1) before the CAP was completed, so we roughly first and according to the same budget items [...]" (Interview, May 29, 2024).

In general, transparency and accountability have been carried out by the government and the community. However, it is necessary to commit to the goal so that the differences between related *OPDs* can be minimized so that the program results will be right on target.

e) Resource Access Factors

In access to resources, there are three components, including the time agenda during the cooperation process, access to financial and technical resources and technology and innovation.

In terms of implementation readiness is still not well prepared, the time period for preparing CAP which is only 3-4 months and CIP 3-4 months in the process of socialization, FGD/citizen discussions, surveys and implementation becomes rushed and pursued for completion according to the implementation contract time. In addition, when the program is completed, there is no continuity, either the follow-up program or monitoring and evaluation.

There is no other funding support and access to financial resources in the CAP and CIP programs in the Tambora residential area comes purely from the *DKI* Jakarta Provincial Budget. There is an additional allocation of funding for Facilities and Infrastructure activities in the form of a support program, but the amount is not too large. In terms of technical resources, there is still not optimal technical resource support, including the preparation of CIP that is too fast or T-

1 where the CIP is prepared when the CAP is still running, the evaluation period that is carried out is too long in the 4th year of the implementation of CAP and CIP, which can be done in year 2. In addition, the Tambora community which has a high level of poverty and crime rate creates a less supportive environment in the arrangement of settlements

In terms of technology support, there are opportunities to use technology that has not been utilized optimally for the CAP and CIP implementation process, both in digital information retrieval and digital innovation, both in the existence of People's Business Credit and e-order applications. The use of this technology can be integrated with the implementation of economic aspects in the arrangement of slums. In addition, there is also a platform that can be used as data collection and facilitate communication such as web applications and zoom meetings in the process of settlement planning. In addition, the development of news media will help facilitate socialization and show the progress of the implementation of the CAP and CIP programs at planning locations.

Technology and innovation factors also participate in accelerating the process Collaborative Governance in the arrangement of slums. Development on land that has been determined needs to be checked first on the designation and status of the land whether it is legal or not, in this case the public can access the map on the Jakarta Satu website. In the Tambora sub-district area, it is known that there are still many whose land status does not yet have a certificate or almost 60% of the residents of Tambora sub-district. Most of the certificates have not been registered, even though they have been measured by BPN.

In terms of supporting innovation in the economic aspect of the community, the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises (*PPKUKM*) of the *DKI* Jakarta Provincial Government utilizes thee-order for MSEs Jakpreneur to serve the consumption of meeting activities in the *DKI* Jakarta Provincial Government. In addition, there is also a People's Business Credit (*KUR*) to support the productivity of MSME actors who have business prospects but have limitations in capital.

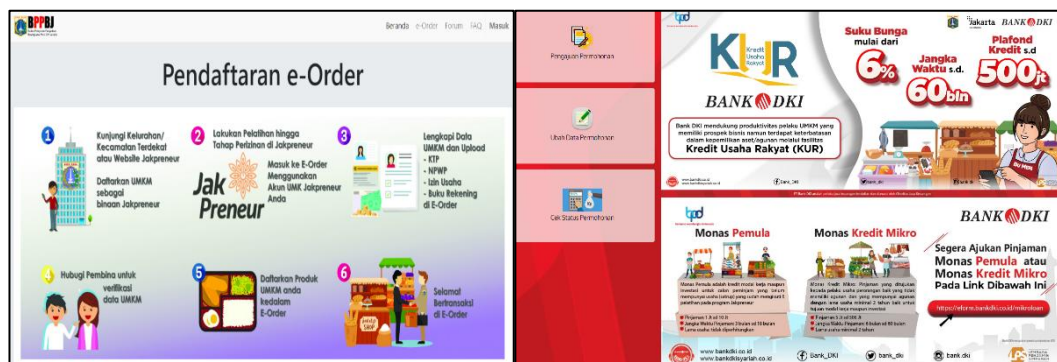


Figure 2 E-order applications and People's Business Credit (*KUR*)

Source: *DKI* Jakarta Provincial *BPPBJ* Website, 2024

Collaborative Governance Optimization Strategy in Slum Arrangement Through CAP and CIP in Tambora Area

Based on the analysis related to the factors related to Collaborative Governance in the Arrangement of Slums through CAP and CIP in the Tambora Area that has been carried out. A table of identification of supporting or inhibiting factors was compiled and grouped into positive (+) and negative (-) values. In the process of implementing policies, organizations need to continue to maintain positive things that are supportive, as well as find solutions to overcome obstacles to the implementation of these policies, by formulating effective implementation strategies. The researcher tried to pour the previously obtained information into the IFE (*Internal Factor Evaluation*) and EFE (*External Factor Evaluation*) matrices.

Table 1 Internal Collaborative Governance Factors in Slum Management Through CAP and CIP in Tambora Area

Strengths (S)	Weakness (W)
a. There is policy support through Governor Regulation 90 of 2018 b. There is supervision of the implementation of CIP and BPK audits with good grades c. The involvement and collaboration of the community with the government so as to increase the effectiveness and relevance of the program	a. Uneven community participation and lack of awareness in creating livable settlements b. There has been no integration of partnerships between actors, both related agencies, academics and the community c. Inadequate CAP planning and CIP implementation

Source: Analysis Results, 2024

Table 2 External Factors of Collaborative Governance in Slum Management Through CAP and CIP in the Tambora Area

Opportunities (O)	Threats (T)
a. The use of technology and innovation in the economic aspect b. CAP and CIP programs will attract private, CSR and business partnerships c. Studies and implementation (piloting) of land consolidation areas have begun to be carried out so that legal land status can be provided for development and can become a government asset.	a. The absence of political intervention that encourages the implementation of CAP and CIP b. No NGO support has come in for community empowerment c. Unconducive social and economic environment

Source: Analysis Results, 2024

In the SWOT analysis based on the Strategic Management Concept of Fred R. David (2017) for urgency, rating and rating (QSPM) values were carried out through *an expert judgment approach* through a questionnaire.

The next stage is the analysis of the IFE matrix (*Internal Factor Evaluation*) and EFE (*External Factor Evaluation*) which is compiled based on the results of the identification of SWOT factors. The stages of forming an urgency matrix are carried out by analyzing the most urgent conditions in the implementation *Collaborative Governance* for the arrangement of slums through CAP and CIP in the Tambora Area.

Table 3 IFE Urgency Matrix

Internal Factors	MORE URGENT FACTORS						TOTAL	WEIGHT
STRENGTHS (S)	a	b	c	d	e	f	a+b+c+d+e+f	Total/15
a. There is policy support through Governor Regulation 90 of 2018	-	1	1	1	1	1	5	0,33
b. There is supervision of the implementation of CIP and BPK audits with good grades	0	-	0	0	0	1	1	0,07
c. The involvement and collaboration of the community with the government so as to increase the effectiveness and relevance of the program	0	1	-	1	1	1	4	0,27
WEAKNESSES (W)								
a. Unequal community participation and lack of awareness in creating livable settlements	0	1	0	-	1	1	3	0,20
b. There has been no integration of partnerships between actors, both related agencies, academics and the community	0	1	0	0	-	1	2	0,13
c. Inadequate CAP planning and CIP implementation	0	0	0	0	0	-	0	0,00
							15	1

Source: Data Processed by Researchers, 2024

Table 4 EFE Urgency Matrix

External Factors	MORE URGENT FACTORS						TOTAL	WEIGHT
OPPORTUNITIES (O)	a	b	c	d	e	f	a+b+c+d+e+f	Total/...
a. The use of technology and innovation in the economic aspect	-	1	1	1	0	1	4	0,27
b. CAP and CIP programs will attract private, CSR and business partnerships	0	-	1	1	0	1	3	0,20
c. Studies and implementation (piloting) of land consolidation areas have begun to be carried out so that legal land status can be provided	0	0	-	1	0	1	2	0,13
THREATS (T)								
a. The absence of political intervention that encourages the implementation of CAP and CIP	0	0	0	-	0	1	1	0,07
b. No NGO support has come in for community empowerment	1	1	1	1	-	1	5	0,33
c. Unconducive social and economic environment	0	0	0	0	0	-	0	0,00
							15	1

Source: Data Processed by Researchers, 2024

The weight value obtained from the urgency matrix is multiplied by the rating value obtained from the expert judgement approach through a questionnaire, resulting in a *Weighted Score*. The following are the results of the IFE (*Internal Factor Evaluation*) analysis table and the EFE (*External Factor Evaluation*) analysis table.

Table 5 IFE Matrix Analysis

No.	INTERNAL FACTORS	WEIGHT	RATING	WEIGHTED SCORE
STRENGTHS				Bobot x Rating
1.	There is policy support through Governor Regulation 90 of 2018	0,27	4	1,08
2.	There is supervision of the	0,20	3	0,6

	implementation of CIP and BPK audits with good grades			
3.	The involvement and collaboration of the community with the government so as to increase the effectiveness and relevance of the program	0,13	4	0,52
	Subtotal Strengths	0,6		2,2
WEAKNESS				
4.	Unequal community participation and lack of awareness in creating livable settlements	0,07	2	0,14
5.	There has been no integration of partnerships between actors, both related agencies, academics and the community	0,33	2	0,66
6.	Inadequate CAP planning and CIP implementation	0,00	1	0
	Subtotal Weakness	0,4		0,8
	TOTAL	1		1,32

Source: Data Processed by Researchers, 2024

Table 6 EFE Matrix Analysis

No.	EXTERNAL FACTORS	WEIGHT	RATING	WEIGHTED SCORE
OPPORTUNITIES				Bobot x Rating
1.	The use of technology and innovation in the economic aspect	0,27	3	0,81
2.	CAP and CIP programs will attract private, CSR and business partnerships	0,20	2	0,4
3.	There is an initial implementation (piloting) of land consolidation and the implementation of land consolidation in several areas	0,13	2	0,26
	Subtotal Opportunity	0,6		1,47
THREATS				
4.	The absence of political intervention that encourages the implementation of CAP and CIP	0,07	3	0,21
5.	No NGO support has come in for	0,33	2	0,66

	community empowerment			
6.	Unconducive social and economic environment	0,00	3	0
	Subtotal Threats	0,4		0,87
	TOTAL	1		2,34

Source: Researcher Processed Data, 2024

To determine the right strategy in the implementation of Collaborative Governance in the Arrangement of Slums through CAP and CIP in the Tambora Area, the IFE and EFE calculation tables were converted into IE (*Internal-External Matrixs*) matrices. From the results of the calculation of the weight values in the IFE and EFE matrices, it is known that the x-axis point (EFE value) = 2.53 and the y-axis point (IFE value) = 2.34. Thus, the position of this business activity in the IE matrix is in region V, as shown in the below figure.

The analysis of the IE matrix shows that *collaborative governance* in Slum Structuring through CAP and CIP in the Tambora Area is in region V (*Hold and Maintain*), the strategy that can be applied is harvesting or divestment, which indicates that the organization is in a weak and heavy position. In this context, strategic steps that can be taken include: 1) **A hold strategy** in this context means maintaining the current position while overcoming existing weaknesses and preparing for the next steps. This can be done by improving coordination, exploring and developing resources, ideas for planning and implementation. 2). **the maintain strategy** in this context means strengthening and expanding existing successes while ensuring the sustainability and improvement of the program. The maintenance strategy can be done by increasing knowledge and capacity by training and equipping local communities with the skills and knowledge needed to continue equitable and inclusive public participation. In addition, it also conducts long-term partnerships with organizations that are committed to supporting the arrangement of slums.

		1,32 Total		
		Score IFE		
		Strong 3,0-4,0	Medium 2,0 – 2,99	Weak 1,0 – 1,99
Total Score EFE 2,34`	High 3,0 – 4,0	I (Grow & Build)	II (Grow & Build)	III (Hold & Mantain)
	Medium 2,0 - 2,99	IV (Grow & Build)	V (Hold & Mantain)	VI (Harvest or Diverst)
	Low 1,0 – 1,99	VII (Hold & Mantain)	VIII (Harvest or Diverst)	IX (Harvest or Diverst)

Figure 3 IE Matrix

Source: Results of Analysis Based on Theory (Fred R. David et.al 2017)

After identifying the strategic measures that have been implemented in the previous stage, the next step is to compile a SWOT matrix.

Table 7 SWOT Matrix of Collaborative Governance Strategies in Slum Management Through CAP and CIP in the Tambora Area

<div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">IFE</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">EFE</div> </div>	Strengths	Weaknesses
	1. There is policy support through Governor Regulation 90 of 2018 2. There is supervision of the implementation of CIP and BPK audits with good grades	1. Unequal community participation and lack of awareness in creating livable settlements 2. There has been no integration of partnerships between actors, both related agencies, academics and the community
	3. The involvement and collaboration of the community with the government so as to increase the effectiveness and relevance of the program	3. Inadequate CAP planning and CIP implementation
Opportunities	Strategy (SO)	Strategy (WO)
1. The use of technology and innovation in the economic aspect 2. CAP and CIP programs will attract private, CSR and business partnerships 3. There is an initial implementation (piloting) of land consolidation and the implementation of land consolidation in several areas	1. Integrate related policies such as stakeholder involvement in the implementation of CAP and CIP and land consolidation policies. 2. Holding strategic partnerships between stakeholders both the government, academics, business entities, NGOs and the community by producing MOUs in the arrangement of Tambora settlements	3. Conducting technical guidance by involving community groups for the socialization of CAP and CIP programs and training in the economic and socio-cultural fields
Threats	Strategy (ST)	Strategy (WT)
1. The absence of political intervention that encourages the implementation of CAP and CIP 2. No NGO support has come in for community	4. Implementing political support that encourages the implementation of CAP and CIP in the Tambora Area	5. Continuous monitoring and evaluation by developing CAP and CIP program planning that is more measurable in terms of time, resources and funding

empowerment		
3. Unconducive social and economic environment		

Source: Analysis Results, 2024

Based on the SWOT matrix that has been outlined, here are some alternative strategies focused on Strategy development *Collaborative Governance* In the Arrangement of Slums through CAP and CIP in the Tambora Area. Alternative strategies resulting from the SWOT analysis are:

1. Integrate related policies such as stakeholder involvement in the implementation of CAP and CIP and land consolidation policies. (Policy Integration)
2. Conducting technical guidance by involving community groups for the socialization of CAP and CIP programs and training in the economic and socio-cultural fields
3. Holding strategic partnerships between stakeholders both the government, academics, business entities, NGOs and the community by producing MOUs in the arrangement of Tambora settlements
4. Implementing political support that encourages the implementation of CAP and CIP in the Tambora Area
5. Continuous monitoring and evaluation by developing CAP and CIP program planning that is more measurable in terms of time, resources and funding.

Furthermore, the preparation of the QSPM matrix to sharpen the priority of strategic recommendations. The following is the calculation of QSPM:

Table 8 Quantitative Strategic Planning Matrix (QSPM)

NO.	FACTORS	WEIGHT (IFE & EFE Matrix)	ALTERNATIVE STRATEGIES									
			Policy integration		Improving human resources		Partnership		Political Intervention		Upgrade Program	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
STRENGTH				Bobot x AS		Bobot x AS		Bobot x AS		Bobot x AS		Bobot x AS
a.	(+) Pergub 90	0,27	4	1,08	3	0,81	3	0,81	3	0,81	3	0,81
b.	(+) BPK Supervision	0,20	3	0,6	2	0,4	3	0,6	3	0,6	3	0,6
c.	(+) Community Involvement	0,13	3	0,39	4	0,52	4	0,52	3	0,39	3	0,39
WEAKNESS												
d.	(-) Uneven Community Participation	0,07	3	0,21	4	0,28	3	0,21	3	0,21	2	0,14
e.	(-) Not yet Partnership Integration	0,33	3	0,99	3	0,99	3	0,99	3	0,99	3	0,99
f.	(-) Immature CAP CIP Planning	0,00	3	0	3	0	2	0	2	0	3	0

TOTAL INTERNAL WEIGHT		1										
OPPORTUNITY												
g.	(+) Technology and Innovation	0,27	2	0,54	3	0,81	2	0,54	2	0,54	2	0,54
h.	(+) Attracting Partnerships	0,20	3	0,6	3	0,6	4	0,8	3	0,6	3	0,6
i.	(+) Study and Implementation of Land Consolidation	0,13	4	0,52	2	0,26	2	0,26	3	0,39	3	0,39
THREATS												
j.	(-) None Political Intervention	0,07	3	0,21	2	0,21	3	0,21	0	0	3	0,21
k.	(-) No NGO support yet	0,33	2	0,66	2	0,99	3	0,99	3	0,99	2	0,66
l.	(-) Not Conducive Socio-Economic	0,00	3	0	3	0	3	0	3	0	3	0
TOTAL ESTERNAL WEIGHT		1										
TOTAL TAS				4,72		5,73		5,93		5,52		5,33

Source: Researcher Processed Data, 2024

Here are the results of the analysis *Quantitative Strategic Planing Matrix* (QSPM) related to the implementation priority strategy *Collaborative Governance* for the arrangement of slums through CAP and CIP in the Tambora Area:

1. Rank I: Holding strategic partnerships between stakeholders both government, academics, business entities, NGOs and the community (TAS 5.93)
2. Rank II: Holding technical guidance/internal training of the Housing and Settlement Office by involving community groups for the socialization of CAP and CIP (TAS 5.73)
3. Rank III: Implementing political support that encourages the implementation of CAP and CIP in the Tambora Area (TAS 5.52)
4. Rank IV: Continuous monitoring and evaluation by developing a more measurable CAP and CIP program planning in terms of time, resources and funding (TAS 5.33)
5. Rank V: Integrate related policies such as consolidation and stakeholder involvement in the implementation of CAP and CIP (TAS 4.72)

The novelty of this study lies in the incorporation of analysis of five main factors in collaborative governance: public participation, governance governance, collaborative partnerships, transparency and accountability, and access to resources in the context of Tambora settlement planning. This study identifies that although transparency has been good enough and there are already supporting regulations, accountability and effectiveness of results are still a challenge.

Its implications for collaborative governance theory point to the need for improvements in all of these aspects to achieve the goal of more effective and inclusive settlement planning. Support for effective land consolidation and budgeting policies is a form of evaluation that must be provided in access to resources.

E. CLOSING

Conclusion

Based on the discussions that have been carried out, the conclusions that can be drawn from the collaborative governance strategy in slum management through the CAP and CIP programs in the Tambora Area are as follows:

- a) This study shows that the lack of optimal *collaborative governance* in slum management through the CAP and CIP programs in the Tambora area is caused by several factors that have not performed well, namely government governance factors, commitment to goals, access to resources and community participation factors. Meanwhile, factors that fall into the good category in the implementation of collaboration are transparency and accountability.
- b) The strategy formulated in optimizing collaborative governance in the arrangement of slums in Tambora residential areas and based on the order of priority from the results of the Quantitative Strategic Planning Matrix, is as follows: Holding strategic partnerships between stakeholders both the government, academics, business entities, NGOs and the community; Integrate related policies such as land consolidation and stakeholder involvement in the implementation of CAP and CIP; Implementing political support that encourages the implementation of CAP and CIP in the Tambora Area; Holding technical guidance/internal training for the *DKI* Jakarta Provincial *PRKP* Office by involving community groups for CAP and CIP socialization; Continuous monitoring and evaluation by developing CAP and CIP program planning that is more measurable in terms of time, resources and funding.

Suggestions

Based on the results of the research, the researcher provides suggestions in the form of Action Plan for the *DKI* Jakarta Provincial Government in a collaborative effort to arrange slums in the Tambora residential area by encouraging factors that have not performed well and the implementation time of the formulated strategy. Some suggestions that can be conveyed, including:

- a) Aspects that need to be encouraged in the arrangement of slums:
 1. Aspects of Government Governance: The Jakarta Provincial Government through the Regional Secretary of *DKI* Jakarta Province in encouraging cooperation between agencies held a forum involving the *DKI* Jakarta Provincial *PRKP* Office, the *DKI* Jakarta Provincial PPKUKM Office and the *DKI* Jakarta Provincial Social Service periodically once a month for coordination of the implementation of CIP including budgeting and implementation mechanisms. This is in accordance with the mandate of the Decree of the Governor of *DKI* Jakarta Province Number 878 of 2018

concerning the Task Force for the Implementation of Village and Community Planning; The Jakarta Provincial Government through the Jakarta Provincial Secretariat establishes partnerships with NGOs that have concerns in the field of community empowerment and slum structuring and implementing joint programs. The partnership with the third party is strengthened by the stipulation of the *DKI* Jakarta Provincial Regional Regulation which is outlined through an MOU or Cooperation Agreement that regulates the authority and obligations of the cooperating parties; The Jakarta Provincial Government through the Governor strengthens institutions in the West Jakarta Administrative City so that the implementation of CAP and CIP runs optimally. Strengthening the role of the Mayor of West Jakarta is carried out to integrate development that prioritizes integration and sustainability in accordance with the mandate of *DKI* Jakarta Governor Regulation Number 4 of 2022 concerning Strengthening the Role of Mayors/Regents in the Regional Planning Coordination Function.

2. Aspects of Commitment to Goals: The *DKI* Jakarta Provincial Government through the *DKI* Jakarta Provincial *PRKP* Office collaborates with universities and academics in the departments of regional and urban planning, architecture and civil engineering with activities in the form of drafting themes or regional development designs. The collaboration is tied through an MOU or PKS so that the Jakarta provincial government is assisted and the university can conduct action research through the CAP and CIP programs; The Jakarta Provincial Government through the Jakarta Provincial Legal Bureau is expected to conduct a review of the renewal of Governor's Regulation Number 90 of 2018 concerning Improving Housing Quality in the Framework of Integrated Settlement Area Planning by preparing a follow-up program for settlement arrangement considering the implementation of the Program that will be completed as well as the continuation of the CAP and CIP programs; Access to Resources: The *DKI* Jakarta Provincial Government through the *DKI* Jakarta Provincial *CKTRP* Office seeks to provide land for development as needed in the CAP and CIP activity plans to reduce slum conditions and increase improvements in the slums; The *DKI* Jakarta Provincial Government through the *PRKP* Office and the *CKTRP* Office prepared a pilot project in the provision of housing by utilizing environmentally friendly development technology and prioritizing local resources that are safe for the environment in Tambora so that it has a significant impact on the handling of Tambora slums; The *DKI* Jakarta Provincial Government through the *PRKP* Office and the Communication, Informatics and Statistics Office disseminates information through campaign activities through various communication channels such as social media, websites, and mass media and publications disseminate publications such as brochures, pamphlets, and handbooks explaining the objectives, benefits, and ways to participate in the CAP and CIP programs.
3. Aspects of Community Participation: The Jakarta Provincial Government through the *PRKP* Office and the Social Service formed a coordination forum that carries out activities every 2 months by involving community groups

(*Pokmas*) and community groups that have been formed such as the Youth Organization, *FKDM* and *PKK*. The coordination forum is an education related to environmental awareness and capacity building for community group members. Strengthening *Pokmas* can be done by stipulating to the Team Decree through the Decree of the Governor of *DKI* Jakarta; The Jakarta Provincial Government through the Social Welfare Bureau of the Jakarta Provincial Secretariat coordinates the Education Office, Social Service and Health Office to provide technical guidance on aspects of socio-cultural empowerment to the community by conducting culinary training, computer skills, mentoring to pursue educational programs package A, B and counseling in the health sector; The *DKI* Jakarta Provincial Government through the Economic Bureau of the *DKI* Jakarta Provincial Secretariat coordinates the Manpower Office and the Industry and Trade Office to provide technical guidance on economic empowerment aspects to the community by conducting entrepreneurial training in the fields of culinary, cosmetology, convection, screen printing and computers, assisting productive businesses, establishing savings and loan cooperatives, and granting Micro and Small Business Licenses (*IUMK*); The *DKI* Jakarta Provincial Government through the *PRKP* Office and the Regional Financial Management Agency provides incentives and awards to residents who actively participate in community programs and awards to groups or individuals who make extraordinary contributions in reducing slums in their residential environments.

- b) Based on the strategy formulated by the *DKI* Jakarta Provincial Government, it is necessary to develop an implementation period which is divided into short-term, medium-term and long-term. The strategy carried out in the short term is to hold strategic partnerships between stakeholders, both the government, academics, business entities, NGOs and the community. Meanwhile, the strategy for the medium term is to integrate related policies such as land consolidation and stakeholder involvement and implement political support that encourages the implementation of CAP and CIP in the Tambora Area. Furthermore, for the long term, it is carried out by holding internal technical guidance from the *DKI* Jakarta Provincial *PRKP* Office and technical guidance to the community related to three aspects, namely environmental planning, socio-cultural empowerment and community economic empowerment. Simultaneously with this, monitoring and evaluation are carried out related to the adjustment of the implementation and sustainability of the CAP and CIP programs.

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