

THE NETWORK OF ACTORS, FUNCTIONS, AND STRUCTURES: A STUDY ON SLUM MANAGEMENT IN CIAMIS DISTRICT

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Abstract

Ciamis Regency's slum areas are still unable to be successfully managed to assist the development of livable, healthy, and sustainable neighborhoods based on factors such as economic, social, and environmental significance. This research was conducted to examine the network of policies used to control slum villages. In-depth interviews, field research, and literature analysis were used as part of the qualitative research methodology. The results showed that in the context of policy networking, other stakeholders such as academics, CSOs, research institutions, mass media, and the private sector should be involved to provide input in designing policies on slum management. In addition, the private sector needs to be encouraged to contribute to slum upgrading. Then, institutional functions within the local government need to be more synergized and coordinated with each other in solving slum problems. This study reinforces that slums must be resolved with cooperation between actors, strengthening institutional functions, and a coordinated structure.

Keywords: Network, Actor, Function, Structure, Slum.

1. INTRODUCTION

Slum expansion is a result of the region's multiple cities' fast population development. Sarwono (1992) defined the density of population as a situation that is progressively dense when the quantity of people in a certain area exceeds the volume of the space. The limitation of space

has a logical consequence on the development of settlements, which means that the expansion of the area in the form of land conversion into settlements. The emergence of slums in urban areas is a result of uneven development and a city-centered economy, which increases the flow of people from rural to urban areas and creates problems for the government. The high cost of land and buildings prevents many low-income individuals from being able to afford to acquire a home in urban areas. Slums are described as settlement complexes that are literally slums, with chaotic settlement patterns, badly maintained small dwellings, unfavorable environmental conditions, and a lack of public services (Muta'ali and Nugroho 2013: 57).

Appropriate public policies can be put into place to govern slum regions. According to Mustopadidjaja (2003), policies are frequently employed in government operations and are typically incorporated into a number of legislation. According to Rusli (2013: 9), public policy is a vehicle for achieving collective goals, not the objectives of people or groups. Public policy does not just emerge; it goes through a number of very lengthy steps. The public policy process, as described by Dye (1978), includes a number of steps, such as problem identification, agenda setting, policy formulation, ratification, application, and evaluation.

The diversity of policy subsystems, in particular the number of actors involved in the execution of settlement policies, makes policy network analysis crucial for research since at present, actors other than the original policy maker define policies. The government's restrictions, which can no longer function as a big brother for all public affairs, and also its financial limitations, have caused the government's function to shift from command to facilitator/servant. These new paradigms force the government to involve other actors.

The development of a public policy is a part of the policy network. Waarden (1992: 31) asserts that the interconnection of various actors produces policy networks. Administrators, for instance, require political support, legitimacy, knowledge, allies in the conflict with bureaucratic rivals, and assistance in implementing policies. Similar access to the processes of policymaking and execution as well as accommodations for their interests are required by interest groups. Policy networks show a larger range of relationships between governmental, commercial, public, and international stakeholders, according to Rhodes (2006: 54). Kickert et al. (1997) examine policy networks to look at patterns of social ties between different stakeholders who are dependent on one another and affect public policy. Various sorts of policy networks are built and evolved based on how serious and powerful the relationship is between the three parties. The strength and power of linkages between public policy actors are influenced by five sources of value systems: individual, professional, organizational, legal, and public interest values (Wart, 1998).

In order to accomplish objectives, policy networks also need to be controlled. The concept of policy management can be used to organize or manage a group of players who are participating in a policy and interact in a dynamic way (Kickert et al., 1997: 83). Joint image building and problem-solving are said to be two aspects of network management, according to Schraft (in Kickert et al., 1997: 45). Therefore, diverse tactics must be developed in order to accomplish policy goals that involve numerous actors and sectors. According to Kickert et al. (1997: 170), there are two different kinds of policy network management strategies: those that aim to control actor relationships to produce coordinated action and those that concentrate on controlling perceptions.

Networking governance gives the collective of networked actors the authority to carry out their revolutionary potential in addition to being a mechanism for relating to autonomous individuals. Raab and Kenis (2009: 198) define policy networks as associations of organizations linked by resource dependence and made up of more than two organizations working together to achieve a common objective. Depending on the setting in which they are created, policy networks can be interpreted in a variety of ways. Policy networks can generally be considered as structural parts of collaboration networks that document components like reciprocity, equity, and representation (deLeon and Varda, 2009: 62). The government also uses resources outside of its own walls to implement programs and objectives. Due to the restricted capacities, resources, and networks that support the implementation of a program or policy, the government is encouraged to collaborate with a number of parties, including the government, the commercial sector, as well as the community and civil society communities.

The policy network approach put out by Waarden (1992), where a theory of the policy network has been constructed and has dimensions

- 1) In the process of formulating policy, participants and actors have a relationship. This factor then dictates the size of the network that needs to be constructed. Furthermore, the types of actors from various backgrounds will have an impact on the characteristics of the policy network. The actors in the policy network can be both individuals and organizations since the participants may also be spokesman for particular parties or groupings.
- 2) Function: There are many uses for the network as a route for communication. The functions are affected by the wants, objectives, assets, and tactics of the relevant parties. The concept of "function" then establishes a point of view connection between the participants in the network and its structure. The policy network's main function is to act as a tool for fostering closer linkages between those involved in a public policy during both the development and implementation phases.
- 3) Structure: The structure of the policy network is the pattern of links between the involved parties.
- 4) Institutionalization, or the degree of institutionalization, relates to the

network's stability and formal qualities. The network's characteristics and structure will determine this, and the more institutionalized a network is, the better it will be in carrying out policy. 5) Rules of Conduct: Customs or game rules can further structure interactions that control transactions inside a network. The performers' opinions, attitudes, interests, and social and educational backgrounds have an impact on this. 6) Power Relations: One of the most important features of a policy network is power relations, which may be understood by considering how power is dispersed. This process takes the form of a function of how resources and requirements are dispersed among actors and within organizational levels while the organization is participating in an organization. 7) Actor Strategies: Networks are a tactic used by participants in policy networks to manage their interconnectedness. They either create networks or use existing ones to fulfill their needs, interests, and goals.

Kickert et al. (1997) examine policy networks to look at patterns of social ties between different stakeholders who are dependent on one another and affect public policy. The challenges uncovered by the study's findings are associated with interactions and collaboration between players that are still growing, with roles, responsibilities, and authority that have not been carried out, and with a lack of involvement from other actors that are essential for successful slum management. The fundamental issue with slum management is that it involves a large number of various players and stakeholders with a wide range of interests. A variety of perspectives on policy management are made possible by the presence of entities like the government, the business sector, and the community. When examining several theoretical papers that deal with the administration of slum regions in the Ciamis Regency. To manage slum regions in Ciamis Regency, a network of collaboration between all stakeholders is required, including official players and actors outside of the government. The working group for housing and settlement areas supports communication, coordination, and synchronization among governmental sectors in order to implement the housing and settlement area sector. The local government's commitment to managing slum areas interacts with stakeholders' participation in their various tasks, fostering a sense of ownership and accountability. The management of slum areas in the Ciamis Regency is the topic of this study because of how individuals, organizations, and institutions contribute to it.

2. RESEARCH METHOD

By placing a high priority on in-depth understanding of the issue at hand, the use of qualitative research methodology enables researchers to gain thorough data through in-depth information gathering. For the purposes of this study, primary and secondary data are both necessary. Research

data comprises of interview, observation, and documentation data, according to Creswell (2012: 24–25). The data for this study was gathered using a combination of observation, in-depth interviews, and documentation studies. The Regent, Regional Secretary, Head of Public Housing, Settlement Areas and Environment Office, community, academics, business owners, and journalists served as informants for the study. After then, the procedure for processing and evaluating this data starts with a review and verification of all information that is already available from several sources, including interviews, observations, documentation, and field notes. According to Miles & Huberman (1992: 16–19), the activities involved in qualitative data analysis are carried out in an interactive manner and continue endlessly until they are completed. The process of data analysis in this study consists of data reduction, data visualization, and deriving and verifying conclusions.

3. DISCUSSION

3.1 Actor Networks

Structuring slum areas is one of the challenges for the government, especially for areas that have rapid population growth. Slums are defined as residential environments whose quality is not very livable. Slums are characterized by their location on land that is not covered by the designation or spatial plan, their extremely high building density in a small area, their propensity for environmental and social diseases, their extremely poor building quality, their lack of access to adequate environmental infrastructure, and their threat to the sustainability of the lives and livelihoods of their residents. The local community must take a proactive role in developing targeted solutions for housing and slum issues in order for the government to effectively address these issues. By participatory solutions, we mean actions that involve the community, local government, and other interested parties in the development process. The limitations of the state in addressing the expected settlements in the social policy area have historically required the involvement of the voluntary sector to complement these limitations. In the history of the welfare state, voluntary institutions, especially organizations outside the government, have provided enormous input as the main service providers in the social, educational, and settlement sectors.

The handling of slum areas is also based on Law No. 1/2011, which mandates that the City/Regency Government prepare a Plan for the Development and Development of Housing and Settlement Areas (RP3KP), and prepare a Plan for the Prevention and Improvement of the Quality of Urban Slums (RP2KPKP), as the main instrument in efforts to deal with slum problems in urban areas. The Regulation of the Minister of Public Works and Public Housing Number 2 of 2016 concerning

Quality Improvement of Slum Housing and Slum Settlements served as the foundation for the creation of the Ciamis Regency's Prevention and Improvement Plan for Slum Housing and Slum Settlements. Slum management is a multisectoral endeavor involving numerous parties, requiring coordinated and integrated efforts from numerous players from the public, business, and community sectors.

The central government through the Ministry of Public Works and Public Housing (PUPR) is authorized as a regulator in making policies to improve the quality of slum housing and slums such as Cities without slums and Repair Uninhabitable Houses (RTLH), increasing access to ownership of decent housing, and reducing slum areas as mandated in the 2015-2019 RPJMN. Furthermore, policies, strategies, and programs that have been made by the central government are strengthened before being channeled to the provincial government as a partner of the central government in implementing these programs in the district/city. The central government has also mandated the creation of a Pokja (Working Group) specifically dealing with housing issues called the Working Group on Housing and Settlement Areas (Pokja PKP). Pokja PKP consists of multi-sectoral actors with different backgrounds to synergize and coordinate with each other.

Housing and settlement area development is multi-sectoral in order to accomplish complete housing and settlement development, which necessitates collaboration between sectors and actors. The Housing and Settlement Area Working Group (Pokja PKP) was established as a venue for policy coordination, institutionalizing the execution of prevention and quality improvement of urban slums, and idea sharing and coordination based on the shared commitment of stakeholders. Ministry of Home Affairs number 188.32/3935/SJ regarding the Submission of the Minister of PUPR Regulation number 12 of 2020 concerning the Role of Communities in the Implementation of Housing and Settlement Areas. The Working Group on Housing and Settlement Areas (Pokja PKP) at the national level and the Working Group on Housing and Settlement Areas (Pokja PKP) at the regional level play a unified role in encouraging the implementation of sensible housing and settlement area development that meets needs and follows the principles of broader national development programs. The Central PKP Working Group provides support (facilitation) and guidance to the Provincial PKP Working Group. Furthermore, the Provincial PKP Working Group provides support (facilitation) and guidance to the Regency / City PKP Working Group. In the information line, the Pokja PKP Kabupaten/Kota conveys information on progress or activities related to PKP to the Provincial Pokja PKP, as well as from the Provincial Pokja PKP to the Central Pokja PKP. In slum upgrading, the Housing and Settlement Area Working Group (Pokja PKP) plays an important role. Because slum upgrading is multi-actor and multi-sector, the approach cannot be done only with business as usual. This makes a coordination forum indispensable.

The implementation of the Pokja PKP in Ciamis Regency has not been effective, because the requirements for the success of a Pokja PKP itself are having a vision and mission and having human resources who play a role as the motor/champion in the organization. Then it has programs and work plans that can be carried out, is responsive, measurable, clear, and have a time limit. Data synchronization that has not been carried out properly where each institution/agency has data on programs in different settlements, the data should be managed in an integrated manner by the Pokja PKP so that the actors involved have the same understanding of the programs carried out by each OPD in Ciamis Regency. Since there is a close interaction between the actors in a network, intense communication is necessary to manage the intricacy of the actors' roles in managing slum regions in the working group. Presenting cross-information by communicating regularly, thus forming a relationship between actors and coordination for mutual benefit (Adam & Kriesi, 2007). However, the lack of communication has resulted in less than optimal coordination within the network.

3.2 Function Networks

Function is the second component of the network dimension. What an actor does in the policy network for managing slums in Ciamis Regency is defined as the function in this context. Networks are defined as media, aiming to form a flow of communication that can be illustrated into several general functions such as the opening of (non-government) actors to public policy-making, consultation, negotiation, and instruments of cooperation between related actors (Waarden, 1992: 33). In order to maintain contacts between parties with an interest in the policy, policy networks serve as the primary mechanism. It is also claimed that the network serves as a variety of roles in addition to serving as a communication medium. The role played in keeping the relationship between people engaged depends on their requirements, ambitions, resources, and methods. The concept of "function" then establishes a point of view connection between the participants in the network and its structure. The policy network's main objective is to act as a mechanism for fostering closer linkages amongst those involved in a public issue.

According to Rhodes and Marsh (1992) (cited in Suwitri, 2008: 32), interactions between various government agencies and organizations and community-based organizations form policy networks that are essential to the development of public policy. The degree of integration, membership stability, availability of resources, and public relations ties all affect how effective policy networks are. The development of modern society, interdependence, and interrelationships between individuals, groups, and organizations are very high. This situation encourages individuals, groups, and organizations, both public and private, to tend to change the traditional hierarchical organizational form to a new form

of organizational relationship in the form of a strategic network or alliance in the form of certain cooperation.

The root of the problem lies in the existence of human resources and cognitive limitations or the inability of human rationality to understand the possibilities that arise from a particular public issue/deal, which has a very high interaction structure. As a result, individuals and/or organizations always try to interact or network with other parties to easily obtain information to achieve personal and/or organizational goals as well as common goals. The purpose of such a form of organizational relationship is to be more responsive to rapid changes in society and increase the effectiveness of communication and problem-solving across departments/institutions, locations, functional responsibilities, and operational boundaries.

The district government leads the overall process of slum upgrading activities. At the kelurahan/village level, the community works together with the kelurahan/village administration and other concerned groups to actively participate and take part in all decision-making processes for slum upgrading in their area. Ciamis Regency in handling slums cannot be separated from requiring a network of many parties to be able to mobilize various resources and funds from the central, provincial, city/regency, sub-district, village/village levels, including the private sector, universities, and other concerned groups through program integration. The district government can mobilize collaboration in improving the quality of slums in Ciamis Regency.

The provincial government is in charge of managing slum areas with a minimum area of 15 hectares, the city/district government is in charge of managing slum areas with a minimum area of 10-15 hectares, and the central government is in charge of managing slum areas with a minimum area of 10 hectares, according to Law No. 23/2014 on Regional Government's appendix. As a result, it is essential to reassess how the Directorate General of Human Settlements would define the slum regions it will manage over the following five years. The district/city government leads the whole process of handling activities. The role of the government as the skipper in terms of structuring slum areas is the management of authority to regulate public life on the part of the government and the community, playing an important role in socio-economic aspects. Apart from being an effort to anticipate the different characteristics and profiles of slum areas, the pattern of governance carried out must also be able to guarantee the improvement of socio-economic quality.

The creation of slums is multifaceted and includes numerous stakeholders. Although not the only actor, local governments are the sector that leads in the management and development of slum areas. The government, the society, and the commercial sector must all work together to achieve the goal in a coordinated and integrated manner.

Absolute and concurrent government affairs are the two categories of government affairs, as defined by Law No. 23 of 2014 Governing Regional Government. The Central governance has complete power over all matters pertaining to governance. Concurrent government affairs are those that are shared by the Central Government, the province regions, and the district/city areas and are mandatory or desirable in nature. Mandatory government issues include both mandated government activities and mandated government activities unrelated to fundamental services.

To achieve development goals, local governments must take the initiative, collaborate with stakeholders on planning and implementation, and place a high focus on community involvement. Every policy that the government implements requires a contribution, namely participation from the community because the success of policy implementation has a close relationship with community participation. Participation is not just participation in work but participation is how individuals or community groups have a sense of responsibility for the surrounding conditions and consider it as something that must be faced and resolved together.

Community participation is shown by the existence of the Badan Keswadayaan Masyarakat (BKM) which is one of the community institutions in the form of an association, with a position as a collective leader at the village level, which is responsible for ensuring the involvement of all levels of society, in a conducive participatory decision-making process. BKM is a community organization at the village/kelurahan level that brings together residents who are directly elected by the community through elections and whose highest decision rests with the members. BKM is a community institution, which essentially implies that it is a forum for the community to work together and become a trusted institution owned by the community, which is recognized both by the community itself and outside parties, in the community's efforts to build independence towards a civil society order, which is built and managed based on universal values.

Community members can take part in this development by contributing contributions to support its execution in the form of time, effort, resources, tangible commodities, or knowledge that will be helpful in its implementation. Cooperation backed by numerous parties is undoubtedly anticipated to help expand the area for collaboration, construct institutions, and create a network for resolving slum issues from the central government to the local community. Slums serve as a model for how the government can develop the community's and government's capacity to execute and manage their territory on their own through the use of good governance.

Likewise, the involvement of the mass media has contributed to the implementation of slum management policies in the Ciamis Regency.

Without the support of the mass media, a policy or program implemented by the government will be difficult to implement because, in every policy implementation, the government needs to inform the policy to the wider community, which can be done if there is support for information dissemination by the mass media. The involvement of stakeholders or actors in policy networks is a must because the government cannot work alone. Stakeholders, including the mass media as a network model that has a role as an expender. The media plays a role in supporting publications by conveying facts and realities to the public as well as promoting and creating a brand image. In the implementation of slum management policies in Ciamis Regency, the media becomes a bridge connecting information from the government to the community and vice versa.

The implementation of slum management policies in Ciamis Regency also involves the role of academics in the implementation process. The role of academics here is a concept. Such as providing policy proposals based on the latest and relevant scientific theories to be applied in implementing the policy. Therefore, one of the responsibilities of academics is to communicate knowledge to stakeholders, mainly linked agencies. In accordance with this philosophy, academics serve as practitioners in the area of science development and research. Academics provide encouragement and advice regarding all policies made, uniting understanding to achieve the target of a policy. The synergy is built in handling slums at the city/region scale and neighborhood scale where community institutions have a role to oversee the entire process of structuring settlements and handling slums at the *kelurahan*/village level, from building ideas or initiatives to maintaining and developing development results.

The community-centered development paradigm reflects a shift in the role of government from being a subject, and organizer of social services to a facilitator, mediator, coordinator, mobilizer, support system, and, other roles that lead to indirect services. Meanwhile, the role of local, social organizations, NGOs, and other community groups is placed as the implementing agent of change and social services to vulnerable groups or the community in general. To support the achievement of responsive neighborhoods and residential areas, concrete steps are needed to utilize the potential of the community. Among other things, through activities to improve the quality of settlements, the application of settlement environmental planning, a housing development that relies on community self-help, opening access to housing and settlement resources, and efforts to empower the economy, especially for Low-Income Communities in the slum areas of Maleber village. Cooperation supported by many parties is certainly expected to provide According to Kurniasih, et. al (2017: 2) contributions to increasing collaboration space and developing institutions, and building networks for handling slum problems ranging from the central government to the community.

According to the Ministry of General Affairs, slum upgrading is a model for the government to use as it develops the community's and government's capacity to independently administer and manage their area.

The government applies a community empowerment approach to improve the quality of slums through the Friday program. Tridaya refers to community capacity building, local economic development, and job creation. With this program, the government does not conduct projects but provides technical assistance and facilitates the community to create their programs through community groups to improve the environment. Based on the Regulation of the Minister of PUPR Number 2/PRT/M/2016 on Quality Improvement of Slum Settlements and Slum Housing which was later updated with Ministry PUPR regulation, Number 14/PRT/M/2018 on Prevention and Quality Improvement of Slum Housing and Slum Settlements, the Directorate General of Human Settlements (DGHS) initiated collaboration through the KOTAKU program with local governments as the main actors in handling slums to create livable, healthy, safe, harmonious and sustainable settlements. The handling of urban slums in the Ciamis Regency is outlined in the Ciamis Regency Program Memorandum by determining the Cileueur Area as the priority for slum management in 2019-2024 for Ciamis Regency. This handling is part of the Regional Government's policy to revitalize the Cileueur River Area in stages by involving multi-sectors in its implementation.

Sabatier (1993: 32) created the Advocacy Coalition, a group of decision-makers in the policy subsystem, as a policy network that is comparable to the Subgovernment. The Advocacy Coalition, according to Jenkin and Smith (in Sabatier, 1993: 33), consists of participants from various private and public institutions at all levels of government that are connected based on trust in achieving goals through the development of regulations, budgets, and government institution personnel. The community-centered development paradigm reflects a shift in the role of government from being a subject, and organizer of social services to a facilitator, mediator, coordinator, mobilizer, support system, and other roles that lead to indirect services. Meanwhile, the role of local, social organizations, NGOs, and other community groups is placed as the implementing agent of change and social services to vulnerable groups or society in general.

Other public/community bodies, such the business/private organizations, NGOs, interest groups, social clubs, etc., have relatively little room for engagement. Government involvement dominates all aspects of policymaking in Indonesia, including planning, formulation, execution, and assessment. Interest groups, as a component of the community, are crucial to the solution of some policy issues. In order to intervene in public affairs, it is said that the government needs resources

that it cannot give and must instead rely on other actors or groups of society that do. In other words, the problem must involve or have a relationship with other problems so that various parties are involved in it. a policy process must be an inseparable interaction activity between the government and actors who have a direct relationship with the policy problem, because in such a scope, efforts to understand the substance of the policy in-depth have a more appropriate place, and allow the creation of a quality policy product in which the interests, values, expectations, and goals of actors outside the government can be accommodated instead of collecting or diluting the meaning of policy products, as seen in the technocratic approach. The next implication is that the level of successful implementation of the policy product is more likely to be achieved.

In general, the significance of the actors or stakeholders involved in the policy network is a relationship that results from the alliance between these actors. In general, the relationship between the public and private sectors in the execution of policies can be described as a cooperative network or relationship. In order to centralize corporate power, parties are connected through a network. From this debate, it can be seen that the network idea places a strong emphasis on the interdependence of state and non-state actors (such as business, NGOs, interest groups, and CSOs).

3.3 Structure Networks

The pattern of connections made between actors is referred to as the structure of the policy network. Slums continue to be a difficulty for district and city administrations since, in addition to being an issue, they also contribute significantly to the local economy. The government, from the central level to the *kelurahan*/village level, the private sector, the community, and other associated parties need to work together in a network given the complexity of the activity and the scope of its accomplishment. Collaboration between various parties is anticipated to have a number of positive effects, including increasing local governments' commitment to creating livable cities, raising community awareness of its ownership and responsibility for using and maintaining development outcomes, ensuring sustainability, and boosting public and private confidence in the government.

The ability of the government to carry out a policy or program is not just dependent upon internal resources. Due to the restricted capacities, resources, and networks that support the implementation of a program or policy, the government is encouraged to collaborate with a number of parties, including the government, the commercial sector, as well as the community and civil society communities. With the involvement of so many actors, it is then very natural that each actor has different goals. However, in a policy network, if all actors want the best results, then a common goal must be found. Thus, there will be an interaction between

each actor, to get this same goal. Rhodes (2006: 533-537) states that policy networks are one of a collection of concepts that focus on relationships with the government and dependence on state actors and other community actors. Furthermore, Rhodes (2006) said that the network focuses less on sub-government and pays more attention to inter-organizational analysis, then emphasizes structural relationships between government agencies as an important element in policy networks than interpersonal relationships between individuals within these agencies.

Slums are settlements that are unsuited for habitation due to building irregularities, high building density, and the quality of structures, facilities, and infrastructure that does not satisfy the requirements, according to Law No. 1/2011 on Housing and Settlement Areas. Slum housing is described as housing that no longer serves as a decent place to live. The existence of the Pokja PKP platform has described the actors involved in the slum management policy process. Pokja PKP Ciamis Regency, some actors are not integrated in one forum but the existing actors tend to be the same as the actors sheltered by Pokja PKP Ciamis Regency. Government agencies in Ciamis Regency, there are the DPRKPLH of Ciamis Regency, the Social Service of Ciamis Regency, and the Health Service of Ciamis Regency. Meanwhile, actors from outside the government are BKM, mass media, academics, and entrepreneurs. Thus, the slum management policy in Ciamis Regency involves various actors from central to local government.

4. CONCLUSION

Slums are one of the issues that are frequently present in densely populated places. Strategic policies need to be designed with adequate policy networks to manage slum areas in a region. The results show that in the context of policy networking, other stakeholders such as CSOs, mass media, academics, research institutions, and the private sector must be involved to provide input in designing policies on slum upgrading. In addition, the private sector needs to be encouraged to contribute to slum upgrading. Then, institutional functions within the local government need to be more synergistic and coordinated with each other in solving slum problems. Thus, the design of policy networks in managing slums must be carried out with cooperation between actors, strengthening institutional functions, and a coordinated structure.

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