Collaboration settlement improvement program: Case study
*Kampung Tematik*, Semarang

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**Abstract.** The architect's profession is very close to things related to design. The face of the metropolis, which is now entering the modern era, contrasts with the faces of lower strata towns that are unable to catch up. Because of this, local governments in Indonesia have launched several initiatives to improve settlements by including architects in the planning process. According to a case study completed in Semarang, one of the government's efforts to improve settlements is the *Kampung Tematik* program. This program provides new collaboration between architect organizations, governments, and communities. In performance, the architect serves many clients, and there are several design negotiations. However, due to the large number of people engaged and the time constraint, the design eventually gained concept dispersion. What was envisioned or planned is not synonymous with what was constructed or implemented. This study aims to examine how architects engage with several clients during the Kampung Tematik program's phases and have to deal with the design and build phase. Architects who work with the community need special skills to communicate with many clients. The concept of the collective agreement may be realized not just as an architect's work but also as a collaborative all actors thought.

1. **Introduction**

*Kampung* is a settlement phenomenon that grows in economic, social, and cultural networks in the context of the Indonesian locality. Within the framework of urbanization in urban areas in the country, *kampung* is essential for low-income people as an alternative to meet the needs of affordable housing. Due to organic *kampung* growth, there are high-density constraints with substandard infrastructure quality. This condition causes the *kampung* attached to the term and category of slum and become the object of the socio-economic program of the central and regional governments.

In the context of this existence, high-density settlements in urban areas face the pressure of eviction by the city government to improve the urban spatial structure. This study raised a case study of socio-economic policies conducted by the Semarang City Government, Indonesia. Semarang City Government launched the *Kampung Tematik* Program in 80 locations for economic development and the welfare of citizens through tourism. This program breaks from the central mandate for...
Accelerating Poverty Reduction in Collaboration with Local Governments. Kampung Tematik Program is one of the programs in poverty alleviation and slums in Semarang, covering 416 Ha in 16 districts. Efforts are being made to raise the specific potential of the village through assistance to the community.

1.1. Collaborative planning and design
Collaborative planning is a concept and practice based on the understanding that planning is an effort to reach an agreement of various actors to take one decision. The planning practice is divided with diverse interests and conflicual with each other. The key to effective design is to build the capacity for collaboration and interaction and build trust and understanding [1]. The activity is a negotiating process that involves exchanging and bargaining between actors [2].

The collaborative is a process of interaction, a form of activity that takes place in a complex and dynamic institutional environment [2]. In the context of built environment planning, this relational approach is known as 'strategic spatial planning' [3], where space is a product that is produced in a rolling multi-relationship, accumulating resources and values in a place. In collaborative activities, the architect must include the user in the design process and adjust. After that, the architect must explain the process to the user as a non-professional designer. Architects will share their expertise by providing examples to users. Architects can talk about architectural qualities as well as visualize them. Collaborative design means that architects must share expertise by providing design classes, so users will help find focus on the aspects that are most important to them [4].

1.2. Architect profession and settlement upgrading program
A planner or architect is an individual or legal entity that carries out consulting duties in building or environmental planning and its completeness. Empowerment with local participation is a powerful instrument for mobilizing low-income people around urban planning and structuring issues [5]. Participation is frequently most effective when it begins at the environmental level with small-scale individual or community projects. Then it is gradually expanded to generate outcomes in the short, medium, and long term. There is an urgent need to establish sources of knowledge, which requires someone with design expertise or an architect. A layperson's grasp of how space is used and experienced provides a knowledge base for the architectural design process. The approach should be founded on effective communication between the architect and the end-user [5]. In response to the current phase of housing policy for the urban poor, in participatory planning processes, development practitioners should act as catalysts and supporters. However, there is little clear explanation of each role's values, knowledge, and skills [6].

2. Methods
In the Kampung Tematik Program can be seen the phenomenon of professional service, professional architects have a role in kampung improvement projects. There is an institutionalization process in the context of community empowerment that could involve architects. Typically, an architect works independently or collaborates with colleagues or other individuals who understand how the process works. It resulted in confrontations when architects collaborated with professionals who were inexperienced with iterative procedures. When collaborating with those outside the circle of professional designers, architects must be more transparent about the design process.

This study uses a qualitative method in the form of ethnographic studies of several architects who are members of the program. It starts by investigating the context of the Kampung Tematik Program, determining the architect collaborations that occur during the program and design process. The researcher surveys the location of the Kampung Tematik Program implementation and interviews each actor involved in planning.
In the Kampung Tematik program, each location conducts the initial prospective mapping, then examined as part of the initial application submitted to the government. The 80 locations selected are the location that has prominent potential and meet the requirements. So, the Kampung Tematik proposal has been determined before the architect entered the program. The existence of the Kampung Tematik program invites the desire of the Central Java Indonesian Architects Association (IAI Jawa Tengah) to be involved in the program. Following location selection, the government collaborated with the Indonesia Architects Association to enlist the assistance of young architect members. Architect selection is made through registration and interview. There are 32 young architects. Some of them are recent graduates and others who have worked as architects for a few years. They are divided into 16 locations, each of which will have two young architects working under the supervision of one senior architect.

3. Results and discussion

3.1. About Kampung Tematik Program

Within one year, the design work of the Kampung Tematik Program was carried out. As the architects are selected and placed in their location, they began collecting data and analyzing potential problems to determine new ideas. During the process of proposing ideas on themes, architects play a role in visualizing interventions that depart from potential and problems and representing the theme of the location. With the same format, each proposal contains designs that translated into several design products. They are gates and wall paintings that carry the theme of the location. In addition to affirming the theme through gates and murals, there are vertical gardens and road elements such as lights, drainage channels, and trash bins.

The design products produced are mainly in the form of gates, repair of waterways, road widening, road painting, murals, greening, and the creation of shops or galleries for marketing village products. The program planning and design process carried out in a series of activities; the following is the timeline (Dec 2017 - Dec 2018) for the implementation of the Kampung Tematik Program:

![Figure 1. Kampung Tematik program timeline.](image-url)

Several meetings were held to facilitate communication between architects, residents, and the government until an agreement on the suggested subject was obtained. After the revised proposal was approved, the location leader appointed a third party as the contractor. The schematic design that the architect had was left to the contractor. The architect can hand over the responsibilities of the detailed drawings to the partner consultant or by himself. In some cases, several partners (consultant planners) can propose new drawings outside the architectural team's plan and propose them to the government.

In July, the activities of Kampung Tematik focused on preparing infrastructure development. After the fixed design is submitted to the contractor, the architect and the contractor make preparations at the construction site. In August, the implementation of physical work in several villages had begun. At the time of implementation, the design can still change. Development activities carried out several design revisions to adjust to the budget and conditions in the field. In September, construction
continued. Supervision of development and coordination with contractors is the main activity in this stage. Progress continues to be reported to the government through routine exposure until the work is completed.

3.2. The design difference on schematic design and build

In the Kampung Tematik program, architects do not communicate with just one client but multiple clients. This communication process raises other design possibilities that arise outside of planning with residents. As a representative, we chose two locations with a different appearance between the design schematic drawing and a picture when it was completed. Here is the comparison image between the design and build:

Table 1. Kampung Produksi Tempe existing, schematic design and build, Semarang.

| Location          | Existing | Schematic Design | Build |
|-------------------|----------|------------------|-------|
| Gate Improvement   |          |                  |       |
| Greening or Mini-Park Improvement |          |                  |       |
| Gallery or Shop Improvement |          |                  |       |

*Kampung Produksi Tempe* is located in Kelurahan Padungsari, Banyumanik, Semarang City. The kampung’s name was chosen to capitalize on the kampung's potential. Several residents work as tempeh artisans. Tempeh wrapped in banana leaves is a characteristic of the tempeh created. As seen in Table 1, the architect's proposal in response to the kampung's potential did not result in the same final result. The architect incorporated a green triangle accent into the design of the gate, indicating the kampung's potential for producing tempeh wrapped in leaves. However, the final solution employs a different primary color. It retains the same shape as the previous gate, except for a larger nameplate. A third party takes this final decision. In mini garden design, vines are preferred over decorative lighting plants for completing the design. The architect attempted to incorporate an eye-catching promotional board for shop decorating, but it was never completed. The shop adds merely a glass case for displaying the produce.

The same thing also happened in Kampung Empon-Empon, Kelurahan Jabungan, Kecamatan Banyumanik, Semarang City. Significant differences in greenhouse and gallery design and construction were discovered. Since the specified design is not implemented, gallery and greenhouse structures of different shapes and colors result. The shape of the gate remains consistent with the original, but the color has been changed. It is also assisted by the fact that there are no existing gates, making it easier to construct new ones.
Table 2. Kampung Empon-Empon existing, schematic design and build, Semarang.

| Location                  | Existing | Schematic Design | Build |
|---------------------------|----------|------------------|-------|
| Kampung Empon-Empon Gate  | ![Image](image1) | ![Image](image2) | ![Image](image3) |
| Kampung Empon-Empon Green House and Gallery | ![Image](image4) | ![Image](image5) | ![Image](image6) |

In the practice of collaborative planning, the process realizes that a person's preferences can be changed when individuals and groups are encouraged to articulate their interests together [7]. Such interactions occur not only in the form of exchanges or bargaining processes around established interests. This interaction tries to reconstruct together what is in the interests of the various parties-a process of learning and trying to understand each other. The understanding is derived from several opinions: that collaborative planning is stakeholder-oriented, so the nature of the process involves a process of communication, dialogue, and transactivity [8].

Architects have many choices for mapping out the Kampung Tematik ideas. The depiction of the design of the village theme is done by making several alternatives based on proposals from both residents and the government. The proposal made then becomes a single document that records the lengthy discussion process in determining the theme of the Kampung Tematik. Architects play a role in mediating ideas from various parties and then pouring in designs, holding back the design ego, and compromising with the wishes of its clients. The designs that architects have made are not immediately approved. There is a process of design changes adjusting to the limitations made by the government, for example, regarding development that can only be made on government-owned land.

These things bring architects to negotiate with various parties. When the design is approved and entered at the design implementation stage, the renegotiation process can occur. The design diffusion happens because the contractor feels unmanageable in the process of implementing the design. In the process of increasing slums or structuring settlements, architects are faced with various interests, and the role of architects is to negotiate with many parties. Even architects must negotiate with themselves in dealing with client requests. There are stages of collaborative planning with negotiations. Gunton and Day suggesting three phases; pre-negotiation, negotiation, and post-negotiation [9].

In the Kampung Tematik Program, the Architect Organizations tried to bring the architect profession not just as a designer. Through collaboration with the City Government, they want young architects in Semarang to increase their sensitivity to the values and problems of the built environment. Thus, architectural design expertise can participate in developing the urban face and sensitivity to urban problems. It also can provide effective changes to the city through design.
4. Conclusions

One criticism of the professional practice of architects is the lack of partiality on low-income people. Most clients who can enjoy the services of architects come from high-income groups. While practical slums require quality design, they are almost untouched by the architect profession. One factor that caused is the limited knowledge of architects in terms of non-architectural (social-humanities), which is a challenge in collaborative design with the community. Architects need knowledge in methods and approaches in empowering citizens, changing individual mindsets into collectives, and developing simple strategies. So that citizen are involved in the whole process by the term community organizing.

The difference between design and build happened because the community participation in the Kampung Tematik location is considered small and insignificant. The primary control of the project is the government and architects. The user is the party whose opinion is requested, but the architect does not have to take that opinion. Architects only use it as information and consideration in implementing projects. Also, in the Kampung Tematik, architects still work as representatives of the government. Architects in the Kampung Tematik program only act as supporters. The role of supporters is the same as conventional architects who help clients in realizing the desired design. Architects who produce community empowerment should be amid government and citizens or architects who function as representatives rather than the community. Even though citizen participation is low, with certain 'tricks' of leadership, such participation can occur in the process of collaboration.

This program is a good start for architects working with many clients, especially with communities. The case study was completed in 2018. The Kampung Tematik program continued in 2019 with a different location but was halted due to the pandemic. However, several government initiatives will continue to improve settlements each year, and architects must participate again. The architect competency needed in this slum improvement project is not just competence in design as a planner, supervisor, and designer.

Moreover, architects are required to have competence in forming networks of actors through the formation of relations. Also, architects must be able to negotiate decision-making and be able to provide architectural education to residents. The science of social humanities is needed to empower citizens, change the mindset of individuals into a collective and formulate simple strategies so that citizens are involved throughout the process. With this involvement, collaboration design can be more valuable and sustainable for the community.

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