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# Urban Poverty Alleviation Strategies to Achieve the Sustainable Development Goals

# Strategi Pengentasan Kemiskinan di Perkotaan untuk Mencapai Tujuan Pembangunan Berkelanjutan

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ARTICLE INFORMATION

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***ABSTRACT***
*This study explores the strategies implemented by the North Jakarta City Government to address extreme poverty in alignment with the Sustainable Development Goals (SDGs), using Kampung Apung in Muara Baru as a case study. Kampung Apung represents a severe case of structural poverty in urban coastal areas, characterized by limited access to clean water, sanitation, education, and healthcare services. Employing a qualitative method with a descriptive approach, data were collected through in-depth interviews with government officials, related agencies, and local residents. The findings reveal that the poverty alleviation strategies consist of four key aspects: organizational strategy, program strategy, resource support strategy, and institutional strategy. Despite some improvements in poverty rates, structural barriers persist, such as unequal access to assistance and misaligned program targeting. The study concludes that a more comprehensive and sustainable approach, along with enhanced inter-agency coordination, is essential for effectively addressing poverty in Kampung Apung and contributing to the achievement of the SDGs.*

**Kata Kunci**
Kemiskinan Ekstrem;
Strategi Pemerintah Daerah;
SDGs;

**ABSTRAK**
Penelitian ini tentang strategi yang diterapkan oleh Pemerintah Kota Jakarta Utara dalam mengatasi kemiskinan ekstrem guna mencapai tujuan Sustainable Development Goals (SDGs), dengan fokus studi kasus di Kampung Apung, Muara Baru. Kampung Apung mencerminkan kondisi kemiskinan struktural yang parah di wilayah pesisir urban, seperti keterbatasan akses air bersih, sanitasi, pendidikan, dan layanan kesehatan. Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif. Data dikumpulkan melalui wawancara mendalam dengan pihak pemerintah, instansi terkait, dan masyarakat. Hasil penelitian menunjukkan bahwa strategi yang diterapkan terdiri dari empat aspek utama, yaitu strategi organisasi, strategi program, strategi pendukung sumber daya, dan strategi kelembagaan. Meskipun terdapat perbaikan angka kemiskinan, penelitian menemukan masih adanya hambatan struktural seperti ketimpangan akses bantuan dan ketidaktepatan sasaran program. Penelitian ini menyimpulkan bahwa strategi pengentasan kemiskinan di Kampung Apung memerlukan pendekatan yang lebih komprehensif dan berkelanjutan, serta peningkatan koordinasi antar lembaga. Studi ini memberikan kontribusi penting terhadap pengembangan kebijakan daerah dalam konteks pencapaian SDGs.

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## Introduction

Poverty is a classic problem that continues to haunt major cities in Indonesia, including Jakarta, which is the country's capital and center of government, economy, and national urbanization. This issue requires specific governance reforms to be in line with the SDGs (Parnell, 2016). One of its administrative areas, North Jakarta, has a high level of socio-economic complexity (NEW, 2023). Poverty is not only reflected in low community income, but also in limited access to basic services such as education, health, sanitation, and decent housing. The phenomenon of poverty in North Jakarta has its own characteristics, especially in coastal areas such as Kampung Apung and Muara Baru, which have become symbols of marginalization amid the progress of metropolitan development (Wisnutama et al., 2023), while also reflecting the complexity of economic growth running parallel to high levels of informality (Firman & Dharmapatni, 1994).

Kampung Apung is a densely populated area in Pluit Village, Penjaringan Subdistrict, North Jakarta. This area is known for its informal settlements above the water surface with poor sanitation and infrastructure, making it a clear example of how urban poverty is driven by a lack of skills and high living costs (Arku & Marais, 2021). This area is a clear representation of the social and economic inequality that still exists in the capital city. The majority of the people in this area work as fishermen, daily laborers, and other informal sector workers who are vulnerable to economic shocks, climate change, and social crises (Nooraeni et al., 2018). Unsuitable housing conditions, high unemployment rates, and limited access to education are clear indicators of the multidimensional poverty issues they face (Asyrofi, 2025), where floating architecture promises a solution for adapting to climate change (Habibi, 2015) and community economic resilience can be strengthened through the utilization of local wisdom (Widia & Wibisono, 2024).

Poverty in urban coastal areas is exacerbated by climate change: the study Revisiting the climate change adaptation strategy of Jakarta’s coastal communities (Purnomo et al., 2024) found that despite various adaptation efforts in coastal villages, many vulnerabilities remain due to low household economic capacity and limited public infrastructure support. In addition, coastal communities often face exposure to tidal flooding (rob), which exacerbates health and economic disparities; Research on Social vulnerability of coastal fish farming community to tidal (Rob) flooding: a case study from Indramayu, Indonesia (Putiamini et al., 2022) shows that fishermen and fish farmers have a high social vulnerability index to tidal flooding, with a direct impact on income and access to basic services.

From a public policy perspective, a national study in East Java, Urban Poverty concluded that average education levels, employment opportunities, and population density are determining variables that significantly affect urban poverty; cities with low education levels and limited employment opportunities have higher poverty rates. Similarly, the study Sustainable Livelihood and the Dynamics of Urban Poor People's Livelihood Boundaries in Tambora Village 3 Area, Jakarta (Fimansyah et al., 2025) confirms that poor groups in cities are highly dependent on social networks and the flexibility of informal livelihoods, but they are limited in their access to formal resources and support, making them vulnerable to socioeconomic shocks.

According to data from, the number of poor people in North Jakarta reached 133,730 in 2022. Although this figure decreased to 120,510 in March 2024 (6.44% of the total population of North Jakarta), conditions in Kampung Apung have not changed significantly. This decline indicates the partial success of government programs, but there are still deep structural problems in marginalized areas, because spatial inequality in access to basic services is a major obstacle to achieving SDGs 1 and 11 in Indonesia (Nwankwo, 2025). Research by Geoforum (Marwa, 2024) shows that despite changes in urban policy, such as remunicipalisation in water management, communities in informal areas continue to experience inequality in access due to the lack of supporting infrastructure that reaches suburban areas comprehensively. The central and regional governments have adopted various strategic programs in an effort to alleviate poverty through (Presidential Regulation of the Republic of Indonesia Number 15 of 2010 concerning the Acceleration of Poverty Alleviation, 2010) and (Regulation of the Minister of Home Affairs Number 42 of 2010 concerning Poverty Data Management, 2010). However, the reality on the ground shows that program implementation often faces obstacles in data collection, aid distribution, and community involvement (Nuryanto & Haryono, 2017). Research from the Journal of Development Planning (Kusumawati & Kudo, 2019) shows that various programs such as PKH and Raskin have problems with targeting, where many poor families are not accurately recorded due to limited data and unfulfilled legal identities.

This is also reinforced by the findings of the Journal of Governance and Public Affairs (Sarjito, 2025), which assesses that the effectiveness of the SIKS-NG social information system in data collection and aid distribution is still hampered by weak institutional coordination and uneven digital infrastructure. In addition, a study by the International Journal of Social Service and Research (Setyawan, 2023) highlights the low

effectiveness of social assistance distribution in North Jakarta during the COVID-19 pandemic due to slow bureaucracy and minimal local community participation.

Policy analysis shows that the success of urban poverty alleviation is largely determined by the alignment of programs with SDG indicators (Ridayanti et al., 2024). Kampung Apung is a concrete example of the mismatch between macro policies and the specific needs of communities at the local level, as urbanization has different impacts on poverty, requiring specific policy responses (Satterthwaite & Tacoli, 2014).

A number of previous studies have discussed the issue of poverty in urban areas of Jakarta. For example, highlight the spatial inequality between coastal areas and the city center, which causes socioeconomic exclusion (Najma et al., 2025). Examined the effectiveness of social assistance programs in DKI Jakarta and found that the data collection mechanism was still inaccurate and there was minimal community participation (Ikhsan & Lestari, 2021). Meanwhile, analyzed community empowerment strategies for the poor in West Jakarta and found that the success of the program was highly dependent on synergy between the government, social institutions, and local communities (Suhendra & Handayani, n.d.). However, specific studies on strategies for alleviating extreme poverty in coastal areas such as Kampung Apung in North Jakarta are still very limited. This is the research gap that this study aims to address.

Previous findings indicate that poverty alleviation strategies cannot consist solely of material assistance. As stated by the National Institute for Development Assessment, effective empowerment involves building collective capacity and social resilience. This is in line with the conditions in Kampung Apung, where the community still needs long-term support to be able to survive structural and environmental vulnerabilities. This opinion reinforces the analysis that the success of poverty alleviation strategies in areas such as Kampung Apung greatly depends on the extent to which local governments involve the community in the planning and implementation processes. When programs are formulated top-down without community participation, it is difficult to achieve the SDGs' goals of social justice and inclusiveness.

Conditions in Kampung Apung are very concerning, both physically and socio-economically. The community in this area lives in extreme deprivation: minimal access to education, inability to pay for health services, and lack of decent work. Children are forced to drop out of school due to financial constraints and difficult access. Narrow, flooded roads and poor sanitation increase the risk of infectious diseases, while limited access to electricity and clean water adds to the burden of their daily lives. In situations like this, poverty is not

only about the absence of income, but also about the inability to live a healthy, safe, and dignified life (Maharani et al., 2024).

Kampung Apung is also a critical point in achieving the Sustainable Development Goals (SDGs), particularly SDG 1 (ending poverty in all its forms), SDG 3 (good health and well-being), and SDG 11 (sustainable cities and communities). While most urban areas in Jakarta have undergone modernization and infrastructure improvements, areas such as Kampung Apung have been left far behind. This shows a significant development gap and is evidence of the failure to apply the principle of social justice in urban development, exacerbated by the fact that slum upgrading programs are often hampered by the politics of eviction (Winarso, 2022), even though slum upgrading is an important strategy for addressing the multidimensional nature of poverty (Ebekozien et al., 2024). In addition, the inaccuracy of social assistance recipients, weak inter-agency coordination, and the absence of a long-term community empowerment approach further undermine the effectiveness of existing programs (Mahasatya, 2025).

In line with the global commitment to eradicate poverty and build a more sustainable world, Indonesia has adopted the Sustainable Development Goals (SDGs) set by the United Nations (UN) in 2015 (Lee, B. X., Kjaerulf, 2016). There are 17 goals and 169 targets in the SDGs that serve as a reference for development until 2030, and fundamentally, poverty eradication efforts must shift from a global focus to local action, in line with the SDGs (Mestrum, 2003). One of the main goals 5 in the SDGs is "End Poverty in All Its Forms Everywhere" (Goal 1), which is also a priority in national and regional development planning. The North Jakarta City Administration, as a local government entity, has an important role in translating these global goals into concrete policies that touch the grassroots community (Mungkasa, 2024).

Efforts to alleviate extreme poverty in coastal areas such as Kampung Apung, North Jakarta, present complex structural challenges. A study by (Marzuki, 2024) emphasizes that the success of alleviating extreme poverty is highly dependent on the ability of local governments to design adaptive and contextual approaches, taking into account vulnerability to climate change and community economic resilience. A similar point is made by (Taufiq, 2025) in its analysis of SDG policies in Mojokerto, which highlights the importance of integrating global goals into participatory and sustainable urban development planning.

In marginalized coastal areas, such as Kampung Apung, the implementation of local-based empowerment strategies is also key. A study by (Jufri et al., 2024) exemplifies the important role of city governments in empowering communities through support for the

informal sector and micro-enterprises. Furthermore, value- and community-based approaches, such as the Islamic economic empowerment model studied by (Suryanto et al., 2024), can be an alternative contextual and inclusive strategy, especially for areas with strong collective social structures. On the other hand, (Cantika, 2023) shows that the effectiveness of SDG programs in poverty alleviation is not only determined by national policies, but also by the synergy between government institutions, civil society organizations, and active citizen participation. In the context of coastal areas, a study by (Achmad & Sidiq, 2025) on fishermen in Bengkalis Island underscores the importance of considering socio-ecological aspects, such as environmental degradation and limited access to natural resources, in formulating poverty alleviation strategies. The urgency of this research lies in the high rate of extreme poverty in urban areas, which has the potential to hinder the achievement of the Sustainable Development Goals (SDGs), particularly Goal 1 (No Poverty) and Goal 11 (Sustainable Cities and Communities). Although the government has launched various social protection and economic empowerment programs, many of them have not addressed structural issues such as unequal access, weak inter-agency coordination, and minimal community participation in policy planning and implementation.

In the context of coastal areas, previous studies have highlighted that poverty is not only caused by economic factors, but also by socio-ecological conditions and weak integrated policy interventions. Emphasize the importance of considering environmental degradation and limited access to natural resources in formulating poverty alleviation strategies, while Nurulhuda, D., & Purwani (2021) find that coastal communities are able to adapt to flood risks through local innovations, but still lack structural support from the government. Based on these findings, Kooten (1989) strategy theory was used as the basis for analysis because it divides strategies into four main pillars: organization, program, resource support, and institutional, which 6 are then reinforced by Mintzberg (1994) emergent strategy concept, Wheelen and Hunger's (2018) strategic management model, and David (2011) which emphasizes the alignment between macro policies and the micro needs of the community. The urgency of this research lies in the importance of reviewing the effectiveness of extreme poverty reduction strategies in achieving the Sustainable Development Goals (SDGs), given the gap between policy formulation and its implementation in the field. Thus, this research is novel because it seeks to identify obstacles and opportunities for improvement in the implementation of local government strategies in a more adaptive, participatory, and sustainable manner.

Thus, this study is important because it seeks to examine in depth the effectiveness of extreme poverty reduction strategies in the context of sustainable development, while addressing the gap between macro policies and the real needs of communities at the local level. This study is novel because it focuses on analyzing extreme poverty reduction strategies as a representation of marginalized urban coastal areas. This study does not merely repeat previous research, but seeks to identify obstacles and opportunities for improving the implementation of local policies within the framework of achieving SDGs at the regional level. The results of this study are expected to enrich the academic literature on poverty alleviation policies from a sustainable development perspective and provide practical recommendations for local governments.

## Method

This study uses a qualitative approach with a descriptive case study design, which aims to describe in depth the poverty alleviation strategies of the North Jakarta City Government in the context of achieving the Sustainable Development Goals (SDGs) in Kampung Apung, Muara Baru. This approach was chosen because it is able to reveal the meaning, dynamics, and complex social context behind poverty alleviation policies and practices at the local level. The types of data used consist of primary and secondary data. Primary data was obtained through in-depth interviews with key informants such as the People's Welfare Officer (Kesra), Social Service officials, the Head of Pluit Sub-District, and extremely poor residents of Kampung Apung as supporting informants. Meanwhile, secondary data was obtained through official documents such as reports from the Central Statistics Agency (BPS), regional policy documents, laws and regulations, scientific articles, and publications from the mass media and government agencies.

Data collection techniques were carried out using a combination of three methods, namely semi-structured interviews, field observations, and documentation studies. In-depth interviews were conducted with key informants consisting of public welfare officials from the North Jakarta City Government, Social Service officials, the Head of Pluit Sub-District, and extremely poor residents living in the research location. Informants were selected using purposive sampling, a technique for determining informants 7 based on specific considerations relevant to the research objectives. In this case, informants were selected because they had knowledge, experience, and direct involvement in the formulation and implementation of poverty alleviation programs at the regional level. This technique enabled

researchers to obtain in-depth and contextual information related to local government strategies in achieving the Sustainable Development Goals (SDGs).

The interviews were conducted using open-ended questions to explore in depth the strategies, obstacles, and informants' perceptions of the implementation of poverty alleviation policies (Sugiyono, 2017). Field observations were conducted directly in Kampung Apung to understand the social reality, physical conditions of the environment, and patterns of community interaction. Meanwhile, documentary studies were used to verify and reinforce the results of the interviews and observations.

To ensure the validity and reliability of the data in this qualitative study, data validity testing techniques proposed by (Lincoln & Guba, 1985) were used and reinforced with an interactive analysis approach according to Matthew B. Miles, A. Michael Huberman (2014) This validity test includes four main criteria, namely credibility, transferability, dependability, and confirmability, which are applied through several concrete techniques in the field.

1. Credibility was maintained by applying triangulation techniques, including source, technique, and time triangulation. Source triangulation was conducted by comparing interview results from various informants, such as government officials, community leaders, and people living in extreme poverty. Technique triangulation was conducted by comparing interview results, field observations, and documentation studies. Meanwhile, time triangulation is carried out by collecting data at different times to test the consistency of information. In addition, researchers also conduct member checks, which is to confirm the findings and interpretations with key informants so that the meaning does not deviate from the actual context.
2. Transferability was achieved by providing thick descriptions, namely in-depth descriptions of the social, economic, and cultural backgrounds of poor communities in the research area. With detailed and contextual descriptions, the research results can be used as a reference or compared with similar conditions in other urban areas.
3. Dependability is tested through an audit trail, which is the process of recording and tracking all stages of research, from planning, interviews, and observation to data analysis. Each step of the research is systematically documented in a research log so that the process can be traced and retested by other researchers.
4. Confirmability is achieved by maintaining the objectivity and transparency of researchers 8 through the storage of empirical evidence, interview results, and field notes to ensure that conclusions are truly derived from data, not from the assumptions or personal

opinions of researchers.

By applying these four stages, the research data is expected to have high validity and be scientifically reliable. Data analysis was performed using Miles and Huberman's interactive model, which consists of three main stages: data reduction, data presentation, and conclusion drawing. Data reduction was performed by selecting information relevant to the research focus. Data presentation was performed narratively in the form of patterns and themes that emerged from the interviews and observations. The process of drawing conclusions is carried out iteratively and continuously, from the beginning of data collection to the end of the research, to obtain comprehensive findings (Matthew B. Miles, A. Michael Huberman, 2014).

This study uses Jack Kooten (1989) strategy theory as the main analytical framework. Kooten divides strategy into four main pillars, namely:

1. Corporate strategy, which is the policies and strategic direction of local governments in achieving poverty alleviation goals.
2. Program strategy, which is the planning and implementation of operational programs in the field.
3. Resource support strategy, which is the optimization of human, financial, and institutional resources to support program effectiveness.
4. Institutional strategy, which is coordination between agencies and synergy between development actors in supporting program sustainability.

Jack Kooten's strategy theory was later developed further within the framework of modern strategic management. For example, Mintzberg (1994) proposed the concept of emergent strategy, which emphasizes flexibility and adaptation of policies based on field conditions. This approach is relevant for examining dynamic social policies such as poverty alleviation.

Furthermore, Wheelen and Hunger (2018) developed a strategic management process model 9 that emphasizes integration between strategy formulation, implementation, evaluation, and control. Meanwhile, Fred R. David, (2011) added the dimension of strategic alignment between macro government strategies and micro community needs, so that policies do not stop at the administrative level alone.

Derivatives of this theory reinforce Kooten's theory by providing a more contextual and adaptive conceptual framework for social dynamics. In the context of this study, Kooten's theory is used as a basis for understanding the structure and components of government strategy, while the theories of Mintzberg, Wheelen & Hunger, and David are

used as a theoretical update to assess the extent to which the strategy is able to adapt to social changes and the needs of the community in Kampung Apung. Thus, the combination of Kooten's theory and modern strategy theory provides a holistic analytical framework for assessing the effectiveness of SDG-based poverty alleviation policies at the local level.

**Literature Review**

The first study, entitled Living with Risk: Kampung Apung's Adaptation to Flood, uses the theory of community resilience. This study found that the Kampung Apung community in Muara Baru has a high adaptive capacity in facing the risk of annual flooding through the construction of semi-permanent houses on water, the use of recycled materials, and the strengthening of the social system among residents. Survival strategies are carried out through mutual cooperation and architectural adaptation. However, this study highlights the lack of structural intervention from the government, thus requiring a more comprehensive and coordinated strategy for poverty and disaster alleviation

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The third study is titled Local Government Strategies in Poverty Alleviation After the Covid19 Pandemic: An Ecological Management Perspective in Nias District (Telaumbanua, F., & Ndraha, 2023) This study reveals strategies such as strengthening the local economy, providing social assistance, and integrating ecological management principles that emphasize sustainable natural resource management and community participation. The results show that ecology-based strategies can increase community resilience to the poverty crisis caused by the Covid-19 pandemic.

Through this literature review, it appears that previous studies have focused on community adaptation strategies to flood risks, the use of special funds for poverty alleviation, and the integration of ecology-based management. This study is different because it specifically examines poverty alleviation strategies in the Kampung Apung area

to support the achievement of SDGs, with an emphasis on the role of the city government and cross-sector collaboration.

## Result and Discussion

Field observations show that the physical conditions of Kampung Apung are very vulnerable: around 150 families live in semi-permanent houses above the water with poor drainage, minimal sanitation, limited access to clean water, and narrow paths that hinder mobility. From semistructured interviews with key informants (social welfare officials, social service officials, the head of Pluit sub-district, and extremely poor residents), a picture of program practices emerged: DTKS validation through muskel, distribution of PKH, KJP, KLJ, and skills training such as seafood processing, sewing, and handicraft making. Government informants emphasized the local government's commitment to including the program in the RPJMD/Renstra (Regional MediumTerm Development Plan/Strategic Plan), while residents complained about post-training limitations (capital, market access, and ongoing assistance). Some representative quotes: residents stated that the training was "technically useful, but there was no capital or market, so they stopped"; officials stated that the main challenge was "inaccurate DTKS data causing misdirected assistance".

Kampung Apung, located in Pluit Village, Penjaringan Subdistrict, is one example of extreme poverty on the coast of North Jakarta. Approximately 150 families, most of whom work as fishermen or laborers, live in semi-permanent houses above the water in squalid conditions, with limited access to clean water and electricity, and narrow paths that hinder mobility and access to basic services. These problems have a direct impact on the welfare of residents and reinforce the cycle of poverty.

Data from Statistics Indonesia (BPS) and regional documents show an aggregate decline in poverty rates in North Jakarta in recent years, but the distribution of this decline is uneven, with coastal areas still lagging behind. Relevant reports and academic articles (e.g., studies on the effectiveness of PKH/KJP, SIKS-NG data collection issues, and coastal community resilience studies) reinforce the primary findings: structural problems (data collection, inter-agency coordination, market access, and environmental vulnerability) remain obstacles to achieving the SDGs at the local level.

Kampung Apung area (Source: Researcher's observation)

This study uses Jack Kooten's strategic theory approach. This theory divides strategy into four main aspects: corporate strategy, program strategy, resource support strategy, and institutional strategy. These four strategies are implemented by local governments in an effort to support the achievement of the Sustainable Development Goals (SDGs), particularly Goal 1, namely no poverty (Kooten, 1989).

The organizational strategy for poverty alleviation in Kampung Apung reflects the strong commitment of the North Jakarta Municipal Government to make the issue of extreme poverty a top priority for regional development. This commitment is realized by integrating poverty alleviation programs into official planning documents such as the RPJMD and Renstra technical services, so 11 that policy directions are clear and measurable. The implementation of the strategy began with updating data through village deliberations (muskel) involving neighborhood associations (RT), community associations (RW), and community leaders to correct inaccuracies in the Integrated Social Welfare Data (DTKS), which had often resulted in the misallocation of aid. The validated data became the basis for formulating interventions in two forms, namely social protection and economic empowerment. Social protection is realized through the distribution of assistance such as the Family Hope Program (PKH), the Jakarta Smart Card (KJP), and the Jakarta Elderly Card (KLJ), while economic empowerment is carried out through skills training such as seafood processing, sewing, and processing household waste into creative products. To strengthen sustainability, the government has established partnerships with the UMKM Office, the Manpower Office, universities, and the private sector through Corporate Social Responsibility (CSR) programs that provide facilities, assistance, and market opportunities. In Kampung Apung, this strategy has made social assistance distribution more targeted and

has begun to give rise to new small businesses among female heads of households and young people, although the scale is still limited due to uneven community participation.

Program strategies are the translation of organizational strategies into operational activities that directly impact the community Wedi & Fathurrahman (2025). The North Jakarta Municipal Government focuses this program on job skills training, provision of business capital assistance, and improvement of basic infrastructure that supports residents' economic activities. The training provided not only increases technical skills but is also designed to expand life opportunities and economic independence, such as training in seafood processing, cooking, sewing, and making household crafts. This program is specifically aimed at vulnerable groups such as female heads of households, the elderly, and school dropouts, with the aim of providing them with skills that can be immediately utilized to increase their income. However, the implementation of the program still faces a number of obstacles, including low active community participation due to a lack of motivation and information, as well as the absence of a structured monitoring and evaluation system to ensure the sustainability of results.

The resource support strategy for poverty alleviation in Kampung Apung focuses on the management and optimization of data, budgets, human resources, and infrastructure. The North Jakarta City Government uses Integrated Social Welfare Data (DTKS) as the basis for determining aid recipients, then revalidates it through village deliberations (muskel) involving RT, RW, and community leaders to correct data discrepancies. In terms of budget, funding comes from the regional budget (APBD) and is strengthened through Corporate Social Responsibility (CSR) program partnerships with the private sector. In terms of human resources, the government strives to improve the capacity of village officials and field officers to provide participatory assistance and optimize the role of community cadres in helping with socialization and monitoring. The use of infrastructure is also an important part, such as the use of community halls for training and the provision of business support equipment, such as fish processing machines or sewing tools. This strategy has helped improve the accuracy of social assistance targeting and provide support facilities for small businesses, although budget and human resource constraints have prevented its coverage from reaching the entire community.

The institutional strategy in this study focuses on collaboration between local governments and various stakeholders in the implementation of poverty alleviation programs. The North Jakarta City Government actively synergizes with relevant agencies such as the UMKM Agency, the Manpower Agency, universities, non-governmental

organizations, and the private sector. This collaboration is aimed at supporting the sustainability of the program through the provision of entrepreneurship training, micro-business facilities, business assistance, and even the provision of production facilities such as marine product processing equipment. One concrete example of the 12 institutional strategy is the involvement of students from several universities in the implementation of entrepreneurship training and business group assistance in Kampung Apung.

Interviews with the Head of the Empowerment and Social Protection Section of the North Jakarta Social Agency revealed that validating data on the extremely poor remains a serious challenge in implementing poverty alleviation programs. Although local governments use the Integrated Social Welfare Data (DTKS) as the basis for distributing aid, in reality many residents who are truly in need are not registered. This shows that disparities in the data collection system can lead to social exclusion, where vulnerable groups do not receive the interventions they should. In his analysis, the weaknesses of this verification system undermine the effectiveness of social interventions and have a direct impact on disparities in access to assistance. The researchers also conducted in-depth interviews with the Head of the People's Welfare Subdivision (Kesra) of the North Jakarta City Secretariat. Kesra emphasized the importance of collaboration with local stakeholders such as Baznas, port company CSR, and religious institutions, in the form of job skills training, home business training, and micro business capital assistance. In their statement, they said that "the Mayor strongly emphasizes the principle of sustainability, so that it is not just about providing assistance, but empowering the community to be self-sufficient in the long term".

The head of Pluit Village said that skills training and economic empowerment programs have actually been carried out regularly in Kampung Apung, mainly in the form of sewing, seafood processing, and household skills training. However, community participation is still low due to a number of factors, such as lack of information, limited time due to informal work, and doubts about the results of the training. These findings reflect the importance of a community-based approach that not only offers training but also strengthens the motivation and confidence of the community in taking advantage of opportunities. In addition to, the analysis shows that the lack of community involvement in the planning process is the cause of the weak sense of ownership of the program.

One resident of Kampung Apung, a housewife, said that she had participated in training on making fish floss, but was unable to continue her business due to capital constraints and lack of access to markets for her products. Government assistance is perceived as not providing the posttraining support needed to promote economic

independence. Further analysis shows that the success of training programs is not only determined by the technical skills provided, but also by the availability of distribution networks, access to digital markets, and ongoing mentoring. Without these elements, training tends to become a formality without lasting, tangible results.

Several local community leaders criticized the weak coordination between local government agencies. Programs from various agencies such as the MSME Agency, Social Agency, and Manpower Agency run separately without synergy, so that their impact is less noticeable. This lack of integration makes residents confused in distinguishing one program from another, and often there is overlap. This situation indicates the need for institutional strengthening in the form of a coordination unit or inter-departmental forum at the sub-district level, which is capable of unifying the direction and integration of activities for vulnerable areas such as Kampung Apung. On the other hand, poor physical environmental conditions have exacerbated the socio-economic situation of residents. Interviews with residents show that tidal flooding, poor sanitation, and inadequate infrastructure have led to low community productivity. Narrow roads that are often flooded, the absence of a permanent drainage system, and dense settlements mean that residents live in unhealthy conditions. In this context, analysis shows that poverty alleviation strategies cannot be effective without physical planning that is integrated with social and economic empowerment programs. Poverty in Kampung Apung stems not only from economic factors, but also from ecological and social vulnerabilities that reinforce each other.

The interview results support the fact that the poverty alleviation strategies implemented by local governments cover various important aspects, but their implementation still faces obstacles at the implementation level. Weaknesses in data collection, minimal community participation, and 13 limited coordination are the main factors that need to be addressed immediately. A participatory and cross-sectoral approach must be strengthened so that the strategy does not only remain on paper, but also truly touches the lives of the community and encourages sustainable social transformation. From the findings in the field, it can be concluded that the extreme poverty reduction strategy in Kampung Apung has covered the four elements of strategy according to Jack Kooten. However, there are still obstacles. In terms of organizational capacity, the managerial capacity of several implementing units still needs to be improved to ensure the sustainability and effectiveness of poverty alleviation programs. In terms of program strategy, some training participants did not continue their businesses due to low self-confidence and a lack of follow-up assistance. In terms of institutional aspects, coordination between regional

agencies has not been effective, thereby hindering policy integration. Meanwhile, in terms of resource support strategy, budget constraints and the quality of human resources have limited the comprehensive implementation of the program.

The implementation of smart governance in city management has proven to have a significant impact in improving the quality of public services in a fast, accurate, and integrated manner. Jakarta Smart City (JSC), as one of the digital innovations at the regional level, has been able to become an important element in dealing with emergency situations such as the Covid-19 pandemic, by providing a technology-based public service system that is responsive and accurate (Folland et al., 2024) In the research by Firman et al., it is mentioned that the presence of digital infrastructure and strong technological capabilities in JSC should be a key element in accelerating pandemic response and supporting the effectiveness of smart and inclusive city governance (Firman, 2022). This is in line with the efforts of the North Jakarta City Government, which needs to adopt similar technologies to address the challenges of inaccurate data, uneven distribution of aid, and minimal community participation in policy-making in Kampung Apung, Muara Baru. The use of information systems such as big data and digital mapping will greatly assist in the validation process of the Integrated Social Welfare Data (DTKS), which has been one of the obstacles in the strategy to alleviate extreme poverty in the region.

The development of a smart city does not only depend on technology, but is also largely determined by the quality of human resources and social capital of the community. Firman et al. emphasize that a smart city is a combination of education, training, arts and culture, and entrepreneurship, and requires smart actors who are able to manage and utilize social capital for mutual progress (Firman, 2022). This statement is in line with the approach taken by the North Jakarta City Government, which integrates community empowerment programs, such as MSME training, marine product processing, and the involvement of female heads of households, as concrete steps in building community capabilities and independence.

This study concludes that the North Jakarta Municipal Government's strategy for tackling poverty has been designed holistically and encompasses a strong theoretical dimension. However, this strategy still needs to be improved in terms of implementation, particularly in the aspects of community involvement, data accuracy, and program sustainability. With synergy between the government, the community, and the business world, as well as the application of the principles of sustainable and inclusive development,

then eradicating extreme poverty is not an impossible goal to achieve, even in densely populated and marginalized urban areas such as Kampung Apung.

Strategies for alleviating extreme poverty cannot be separated from the importance of building collective awareness among communities regarding self-empowerment. Many residents in Kampung Apung are highly dependent on social assistance and feel that they do not have the ability to break out of the cycle of poverty. In this case, local government strategies should include aspects of building internal motivation through civic education, community capacity building, and public campaigns that emphasize the success of local residents as role models. This kind of social change 14 process will be much more effective if it starts from the residents themselves, not just through a topdown approach. A participatory approach needs to be strengthened so that the community is not only the object of policy, but truly becomes the subject of development, aware of their rights and responsibilities. The development of the residents' mentality can begin with the strengthening of local institutions such as community learning groups, village cooperatives, and community forums that facilitate dialogue between the community and the government. Such forums will increase program transparency while also serving as a platform for conveying aspirations and input. When participatory spaces are opened and managed fairly, citizens will be encouraged to participate in maintaining the sustainability of existing programs. In addition, local governments can utilize religious leaders, traditional leaders, and local youth leaders as agents of social change who bridge government programs with local cultural values.

From an economic strategy perspective, the success of entrepreneurship programs must also be supported by adequate market infrastructure. For example, residents who have been trained in processing marine products need to be facilitated access to traditional markets, community outlets, or digital platforms to sell their products. The government can establish souvenir shops selling products unique to Kampung Apung or establish partnerships with national marketplaces. This will give products made by poor communities a wider and more sustainable market reach. In addition to market access, financing aspects also need to be considered. Microcredit, revolving funds, or trustbased community investment schemes are important to help residents develop their businesses without getting trapped in high-interest debt such as illegal online loans.

The government also needs to strengthen long-term training and mentoring systems. A onetime training session is often insufficient to develop deep skills. Therefore, a tiered training approach, ongoing mentoring, and facilitation of competency certification tests will

greatly help improve the quality of the workforce in Kampung Apung. Furthermore, collaborative internship programs between residents and local industry players, such as fishing cooperatives, seafood processors, or fish-based snack industries, could be established. In this way, knowledge transfer becomes more concrete and oriented towards the needs of the business world.

Another equally important aspect is the management of the residential environment. Kampung Apung is located in a flood-prone area, has a poor drainage system, and is densely populated with substandard housing. These environmental conditions not only affect the health of residents, but also reduce their productivity. Therefore, poverty alleviation strategies should be synergized with urban resilience-based area management programs, where environmental sustainability is part of the livelihood strategy. Environmental sanitation programs, waste management, clean water access development, and slum housing improvements can be included in labor-intensive schemes that empower residents while improving the physical condition of the village. The younger generation must also be given more space in development strategies. The government can initiate creative youth communities that utilize digital technology for social campaigns, online businesses, or local cultural art products. By making young people the driving force, the regeneration of social leadership in Kampung Apung can grow organically. Programs such as skills scholarships, product design training, basic coding, and social media management can expand new economic opportunities for teenagers who do not continue formal schooling.

An integrative analysis shows that local government efforts have covered important components of the strategy, but incomplete implementation is a major obstacle. Two crucial issues have emerged: (1) inaccuracy of DTKS data, which causes social exclusion and misdirected distribution; (2) limited post-training continuity (capital, market access, mentoring), which prevents empowerment programs from transforming into sustainable income. The physical conditions of the area (tidal flooding, poor sanitation) worsen residents' ability to take advantage of economic opportunities, so poverty alleviation must combine physical interventions (area planning/urban 15 resilience) with socio-economic interventions. From an SDG achievement perspective, policies that focus only on short-term material assistance are insufficient to meet Target 1 (No Poverty) and Target 11 (Sustainable Cities). There is a need for digital data integration (e.g., validated digital mapping/DTKS), inter-agency coordination forums at the sub-district level, easily accessible microfinance schemes, and tiered training programs with market assistance and access to digital platforms.

A participatory approach that strengthens residents' sense of ownership is also crucial for interventions to be sustainable.

This study found that the implementation of extreme poverty alleviation strategies in Kampung Apung, North Jakarta, still faces serious obstacles, particularly in terms of validating beneficiary data. Although the government has used the Integrated Social Welfare Data (DTKS), observations and interviews show that the targets are inaccurate. Jack Kooten's institutional strategy theory emphasizes the importance of an accurate information system as part of a resource support strategy. When data is inaccurate, institutional strategies do not run optimally. In this case, findings in the field confirm that data weaknesses are the main obstacle to the program's success. This means that Kooten's theory is in line with the real conditions in Kampung Apung. The local government has indeed implemented skills training programs, but community participation remains low.

## Conclusion

Efforts to alleviate extreme poverty in Kampung Apung have included significant strategic measures, such as the distribution of social assistance, skills training, economic empowerment, validation of beneficiary data, and cross-sector collaboration between the local government, the community, and the business world. This policy shows a positive direction towards improving the welfare of residents and is in line with the commitment to achieving the Sustainable Development Goals (SDGs). However, the effectiveness of implementation still faces various obstacles, including low data accuracy, limited budget and human resources, weak coordination between agencies, and low community participation in the planning and evaluation stages. These obstacles have a direct impact on the sustainability of the program and slow down socio-economic transformation in marginalized areas such as Kampung Apung.

In this context, the study emphasizes that extreme poverty alleviation cannot rely solely on material assistance approaches, but requires participatory, adaptive, and community-based empowerment strategies. The use of digital technology for data validation (e.g., through big data and digital mapping), cross-sector integration between agencies, and strengthening environmental aspects are important steps towards more sustainable policy effectiveness. Synergy between the government, community, and private sector needs to be continuously strengthened so that poverty alleviation strategies can truly address the real needs of citizens and not stop at the administrative level alone.

However, this study has limitations that must be acknowledged. First, the study focused on only one location, namely Kampung Apung in North Jakarta, so the results cannot be generalized to other urban coastal areas with different social and economic characteristics. Second, the use of descriptive qualitative methods makes the results highly dependent on the perceptions and narratives of informants, allowing for possible interpretive bias. Third, this study did not explore quantitative aspects in depth, such as measuring the impact of the program on increasing income or reducing poverty levels statistically.

Based on these limitations, the recommendation for further research is the need to expand the study location to several other coastal areas in order to conduct a more representative comparative analysis. In addition, further research should use a mixed methods approach to combine the strengths of qualitative and quantitative data, so that the results are more comprehensive and can be used as 16 a basis for evidence-based policy formulation. The following studies can also deepen the aspect of smart governance in poverty alleviation through integrated information systems and digital citizen participation, so that inclusive development strategies are truly in line with the principles of the SDGs, particularly Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), and Goal 10 (Reduced Inequalities).

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