

# **Social Innovation Design as Strategy**

## **The Story of Community Action Plan from 4 Slums Area in North Jakarta**

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### **ABSTRACT**

In 2021, while still in the middle of COVID-19 pandemic, School of Design, Universitas Pelita Harapan (SoD-UPH) was collaborating with North Jakarta City Government of Public Housing and Settlement Area to develop Community Action Plan (CAP). The CAP initiative is the program of DKI Jakarta Governor to upgrade the city slums settlement. There were 4 urban kampongs: RW 01, 02, 10 Sukapura and RW 10 Semper Timur, in North Jakarta, which were identified as slums and needed to develop their own CAP. The program aimed to have a participatory and collaborative development where all stakeholders are actively involved, especially the communities that dwell in the area as the main actor. SoD, UPH used a specific methodology called Design as Generator (DAG), as an empowerment tools by design, which combine research, design and action activities that runs simultaneously. The methodology can be use within the pandemic situation. This paper is a story on how design can be a strategy to drive social innovation to be transpired in these 4 North Jakarta's slums area, in the form of CAP as the communities started to empower themselves.

Keywords: Community Action Plan, Social Innovation, Design as Generator, Design as Strategy

### **INTRODUCTION**

School of Design, Universitas Pelita Harapan (SoD-UPH) was asked to collaborate and help the North Jakarta City Government of Public Housing and Settlement Area to develop Community Action Plan (CAP) in the middle of 2021 COVID 19 pandemic. The CAP initiative is the program of DKI Jakarta Governor to upgrade the city slums settlement with a bottom-up approach, where the initial plans to arise from impoverished situation are coming from and for the community itself. There were 4 urban kampongs in North Jakarta that identified as slums: RW 01, 02, 10 Sukapura and RW 10 Semper Timur. It needed to develop their own

CAP to upgrade their settlements. The CAP initiatives then will be followed up by *Collaborative implementation Program (CIP)* in the next year, where what has been planned in CAP will be implemented and build by the City Government alongside the community and other stakeholders. Thus, CAP-CIP initiatives aimed to have a participatory and collaborative development where all stakeholders are actively involved, especially the communities that dwell in the area as the main actor (Healey, 2006). Translating these noble endeavor, SoD-UPH CAP Team then used a specific methodology called Design as Generator (DAG), where design will empower through a combination of research, design and action activities that runs simultaneously (Katoppo, 2017). The methodology is also deemed effective when it is use within the pandemic situation (Katoppo, 2021a). This paper is a story on how design can be a strategy to drive social innovation to be transpired in these 4 North Jakarta's slums area, in the form of CAP as the communities started to empower themselves.

## **LITERATURE REVIEW**

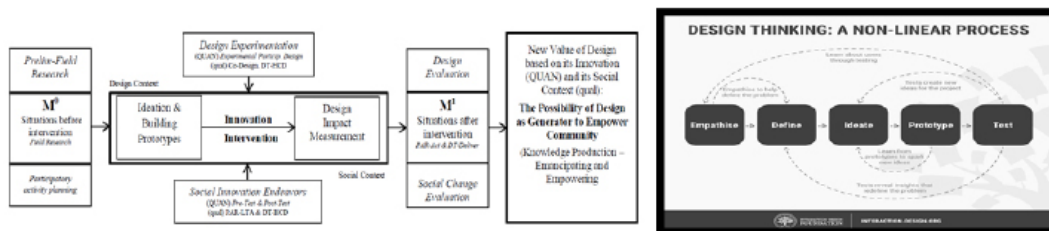
The Jakarta Provincial Government has identified 5 slum generating issues, namely: Inappropriate Land Use, Inadequate Quality of Infrastructure, Conditions of the Socio-Cultural situation in the community which are still relatively low in meaningful engagement, Conditions of a Powerless Economic situation, and an Inadequate Good Governance System (Jakarta City Regulation, 2020). These issues resonate with the 11th goal of the 2030 Sustainable Development Goals (SDGs), which is: Achieved Sustainable Cities and Settlements, wherein goal 11.1 states: the accessibility for everyone to adequate, safe, and affordable housing, including the improvement of city slums area, as well as access to basic urban services (Sustainable Development Goals, 2015).

Parnell (Day & Parnell, 2003) argued that participatory development is the only way to achieve sustainable cities with sustainable communities. City development needs to be carried out collaboratively (Healey) and ensure that the process is socially just (Hubert and Theocharopoulou, 2013). Petrescu (2005) said that participatory space will encourages discussion and the freedom of speech. Hence, the design practice that exists within the participatory space is the practice of design action which is always inclusive and accessible. It will occur as an interventionist design, that chooses a political position and becomes a catalyst in social innovation processes. In this case design becomes a generator and it will create a live space, a public space that is 'close to its citizen' (public space of proximity), always be the 'other' space and becomes a catalyst that must be created and interpreted continuously by the community. Furthermore, Till (2005) places the role of architects and society as equal citizens with specific alternating expertise roles (the expert-citizen/citizen-expert). These role's understanding of each, will allow a transformative participation process that occurs in a negotiating space for hope. Lefebvre (1998) then offered everyday life as a festival (*la fête*) presented as the city oeuvre, a city space where the citizens creatively live their daily lives in a meaningful way.

Therefore, the creation of a creative and meaningful city space for its citizen, where participative and collaborative living space for negotiation every hope of its community emerged, is the essence of the community-based city planning (Community Action Plan).

**METHODOLOGY**

The activity of developing Community Action Plan (CAP) with the 4 slums area’s communities and the North Jakarta City Government of Public Housing and Settlement Area was carried out using the Design as Generator (DAG) research methodology (Katoppo, et al., 2017; Katoppo, 2017; Katoppo, 2018). The specific methodology of Design as a Generator (DAG) was built with the spirit of creating a creative live space that is also able to become a negotiation space for every hope of the communities to have an appropriate dwelling space. This methodology is a combination of Participatory Action Research (PAR) (Taggart, 2006) and Design Thinking for Social Innovation (Brown and Wyatt, 2010; IDEO, 2013). It will enable everyone involved to move dynamically between research and design activities as well as facilitating actions that encourage social innovation and knowledge production to occur within all stakeholders, thus ensuring community empowerment will start to emerge (Katoppo et al., 2017; Katoppo, 2018). The DAG methodology operates using 3 stages of Design Thinking for Social Innovation: Discover, Ideate and Prototype (Brown and Wyatt, 2010; IDEO, 2013).



**Image 1 Design as Generator Methodology & Operation**  
 (Katoppo, 2017; Interaction-Design.org)

**RESULT & DISCUSSION**

**Discover Phase**

In the Discover phase (Brown and Wyatt, 2010; IDEO, 2013; Stringer, 1999; Creswell; 2008; Berg and Lune, 2012), the SoD-UPH CAP Team collected data in 4 stages: community engagement, talk to experts, immerse in context and analogous research (seeking inspiration from other situations). In addition, the team also collected data on the physical condition of the 4 slums area using 11 parameters from Statistics Center Bureau (BPS, 2017), such as: Population Data, Building Density Data, Dwelling, Environment, Infrastructure and Waste Management Conditions. The brief results can be seen in image 2 (below).

**Ideate Phase**

In the Ideate phase, all the stakeholders: the SoD-UPH CAP Team, the 4 slums area communities, the experts especially from North Jakarta City Government, conducted an online Design Thinking workshop to formulate problem statements

or 'How Might We Question...?' using all data obtained from the Discover stage (Brown and Wyatt, 2010; IDEO, 2013), as problems that were deemed necessary to the community to be solved collaboratively. The results shown that the communities aware that handling non-physical problems (i.e.: community cohesiveness, shared goals, and purpose, economic situation etc.) are equally as important as solving physical problems (i.e.e.: bad infrastructure, building condition, etc.). The results can be seen in the image 3 (below).



Image 2 Discover phase (SoD-UPH CAP Team, 2021)



Image 3 Ideate phase (SoD-UPH CAP Team, 2021)

### Prototype Phase Crafting Solution

In the Prototype stage (Sanoff, 2000; Jones, et al., 2005; Jenkins and Forsyth, 2010; Brown and Wyatt, 2010; IDEO, 2013), the SoD-UPH CAP Team started building solutions to answer the formulated problem statements, collaboratively with

the residents of the 4 slums area, alongside the North Jakarta City Government. The solutions were completed with user experience map and value propositions (Osterwalder and Pigneur, 2012; Osterwalder, et al., 2014). The results can be seen in the image 4 (below):



Image 4 Prototype phase: Crafting Solutions (SoD-UPH CAP Team, 2021)

**Establishing Community Organization**

After the solutions crafted, the residents established community organization in which the structure of the organization was in accordance to each solutions crafted, hence every member were involved and held responsible. The organization then developed short, mid-, and long-term plans for each assigned solutions, where they presented it to the north jakarta city government as their initial community action plan (image 5). This is the first indication that the community started to empower themselves and began their knowledge production process (stringer, 1999; taggart, 2006). This also showed that the community started to build their space as negotiation of hopes (till, 2005).



Image 5 Prototype phase: RW 01 & 02 Community Org. & Action Plan (SoD-UPH CAP Team, 2021)

### **Design Refinement, Economic and Socio-Cultural Action Plan**

At the same time, the SoD-UPH CAP Team, consisted of design, socio-cultural and economic experts, translated the communities' solutions into design refinements and action plans, co-created with all the 4 slums area residents and the North Jakarta City Government. The design experts team produced schematic designs, infrastructure construction and technical options suitable with the high-density area, consideration on water, flood, waste, and fire prevention managements, etc. Concurrently, the socio-cultural and economic experts, built together with the community members an action plan to improve their community cohesiveness and resilience, while mapped out the community economic potentials to build a strong economic activity supported by the communities' network itself.



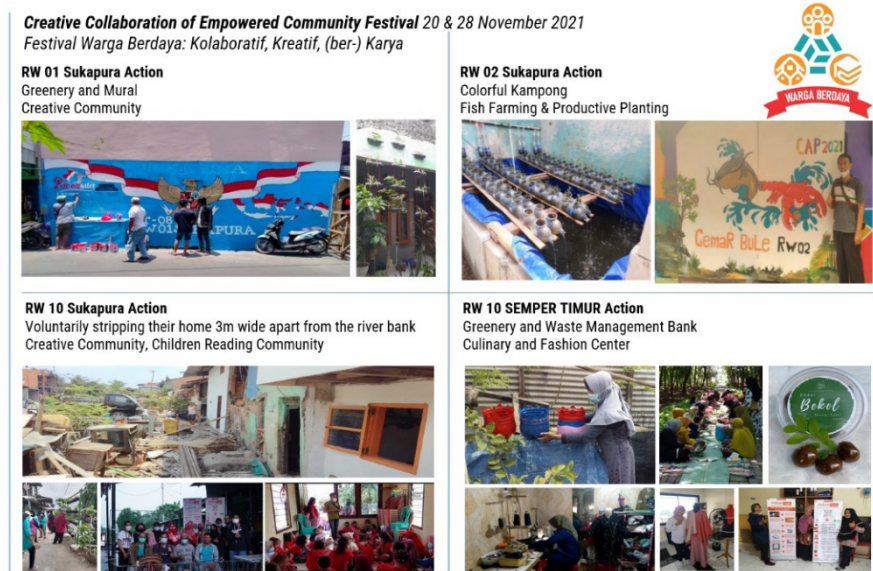
**Image 6 Prot. phase: Design Ref., Economic & Socio-Cultural Action Plan**  
(SoD-UPH CAP Team, 2021)

### **CONCLUSION**

The completion of the prototype phase, where the residents of 4 slums area already formed community organization together with finished CAP documents (design, socio-cultural and economic action plan) marked the end of the CAP process. However, DAG methodology worked beyond the design and action plan documents towards initiating community action as a demonstration on how the community is empowered (Katoppo, 2017, 2018, 2021b, 2022). Due to the very good relationship and bonding between all stakeholders: the 4 slums areas' community member, the SoD-UPH CAP Team and the North Jakarta City Government initiating a series of community action to improve their dwellings, socio-cultural and economic activities (i.e.: RW 01 Sukapura made greenery and murals, RW 02 Sukapura made 'colorful' Kampong and fish farming combined with productive planting, RW 10 Sukapura voluntarily disassemble their home 3m wide apart from the river banks, RW 10 Semper Timur refine their local products, etc.). It culminated in a 'Creative Collaboration of Empowered Community Festival' held by the community, inviting all the stakeholders (Image 7 below).

The festival presented the creation of a creative and meaningful space for this 4 slums area community member (Lefebvre, 1998), and the emergence of participative and collaborative living space (Petrescu, 2005) for negotiation their hopes (Till, 2005). Consequently, the continuation of this activation needs to be responded by

all stakeholders besides the community member, which are the government, the private sectors, and the academics as well. Creative collaboration will be the key to instill continuous social innovation and changes towards developing a city that is collaborative, sustainable and socially just (Katoppo, 2017).



**Image 7 Creative Collaboration of Empowered Community Festival  
(SoD-UPH CAP Team, 2021)**

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