

SWOT ANALYSIS OF ARKOM JATIM IN THE IMPLEMENTATION OF THE CLIMATE RESILIENT PROJECT FOR URBAN MARGINAL COMMUNITIES

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Abstract

Arkom Jatim is a non-governmental organization engaged in participatory planning and community independence. This study was conducted to analyze the SWOT implementation of the Project Collective Action on Promoting Security of Tenure for Disadvantaged Settlements in Indonesia in achieving its goals after 3 years of implementation. This study uses a descriptive qualitative method and uses interviews and observations. The results of this study indicate that the immature main concept is the main weakness that hinders the project implementation process in achieving its goals. Also, the issue of the climate crisis that is not considered by the government is a challenge faced in the implementation of this project.

Keywords: SWOT, Arkom Jatim, City Actor, Climate Resilient City

Abstrak

Arkom Jatim merupakan organisasi non-pemerintahan yang bergerak pada bidang perencanaan partisipatif dan kemandirian masyarakat. Penelitian ini dilakukan untuk menganalisa SWOT pelaksanaan proyek Project Collective Action on Promoting Security of Tenure for Disadvantaged Settlements in Indonesia dalam mencapai tujuan setelah 3 tahun pelaksanaan. Penelitian ini menggunakan metode kualitatif deskriptif dan menggunakan wawancara dan observasi. Hasil penelitian ini menunjukkan bahwa konsep utama yang belum matang menjadi kelemahan utama yang menghambat proses pelaksanaan proyek dalam mencapai tujuan. Serta, isu krisis iklim yang tidak diperhatikan oleh pemerintah menjadi tantangan yang dihadapi dalam pelaksanaan proyek ini.

Kata Kunci: SWOT, Arkom Jatim, Aktor Kota, Kota Berkatahan Iklim

INTRODUCTION

Yayasan Arkom Indonesia (YAI) is a leading non-governmental organization in Indonesia dedicated to community empowerment and sustainable development, and was officially established in 2012. The organization focuses on strengthening local communities, especially vulnerable communities, by encouraging participatory planning

and self-reliance. YAI promotes sustainable practices especially in urban development, promoting issues of land tenure, housing improvement, environmental conservation, disaster resilience, and sustainable livelihoods. YAI operates on the principle of grassroots engagement, working from the bottom up to ensure that initiatives is community-based and locally relevant. The organization collaborates with local governments, other NGOs, and international partners to leverage resources and expertise for greater impact (YAI website). Misereor has been working with YAI since 2018.

In this project, Yayasan Arkom Indonesia focuses on 3 cities, namely Yogyakarta, Palu and Surabaya. Starting from concerns about the condition of urban settlements with the still rampant top-down policies. Not infrequently, residents submit proposals for assistance that tend not to be in accordance with the needs of residents. Only a few residents are aware and can convey their shared needs in living in urban areas. This obstacle does not rule out the possibility of misunderstanding between residents and the government. Research has also been widely conducted in urban villages but rarely touches on involving residents. Arkom Jatim, which consists of village activists, academics and students, feels the need for a movement that can overcome these conditions. The principle is the involvement of residents and sharing knowledge by positioning themselves as facilitators and residents as subjects. Arkom Jatim is part of the Arkom Institut network. Formed since February 2017, Arkom Jatim has been active in 3 places with different issues, collaborating with village activists and other academics. Starting in 2019, Arkom Jatim conducted a rapid survey along the Surabaya railway to identify villages along the tracks. Until now, Arkom Jatim has focused on assisting 6 villages on the edge of the Surabaya railway.

Basically, the idea of the work area is all of East Java by considering members with diverse domiciles. As a start, the city of Surabaya became the starting point for Arkom Jatim in its activities. The initial activities began in the Ex-localization village of Dolly Putat Jaya then continued in other villages, namely Kampung Lawas Peneleh, Kampung Pinggir Rel Sidotopo, Pacarkeling, Dupak Magersari, Dupak Timur and Tambakrejo. The issues of each village are different and require a creative process that may not be related to one another.

Arkomp is a non-governmental organization that focuses on climate- resilient cities. The Collective Action on Promoting Security of Tenure for Disadvantage Settlements in Indonesia project has been Arkomp's main project in recent years. This project is based on a response to the trend of urbanization and the climate crisis which in parallel will be a major challenge for urban development in the coming decades. The two megatrends, namely urbanization and the climate crisis, influence each other and are significant disruptions to urban development around the world. This is what underlies Arkomp's goal of creating civil society actors in 3 cities to advocate for climate- resilient cities. Therefore, in achieving this goal, a civil society movement for resilient cities is needed. Arkomp in carrying out this project has framework which has been created together, where this framework is a reference in carrying out projects related to climate-resilient cities. As for framework in this project as follows.

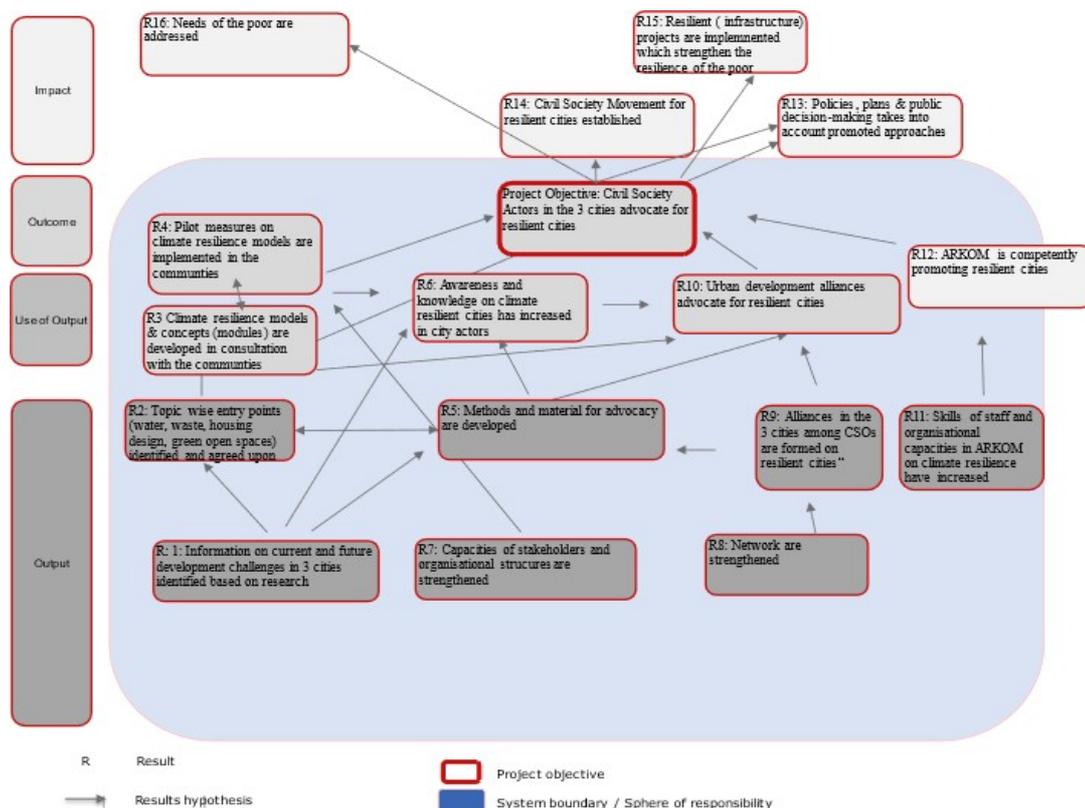


Figure 1 Arkomp Project Framework

Based on the graphic above, it shows that the outcome or goal of this project is Civil society actors in the 3 cities advocate for resilient cities. In achieving the goal then use of

output or strategy namely pilot measures on climate resilience models are implemented in the communities, climate resilience models & concepts (moules) are developed in consultation with the communities, awareness and knowledge on climate resilience cities has increased in city actors, urban development aliancess advocate for resilient cities, Arkom is competently promoting resilient cities. Then in using or implementing the strategy there are indicators of success in achieving the goal or what is meant by output namely Topic wise eantry points (water, waste, housing design, green open spaces) identified and agreed upon, methods and materials for advocacy are developed, aliancess in the 3 cities among CSO's are formed on resilient cities, skills of staff and organizational capacities in ARKOM on climate resilience have increased, information on current and future development challenges in 3 cities identified based on research, capacities of stakeholders and organizational structures are strengthened, networks are strengthened.

Then to achieve impacts supporting activities are needed from the success indicators that have been prepared by the arkom team. This article will discuss one example of a city that has implemented several activities to achieve these goals. Surabaya City is one of the cities that is an arkom assisted area in realizing a climate-resilient city, more precisely in marginal areas such as Dupak Magersari Village, Donorejo Wetan Village. The activities that have been carried out by the East Java arkom team are as follows.

1. Passive cooling

Passive Cooling is a thematic discussion activity or joint research regarding alternative house or building designs to reduce high temperature levels in Surabaya.

2. Pergoto (mutual cooperation housing)

Pergoto or mutual cooperation housing is a concept that has been developed by marginalized communities in Dupak Magersari village together with Arkom in order to have a housing area built by the community itself, both in terms of funding, spatial planning, and development.

3. Agrarian Reform

Agrarian reform is an activity carried out by marginal village communities to obtain legality or recognition for land on which they have built buildings.

4. Group formation

The formation of groups is a continuation of mutual cooperation housing, by creating groups to be able to make the mutual cooperation a success.

5. Savings group

Savings group is a group that is created to organize the activities of residents in saving together. Where the results of the joint savings are used to build or organize houses in the Dupak Magersari village.

6. Alliance forum

The alliance forum is an alliance activity of several villages in fighting for land or villages through agrarian reform activities. In this alliance there are 10 marginal village communities, namely, Dupak Magersari village, Tambak Bayan village, Putat Jaya village, Dukuh Kupang Belakang UWK village, Dukuh Kupang Barat village, Medokan Semampir village, Kepatihan village, Kemayoran Krembangan village, Strenkali Bratang village, Dupak Timur village.

7. Waste sorting

Waste sorting is an activity carried out by the Dupak Magersari village community in managing household and environmental waste to minimize scattered waste. The sorted waste is sold so that it can provide positive value.

8. Krea

Krea or creativity arkom is a platform created by arkom jatim in introducing and marketing the creative products of the marginal village community of dupak magersari. Krea is also a product of the empowerment of arkom jatim.

9. Greenjob

Greenjob is an activity to assist the community in preserving the environment by utilizing the community's mechanical skills. The activity is the manufacture of solar panel public street lighting.

10. Urban Farming

Urban farming is a greening activity carried out by the people of Donorejo Wetan village with the concept of urban farming to preserve the environment. In addition to aiming for greening, urban farming is also to increase food independence.

11. Ecotourism

Therefore, this article discusses the SWOT analysis of the East Java Community Architect (Arkom) in implementing the project for the last 3 years to achieve the objectives of the Collective Action Project on Promoting Security of Tenure for Disadvantaged Settlements in Indonesia"

THEORETICAL REVIEW

SWOT analysis is a technique for analyzing situations that focuses on identifying various factors in a structured manner in order to design strategies for companies, organizations, or institutions.(Fatimah, 2016) The strategic decision-making process is always related to the development of missions and goals. Therefore, it is important for strategy to analyze the strategic factors owned by the company, organization, or institution in the context of current conditions. This process is known as situational analysis. SWOT strategy is often applied to analyze plans that will be drawn up (Siburian, 2020). SWOT analysis is a tool that functions to identify various factors in a structured manner, which is used to design a company's strategy (Noor, 2014).

This analysis is based on logic that aims to maximize opportunities while minimizing deficiencies and threats. SWOT analysis is a strategic planning tool that functions to evaluate strengths, weaknesses, opportunities, and threats related to a project or business speculation. These four elements form the acronym SWOT. This analysis process begins with determining the specific objectives of a business speculation or project, followed by identifying internal and external factors that influence, both those that support and those that hinder the achievement of these objectives.

The application of SWOT analysis involves reviewing and grouping the various aspects that influence these four factors. The results of the analysis are usually presented in the form of a SWOT matrix, which shows how strengths can be used to take advantage of available opportunities, as well as how to deal with weaknesses that might prevent the opportunity from being taken advantage of. In addition, this analysis also explores how

strengths can be used to deal with existing threats, as well as strategies to overcome weaknesses that could cause threats to materialize or even create new threats.

METHODS

This research is a type of descriptive qualitative research, where the data collected is in the form of words or pictures, not numbers (Sudarwan, 2002). The object of the research was carried out at the Kapirel Dupak Magersari, Kampung Donorejo Wetan, Kampung Pacinan Tambak Bayan with a qualitative approach through field research. This study aims to collect field data that is in accordance with real conditions through interview methods, observation, and direct documentation. Referring to the views of Bogdan and Taylor quoted by Moleong, qualitative research is a procedure that produces descriptive data in the form of written or spoken words from individuals and observable behavior (Riyadi, 2014). This method studies phenomena in their natural environment as a way to obtain and collect the necessary data. With this method, researchers can understand a problem or phenomenon in more depth and detail (Tohirin, 2012).

The approach used in this study is a qualitative approach, which is neutral and is a field research with descriptive characteristics (Brannen, 2005). Qualitative research methods are methods in the social sciences that collect and analyze data in the form of words, both spoken and written, as well as human actions. This study does not attempt to quantify or calculate the data that has been obtained, so it does not involve numerical analysis (Afrizal, 2014). The focus of this study is on the general principles underlying phenomena in human life, or socio-cultural patterns. Which are analyzed using the local cultural perspective to gain an understanding of the prevailing patterns.(Gunawan, 2022)

Thus, qualitative methods can be interpreted as research procedures that produce descriptive-analytical data, in the form of oral or written statements from respondents, as well as real behavior that is studied thoroughly.(suci Sukmawati et al., 2023) The purpose of this descriptive research is to describe systematically, factually, and accurately the facts and characteristics of a particular population or region. In addition, this research aims to provide a clearer and more complete picture and information, and make it easier for researchers to conduct observations.

RESULTS AND DISCUSSION

Community Architects (Arkom) is a non-governmental organization engaged in community empowerment. Arkom focuses on marginalized vulnerable groups through strengthening local communities by encouraging participatory planning and independence. Arkom promotes sustainable practices especially in urban development, promoting issues of land tenure, improving housing conditions, environmental conservation, disaster resilience, and sustainable livelihoods. Arkom collaborates with local governments, other NGOs, and international partners to leverage resources and expertise to deliver greater impact.

The Collective Action on Promoting Security of Tenure for Disadvantage Settlements in Indonesia project has been Arkom's main project in recent years. This project is a collaboration between YAI and Miserior, an international partner that has been working together since 2018. This project has been running since 2021 until now, and is implemented in three cities, namely Yogyakarta, Surabaya, and Palu. This project is a response to urbanization and the climate crisis that have had a negative impact on marginalized urban communities. It aims to create civil society actors in the 3 cities to advocate for climate-resilient cities.

Surabaya City is one of the assisted areas in this project implemented by Arkom Jatim. Arkom Jatim provides assistance to 3 specific villages, which are marginal urban villages. The assisted villages are Kapirel Dupak Magersari, Donorejo Wetan Village, and Pecinan Tambak Bayan Village. The three assisted villages are fostered to form alliances and become city actors. These community groups will then advocate for climate-resilient cities and campaign to the wider community about the climate crisis. This SWOT analysis was conducted to analyze the implementation of this project after 3 years of implementation and the achievement of the goals that have been implemented by Arkom Jatim in Surabaya City.

Tabel 1 SWOT Analysis

<p>Strength:</p> <ul style="list-style-type: none"> • Vision and Mission which are the foundation in accordance with the project objectives 	<p>Weakness:</p>
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<ul style="list-style-type: none"> • Community Organizer and Development Skills • Staff whose knowledge and skills are always developed through various projects • Good cooperation between teams 	<ul style="list-style-type: none"> • Immature concepts and perspectives that are not yet the same between teams • Lack of staff skills and knowledge related to project themes • Lack of human resources in working on projects
<p>Opurtunities:</p> <ul style="list-style-type: none"> • Extensive CSO network • The government opens up opportunities for cooperation • Involvement of academics to strengthen the project • The number of supporting projects on the impact of project objectives • Residents have strong social capital, such as mutual cooperation, skills, creativity and local groups. 	<p>Threads:</p> <ul style="list-style-type: none"> • CSOs do not have the same vision so they are not willing to form an alliance just for the sake of activities. • Climate crisis issue is not a priority in Surabaya • The assisted villages are considered to be on the negative list by the government • Mindset of a community that likes instant • Lack of community participation and lack of trust in each other

Based on the table above, the SWOT analysis can be explained as follows:

1. Strength

Arkom Jatim has a vision: creating a community residential area marginalized ideal (prosperous, harmonious, just, fair, peaceful, harmonious). Arkom Jatim also has a mission:

- a. Improving the welfare of marginalized communities,
- b. Continuous access to resources,

- c. Independent (transformed consciousness: consciousness to act),
- d. Control power over decisions taken.

The vision and mission above are the basis for implementing this project. One of them, the implementation is carried out together with marginalized communities, so that in realizing the objectives of this project, the staff already has the ability to organize the community. Various field experiences and educational backgrounds that have been owned by the staff are the basic capital in implementing this project. In realizing the objectives of the project, knowledge and skills related to resilient cities are needed, to improve this knowledge, Arkom Jatim develops through various supporting activities in collaboration with other parties. In addition, internally between Arkom Jatim teams there is good cooperation in management and organization in the community. Currently, the internal team of Arkom Jatim has a different skill background, namely a combination of architectural skills with community development skills. The different skills of the internal team of Arkom Jatim form good cooperation in carrying out projects that are in accordance with the vision and mission of Arkom Jatim.

2. Weakness/weakness

This project has been ongoing for the past 3 years since 2021-2024, based on the results of external monitoring and evaluation, there was a discrepancy between the Arkom Jatim concept and field conditions. The discrepancy is because Arkom Jatim does not yet have a module that is used as a model for implementing activities with the community, currently it is only limited to the same principles and paradigms. The mismatch in concept also causes minimal knowledge from the staff regarding the theme of the project. This project is themed on a resilient city. However, the theme is not fully understood by the staff, so the project did not go well. Not only knowledge, even the skills of the staff regarding the project are still minimal. However, because the staff have community organizer and community development skills, they can invite an expert to help with this project.

Arkom Jatim requires competent human resources in implementing this project. The number of derivative projects from this main objective, causing staff to need knowledge and skills that are also needed in running the derivative project. However, in running the derivative project, the knowledge and skills of the staff are still minimal. So they cannot run it independently.

3. Oppurtunities

Based on one of the project objectives, namely the formation of an alliance of various CSOs in the city of Surabaya. In the implementation of Arkom Jatim activities, the CSO network is involved, so that it is hoped that it can expand the campaign related to resilient cities. Meanwhile, CSOs that have collaborated with Arkom Jatim include:

Tabel 2 CSOs Involved

CSO Field	CSOs Involved
CSO Youth Sector	FDTS, HMP Arsitek tur UPN, , SNL, Akar, KBI, XR
CSO Environmental Sector	Tunas Hijau, NOL Sampah, Walhi, Gema Palu, Surabaya Sehat, Warp, Humatera, Kalijawi, Robrish, Halo Ijo, LBH
CSO Academic Field	UINSA, UPN, UNTAG, UC
CSO in the field of religion	Gusdurian, Kauskupan
CSO Media Sector	Aji, SIEJ, Nera Academia,
CSO Research Field	OHS, SEANET
CSO Professional Field	IALI, The Luntas
CSO Technology Sector	Stromnesia
CSO in Education Sector	Sanggar Merah Merdeka
CSO in the Arts Sector	Ludruk

City government	DLH (City), DPRD (City), BAPPEDA (City), Disperkim (City), PUPR (National), ATR BPN (National), Minister of Economy (National), Minister of Cooperatives (National)
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Based on the table above, there are 10 CSO fields with a total of 35 CSOs, and 1 city government with a total of 7 government departments that have networks with Arkom Jatim. The involvement between CSOs and Arkom Jatim is divided into 6 divisions, namely:

- a. Policy Makers: in this case, CSO or the government has policy makers in the implementation of the project together with Arkom Jatim, some of those involved include BAPPEDA, PUPR, Surabaya DPRD, ATR PPN, Minister of Economy, and Disperkim.
- b. Advocacy: involvement of CSO and government to form advocacy as the strength of Arkom Jatim in project implementation. In this case, Arkom Jatim also forms advocacy with the community. There are 7 parties who are advocates for the Arkom Jatim project, including FDTS, SNL, LBH, UPC, Community, Pergoto Alliance and Reform Alliance.
- c. Funding Support: project implementation cannot be separated from funding support for project success. Arkom Jatim has a funding support network that comes from Midtown.
- d. Educator or Facilitator: Arkom Jatim collaborates with several CSO parties as educators for both the community and internal teams. The involvement of educators as parties that provide education to the community, including UINSA, UPN, UNTAG, IALI, STROMNESIA, Warp, Robries, KBI, Akar, ISTB, Walhi, UC, Paguyuban Kalijawi, The Iuntas, Kauskupan, Gunung Anyar Co.id, Humatera, dan SMM
- e. Conceptor: as a party that helps plan the concept of the Arkom Jatim project. The conceptors involved include SEANET, Eutanica, ISTB, Akar, Komunitas, Walhi, UC, SNM, UPN, KBI, SMM

- f. Campaign: what is done is to promote products from the results of the East Java Arkom project that has been implemented such as aromatherapy candles. Parties involved in the campaign include ZERO Waste, ADJI, Surabaya Sehat, SIEJ, Midtown Surabaya, and Subscylies.

The number of CSOs involved in this project is in accordance with their duties and benefits. And the involvement of academics in strengthening this project is a profitable opportunity for Arkom, where with the presence of additional human resources who are experts in the project being run. So, it can help increase the presentation of the success of this project. Not only CSOs are involved in this project, even the government helps achieve the goals of this project, through the opportunities for cooperation they provide. These opportunities are in the form of support, assistance, and facilities to Arkom and the community in running the project. The community as the subject of this project has opportunities that help the success of this project. In the form of strong social capital among the community, such as active mutual cooperation, local groups, skills, and creativity. This social capital makes it easier for Arkom to run projects with the community.

This project is a large project with long-term achievable goals, so it requires various activities to achieve the main goals of the project. This project gives rise to various derivative projects that can help support the impact of the project's goals. These derivative projects provide a presentation impact of the success of the main project.

4. Threat

The CSO network that has been built during the implementation of this project has obstacles, namely the lack of a shared vision with CSOs, so that alliances have not been formed and are only limited to joint activities. This is because the involvement of CSOs is still in the collaborative activity stage. The most influential obstacle in campaigning for the concept of a resilient city is the issue of the climate crisis which is not a priority in Surabaya. Because the Surabaya government still considers informal villages as a negative list in

government program interventions. The form of the government's negative list to informal villages is not providing access to assistance and access to services. This is what causes Arkom Jatim to try to encourage communities to be able to make villages better independently, because so far the community has relied on external parties to help advance the village. Arkom has challenges in society, namely in empowering communities with conditions in society that still have instant thinking so that there is a lack of community participation in the mentoring process. Even the emergence of distrust between communities or to mentors. So that it is difficult to carry out activities and achieve project goals, because of the lack of participation from the community who are encouraged by Arkom to be independent.

CONCLUSION

Arkom Jatim, in implementing the Collective Action on Promoting Security of Tenure for Disadvantage Settlements in Indonesia project, has various weaknesses and challenges it faces. This mentoring project is a process for the community to learn about climate resilient cities. Thus, the impact of this project is that the community can become independent in dealing with problems that occur, especially those related to the climate crisis issue. However, this project still has weaknesses and challenges faced by Arkom East Java. The immature concept and lack of thematic skills possessed by staff are the main weaknesses in implementing this project. The activities that have been carried out have minimal participation from the people being accompanied, due to a lack of trust in each other. Also, society's perspective is still left behind and everything is instantaneous, hampering the process of implementing this project. Apart from that, the implementation of this project was not optimal because there was no support from the local government. The government has made these assisted communities a negative list. The climate crisis, which is the theme of this project, is not a priority issue for the Surabaya City government, so that in its implementation it receives less support and assistance. Therefore, an evaluation of the concept of a climate resilient city is needed as the main reference in implementing this project, so that the process can be more focused in accordance with the

desired goals. And advocacy is needed with related parties, so that this issue is considered by the city government as a major threat and challenge for urban communities.

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