Implementation of the Slum Rejuvenation Policy in the Cipelang River Area, Sukabumi City

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Abstract. Slum settlements are a common occurrence, particularly in developing countries.This research was conducted to formulate a strategy for implementing policies for the rejuvenation of slum settlements in the Cipelang Area, Sukabumi City. The policy implementation model used by researchers from Edward III prioritizes four implementation factors, namely: communication, resources, attitudes and dispositions, and bureaucratic structure. This study uses a qualitative method. The data collection techniques used were interviews,observation, and documentation. The research results show that the implementation of the slum rejuvenation policy in the Cipelang River area of Sukabumi City has not been implemented optimally. According to the SWOT analysis diagram calculations, the Sukabumi City Government is in quadrant I position and can use the Strength-Opportunities Strategy (SO Strategy) to optimally utilize its competitive advantages, taking advantage of opportunities that exist in the external environment by strengthening networks with the Central Government and Provincial Government. Suggestions from this research for the Sukabumi City Government are that it must integrate the preparation of targets for handling slum areas in regional planning documents such as RPJPD, RTRW, and RPJMD, increase participatory planning and use of social capital in handling slum settlement rejuvenation, and create special regional regulations regarding handling slum areas.

Keywords: Slum Rejuvenation, Policy Implementation, Edward III, SWOT Analysis

1 Introduction

One of the main problems of urban development is slums, because efforts to overcome them sometimes occur at the same time as the growth of existing slums. Specifically, the impact of slums will be detrimental to government management by displaying an image of a government that is powerless and unable to control the basic needs and living standards of its people, communities living in poor locations usually come from low socioeconomic strata. Director of Housing and Settlement Areas of the Ministry of National Development Planning/Bappenas on March 28 conveyed the urgency of handling slums in Indonesia at the socialization event of the Thematic DAK Specialization on Integrated Slum Alleviation, conveying the fact that the area of slums based on 406 regencies/cities that have slum decrees in 2020-2023 is 126,287 Ha with 16% of households in Indonesia not owning houses with workers who have incomes below the UMR as many as 47,13 %. The rapid population growth in a city is caused by the rate of

urbanization which of course has implications for population growth and the poverty rate of urban residents, this causes the Government to experience obstacles to ensure that every citizen can live in a decent and affordable house[1]. "Everyone has the right to live a prosperous life both physically and mentally, to have a place to live, to get a good and healthy living environment, and to have the right to health services," reads Article 28H Paragraph 1 of the 1945 Constitution. This verse shows that having a proper place to live is a human right that must be guaranteed to be fulfilled.

As one of the Government's commitments in ensuring that people live in decent settlements and housing, as stated in the 2020-2024 RPJMN National Medium-Term Development Plan, the Central Government has made housing and slum management a national priority. This strategy will contribute significantly to Indonesia's efforts to increase the achievement of the Sustainable Development Goals/SDGs by 2024. As a political direction and strategy for basic service infrastructure, namely ensuring adequate, secure and affordable settlements, access to decent and safe drinking water and adequate and safe sanitation (waste and household waste management), the government must take concrete steps in planning, budgeting and implementation[2]. The location of slum rejuvenation activities in the Cipelang River Area, Sukabumi City is in Karangtengah Village in accordance with the Decree of the Mayor of Sukabumi Number: 185.45/359-Bappeda/2021 with an area of 16.40 Ha.

Table 1. Calculation of Final Slum Level/Calculation of Increased Outcome Quality of Slum Settlements

Aspects	Criterion	Baseline			
		Numerik	Unit	Percent (%)	Value
Building Condition	a. Building Irregularities	215,00	Unit	26,64%	1
	b. Building Density	-	Ha	0,00%	0
	c. Non-conformity with Building Technical Requirements	138,00	Unit	17,10%	0
Average Building Condition				8,88%	
Environmental Road Condition	a. Coverage of Environmental Road Services	-	Meter	0,00%	0
	b. Environmental Road Surface Quality	541,72	Meter	6,94%	0
Average Environmental Road Conditions				0,00%	
Drinking Water Supply Conditions	a. Availability of Safe Access to Drinking Water	644,00	KK	79,80%	5
	b. Unmet Drinking Water Needs	113,00	KK	14,00%	0
Average Drinking Water Supply Conditions				39,90%	
Environmental Drainage Conditions	a. Inability to Drain Water Runoff	-	Ha	0,00%	0
	b. Drainage Unavailability	-	Meter	0,00%	0
	c. Quality of Drainage Construction	20	Meter	100,00%	5
Average Environmental Drainage Conditions				33,33%	

|					
Wastewater Management Conditions	a. Wastewater Management System Not in Compliance with Technical Standards	229,00	KK	28,38%	1
	b. Wastewater Management Infrastructure and Facilities Not in Accordance with Technical Requirements	383,00	KK	47,46%	1
Average Wastewater Supply Conditions				37,92%	
Conditions of Waste Management	a. Waste Infrastructure and Facilities Not in Accordance with Technical Requirements	807,00	KK	100,00%	5
	b. Waste Management System that does not comply with Technical Standards	454,00	KK	56,26%	3
Average Waste Management Conditions				78,13%	
Fire Protection Conditions	a. Unavailability of Fire Protection Infrastructure	807,00	Unit	100,00%	5
	b. Unavailability of Fire Protection Facilities	807,00	Unit	100,00%	5
Average Fire Protection Conditions				100,00%	
			TOTAL VALUE		31
			SLUM LEVEL		LIGHT SLUM

Table 1 shows that there has been no budget investment in the management of slums in the Cipelang River Area from the condition of the building, which is 8.88% from the aspect of building arrangement and the aspect of compliance with building regulations. The problem of slums is a complex problem and requires a comprehensive approach so that all parties involved must be involved. Government assistance in slum areas cannot be carried out by the government or the community alone, but must be carried out through the cooperation of many sectors.

2 Method

The implementation of policies is an effort to achieve goals in a certain way and within a certain period of time. Implementation is understood as a process or a series of public decisions or objectives that are realized as the final result (*result*) and effect (*effect*) of government actions. Therefore, policy implementation is actually a process of setting goals and interacting goals and actions necessary to achieve the desired effect [3]. The opinion of experts states that all policies must be implemented, therefore policy implementation is necessary. There are several reasons

or viewpoints that make policy implementation important from a political and policy point of view.

The use of models or analytical frameworks in public policy research provides a structured approach that enables the implementation process to be understood systematically, including the ways in which its constituent elements interact with one another. In the context of this study, the most appropriate framework is the George Edward III Implementation Model as cited in setyawan [4], which emphasizes that the principal challenge in public administration does not lie in policy formulation, but rather in the insufficient attention given to the implementation phase. The model asserts that decisions formulated by policymakers cannot be effectively realized without a sound and well-executed implementation mechanism. Edward III models as cited in setyawan[4] explains that the success of policy implementation is determined by four key elements that serve as fundamental prerequisites: communication, resources, the disposition or attitude of implementers, and the bureaucratic structure—including formal procedural workflows. These four elements function simultaneously and complement one another to ensure that policies are executed in accordance with the objectives that have been established [4]. They are also explained further. as follows:
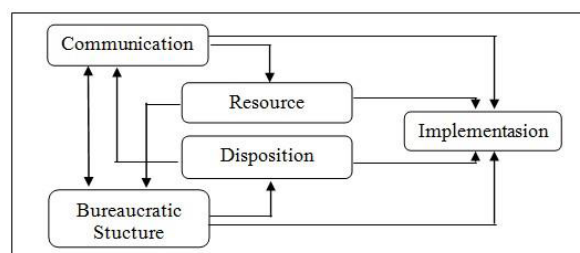
Fig. 1. Success or Failure Factors of Policy Implementation
Source: [5]

a. Communication
   Implementers must know what to do for the practice to be successful. How the policy aims to reduce implementation errors. The target audience is very likely to reject the policy if the goals and objectives are unclear or unknown.
b. Resources
   If the content of the strategy is not communicated clearly and consistently, the target community will reject it. The implementation of its implementation depends on our ownership of the necessary resources. These resources can include financial resources as well as human resources, such as resources for competitive applications. These tools are essential for implementing policies effectively. Policies are just paper without resources.
c. Disposition
   They demonstrate qualities such as commitment, honesty, and democracy. The policy implementation process will not be effective if the implementer has a good attitude and can implement the policy according to the wishes of the decision makers. However, if the implementer has different characteristics or perspectives from the policy makers, the policy implementation process will also be ineffective.
d. Bureaucratic Structure.

The bureaucratic structure responsible for the implementation of policies greatly affects its implementation. The existence of a standard operating system (SOP) is an important structural component of every organization. SOPs serve as guidelines for every operator. An organizational structure that is too long will lead to weaker control and result in a bureaucracy of complicated and complicated procedures which in turn leads to inflexible organizational performance.

Edward III as cited in setyawan[4] said that implementers can implement policies if the instructions are precise, clear, or consistent. This flexibility can be applied directly or by providing additional guidance to implementers at the lower levels. This wisdom arises in situations where communication fails. Regardless, overly detailed communication can affect the integrity and autonomy of the executor, change objectives, and consume resources such as skills, innovation, and adaptability. Resources affect implementation and communication. Similarly, the attitude of the executor affects the way they understand political communication at the bottom of the chain of command and on the part of the recipient.

The choice of this study approach is qualitative, an appropriate approach for researchers because the qualitative approach offers the flexibility to investigate and try to understand the meaning of slum phenomena that arise from social and humanitarian problems. This is in accordance with the opinion of [6] stating:

"Qualitative research is a method used to investigate and understand the meaning that many people or groups of people give to social or humanitarian problems."

SWOT analysis is a method that can be used to create a strategy. SWOT analysis is the identification of various elements that contribute to the formation of the company's strategy [7], SWOT analysis is the systematic identification of strategic factors for strategy formulation with the aim of maximizing strengths, weaknesses, and opportunities while minimizing weaknesses and threats. The strategy itself is a complete master plan that explains how all previously set goals will be achieved. One of the most important parts of a SWOT analysis is understanding all the information about the case and analyzing the circumstances to know what problems are going on and decide what to do immediately to solve them.

The first step in this study is to analyze the implementation of policies to handle the rejuvenation of slums in the Cipelang river area in Sukabumi City using the policy implementation model introduced by Edward III as cited in setyawan[4]. The policy implementation model consisting of four indicators shows the relationship between policy and policy effectiveness, namely communication, resources, order, and bureaucratic structure. The results of this analysis are combined into one internal and external factor.

The next step is to determine the conclusion of the analysis of internal factors and the conclusion of the analysis of external factors on the current condition of handling slums. The next step is to identify strategies through the SWOT matrix and the last step is to formulate the Implementation of the Slum Rejuvenation Policy in the Cipelang River Area, Sukabumi City.

3   Results and Discussion

Karangtengah Village, Sukabumi City, is the location of the research, is one of the Villages in the Sukabumi City area which is located in Gunungpuyuh District, Sukabumi City. Karangtengah Village is an expansion area of Sukabumi Regency based on, changes in the

boundaries of the Sukabumi Regency Level II and Sukabumi Level II Municipality are regulated by Government Regulation of the Republic of Indonesia Number 3 of 1995, the boundaries of the Sukabumi Level II Regional Municipality are changed and expanded by including Karangtengah Village. Based on Gunungpuyuh District in 2023 figures, the administrative area of the Village is 2.17 km2 as the largest Village (42.11%), which is divided into 17 RWs and 76 RTs. The population in Karangtengah Village is 20,409 people and 6,312 families.

Slums in the Cipelang River area began from the existence of arable land owned by the village government in the Sukabumi Level II Regional Regency which was used for generations and eventually became a slum area. Decree of the Mayor of Sukabumi Number: 185.45/359-Bappeda/2021 For the Location of Slum Housing Settlements in Sukabumi City, in the Cipelang Slum Area, it is divided into 4 RWs, namely RW 04, RW 06 10, and RW 12 Slum Area, with a total area of 16.40 hectares.

Table 2. Settlement Conditions at the Study Location, Analysis Results (2024)

No	Aspects	Excess	Deficiency
1	Nature	a. Located in an urban area b. The environment around the location of the slum is a health service and office c. Contoured topographic conditions	a. There is no green open land as a counterbalance to a dense environment b. Need for security to prevent land slide
2	Human	a. There is community participation during the implementation of infrastructure improvements	a. Dependency ratios are 46,153 %
3	Community	a. There are several social groups, such as BKM, social homes and PKK, Karang Taruna	a. The population density is "moderate" which is 156 people/hectare. b. poor households by 17.33% c. As many as 76% of working age do not have a job
4	House	a. Most of the structures of the house are permanent	a. There are still 84-units irregular in the direction of the building b. High number of buildings (52 units/ha) c. Does not have a PBG d. A total of 52 units of houses will be handled/handled
5	Network or infrastructure	a. There are already regional-scale handling activities b. The existence of fire protection facilities for each RT c. Environmental roads are adequate	a. Drainage network coverage of 0% b. People again dump solid waste into drainage channels c. Communal SPAL-S is no longer functional d. The river still functions as a garbage can

The handling of slum areas in the Cipelang River Area, Sukabumi City is carried out based on the Decree of the Mayor of Sukabumi No. 185.45/359-Bappeda/2021, which is a derivative of several regulations above, including:

a. Law Number 1 of 2011 concerning Housing and Settlement Areas, which is the basis for the implementation of prevention and improvement of the quality of slum housing and slums;
b. Government Regulation Number 14 of 2016 concerning the Implementation of Housing and Residential Areas
c. Permen PUPR Number 14/PRT/M/2018 concerning Prevention and Quality Improvement of Slum Housing and Slum Settlements.

Using the Edward III as cited in setyawan[4] policy implementation model, the researcher wanted to find out the Implementation Strategy of the Slum Rejuvenation Policy in the Cipelang River Area, Sukabumi City. It aims to identify policy implementation, obstacles to its implementation and the efforts required to achieve optimal performance of policy objectives.

A. Communication

In handling the slum problem, communication between agencies is needed, through integrated and mutually supportive communication, the implementation of handling this slum problem will be in accordance with expectations. The stakeholders involved are the Regional Development Planning Agency, the Public Works and Spatial Planning Office, and the Health Office. Environment Service, Social Service, Manpower Service, Cooperatives, Trade and Industry, Community, and Private Sector Service. The stakeholders who were used as informants in this study were from elements of the Mayor of Sukabumi for the 2018-2023 period, Bappeda, Dputr, Health Office, Lurah, and BKM. Because the fields in Bappeda have a coordination function to their respective Service partners, in addition to representing elements of Bappeda, they can also represent elements of the Partner Office. Meanwhile, elements of BKM and Lurah can represent elements of the community and the private sector.

B. Resources

In addition to communication, existing resources must also be considered during the policy implementation process. Resources indicate the amount of funds and personnel needed to implement a program or policy. These resources should receive attention because they support the successful implementation of policies.

a. Financial Resources
As a framework for the implementation of policies/programs for handling slum areas in Karangtengah Village, Sukabumi City, the aspect of financial resources is the main point of concern in achieving policy goals optimally

b. Human Resources
With the budget as described in the previous sub-chapter, the handling of slum areas requires coordination of various parties so that its implementation is carried out in an integrated and directed manner. As mandated in Law number 1 of 2011 concerning Housing and Residential Areas. The regulation was followed up with the issuance of the Decree of the Mayor of Sukabumi number 188.45/233-BAPPEDA/2021 concerning the Establishment of the Housing and Settlement Area Working Group (POKJA PKP) of Sukabumi City. Based on the results of the documentation from the Decree of the Mayor of Sukabumi number 188.45/233-Bappeda/2021, it is known that the PKP Working Group has a personnel composition of the work group for housing and settlement development in Sukabumi City. The composition of team membership that is too dominated by local government elements makes teamwork unable to move quickly and often changes in team membership only because of institutional changes and changes of officials within the local government.

C. Disposition

Disposition is the nature and attitude of the implementer such as commitment, honesty, and democracy. Edward III as cited in setyawan [8]:

"One of the elements that has a significant influence on the success of policy implementation is the tendency or disposition"

The results of the research on the attitude of the implementer show that employees implement well according to the rules. Every time the implementation of work completion, employees always carry out according to procedures, have seriousness in carrying out their work quickly without any intention to delay for unclear reasons. However, the coordination, control and evaluation functions in the Sukabumi City Bappeda have not fully run optimally. This can be seen in the previous sub-chapter, of the nine planned elements that are tasked with intervening in the reduction of slum areas in Karangtengah Village, there are still 4 elements that do not carry out their duties, namely the Social Service, the Directorate of Social Affairs, the Discoperindag, and the private sector.

D. Bureaucratic Structure

The suitability of the function of bureaucratic organizations to carry out public policies is associated with the bureaucratic structure. The goal is to avoid bureaucratic separation, as such a structure hampers the implementation process.

The existence of standard operating procedures (SOPs) is one of the important structural components in an organization. SOPs serve as guidelines for everyone who works. An organizational structure that is too long leads to complicated administrative procedures and weaker controls. The bureaucratic structure consists of characteristics, standards, and repetitive patterns of relationships. It shows how strong the bureaucratic structure is, the principles it is built on, and the relationships and communication that emerge within it.

A policy that is implemented can be ineffective if the implementing organization does not have good characteristics. The characteristics of the implementing agency indicate how the organization or characteristics of the institution can affect how well the organization operates. The characteristics of policy enforcement agencies include a fair division of labor among employees, a high level of formalization, and career paths for employees.

In the preparation of the Sukabumi City RP2KPKP document as one of the main tasks of the Sukabumi City PKP Working Group, it is fully entrusted to the Sukabumi City Bappeda. Structurally, the Sukabumi City Bappeda consists of leaders/heads of agencies, secretariats, and five Kabids. Each Kebid has a Head of Sub-Division and general functional officials/staff. The number of Bappeda employees is forty-two people, consisting of various educational backgrounds, expertise and experience in carrying out functional tasks technically and non-technically. All employees coordinate and integrate with each other so that goals are achieved in accordance with their main duties and objectives.

In the management of Bappa civil servants, career development focuses on the work performance system (Law No. 43 of 1999). Career planning regulations regulate career paths that show the relationship and alignment between position, rank, education and training, as well as the employee's tenure from the first appointment.

The enhancement of Law Number 32 of 2004, Law Number 23 of 2014 concerning Regional Government has changed the perspective of central government towards decentralization, providing broad and responsible regional autonomy. In the same way, the Sukabumi City Bappeda carries out its main functions and duties.

The factors that affect the performance or results of a policy have been described above, only discussing 2 elements of the 3 elements of the policy implementation process that must be there which [9] stated that there are three elements in the policy implementation process that must be present, namely: *"The target audience, the executing organization, the idealized policy, and the external circumstances"*. These two elements are policy elements and implementation elements. Meanwhile, for the elements of the target group, it is felt that there is less discussion. Because the slum management program in Karangtengah Village is greatly influenced by the elements of the target group, the author considers it necessary to discuss the aspects of the target group. Target groups are social groups or organizations whose circumstances or behaviors will be shaped by policies.

Several problems found are obstacles for the Sukabumi City government in handling the rejuvenation of slum areas. Settlements in Cipelang District, Sukabumi City are as follows:

a.	The level of population density in the Cipelang area is very high and continues to increase, due to its geographical location in the center of the city which is used as an urbanization destination for residents from outside the area to find work.
b.	The available human resources of the apparatus have not been optimal.
c.	The community inhabits land owned by the local government.
d.	Limited ability of the regional budget to provide services for the implementation of slum management, which is close to the expectations and needs of the community.
e.	The policy at the Sukabumi City level is only in the form of determining the location through the Decree, while the follow-up to the Decree is that the document RP2KPKP has not been designated as a Perwal so that the legal force does not exist.
f.	There is no regional development synergy based on the authority of the center, provinces and districts/cities.
g.	The handling of slums is currently dominated by programs for physical improvement of the environment, while programs that focus on handling changes in human or community behavior have not been widely implemented.
h.	Lack of community enthusiasm to maintain and maintain the condition of the slum improvements.

There are several efforts to overcome the problem of handling the slum area, including:

a.	Improving the competence of employees/apparatus resources by participating in training and technical guidance activities related to the handling of slum areas such as those organized by the Ministry of Public Works.
b.	Carry out land consolidation efforts in the Cipelang River Area.
c.	Carry out facilitation efforts to obtain programs whose funding sources are outside the APBD.
d.	Improve coordination with the provincial and central governments in handling the rejuvenation of slum areas, as well as carry out socialization to the community regarding rejuvenation. Especially for the rejuvenation program proposed by the community, there needs to be a clear and strong commitment as early as possible, so that there are no misunderstandings in the future. The misunderstanding that occurred was triggered by the inconsistency of slum data due to differences in perceptions and criteria between the government and the community, and the implementation of *focus group discussions* related to the handling of slum areas involving various elements, namely the government, the community, entrepreneurs, and academics.

Based on the results of research conducted by researchers through several interviews, field observations, and documentation studies related to the Implementation of Slum Rejuvenation

Policy in the Cipelang River Area, Sukabumi City, resulting in the identification of strategic environments including Strengths, Weaknesses, *Opportunities*, and Threats.

The Strategy Quadrant analysis was carried out after compiling *the IFAS-EFAS* Matrix. *The IFAS factor* is represented in the horizontal axis of X and the vertical axis or Y. The positive part of the X axis indicates Strength (*Strenghts*), and the negative part of the Y axis is occupied by Opportunities, the negative part of the X axis indicates *Weaknesses*, and the Y axis indicates *Threats*. The placement process is carried out in the manner described below:

a. A positive X-axis indicates the total score value that indicates the strength of *the IFAS* matrix, which is 3.01.
b. The total score value that shows the weakness of the *IFAS matrix* is placed in a negative X-axis, which is 1.56.
c. A positive Y-axis indicates the number of scores reflecting the odds of the *EFAS matrix*, which is 3.49.
d. A negative Y-axis indicates the total score value indicating the threat of *the EFAS* Matrix, which is 1.55.
e. IFAS *Internal Analysis Coordinates* are:

$$\text{Axis X} = \frac{(\text{Strength Score} - \text{Weakness Score})}{2}$$

$$\text{Axis X} = \frac{(3,01 - 1,56)}{2} = \frac{1,45}{2} = 0,725$$

So the internal analysis coordinates (*IFAS)* are 0.725

f. EFAS *External Analysis Coordinates* are:

$$\text{Axis Y} = \frac{(\text{Opportunity Score} - \text{Threat Score})}{2}$$

$$\text{Axis Y} = \frac{(3,49 - 1,55)}{2} = \frac{1,98}{2} = 0,975$$

Therefore, the external analysis coordinates (*EFAS*) are 0.975 according to the strategy calculation. Thus, the quadrant reference lines of the SWOT analysis results are 0.725 and 0.975, as shown in figure 2:
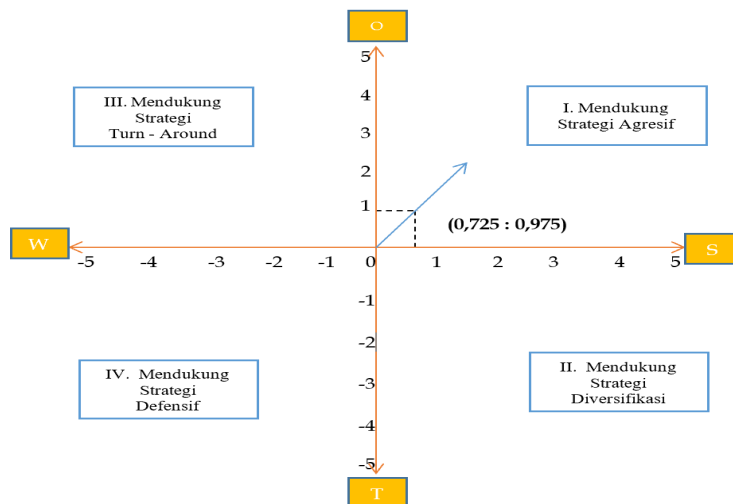
Fig. 2. Results of the SWOT Analysis Position (2024)

The results of the SWOT analysis of the Management Strategy to rejuvenate slums in the Cipelang river area, Sukabumi City show that its position is in Cell 1, which is a very favorable position. The Sukabumi City Government has the ability and strength to take advantage of the existing opportunities. In cell 1, the S-O strategy is used because it allows the Sukabumi City government to make optimal use of its competitive advantages to take advantage of the opportunities offered by the external environment.

Based on the results of research, SWOT analysis, and strategic space matrix analysis for the handling of slum rejuvenation in the Cipelang river area, some of the plans:

    a.   Strengthen networks with the central government and provincial governments through a formal approach, as well as meeting all the required criteria to get the program.

    b.   Increasing collaboration with various stakeholders in the implementation of rejuvenation of slum management in the Cipelang river area, Sukabumi City

    c.   Maximizing the role of the PKP working group to ensure that the implementation of the slum rejuvenation policy in the Cipelang river area, Sukabumi City is carried out properly

    d.   Increasing supervision and evaluation of the implementation of the implementation of the slum rejuvenation policy in the Cipelang river area, Sukabumi City

    e.   Seeking collaboration with the private sector through CSR programs

    f.   Collaborate with the private sector and related agencies in the construction of row houses at the study site.

The formulation of strategies is derived in a number of development policies, programs and activities. strategies, policies, programs and activities in handling slum rejuvenation in the Cipelang River Area, Sukabumi City are presented in table 3.

Table 3. Strategies, Policies, Programs and Activities in Handling Rejuvenation
Slums in the Cipelang River Area, Sukabumi City

No	Strategy	Policy	Program	Activities
1	Strengthen networks with the Central Government and Provincial Governments through a formal approach, and meet all the criteria required to receive the program	Increasing funding and development planning by optimizing cooperation between governments	– Coordination of non-APBN and APBD development funding – Coordination of development programs for slum management from the Central Government and Provincial Government	– Coordination with the Ministry and related agencies – Data collection on potential funding outside the State Budget and Regional Budget – Preparation of MoU on Funding and Development Cooperation

No	Strategy	Policy	Program	Activities
2	Increasing collaboration with various stakeholders in handling slum rejuvenation	Increased collaboration in handling rejuvenation	– Participatory planning – Utilization of social capital	– Coordination meeting with the community in planning the handling of slum rejuvenation – Implementation of slum rejuvenation by utilizing capital resources and human resources from the community – Triggering community resource activities in handling slum rejuvenation
3	Maximizing the role (PKP Working Group) and ensuring the implementation of slum replanting planning programs is carried out properly	Optimizing the role of the PKP Working Group in planning slum rejuvenation	– Capacity building of the PKP Working Group – Coordination of planning and implementation of slum rejuvenation through the PKP Working Group – Preparation of policies to strengthen slum rejuvenation planning documents	– Technical guidance and workshops related to handling slum rejuvenation for the PKP Working Group – Working Group coordination meeting involving all stakeholders in handling slum rejuvenation – Preparation of Regional Regulations/Regulations related to slum management such as Regional Regulations, Regional Regulations on Slum Handling, and others

No	Strategy	Policy	Program	Activities
4	Strengthen the monitoring and evaluation of the implementation of slum rejuvenation programs/activities.	Data collection and control of slum rejuvenation programs	– Basic database of rejuvenation handling – Control of slum rejuvenation	– Collection, preparation and analysis of data on slum rejuvenation programs/activities – Preparation of evaluation reports and monitoring activities – Coordination of follow-up on the results of monitoring the rejuvenation of slums
5	Efforts to collaborate with the private sector through corporate social responsibility programs in implementing integrated and sustainable housing infrastructure development and management.	Increasing the role of the private sector in handling slum rejuvenation	– Preparation of database and potential CSR for handling slum rejuvenation – Cooperation in funding for the handling of slum rejuvenation	– Collection and preparation of corporate CSR data that has the potential to fund the handling of slum rejuvenation – Coordination with private CSR providers to handle slum rejuvenation – MoU on CSR cooperation – Implementation of slum rejuvenation through CSR – Monev CSR
6	Collaborate with the private sector and related agencies in the construction of row houses at the study site	Development/ provision of series for the community	– Planning for slum rejuvenation – Funding for the construction of row houses – Improved data facilitation of row houses	– Land preparation for the construction of row houses by consolidating land – Commitment to fund the construction of row houses with PSUs from the private sector or related agencies – Coordination of planning and funding for slum rejuvenation – Implementation of row house construction

4 Conclusion

After conducting research on the Implementation Strategy of the Slum Rejuvenation Policy in the Cipelang River Area, Sukabumi City, in general, the researcher can conclude as follows:

    a. The handling of slum rejuvenation in the Cipelang River area, Sukabumi City has not been implemented properly. It can be seen that in each dimension of policy implementation that is researched, there are still the following weaknesses: (1) Communication: The elements involved in handling slum areas in Sukabumi City are Bappeda, DPUTR, Dinkes, DLH, Dinsos, Disnaker, Diskopdagrin, Community, and Private Sector. Communication is carried out in the form of coordination meetings, personal discussions, both formal and informal. The results of communication have basically been running, but the implementation has not been optimal because it has not placed the community as a partner; (2) Resources: in terms of financial resources, funding sources for handling slum areas come from 2 (two) sources, namely the Central Government Rp. 11,606,913,718, - in 2020 and Rp. 1,943,816,458, - in 2022, the total amount is 13,550,730,176, -(98.108%) and the Regional Government reaches Rp. 256,508,500, -(1.892%). Meanwhile, in terms of human resources in handling slum areas in Sukabumi City, they come from various agencies that are accommodated in the form of the Working Group on Handling Slum Areas (Pokja PKP), but the Directorate of Labor and the Tourism Office have not yet been included in the participation of the Working Group, even though the agency should have played a role in handling slum areas; (3) Disposition: regarding the attitude of the executor, showing that the employee carries out the work in accordance with his main duties and functions. In every implementation of work completion, employees always carry out according to procedures, have seriousness in carrying out their work quickly without any intention to delay for unclear reasons unless there are 4 elements that do not carry out their duties, namely the Social Service, Directorate, Diskopdagrin, and the private sector; (4) Bureaucratic structure: Based on the results of observations at the Sukabumi City Bappeda Office, it is known that the Spatial Planning and Infrastructure Sector which handles slums is sometimes preoccupied by affairs/activities assigned from the Province or the central government. These activities are quite time-consuming, coupled with development activities sourced from the Sukabumi City Budget. Therefore, an institutional evaluation is needed. For the Housing and Settlement Sector, the results of the observation of the tupoxy handling of slums do not have an adequate budget and focus on handling slums, therefore an institutional evaluation is needed.

    b. Because the rejuvenation of slums in the Cipelang River Area, Sukabumi City is greatly influenced by the elements of the target group, the author considers it necessary to discuss the aspects of the target group. The target group of this program is the community in the slum area of the Cipelang River Area, Sukabumi City. When viewed from the level of population density, the study location is included in the "light" category. As for the social groups at the study location, there are already Community Self-Help Agency (BKM), PKK women's groups, orphanages and youth organizations. Furthermore, there are still 84 housing units that do not have an orderly building direction with a building density of 52 units/ha and do not have PBG, and all building land in the area does not have SHM/HGB/letter recognized by the government.

    c. Obstacles in Handling Slum Areas in the Cipelang River Area, Sukabumi City, include: (1) The level of population density in the Cipelang River Area is very high and continues to increase; (2) The available human resources of the apparatus are not

optimal; (3) Limited ability of the regional budget to provide services for the implementation of the handling of rejuvenation of slum areas; (4) There has not been a stipulation of a regional regulation regarding the handling of slum areas; (5) There are still programs for handling slum areas that are not on target; (6) There have not been many programs that focus on handling changes in human or community behavior; (7) Lack of community enthusiasm to maintain and maintain the condition of the slum improvements. (8) Lack of community involvement in the planning process.

d. Efforts that have been made to overcome obstacles in the handling of slum rejuvenation in the Cipelang River Area, Sukabumi City include: (1) Improving the competence of employees/apparatus resources; (2) Conducting facilitation efforts to obtain programs whose funding sources are from the Central Government and Provincial governments; (3) Implementation of focus group discussions related to the handling of slum areas involving various elements, namely the government, the community, entrepreneurs, and academics.

e. The strategy that will be carried out by the Sukabumi City Government in the Rejuvenation of Slums in the Cipelang River Area, Sukabumi City is (1) Strengthening the network to the Central Government and the Provincial Government with a formal approach, and meeting all the criteria required in obtaining the program; (2) Increasing collaboration with various stakeholders in handling slum areas; (3) Maximizing the role of the housing and settlement area working group (Pokja PKP) to ensure that the implementation of slum planning programs is carried out properly; (4) Improving supervision and evaluation of the implementation of programs/activities for handling slum areas; (5) Seeking cooperation with the private sector through CSR programs in the implementation of integrated and sustainable development and management of residential infrastructure (6) Collaborating with the private sector and related agencies in the construction of flats at the study site.

Based on the conclusions mentioned above, the researcher's suggestions that can be submitted to the Central Government, the Sukabumi City Government, the private sector and the community in Handling the Rejuvenation of Slums in the Cipelang River Area, Sukabumi City are as follows:

a. Central Government
   1. The Central Government must be more active in providing alternative development funding for the handling of slums outside the existing and known funding schemes so far.
   2. The Central Government helps facilitate national/international institutions to be able to participate and help improve the program for handling Slum Rejuvenation in the Cipelang River Area, Sukabumi City.

b. Sukabumi City Government
   1. Integration of the preparation and targets for handling slum areas in regional planning documents such as RPJPD, RTRW, and RPJMD.
   2. Increasing the portion of government funding in handling the Rejuvenation of Slums in the Cipelang River Area, Sukabumi City.
   3. Increasing participatory planning and the use of social capital in handling slum areas.
   4. It needs to be agreed by all Regional Apparatus to one slum data, and all Regional Apparatus focuses their various activities on the Location of the Slum Settlement Decree/Handling Collaboration.
   5. A special Regional Regulation must be made regarding the handling of slum areas.

6. Carry out land consolidation at the location of settlement rejuvenation activities.
7. To realize the results of training from the Regional Apparatus that handles social problems, there needs to be continuous socialization to the community to change behavior patterns so that the community can jointly handle and prevent slums.

c. Private
1. Allocating its CSR budget for slum management programs
2. Making the handling of slums one of the company's marketing strategies to increase the marketing potential of its products.

d. Community
1. Actively participate in planning and development activities of slums
2. Providing the social capital they have to support programs to handle slum areas.

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