



Slum Management Sustainability Collaboration Model in Kendari City- Southeast Sulawesi- Indonesia

TECHNICAL ARTICLE

HEBER PAKKA 

SAMDIN 

ISHAK KADIR 

HUSNI KOTTA 

*Author affiliations can be found in the back matter of this article

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ABSTRACT

The slum management model is also part of effective development efforts that need to be improved and developed in an integrated, directed, planned, and sustainable manner. The objectives of this study are; (1) To find out how the pattern of slum management in Kendari City, and (2) Providing a Collaborative Model for Sustainability of Slum Management. It was conducted using a qualitative descriptive approach with observation, naturalistic, and phenomenological methods to reveal phenomena that occur based on observations and information obtained in the field. The results of the study confirmed that the slum management strategy can only be implemented with a new approach, namely the paradigm of network optimization towards welfare. This paradigm does not only prioritize the infrastructure aspect which connotes the economy can realize prosperity independently. Effective slum management is to synergize all management resources in an institutionalized sustainable collaboration model. Slum management in applying a patterned network optimization approach in 3 (three) major parts; (1) management of access to intra-community resources, (2) management of network access to government organizations, and (3) Optimization of non-government network management, in a sustainable collaboration for slum management can be more effective.

CORRESPONDING AUTHOR:

Heber Pakka

Student of Doctoral Program,
Management Science
Concentration in Engineering
Management, Halu Oleo
University, Indonesia

heberpakka@gmail.com

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INTRODUCTION

Housing and organization are one of the basic human needs and are important factors in increasing human dignity and quality of life in a just and prosperous society. Housing and organizations are also part of national development, which needs to continue to be improved and developed in an integrated, directed, planned, and sustainable manner (Heber, 2019).

The urban area as the center of activity is the main attraction for residents in the hinterland area to migrate in droves to urban areas; this will result in the concentration of the community in the core area (Core Zone) (Ratih Suryandari, 2003). About the substance of the study, slums are caused by the unpreparedness of cities to face urbanization, which has the potential to increase the area of urban slums and limit basic urban services and become one of the problems in urban problems and slum problems (Rindrojono, 2013). Slums are a legal residential environment, but their condition is uninhabitable or does not meet the requirements as a residential area (Utomo Is Hadri, 2000).

One of the endless problems in urban areas is the problem of housing and settlement, where this problem is not only in big cities but even in small cities (Surtiani, 2006), and the emergence of settlement problems is usually caused by: (1) a decrease in the carrying capacity of the environment caused by the lack of control of housing and settlement development to cause slums in some parts of a city. (2) Limited capacity and ability of the government, private sector, and community to provide habitable housing. (3) Community institutional development and human resources that are still not optimal. (4) Technical criteria in the use of residential and residential land are still poorly understood, especially those based on spatial capacity and environmental thresholds (Hariyanto, 2010).

The problem of handling slums that are not easy is also supported by the lack of analysis of the main causes of the growth of slum areas from the socio-economic aspects of the community. The main causes of the emergence of slum areas are high urbanization and migration, especially in low-income groups, difficult access to work, difficulty in installments or renting houses, lack of firm implementation of regulations and laws, and low level of community discipline. (Sadyokatmono, 2019).

The current area of the Kendari City Slum Area, based on Kendari Mayor Decree Number 62 of 2023 concerning the Determination of Slum Areas in Kendari City sourced from the KOTAKU National Program Slum baseline data, is 556.93 ha. Referring to existing data, according to the mayor's decree in 2020, it covers an area of 626.44 ha, and according to the mayor's decree in 2016, the area of slums is 497.27 ha. Thus, from the data sources stated, according to the last mayor's decree, the area of the slum area has become smaller than the previous year, but when referring to the beginning of the data collection,

the area is increasing. The relationship between the handling of slums in Kendari City is described as an effort to manage institutions (organizations), where Barnard (1938) In Functions of the Executive, which introduced a theory of organization and functions within organizations, Barnard viewed organizations as cooperative systems of human activity.

Research specifically discussing the model has been carried out by Viratkapan (2006) and Rosyidah (2022). Viratkapan emphasizes the relocation model of settlers in the slums of Bangkok City, while Rosyidah emphasizes deepening the settlement on the riverbank in Kendari City. The difference with our plan is that the researcher's plan focuses on the role of stakeholders and cooperation between organizations (collaboration) in handling it.

LITERATURE REVIEW

Settlements are a form of life structure that contains physical elements in the sense that settlements are a place of activity where communities meet for social interaction with society, which (Doxiadis, 1968) provides a slightly different meaning, where settlements are the result of interactions between humans and their environment. is dynamic, always developing. Settlements consist of content, namely humans and containers or physical places where humans live (Jencks, Charles, & Karl Kropf, 1981).

Housing gives the impression of a house or collection of houses along with the infrastructure and facilities of the environment. Housing focuses on physical or inanimate objects, namely houses and land settlements. While settlements give the impression of settlers or groups of settlers and their attitudes and behaviors in the environment, settlements emphasize something that is not physical or inanimate objects, namely humans. Thus, housing and settlement are two things that cannot be separated and are very closely related, essentially complementary (Figure 1).

In relation to this, Law Number 1 of 2011 concerning housing and settlement areas article 1 paragraph 13, explained that slums are settlements that are not habitable due to building irregularity, high levels of building density, and the quality of buildings and facilities and infrastructure that do not meet the requirements. And, slum housing is housing that has decreased the quality of its function as a dwelling. And, slum housing is housing that has decreased the quality of its function as a dwelling. A slum is an area with a high population density in a city that is generally inhabited by poor people. (Ministry of Public Works and Housing, 2018) (Figure 2).

About networks Etzioni (1985), as one of the adherents of modern organizational ideology, describes an organization as a grouping of units that are deliberately arranged to achieve organizational goals. Organizational

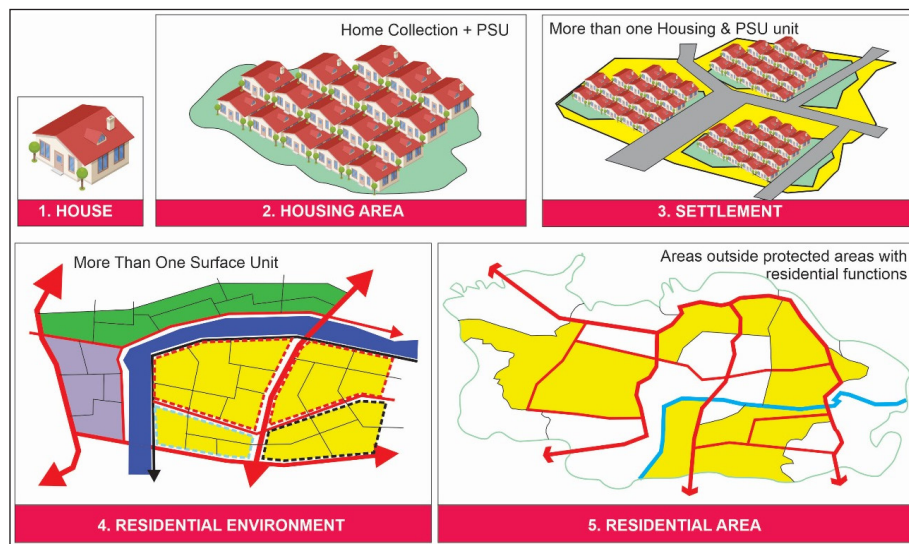


Figure 1 Houses and Residential Areas.

Source: Adapted from Ministry of Public Works and Housing (2018).

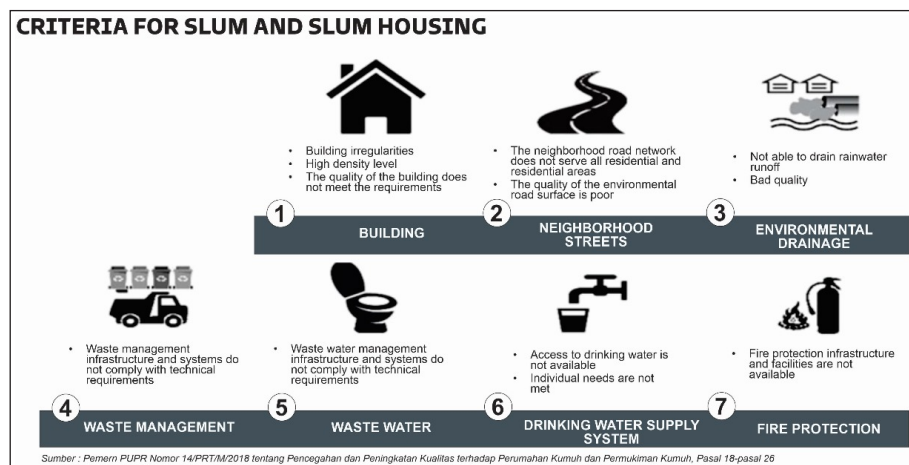


Figure 2 Slum Criteria.

Source: Adapted from Ministry of Public Works and Housing (2018).

analysis in this context looks at the organization as a whole, consisting of components as sub-units that are related to each other. Barnard (1938) viewed the organization as a dynamic system; units, organizations, distributors, and consumers are part of the organizational environment; formal and informal organizational aspects. Viewed from the historical background of organizational development, networking between stakeholders is the latest change in the agenda of organizational theory which focuses on increasing collaborative networks between organizations (Leach, Steward and Walsh, 1994).

A model is a parable used to build specific assumptions related to a particular set of parameters and variables. Making classifications and groupings is called modeling. The model is generally defined as a concept to be independent of but parallel to imagined reality (see further Hill, 2005). However, some practitioners and academics distinguish it, especially practitioners and academics in the field of infrastructure. A model can also

be described as a pattern of something to be created or produced, where a model is defined as an abstraction from reality by focusing only on some part or nature of actual life.

Various models for handling slum areas from a technical handling perspective, consist of the land sharing model, the land readjustment model, the land consolidation model, the resettlement model, the flat construction model, and the village improvement model (Regulation of the Minister of Public Works and Public Housing, 2016) has been implemented, but in line with the rapid dynamics of complex urban conditions, apart from handling existing slum settlements, it is also necessary to prevent the emergence of new slum areas as a result of segregation in the use of residential space. Therefore, one alternative to find out the factors that form settlement patterns so that an appropriate model for dealing with slum areas is obtained is to use a socio-spatial approach (Dupont, 2004; Patel, 2016).

RESEARCH METHODS

This research is a qualitative research. The research location was carried out in Kendari City by reconstructing the available data using the Slum Management Model so that it becomes sustainable area management and will carry out special observations at the location of the area, which is currently the goal of improving environmental quality by taking samples for the Old City Area in the Benua Area (Benua-Sanua), the City Center Area in the Mandonga area, and the Coastal Area around Lapulu-Puday-Bungkutoko. The sample for this research used purposive sampling because the research subjects were considered to represent the problem of dealing with slum settlements in Kendari City. The research was conducted at the end of 2023 and at the beginning of 2024.

To answer the purpose of the study, it will be seen from the description that the state of slum handling will be carried out by analyzing data sourced from libraries and reports on handling results. In this case, the researcher will conduct a qualitative analysis by describing, based on material documentation of previous research results, and answering problems with the tricoagulation method using Miles dan Huberman versi in Sugiyono (2013).

DATA ANALYSIS

The research method used is a qualitative method which contains elements of a case study. The data analysis technique used in this research is descriptive qualitative, descriptive with a phenomenological approach. The following are the stages of research data analysis:

1. To answer the first research objective relating to the description of the situation of slum management, which will be carried out by conducting a survey using interview guidelines collected during the FGD (Forum Group Discussion), the desire to know the Slum Management Planning Model in Kendari City will be seen from the description of the situation of slum management, which will be carried out using analysis of data sourced from libraries and handling reports. With the formulation of the problem and research questions as previously mentioned, the method chosen is survey and model analysis in the context of cooperatives (networks of togetherness). The survey method aims to identify whether the management model is appropriate or not by the objectives of the slum creation area management program, influences the arrangement of slum organization areas, and has implications for improving the economy and the economies of regional communities. The survey method is a discussion held to obtain facts from existing phenomena and seek factual information, either about social institutions, the economy, or policy programs in a region. Investigations are carried out at

the same time on several units involved in the program, which will be facilitated by the use of selected regional samples.

2. For the second problem, an analysis of the next plan for handling slums will be carried out. In this case, the researcher will carry out a qualitative analysis by describing, based on documentation materials, the results of previous research and answering the problem using the triangulation method (Sugiyono, 2013), with an emphasis on activities in qualitative data analysis carried out interactively and continuing continuously until completion until the data is saturated. Activities include data reduction (data reduction), data presentation (data display), and concluding (verification). This research begins by analyzing the area of the area to be studied because this research classifies the type of development research by describing the condition and situation of the area that is the object of research, namely the selected area, Kota Lama (Old City), City Center Area, and Coastal Area. The analysis results will be described in matrix form and will be illustrated. Who did what? Differentiating elements in the handling model between the way of handling at the center and the way of handling in the regions. What is an effective model for handling slums nationally?

RESULTS AND DISCUSSION

A. OVERVIEW OF KENDARI CITY SLUM AREA

Slum management in Kendari City has been institutionally implemented since 2014, when the Kendari City government issued two (two) decrees on the location of housing and slum neighborhoods, namely in 2014 and 2016. Even with the issuance of Regional Regulation Number 9 of 2020 concerning the Prevention and Quality Improvement of Slum Housing and Slum Settlements, it is increasingly clear how consistent efforts are made by the Kendari City Government in handling slums, and finally with Mayor Decree Number 62 of 2023, which determines the area of slum areas in Kendari City, which is illustrated in the following Table 1 and Map (Figure 3).

Until 2023, the Kendari City Government has legalized it by issuing five Kendari Mayor's Decrees regarding determining the location of housing and slum areas in Kendari City with the following area coverage (Table 2).

From the Table 2 shown, it can be seen that there is a fluctuating trend regarding the area of slums, where based on observations and analysis by researchers, the Kendari City Government has attempted to reduce the area of housing and slum settlements through partnerships with the Central Government and several similar programs by encouraging community participation. and care groups. The process of implementing slum management requires joint commitment from all elements and stakeholders, from initial planning to implementation, monitoring, and maintenance as well as program sustainability.

NO.	AREA	SLUM AREA (Ha)	POPULATION DATA		HOUSES	
			PERSON	RT/KK	TOTAL	SLUM
1	Purirano	8,63	1.256	348	268	96
2	Mangga Dua -Kassi Lampe	32,56	1.979	508	408	207
3	Gunung Jati-Kampung Salo	22,00	1.442	484	309	177
4	Jati Mekar – Kandai	8,41	3.625	1.008	734	220
5	Sodohoa-Puunggaloba	29,32	9.165	2.211	1.891	486
6	Kemaraya-Tipulu	24,38	4.400	1.080	870	362
7	Mandong-Korumba	38,12	6.651	1.658	1.449	451
8	Pondambea-Mataiwai	64,6	3.347	793	717	376
9	Wua wua-Anawai	19,23	1.412	313	312	153
10	Banggoeya	2,28	726	196	197	31
11	Wowawanggu – Anaiwio	11,84	409	106	100	45
12	Lepo-lepo	19,53	443	105	104	73
13	Watubangga	9,65	355	93	91	41
14	Puuwatu-Tobuuha	78,92	5.099	1.192	1.090	235
15	Wawombalata	8,57	332	89	86	77
16	Labibia-lalodati	28,01	1.179	282	261	170
17	Lalolara	16,00	3.152	691	692	253
18	Baruga	17,42	792	195	196	49
19	Mokoau -Padaleu	4,29	419	101	101	15
20	Anduonohu	5,2	221	52	47	222
21	Alolama – Anggilowu	16,81	1.758	352	350	350
22	Benu Nirae – Tobimeita	11,14	2.324	465	446	446
23	Abeli Dalam	1,56	138	28	30	30
24	Anggoeya-Matabubu	9,9	1.308	311	297	33
25	Rahandouna	4,23	407	81	78	78
26	Abeli- Anggalomelai	16,66	835	211	187	141
27	Pudai-Nambo	33,1	5.020	1.290	1.037	681
28	Tondonggeu-Sambuli	14,58	1.558	398	331	258
Total Area		534,94	59.752	14.641	12.679	5.756

Table 1 The Slum Area of Kendari City, in 2023.

Source: Kendari Mayor Regulation (2022).

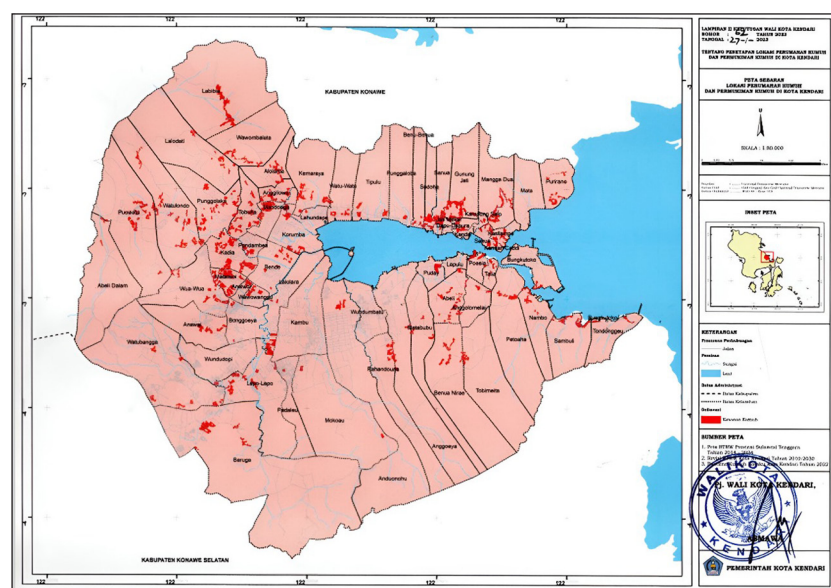


Figure 3 Map of Kendari City Slum Area.

Source: Kendari Mayor Regulation (2022).

B. ANALYSIS OF SLUM AREA SAMPLES

1. City Center Area

The slum area in Mandonga sub-district is characterized by the existence of residential areas of Mandonga sub-district

NO	NUMBER DECREE	SLUM AREA (HA)	SCOPE
1	Number 747 of 2014	397,70	53 Urban Village
2	Number 839 of 2016	497,27	55 Urban Village
3	Number 753 of 2019	497,27	24 Slum Area
4	Number 1017 of 2020	626,44	60 Urban Village
5.	Nomor 6 Tahun 2023	556,93	28 Slum Area

Table 2 Size of Kendari City Slum Area According to Decree.

Source: Kendari Mayor Regulation (2022).

residents who generally live in an area that is a typology of lowlands and hills in the middle of Kendari city (Figure 4).

The results of searches in the research area illustrate that the settlements in Mandonga Village are unique because they have a village atmosphere in the middle of the city with a close-knit and diverse socio-cultural character. However, the increasingly slum residential environment is increasingly shifting the characteristics that were previously positive into something negative. Crime rates are rising, fires are difficult to control, children and the elderly are falling ill, houses are being flooded, and work is becoming increasingly difficult. All aspects have become unmanageable. About Slum Management in the City Center (Mandonga area) and its surroundings, we will show some of the results of area management (Figure 5).

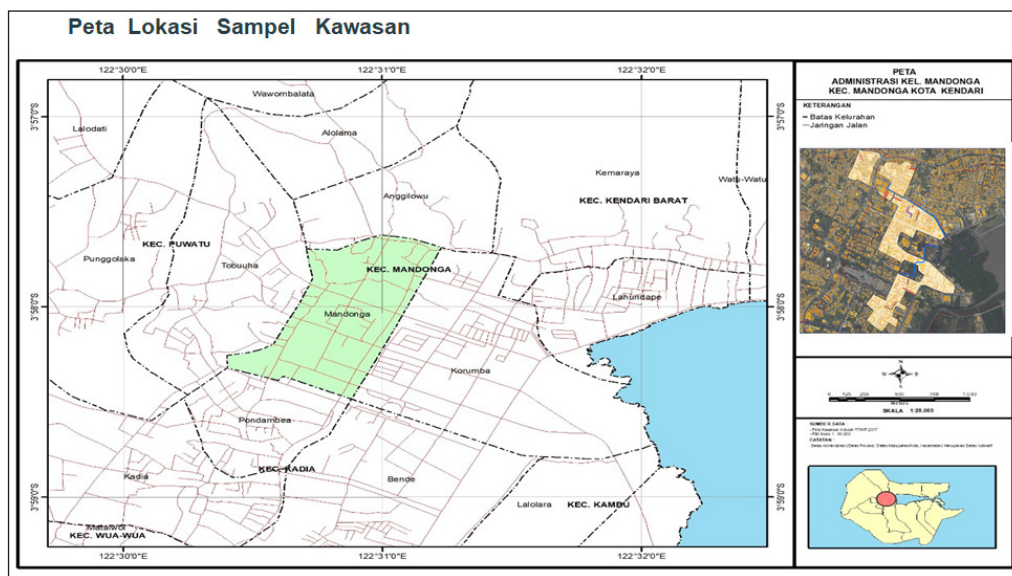


Figure 4 Map of City Center (Mandonga Village).

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

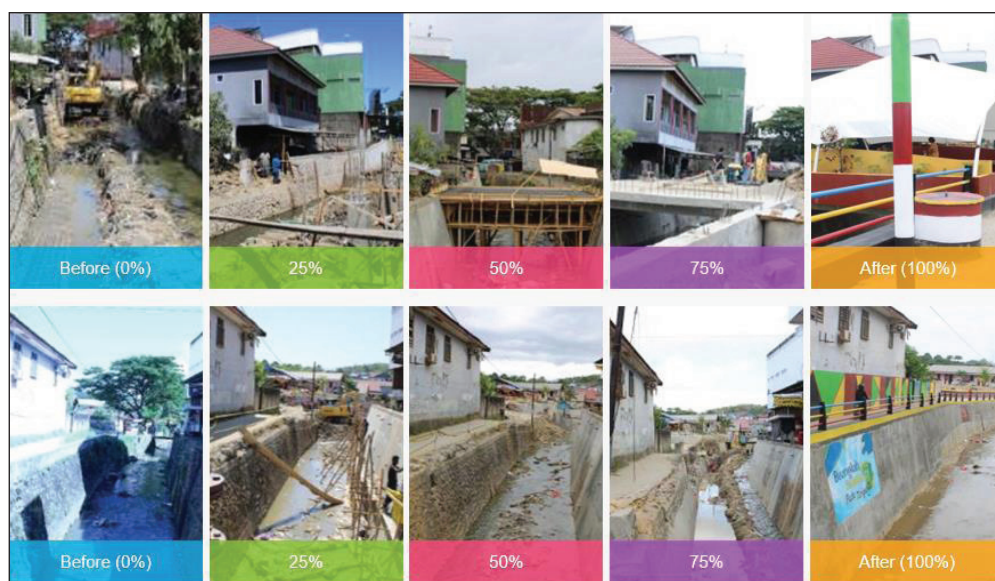


Figure 5 Slum Management in the City Center (Mandonga area).

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

Peta Lokasi Sampel Kawasan (Sanua)

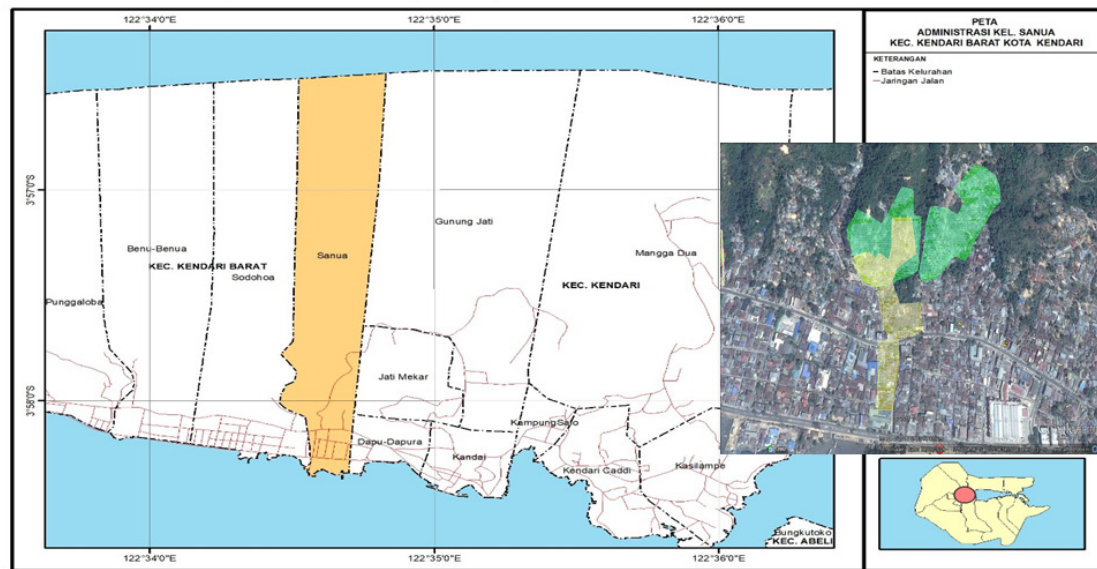


Figure 6 Map of Kota Lama (Old City) Sanua Village.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

2. Kota Lama (Old City) Area

An overview of slum areas on the riverbanks, where the sample is around West Kendari District, especially Sanua Village which is concentrated as an area nicknamed Kota Lama (Activity center, during Kendari City's early days) (Figure 6).

This description was mentioned by Rosyidah (2022) that the rapid rate of growth in urban areas has an impact on the development of urban settlements. The increase in population is also accompanied by the rise in demand for housing. Meanwhile, the high demand for housing is not commensurate with the available land area (Rosyidah, 2022). For some people, the phenomenon of settlements on river banks is used by the community as a place to live, work, study, gather, socialize, and do other activities. In connection with the handling of slums in the riverbank area (Sanua sub-district and surrounding areas), the following will show some of the results of handling the area (Figure 7).

3. Coastal Area

One of the coastal settlements in Kendari City is the area in the Lapulu sub-district and Bungkutoko sub-district (Figure 8), where Bungkutoko sub-district is a sub-district area that is a separate island. This area is known as the Old Village, known as the village called Bungkutoko (behind the shop), which has a wealth of local wisdom ranging from nature, culture, and history, with the presence of several interesting tourist destinations.

Before this area became a seafood culinary tourism destination to earn income, the people's livelihood was still very traditional, where they still relied on the sea for their livelihood. Residential areas in Lapulu and Bungkutoko sub-districts tend to develop without proper planning direction, so there is a risk of causing various

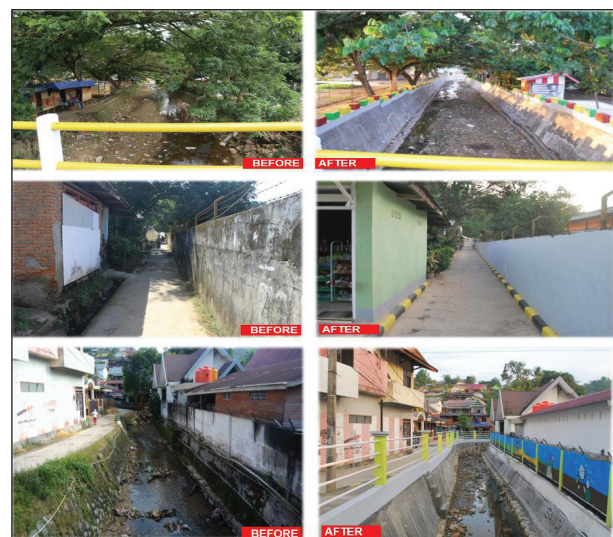


Figure 7 Slum Management in the Old City (Sanua Village).

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

problems that can reduce their quality as livable places to live. Settlements that are not suitable for habitation are identical to slum settlements, where on average they have the same characteristics even though their locations are different.

In connection with Slum Management in Coastal Areas (especially Bungkutoko Village), below we will display some of the results of area management in this area (Figure 9).

C. CURRENT SLUM MANAGEMENT ROLE MANAGEMENT

Related to the implementation of slum management, the results of the study illustrate that the unpreparedness of cities to face urbanization has the potential to cause more and more unintegrated urban development, which

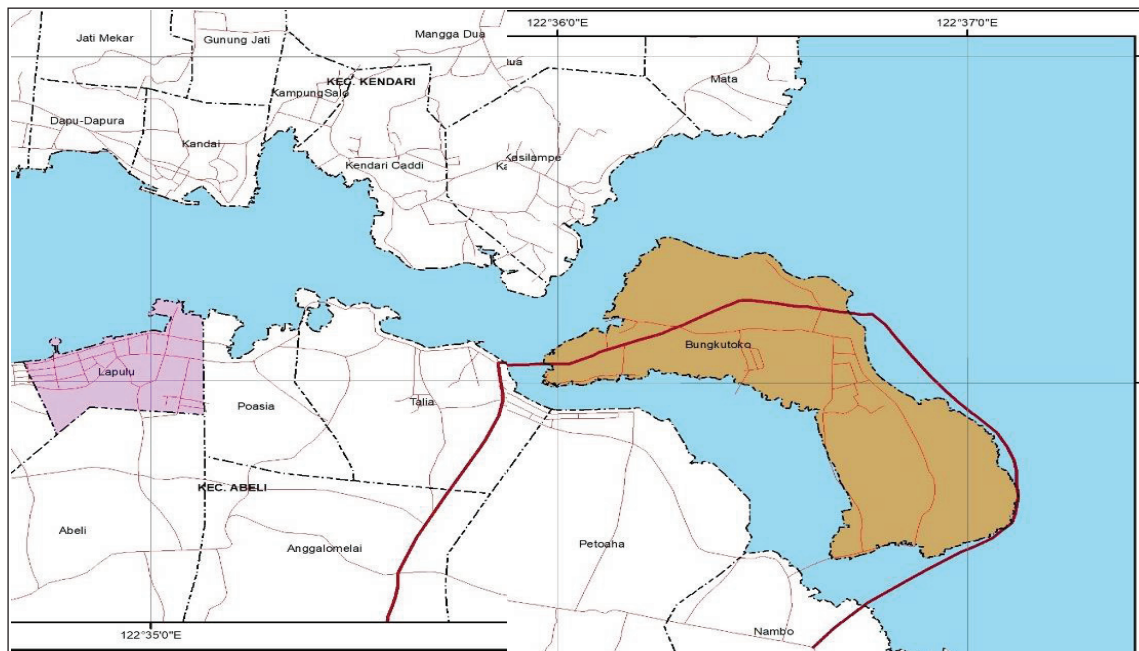


Figure 8 Map of Coastal Area (Lapulu and Bungkutoko Village).

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

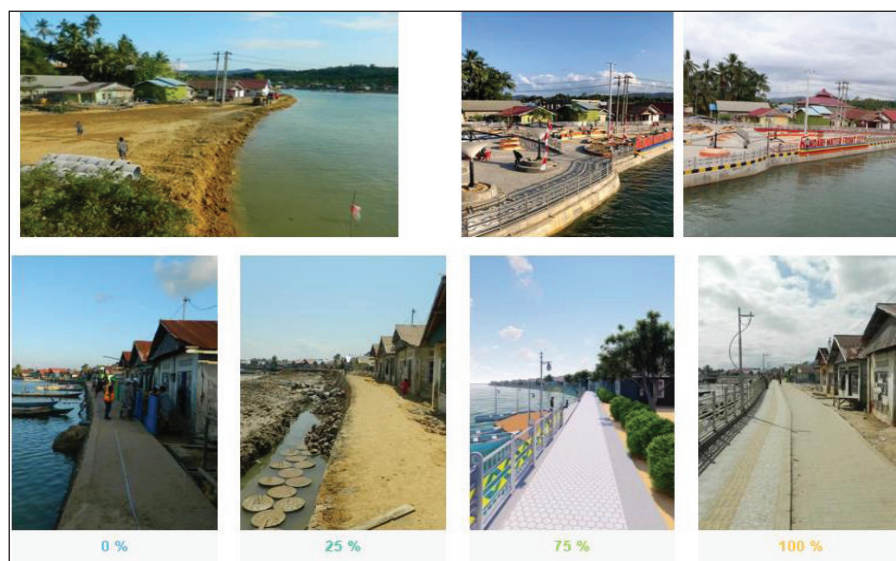


Figure 9 Slum Management in the Coastal Area (Bungkutoko Village).

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

is one of the causes of the growth of urban slums and limited basic urban services. One of the problems in urban problems is a slum problem, where analogous is a general description of low attitudes and behaviors seen from low living standards and income. In other words, a slum can be interpreted as a sign or stamp given by the established upper class to the unestablished lower class. In this concept, it is necessary to put forward the principle of sustainable togetherness (collaboration) described in the collaboration analysis as in this matrix (Figure 10).

The principles of collaboration (Table 3) underlying the handling of housing and slums above are decomposed as (1). participation; (2). principles: (1) acceptance; (3) communication; (4) mutual trust; and (5) sharing

principles, which are hierarchically patterned and conveyed in the pattern of slum management roles from the central, provincial, regional (Kendari City), and community levels. The role model above is illustrated in collaboration role-playing as follows.

D. RECOMMENDED MODEL

Organizational networks are a model, describing that since an organization distributes its functional systems to other units or departments, the need for coordination has come to the fore and has grown more complex.

In intra-organizational relationships, this need for coordination can be enforced through hierarchical control mechanisms. But when these relationships



Figure 10 Current Slum Management Role Management.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

NO	COLLABORATION PRINCIPLES	FIELD CONDITIONS	OBSERVATIONS RESULT
1	Participation	Not all stakeholders involved in each stage. Only Village BKM is involved at all stages	Stakeholders are involved at all stages. However, there are several stakeholders who wing their role at several stages only, as needed.
2	Acceptable	The parties involved are able to be accepted by all parties. All parties carry out their responsibilities properly	The existence of activities that run well, is required by the acceptance of all stages by related parties.
3	Communication	Communication does not work because it is difficult to equalize the right time to discuss the problem at hand.	There are diffi culties found in communication between stake holders, where it is difficult to equalize meeting time
4	Trust	Each party has trust in each other because of transparency.	Openness bet ween parties involved in the program is opened with socialization stages, and meetings attended by all parties
5	Share	Each party tries to divide time in achieving goals. However, BKM Kelurahan has a larger portion in the effort to divide	There is free time for everyone to attend meetings and in the planning stages of the program. However, the involvement of BKM has a large portion because of the assumption of being a perpetrator at every stage

Table 3 Collaboration Principles Matrix.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

involve broader organizations, ensuring coordination in an inter-organizational setting becomes more difficult, and therefore a broader reaching, and often virtual, coordination mechanism is needed. This is what is commonly called a mechanism network.

In this concept, it is necessary to analyze networks that were originally only functional and used by administrators to establish relationships between organizations with other actors in the larger organizational environment. Usually, these actors are in the form of organizations as well, so the analysis is called organizational network analysis.

In this case, the organization tries to define and organize relationships with the most important actors in its environment in such a way that it shows its impact on the achievement of organizational goals. When this network concept is extended to realms beyond pure technology, there are many types of networks. Goldsmith, Stephen and Donald F. Kettel (2009) In the context of slum management, the organizational network, also mentioned in Presidential Regulation Number 29 of 2021, concerning the Housing Management Acceleration Agency, which also mentions the implementation of the

slum management program that a slum management team is formed on a central scale and is a cross-sectoral and cross-stakeholder team at the central level, Meanwhile, to accelerate slum management at the regency/city level, the District/City Slum Management Coordination Team is a cross-sectoral and cross-stakeholder coordination forum for slum management at the district/city level, so the institution formed adopts an organizational network mechanism.

This handling model is analogous to conventional handling and expects too much support from the Center, so it does not seem to empower existing resources in the regions. This handling is too hierarchical because the central government is still the largest part of handling, and then hierarchically there is also the role of the provincial government, even though there has been innovation from the Kendari City level by involving business entities and other empowerment roles, as analogous to Figure 11.

The picture above clearly illustrates the structured and very hierarchical network model, which is still very conventional (still an old pattern) where the role of government according to the level is still very dominant, and the picture has also analogized innovations that are limited to the level of Kendari City. From the results of observations and the results of deepening the results of the study, it was concluded that slum management is no longer appropriate to be approached through the infrastructure improvement approach alone but needs to be approached through a new approach, namely the network approach.

This network approach emphasizes optimizing the pooling of resources in each organization that is sustainable and collaborative in order towards economic improvement that leads to the welfare of people in slums.

The existing approach is not for individuals and even groups of residents in slums, but the approach through studies links people and groups in the area into a common desire based on handling infrastructure, taking

into account the closeness between government officials and the community through partnerships (networks) and dialogue to achieve a consensus as well as a more transparent information transformation process and innovation of my handling slum program and the participation of various parties, which are illustrated below (Figure 12).

Slum management strategy with a new paradigm, namely the network optimization paradigm, not only prioritizes the mere infrastructure aspect but more importantly is to grow and develop insights, knowledge, skills, attitudes, and behaviors of targets (residents in slums) either without actors who become pullers or facilitated by actors (network locomotives), who try to access all potential resources, capital, technology, and information that in the end can realize welfare independently. Visually, the slum management model with the Collaborative Model Recommendations for program sustainability is described as follows (Figure 13).

The slum management model applies a network optimization approach towards prosperity, which is patterned in three major parts, namely: (1) managing access to resources between communities, (2) managing network access to government organizations, and (3) optimizing non-government network management. First, inter-community network management, where this management unites community components in a rational relationship framework and between various views and abilities regarding slum management in this case to the OPD (regional or local government agency) and the DPRD (Local People's Representative Council), which is their representative in the legislative institution, as well as the district/district government as part of the implementation of government activities.

Second; is the application of the community component in optimizing treatment with the roles and functions of government organizations, exemplified by the facilitation of existing slum management programs from the center and provinces. In this pattern, the

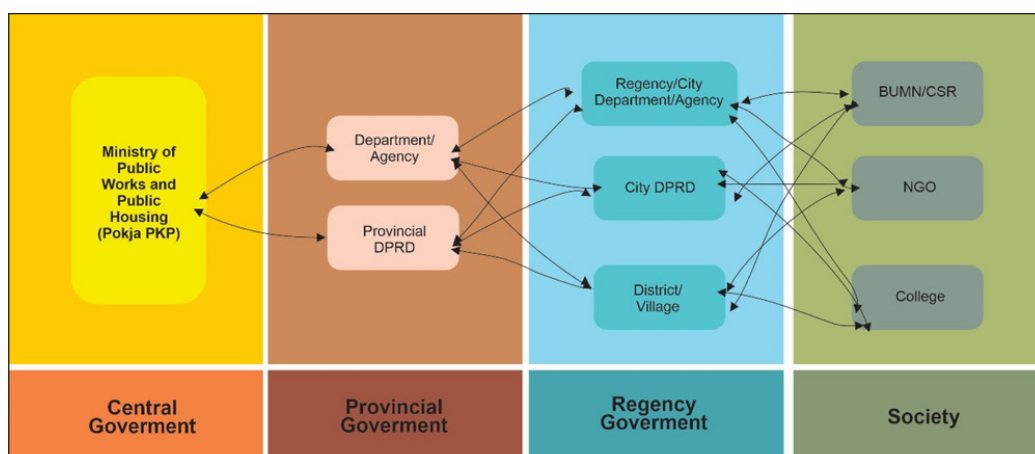


Figure 11 Analogy Of Current Slum Management in Kendari.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).



Figure 12 Visualization of Collaboration that occurs in the Field.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

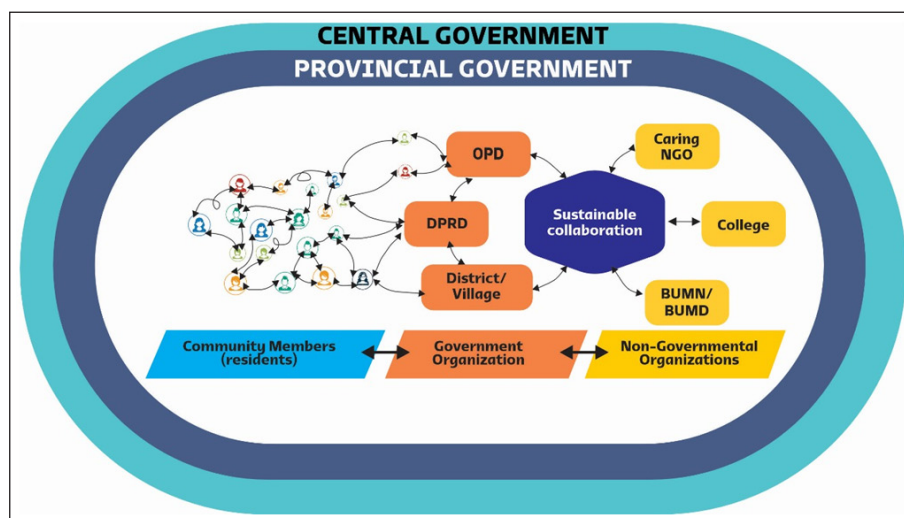


Figure 13 Recommended Model Collaboration.

Source: Rencana Tata Ruang dan Wilayah Kota Kendari (2018).

principle of an approach that focuses on the authority to handle slums according to regulations can be used.

Third; approaches to groups such as caring NGOs, (state-owned enterprise (BUMN)/regional-owned enterprise (BUMD)), universities that design groups, families, members of groups, partnerships, self-help, and learning by working, implementing organized community components in a group (NGO) or other business development (BUMN/BUMD)), exemplified by facilitating the implementation of CSR (Corporate Social Responsibility) assistance or credit assistance patterns that educate communities affected by slums and other marginalized groups so that in the end they can obtain an adequate level of welfare, community service by

universities, establishing partnerships with the media as a means of program success, and so on.

CONCLUSION

From the results of the study, thoughts and research that have been carried out by researchers;

1. The description of the handling of slum areas in Kendari City is patterned where the parties play a formal role. The role of the parties in the slum management program in Kendari City is only a formal "institutional setting." The activities of

the parties in communication and coordination channels are related to the implementation of the slum management program, with the activities of the parties in the form of personal relationships between actors, exchange of information, relationships between OPD, and the relationship between the roles of other parties related to position hierarchy and coordination. The role of slum management institutions (institutions) forms a unified direction of involvement in handling from the center to the regions, although there are also innovations in program implementation at the local level.

2. Analysis of the role of stakeholders in handling slum areas in Kendari City, which is carried out tends to be conventional and too structural and does not optimally empower OPD members and even slum management actors who functionally carry out functional tasks in managing slum management, and there is still weak empowerment outside the bureaucratic system. The sustainable slum management model is recommended as an alternative to an effective network where the key to slum management is implementing a sustainable collaborative (network) optimization approach patterned in 3 (three large parts), namely: (1) managing access to resources, (2) managing network access to government organizations, and (3) optimizing the management of non-government collaboration networks (BUMN/BUMD, Limited Liability Company (LLC), and NGO), so that institutionalization is needed that is in line with the direction of sustainable collaboration in the form of establishing a new institution to unite all resources between stakeholders in slum handling.

COMPETING INTERESTS

The authors have no competing interests to declare.

AUTHOR AFFILIATIONS

Heber Pakka  orcid.org/0009-0000-6785-5116

Student of Doctoral Program, Management Science Concentration in Engineering Management, Halu Oleo University, Indonesia

Samdin  orcid.org/0009-0007-2215-3883

Management Science Concentration in Engineering Management, Halu Oleo University, Indonesia

Ishak Kadir  orcid.org/0000-0001-9382-6431

Management Science Concentration in Engineering Management, Halu Oleo University, Indonesia

Husni Kotta  orcid.org/0009-0003-7814-4696

Management Science Concentration in Engineering Management, Halu Oleo University, Indonesia

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