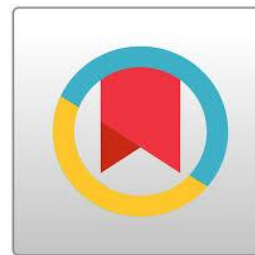


**Policy Implementation of the Joint Community Movement Program to Overcome Dense Slums and Poor Areas in Tangerang Regency**

**Implementasi Kebijakan Program Gerakan Bersama Masyarakat Atasi Kawasan Padat Kumuh Dan Miskin Di Kabupaten Tangerang**



**Heri Suliyanti<sup>a,1</sup>, Irwandi<sup>2</sup>, Arif Ginanjar<sup>3</sup>, Yusuf Fadli<sup>4</sup>, Riska Sarofah<sup>5</sup>,**

<sup>1,2,3,4</sup> Fakultas Ilmu Sosial dan Politik Universitas Muhammadiyah Tangerang

<sup>5</sup> Prodi Ilmu Politik Universitas Siliwangi

<sup>1,2,3,4</sup> Jl. Mayjen Sutoyo No. 2 Sukarasa Kec. Tangerang, Kota Tangerang, Banten, 15111

<sup>5</sup> Jl. Siliwangi No,24 Kahuripan, Kec. Tawang, Kab. Siliwangi Jawa Barat 46115

hsuliyanti203@gmail.com, irwandimaek@gmail.com, arif74ginanjar@gmail.com,  
 fadli8daglish@gmail.com, riskasarofah@unsil.ac.id

Corresponding Author: [hsuliyanti203@gmail.com](mailto:hsuliyanti203@gmail.com)\*

ARTICLE INFORMATION	
<p><b>Keywords</b>  <i>Implementation;</i>  <i>Policy;</i>  <i>Slums;</i></p>	<p><b>ABSTRACT</b>                      The purpose of this study is to find out how the implementation of the GEBRAK PAKUMIS Program policy in Tangerang Regency. The theory used in this study is the Merillee S. Grindle theory which states that the implementation of a policy is determined by the degree of implementation ability of the policy. This study uses descriptive qualitative methods with data collection techniques: documents, observations, and interviews with program implementers and beneficiary communities. The results showed that the implementation of the Gebrak Pakumis program policy in Tangerang Regency showed that the community was more active in planning, and they could find out how to build a slum area. From the Content of Policy, there are problems in terms of resources, namely the lack of sufficient builder who has certification and the budget issued is still not sufficient. In terms of the Context of Policy or the policy environment, there are no significant problems and all have supported the implementation of the Gebrak Pakumis program policy.</p>
<p><b>Kata Kunci</b>  <i>Implementasi;</i>  <i>Kebijakan;</i>  <i>Wilayah Kumuh;</i></p>	<p><b>ABSTRAK</b>                      Tujuan dari penelitian ini yaitu untuk mengetahui bagaimana implementasi kebijakan Program GEBRAK PAKUMIS di Kabupaten Tangerang. Adapun teori yang digunakan di dalam penelitian ini adalah menggunakan teori Merillee S. Grindle yang menyebutkan bahwa implementasi kebijakan ditentukan oleh derajat <i>implementability</i> dari kebijakan tersebut. Penelitian ini menggunakan metode kualitatif deskriptif dengan teknik pengumpulan data: dokumen, observasi dan wawancara kepada para pelaksana program dan masyarakat penerima manfaat. Hasil penelitian ini memperlihatkan bahwa sebuah implementasi kebijakan program Gebrak Pakumis di Kabupaten Tangerang menunjukkan dimana masyarakat lebih aktif dalam hal perencanaan, dan mereka bisa mengetahui bagaimana membangun sebuah kawasan kumuh. Dari <i>Content of Policy</i> terdapat masalah dalam hal sumberdaya yaitu kurang mencukupinya tukang bangunan yang memiliki sertifikasi dan anggaran yang dikeluarkan juga masih belum mencukupi. Dari sisi <i>Context of Policy</i> atau lingkungan kebijakan tidak ada masalah yang cukup berarti dan semua sudah mendukung dalam pelaksanaan kebijakan program Gebrak Pakumis.</p>
<p><b>Article History</b>                      Send 26<sup>th</sup> November 2021                      Review 25<sup>th</sup> February 2022                      Accepted 25<sup>th</sup> July 2022</p>	<p>Copyright ©2023 <i>Jurnal Aristo (Social, Politic, Humaniora)</i>                      This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc-sa/4.0/">CC-BY-NC-SA</a> license.                      Akses artikel terbuka dengan model <a href="https://creativecommons.org/licenses/by-nc-sa/4.0/">CC-BY-NC-SA</a> sebagai lisensinya.</p>

## **Introduction**

The central government is considered unable to accommodate all the needs and requirements contained in the regional autonomy law (Wijayanti, 2017). Problems that are often happened in the areas most have one thing in common they place uninhabitable and slum settlements. The development process in Tangerang Regency, as in other urban areas in Indonesia, is strongly influenced by population (human) growth due to urbanization, especially migrants who eventually settle down (Eka, 2016). The problem of settlements is serious because it is feared that it will cause pockets of fatal poverty and then lead to the birth of various social problems beyond the control or ability of the city and district governments to handle and supervise these problems (Ilhami, 2021). Settlements do require special requirements so as not to become slum settlements, one of which is in handling settlements, the local community also works together to protect the environment so that it is not slum (Muta'ali & Nugroho, 2016).

Based on Law Number 1 of 2011 concerning Housing and Settlement Areas, it is stated that the state has a goal to realize order and provide legal certainty for all stakeholders, in this case, the administration of housing and residential areas is left to the government and local governments who have the responsibility as facilitator (Suryani, 2012). The explanation of slum settlements in Law Number 1 of 2011 Article 1 paragraph 13 is settlements that are not suitable for habitation due to irregularity of buildings, high levels of building density, and quality of buildings and facilities and infrastructure that do not meet the requirements. The character of the population who lives in slums is mostly part of a group of people with low income or less economy with a backward level of education, resulting in knowledge about healthy settlements that tend to be far from expectations. Housing and settlements have a very important role in the lives of Indonesian people considering the problem that often occurs is the level of housing needs that are not in accordance with the ability of the region to provide decent housing. The existence of slum settlements in general in an area is the result of a shift in the use of land and buildings in the area (Wardhana, 2019).

Studies on slum settlements generally cover three aspects, firstly the physical condition, secondly the socio-economic and cultural conditions of the communities living in the settlements, and thirdly the impact of these two conditions. The physical conditions can be seen from the very tight building conditions with low construction quality, unpatterned road network and poor pavement conditions, poor general sanitation and drainage channels, and poor waste management. While the socio-economic conditions of the people who live in slum areas include low-income levels, loose social norms, and a culture of poverty that characterizes their lives, which, among other things, appear from apathetic attitudes and behavior. These conditions often

also result in poor health conditions, sources of pollution, and deviant behavior, which have an impact on the life of the city as a whole. Therefore, slum areas are considered a city problem that must be addressed immediately (Wahyu, 2016).

Including the Tangerang Regency area, slum areas are also an interesting development problem to pay attention to. This problem will have a bad social impact if it is not handled properly. This condition encourages the Tangerang district government to make this issue a priority policy agenda. The Tangerang District government provides a budget of Rp. 20 billion in the 2020 APBD for a house renovation program with 1000 residences in 22 sub-districts and 36 villages, including the Joint People's Movement to Overcome Congested, Slum, and Poor Areas (Gerakan Bersama Rakyat Atasi Kawasan Padat, Kumuh dan Miskin – GEBRAK PAKUMIS) (Joniansyah, 2019).

This program is organized to deal with all problems in slum areas such as uninhabitable houses, and poor and inadequate infrastructure, and facilities which cause an impact on the lack of environmental health problems. So far, only 22 residential areas have been completed. Through this program, community empowerment can run. The empowerment approach used in the implementation of the Gebrak Pakumis program is considered the most appropriate approach, from a community development perspective (Setyati & Utomo, 2015).

The management of the Gebrak Pakumis program is budgeted from the Tangerang Regency Regional Budget, the allocation given is 15 million rupiahs per house which will be disbursed in the form of building materials. Based on Perbup Tangerang number 18 of 2017 Article 6, the Tangerang Regency Government already has criteria for selecting home renovation assistance (Perbup No 18, 2017). In Article 1 the Tangerang Regency Government gives the responsibility for planning the Gebrak Pakumis program to Bappeda and technical implementation to the Department of Housing, Settlements and Cemeteries. Then Perkim through the Technical Team will appoint an Activity Management Unit (Unit Pengelolaan Kegiatan-UPK) or Community Self-Sufficiency Agency (Badan Keswadayaan Masyarakat-BKM) and a Facilitator Team for each sub-district as a unit that will assist the administrative process (Rusidah, 2020).

In the implementation of the GEBRAK PAKUMIS program from 2011 until now, there have been positive impacts that have been directly felt by the people of Tangerang Regency. However, from the results of data and research with actors involved directly or indirectly, then the processed data can be illustrated in the following table:

**Table 1. Data on Target Budget and Realization of the Gebrak Pakumis Program**

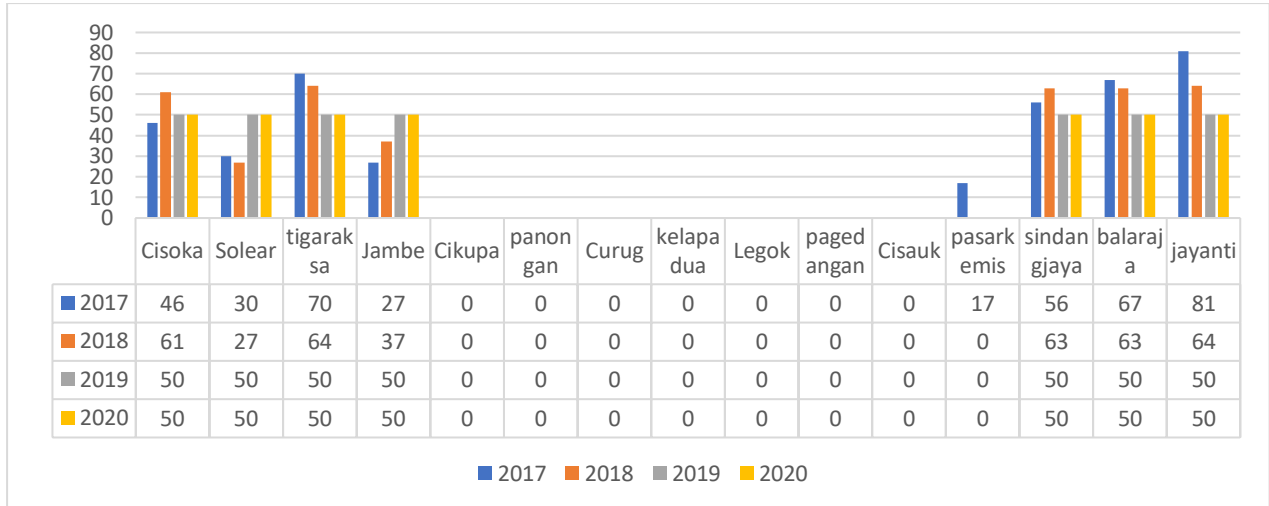
Years	Budget	Target	Realization
2017	Rp.14,300,000,000	1000 Unit	867 unit
2018	Rp.14,300,000,000	1000 Unit	890 unit
2019	Rp.19,000,000,000	1.044 Unit	916 unit
<b>Amount</b>	<b>Rp.47,600,000,000</b>	<b>3.044 Unit</b>	<b>2.682 unit</b>

Source: (Ilhami, 2021)

Based on the data above, it is explained that the Gebrak Pakumis program is very helpful for the community in overcoming slum areas in the Tangerang Regency area. The implementation of this program was previously carried out by the Regional Development Planning Agency (Badan Perencanaan Pembangunan Daerah-BAPPEDA), but since 2017 the authority has been handed over to the Housing and Settlement Service (Perumahan dan Permukiman-Perkim). BAPPEDA itself has succeeded in building and rehabilitating 6,694 houses from 2012-2018 with a total budget of Rp. 88 billion or Rp. 1.2 Billion per year. The number of houses that have been repaired reached 22,992 units. Previously this program referred to the Regent's Regulation (Perbub) No. 42 of 2016 which at that time only focused on the physical, and has now changed to Perbub No. 63 of 2019. Below is data on the location of Uninhabitable Houses (Rumah RTLH) that have been built from 2017-2020.

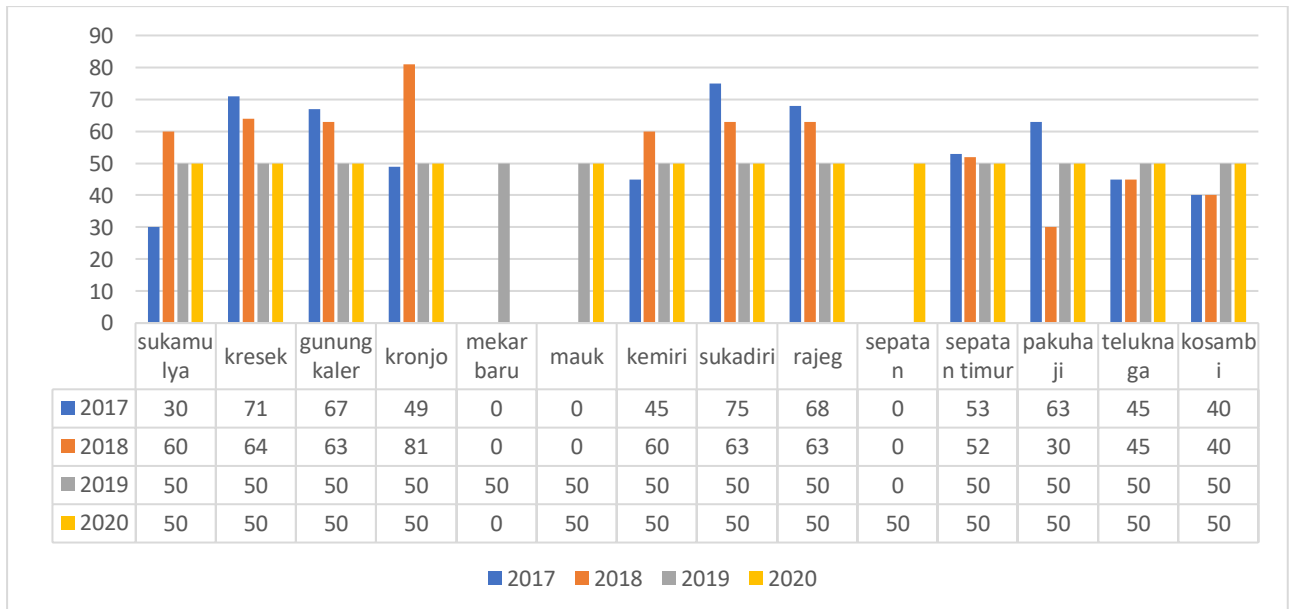
Based on the data above, it is explained that the running of the Gebrak Pakumis program is very helpful for the community in overcoming slums in the Tangerang Regency area. The implementation of this program was previously carried out by the Regional Development Planning Agency (Badan Perencanaan Pembangunan Daerah-BAPPEDA), but since 2017 the authority has been handed over to the Housing and Settlements (Perkim) office. BAPPEDA itself has succeeded in building and rehabilitating 6,694 houses from 2012-2018 with a total budget of Rp. 88 Billion or Rp. 1.2 Billion per year. The number of houses that have been repaired reaches 22,992 units. Previously, this program referred to Regent Regulation (Perbub) No. 42 of 2016 which at that time only focused on the physical, and now it has changed to Perbub No. 63 of 2019. Below is data on the location of Uninhabitable Houses (RTLH) that have been built from 2017-2020.

**Table 2. Uninhabitable Houses 2017-2020**



Source: Dinas Perkim Kabupaten Tangerang 2020

**Table 2. Uninhabitable Houses 2017-2020**



Source: Dinas Perkim Kabupaten Tangerang 2020

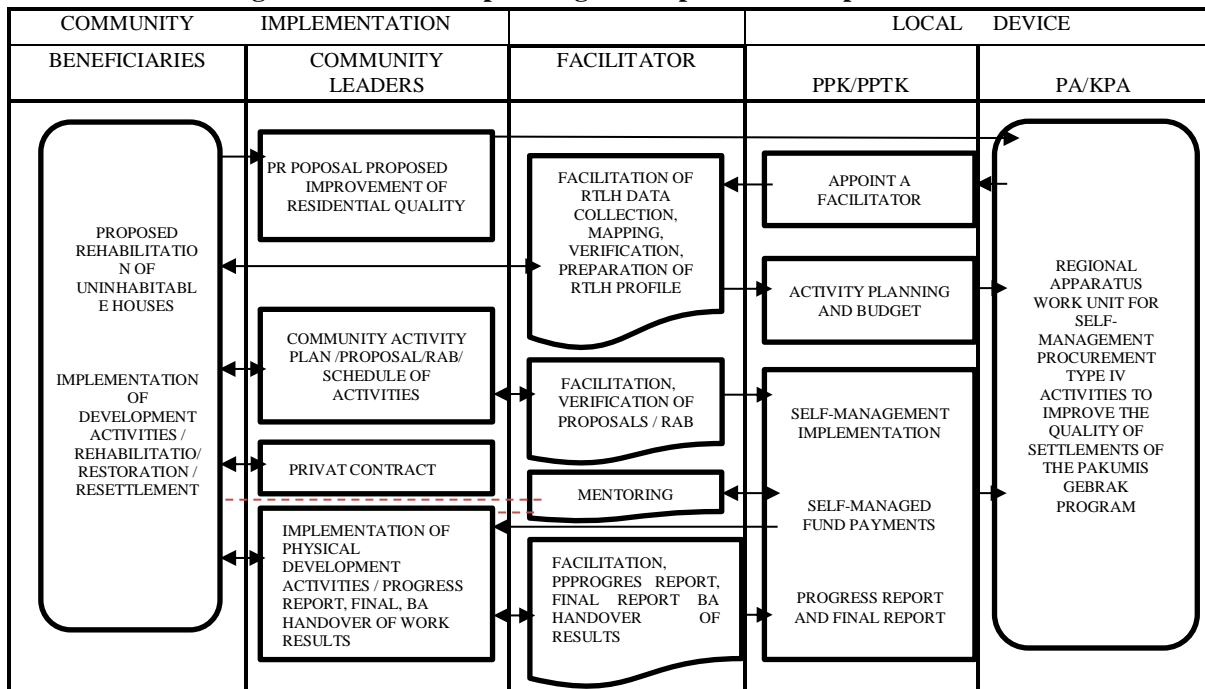
In choosing the target beneficiaries, the government has set the criteria, namely: the physical house that is still made of bamboo cubicles, the roof of the house is already in a badly damaged condition, the floor is still from the ground, not disputed land or state-owned land. The focus of the slum study includes three main aspects, namely (i) physical condition based on: very tight condition of residential buildings with very low construction quality, (ii) unplated and non-hardened network roads, (iii) sanitation and general drainage are not functioning, (iii) sanitation and waste management have not been handled properly. In addition, the social, economic, and cultural conditions of the people living on the site are assessed based on: (i) a fairly low-income level, (ii) loose social norms, (iii) a culture of poverty that colors people's

lives as seen from attitudes and behaviors that tend to be apathetic. This condition has a relationship with poor health conditions, sources of pollution, sources of diseases spread, and deviant behavior, as well as their impact on the life of society as a whole. In particular, the urban environment creates a very heterogeneous environment of socioeconomic and environmental conditions that can affect the transmission of diseases, depending on human water storage and wastewater management (Batara Surya, Syafri, 2020).

The Gebrak Pakumis program aims to improve the quality of slum housing and slums and improve socio-economic quality in a coordinated and sustainable manner, in line with the regional apparatus (PD) and related stakeholders through a participatory and collaborative approach. This program also aims to encourage the realization of livable housing and settlements and improve the economy of local communities (*Perbup 63 tentang pedoman pelaksanaan program Gebrak Pakumis*, 2019). The purpose of government administration is not only to achieve goals effectively and efficientl, but also to aim to provide good servicbyith the interests of the community (Syafi, 2013).

The following is an explanation of the flow of the planning process and implementation of the Uninhabitable House Rehab Stimulant Assistance (Bantuan Stimulan Rehab Rumah Tidak Layak Huni -BSR2TLH) Gebrak Pakumis Program in Tangerang Regency.

**Figure 1. BSR2TLH planning and implementation process flow**



Source: (Dinas Perkim Kab Tangerang, 2020)

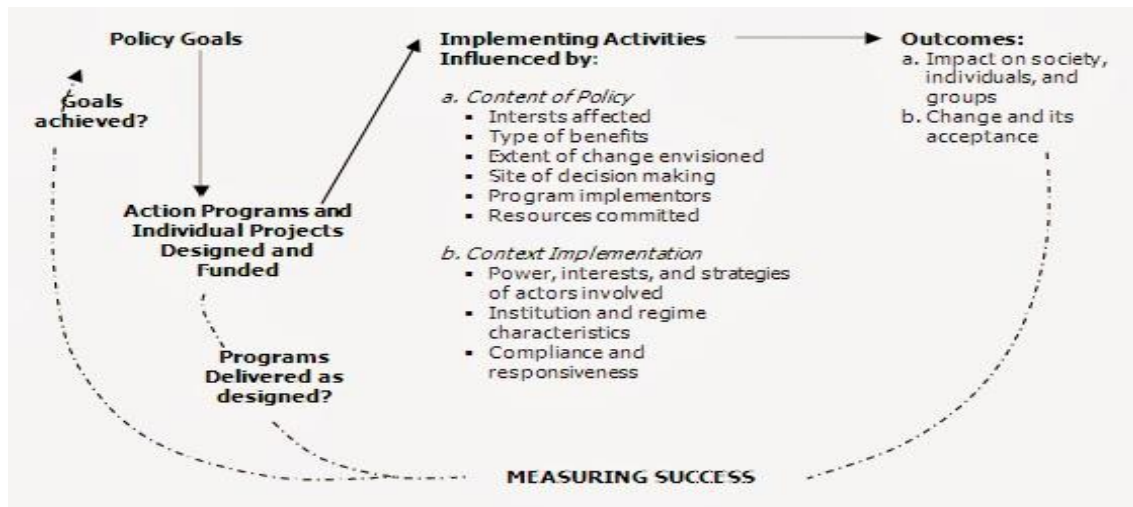
Based on the picture above, it can be explained that the Gebrak Pakumis Program has the following stages of implementation: preparation, implementation, supervision, and

reporting. This research focuses on seeing the implementation of the Gebrak Pakumis program at the implementation or implementation stage. The location of this study is in Sepatan Timur district and sukadiri district. This research discusses how the implementation of the Gebrak Pakumis program policy in empowering its community, especially in the sub-districts mentioned above (Ruth Roseline, 2019).

In the implementation of the Gebrak Pakumis program itself, several technical and non-technical obstacles occur. One of them is that the facilitator team does not get paid for the implementation of this program. In addition, it is less realized than the target being run. From this study, it is explained that the implementation of the program has not been fully successful and there are still some obstacles to its implementation. Previously, there had been researching on core searching empowerment through the Gebrak Pakumis program the in Balaraja district. This research looks more at workshop activities and assistance to the community regarding the socialization of the preparation and planning of thitselfam it self (Sukendar, 2019). Furthermore, it is research that looks at the implementation of the Gebrak Pakumis program policy in regional develop the ent in Tithe garaksa district. The research is more about how the construction of slum houses and the problems that hinder the process of implementing the program (Nurcahyo, 2018). The authors found a similar study that had been made, in a study entitled Implementation of the Gebrak Pakumis Program and social environmental empowerment in Rajeg district. The study explained what are the inhibiting and supporting factors, as well as their positive impact (Ramaezha, 2021). But the study did not show complete data.

In this study, the author conducted a different study that has not been carried out by previous researchers, where the context of the research location was chosen in the sub-districts of Selatan Timur and Sukadiri. In addition, researchers use a theory from Merillee S. Grindle which explains the performance of policy implementation can be seen from its content and context. According to Grindle, the success of public policy implementation can be measured by the process of achieving outcomes (achieving or not the goals to be achieved) (Imam, 2019). The success of a public policy implementation according to Grindle is also largely determined by the level of implementability consisting of the content of the policy and policy environment (*Context of Policy*) (Grindle, 2017).

Figure 3. Policy Implementation Process as an Administrative and Political Process



**Model Merilee S. Grindle**

Implementation activities are determined by the content of the policy (Content of Policy) and the policy environment (Context of Policy). Indicators of the content of the policy include the interests that affect it, the type of benefit, the degree of change to be achieved, the location of decision making, the implementation of the program, and the resources used. Of the Interests affected by the policy, It concerns the extent to which the interests of the target group are contained in the content of the policy (Trisnanti, 2016). These interests are closely related to various interests that influence a policy implementation. Indicators of these interests have the opinion that the impimplementation a policy inevitably involves many interests, as well as the degree of influence that such interests bring to its implementation (Agustino, 2020).

Furthermore, the type of benefit, in the content of the policy, the policy benefit seeks to show and explain that in a policy it is mandatory to have several types of benefits that contain and produce a positive impact by the implementation of the policy to be implemented. After that the degree of change is desired, the extent of the desired change from the existence of a policy. The degree of change to be achieved explains how much change is intended or wants to be achieved through the implementation of a policy and must have a clear scale (Trisnanti, 2016).

Then in the place of decision making. Whether a program is located is right or not. The decision-making process in a policy plays a crucial role in the implementation process of a policy, therefore it must be explained in this study where the decision-making of a policy will be implemented (Suaib, 2016). Finally, the content of the policy, namely the implementation of the program, in implementing a policy or program must be supported by the existence of policy implementers who have competence for the success of a policy. Finally, the resources involved,



whether a program is supported using adequate resources. The implementation of a policy must also be supported by adequate resources with the aim that its implementation can run well (Imam, 2019).

Meanwhile, the policy context represents the environment in which a policy process includes implementation. Indicators of the policy environment include the strength, interests, and strategies of the actors involved, the characteristics of the institutions and regimes in power, the level of compliance, and the presence of responses from the implementers (Pratiwi, 2018). In his explanation, how much power, interests and strategies of the actors involved in an implementation of a policy. In a policy, it is necessary to take into account the power or power, interests, and strategies used by the actors involved to smooth the implementation of an implementation (Trisnanti, 2016). From the strengths, interests, and strategies of the actors involved, it also takes the characteristics of the ruling institutions and regimes where a policy is implemented and influenc on thees success of a policy. And the last thing in the policy environment is the level of compliance and the response from the implementer. In this case, the response from the implementers is one of the important aspects in the process of implementing a policy to what extent is the compliance and response of the implementer in responding to a policy (Wahab, 2012).

Implementation requires attention to the interests of actors involved in policies and structured relationships. Implementation often requires consensus building, conflict management, and bargaining power among stakeholders located in different corners of the policy environment: members of budget committees and oversight in the legislature; formal and informal policy advisers to political leaders; affected organizations and interest groups; political officials in charge of implementing bodies; bureaucrats in various agencies; and beneficiaries both the strong and the helpless. The complex bargaining process required for implementation can result in "adaptation, modification, negotiation, replacement" or even undermining policy objectives (Reich, 2019).

Public policy implementation is one of the activities in the public policy process that determines whether a policy is in contact with the public interest and is acceptable to the public (Aneta, 2010). The implementation of the policy does not only concern the behavior of administrative institutions responsible for implementing the program but also concerns the participation of the community, political, economic, and social forces with various parties. The implementation of policies that are carried out on target and effectively will be able to solve a problem properly, the more complex the policy problem and the more in-depth the analysis used, the more theoretical and capital are needed that can explain the accuracy of the

implementation of the policy. The implementation of the policy does not only concern the behavior of administrative institutions responsible for implementing the program, but also concerns the participation of the community, political, economic and social forces with various parties. The implementation of policies that are carried out on target and effectively will be able to solve a problem properly, the more complex the policy problem and the more in-depth the analysis used, the more theoretical and capital are needed that are able to ensure the accuracy of the implementation of the policy.

The implementation of the policy does not only concern the behavior of administrative institutions responsible for implementing the program but also concerns the participation of the community, political, economic, and social forces with various parties. The implementation of policies that are carried out on target and effectively will be able to solve a problem properly, the more complex the policy problem and the more in-depth the analysis used, the more theoretical and capital are needed that can explain the accuracy of the implementation of the policy. In the process of implementing policies, it not only concerns the behavior of administrative or governmental bodies responsible for implementing programs and causing obedience to the target group but also concerns networks in political, economic, and social forces, which can directly or indirectly influence the behavior of the parties involved (stakeholders). Errors or imperfections of a policy can usually be evaluated after the policy has been implemented, as well as the success of policy implementation can be analyzed by the consequences caused as a result of policy implementation (Ramdhani & Ramdhani, 2016).

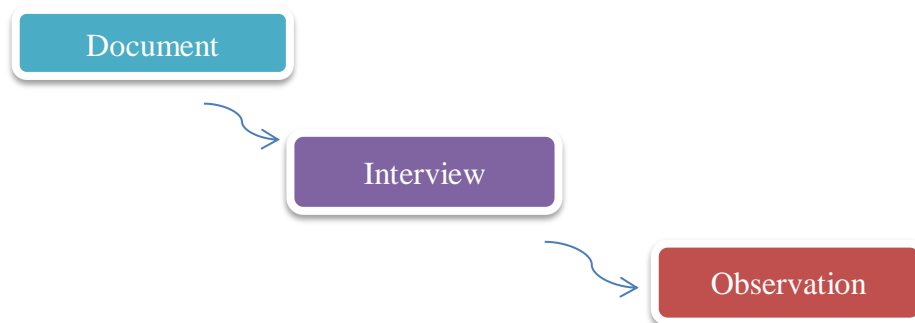
Implementation is also evidence of whether the government has the right response in helping the interests of the community. Meanwhile, policy evaluation is the final stage of the policy process. In this process, it can be seen how a policy implementation runs, the shortcomings, advantages, and results of the policy being implemented whether it has positive or negative benefits. Evaluation is also a benchmark for the next policies that will be taken by the government or implementers (Permatasari, 2020). Implementation is the implementation of basic policy decisions, usually incorporated in an organization but can also be an executive order or a court decision. Ideally, the decision identifies the problem to be addressed, sets the goals to be achieved, and in various ways structures the implementation process (Hill, 2014).

Friedrich in (Widodo, 2017) defines policy as "an action that leads to a goal proposed by a person, group, or government in a particular environment in connection with the presence of certain obstacles while looking for opportunities to achieve the goal to realize the desired goal". While Jones in (Tahir, 2014) states that "policy is a fixed decision characterized by consistency and repetition of the behavior of those who make and from those who abide by the

decision.". Lester and Steward (Winarno, 2012) stated that broadly the implementation of the policy has the meaning of implementing a law in which various organizations, procedures, actors, and techniques work together to carry out policies into achieve program objectives. Policy implementation is a series of activities carried out to the policy objectives that have been previously set. Through implementation activities, it is known that efforts are made to related parties to optimize the achievement of policy objectives (Aprina Y, 2020).

## Method

From this method, the results of the study are displayed in a descriptive qualitative method. The researcher is an instrument of the research itself, and data collection techniques are carried out by triangulation, and data analysis is inductive. The reported results give more emphasis to the meaning of the conclusions that are generalizing in nature. The subjects of this study are communities within the administrative area of Tangerang Regency, especially those in Slums settlement areas.

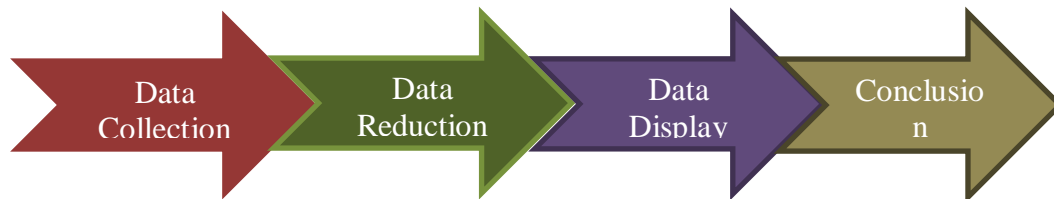


**Picture 2. Data collection techniques**

First, the document review uses references from previous studies to be used as the starting material for this writing. The point is that researchers use documents related to the Gebrak Pakumis program. The documents used are from the law on slums and Gebrak Pakumis, from these documents the researchers looked at what are the influencing factors in the implementation of the Gebrak Pakumis program policy.

Furthermore, the author uses the direct observation method to find facts in the field. The instrument used by the researcher is the observation of passive participation where in this case the researcher is not directly involved in the activities carried out by the object of study. Observations were made during the process of implementing the Gebrak Pakumis program itself to see concretely how the process flow is and matters related to the implementation of the Gebrak Pakumis program itself.

The last step is an interview, the researcher conducts interviews with parties who can help to convey information about the Gebrak Pakumis program. These parties are informants who can convey a clearer understanding of this research, namely from the facilitator team, the technical team, and the beneficiary community. After the data collection is carried out, the researcher conducts data analysis. According to Miles and Huberman in (Sugiyono, 2016). Data analysis in qualitative methodology consists of four processes of activity:



**Picture 3. Data Analysis**

Data collection in this study intends that all data and information obtained from interviews and observations with the Perkim service and the implementation team are sorted and then compiled into different types depending on the source of information through 3 key informants and supporting informants. researchers conducted in-depth interviews on the Implementation of the Gebrak Pakumis Policy and were supported by direct observations of the Tangerang Regency area. The key informants of external parties at the central level are the Head of the PParkService and the Secretary of the Service, in addition to the presence of the chief executive and the technical team responsible for the Gebrak Pakumis program. The beneficiaries of the Gebrak Pakumis program were also interviewed to corroborate information related to the running of the program (Gamin, 2021)

Data reduction means summarizing, sorting out the main thing, organizing the data that has been reduced, and providing a clearer picture of the results of observations into themes. After the data is reduced then the next step is the presentation of the data. The presentation data presented in this study is in the form of a brief description, table, and graph about the number of recipients of the pakpa kumisrike in the Tangerang regency. Finally, the researcher draws conclusions made in this study that are still temporary and may change if there is valid evidence to support the data of the next study (Santoso, 2010).

## **Results and Discussion**

### **Content of Policy: Influencing Interests**

A policy implementation process will always be related to an interest. This indicator states that a policy on its implementation inevitably involves many influencing interests, and ultimately has an impact on the results of its implementation. The following is an explanation of the indicators of interest related to the implementation of the Gebrak Pakumis policy. In this study, the authors interviewed an informant who asked about whether there were other interests taken by the implementers in running the Gebrak Pakumis program, and who were the targets of the policies of this program.

From the interview put forward by the Perkim Office as the implementer of the program, it was stated that: "I as the implementation team have no personal interests related to this program, Here my task is only to help the community. unthinkable with the interests of the other." (Results Of Information Interview 1, 2021)

In connection with the above, the team of facilitators and the technical team of the pakumis strike also stated that:

"The targets of this policy are: the first is a physical house that is still made of cubicles or bamboo, the second is the roof of the house that has been severely damaged, the floor made of soil, and the last is a house that is not allowed to be in dispute or a state-owned house." (Results Of Information Interview 2, 2021)

"No, I didn't think about that. Here my job is only to help the community. unthinkable with the interests of the other." (Results Of Information Interview 3, 2021)

Based on the information from the interview results, the author can conclude that there is no other interest or thing taken by the implementers of this Gebrak Pakumis program. The implementation team only performs their respective duties for a successful program. The target of this program is to improve houses that are still shabby or uninhabitable into clean and healthy settlements.

### **Types of Benefits obtained**

A clear policy must provide actual benefits that are not only formal, ritual, and symbolic to the perpetrator but easier to implement than a less useful policy. A policy usually has inputs or results that are positive and can also be negative because this is closely related to the response given by the object of the policy (Syahril, 2021). In a policy, some benefits are expected to be realized, both for the general purpose and for the purpose in particular, both benefits for the implementer and for the community that is the object of a policy. A policy made by the government must be able to provide useful results and make a positive impact and be able to change in a direction that is better than the results of its implementation. Every policy

is certainly an effort or effort from the government to make something even better and can solve existing problems and produce benefits (Imam, 2019). Based on the results of interviews from the enters of the Gebrak Pakumis program and the beneficiaries.

"The benefits that were obtained from this program were previously many slums, now they have begun to be resolved. In terms of the community, with this program, they feel very helped. The house is also getting better. Settlements are becoming cleaner and more organized" (Results Of Information Interview 1, 2021)

"The benefits received from this program are to overcome slums and poverty. I am greatly helped by this program. My house is also no longer leaking."(Results Of Information Interview 4, 2021).

The results of the analysis from several informants interviewed about the Gebrak Pakumis program explained that the benefits obtained from this program are very good because it can help in terms of a more qualified and livable place to live. In addition, slum settlements can also be reduced with the running of this program.

### **Rate of Change**

A policy cannot be separated from the existence of a target to be achieved. What we want to explain in this discussion is how much change is to be achieved through policy implementation and must have a clear formulation. The policy is expected to deliver good benefits unsustainably good implementation will provide good output for a short period of tiperiodime continuously and regularly (Mulyadi, 2018).

The Gebrak Pakumis program wants to change, namely reducing areas and sluinong the community, especially und among underprivileged people whose economic level is low. This program is expected to improve the quality of the program. Based on the results of interviews with implementers from the Perkim Office related to the expected changes from the existence of this program are.

"There have been significant changes to the reduction of shabby homes. It's just that it is more emphasized to improve the quality of the structure, but technically the building and its implementation are enough. And also hope that for the increase in the budget, for this year it will be 25 million per house, the hope is that it can rise to 30/35 million per house." (Results Of Information Interview 1, 2021)

In connection with the expected changes from the implementation of the Gebrak Pakumis program, the beneficiaries of the Gebrak Pakumis program said that:

"We hope that there are still many slums in the countryside that are characterized by the laranumber of uninhabitable houses for repairs. Therefore, the number of targets that must be set in determining the selection of slum houses must be increased, both in terms of the number of houses to be helped and the physical quality of the building, so that it becomes a useful program."(Results Of Information Interview 3, 2021)

Based on the information above, regarding the changes, researchers hope that they can interpret that the Perkim office as the implementer of the program wants the beneficiaries to be satisfied with the construction of their houses, as well as to better maintain the cleanliness of their environment. Meanwhile, the change expected by the beneficiaries related to the Gebrak Pakumis program is the existence of a program where the target number of houses that are still uninhabitable is to be increased so that all people in need.

### **Decision Making**

In making decisions on a policy, it is an important role in the implementation of a policy where the location of decision making to be implemented must be explained first. Where the content of a policy will show the position of decision making. A policy is made certain because of the background that drives it. One of the questions regarding the location of this decision-making was found by the investigator through a question that included whether the location of this program was right in Tangerang Regency. The explanation here is seen from the perspective of the implementer regarding the existence of existing policies and whether their existence is appropriate or not. The following is the result of an interview with the executive of the Perkim Office itself.

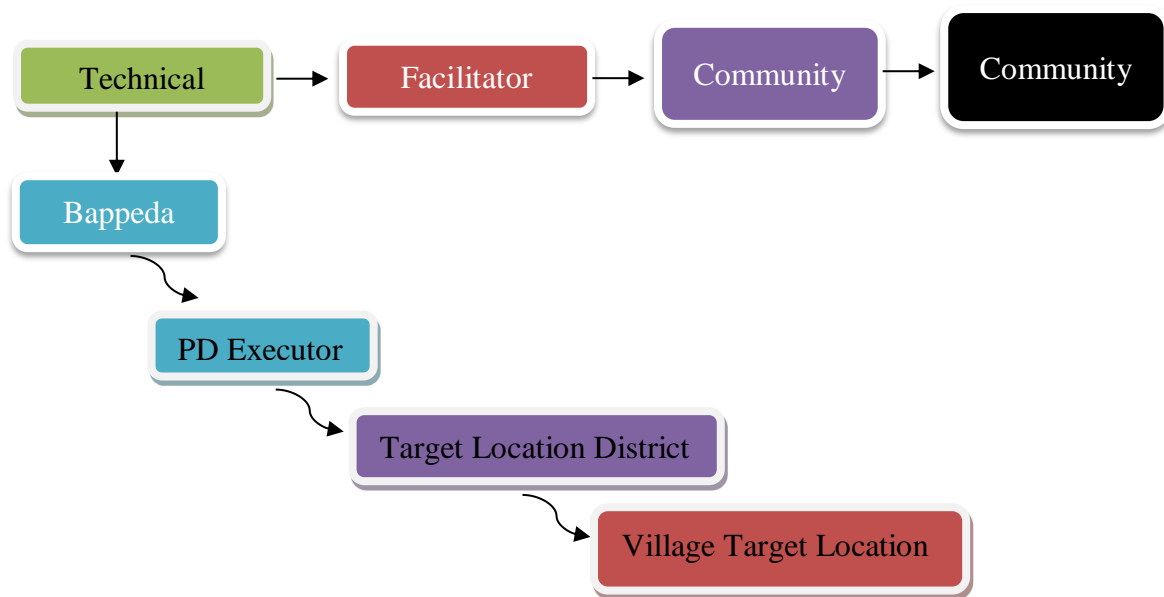
"The location of decision making in the Gebrak Pakumis program is right in Tangerang Regency. This program already exists in 22 sub-districts in Tangerang Regency. Because there are still many slums, the people also still have weak economic conditions. Therefore, we as the Perkim agency run this program to reduce slums." (Results Of Information Interview 1, 2021)

Based on the interview above, the location of decision-making in Tangerang Regency in the Gebrak Pakumis Program is assisted by a technical team and facilitators where those who are assigned each per sub-district to choose which is the right community that is feasible in providing this Gebrak Pakumis program. Because for the division of the percamatan itself as many as 50 houses were selected. Means per village gets a share of 5 houses to be built. In the construction of the Gebrak Pakumis Program itself, it is also that it is not only about building the house. But it helps the problem of poverty.

A policy is formed necessarily because of the background that drives it. a question in the interview about where this decision-making is located is generated by the researcher through a question that includes how accurate each program policy is contained in the library reference service. The changes here are viewed from the user's perspective about the existence of an existing policy, and whether its existence is appropriate or not.

### Program Implementers

Program implementation is a very crucial thing in a policy because the program implementation is the driving force to achieving success that exists at the beginning of making a policy. These implementers are providers and those who provide services to the community in a program. Based on the Regent's regulation No. 63 of 2019 concerning guidelines for the implementation of the Gebrak Pakumis program, it is stated that the implementers related to the implementation of this program are:



Picture 4. program implementers

Based on the results of the analysis from the interview results with the informant, it was explained that the Bappedda element and the Implementing PD element did not have a big role in the implementation process, but these two elements entered into important elements in the planning of the Gebrak Pakumis program, while those who became implementers and took part in the implementation were official elements, sub-district elements, village elements and from the community.

### Resources used

The implementation or implementation of a policy needs to be supported using resources that can have a positive and beneficial influence to launch in the implementation of an existing policy or program. Implementing a good policy, of course, requires sufficient resources (Ridwana, 2019).



Policy implementation can run well if the implementation of the program is assisted by adequate and qualified Human Resources (HR). Achieving the success of a program, of course, requires human resources by their abilities, who have the skito carry out a policy. Based on the results of observations and interviews with program implementers, it is stated that human resources are still lacking because of the builders themselves who do not have certification, but these problems can be resolved with the active role of the local community who help the process of building housing units from beginning to completion and can proceed according to the plan and time that has been set.

### *Context Of Policy*

#### **Power, Interests, And Strategies Of The Actors Involved**

The implementation of a policy is never separated from the power, interests, and strategies carried out by actors, both from the policymaker, policy implementer, and even other actors outside of it, either directly or indirectly. The Gebrak Pakumis program is running well, it can help people in need. The hope is that this program can run well. The following are the results of interviews with facilitators and beneficiaries.

"My response to this program has been very good. The point is to help the underprivileged, and hopefully, it can be carried out continuously and there is equality in the determination of beneficiaries of the pakumis strike. The hope is that those who truly deserve help will come first. Regarding the strategy made from the perkim office itself related to this program, we coordinate with each team to carry out their duties well and of course, provide very satisfactory results for the community." (Results Of Information Interview 3, 2021)

"Our underprivileged society has been greatly helped. Regarding the strategy for implementing this program, the task of each of us already exists, and what our functions are here have already been determined. I think yes we have to commit to work." (Results Of Information Interview 4, 2021).

Based on the results of the analysis from the interview results stated that the strategy made regarding this program is how to make cooperation between each facilitator team and implementing team to provide better and certainly satisfying final results for the community.

#### **Characteristics Of The Ruling Institutions And Regimes**

In the implementation of policies that have been made, their implementation will be independent of the characteristics or roles of the policy implementers themselves. The characteristics of the actors involved are by the duties and principles of each relevant service or agency in carrying out their duties. The following are the results of interviews with the facilitator team and technical team of the Gebrak Pakumis program. (Pratiwi, 2018).

The Implementation Team, which is currently carrying out the task of running the Gebrak Pakumis Plus program, they have gone through a certain process by paying attention to the quality and quantity of individuals so that good implementers are obtained, the purpose of the selection process is so that the implementers can manage the Gebrak Pakumis program properly. The Gebrak Pakumis Program itself has a good organizational structure so that coordination in each implementer can run effectively and efficiently. The UPK team until now, has carried out its duties well, as evidenced by the achievement of targets that are always met with what has been set before.

### **The level of compliance and the presence of responses from implementers**

Compliance and response from implementers are also considered to be a very important aspect in the implementation process of a policy, so what will be explained at this point is to what extent compliance and response from implementers in responding to a policy (Putri, 2016). As well as the response from the implementers of the Gebrak Pakumis program regarding the implementation procedure in Tangerang Regency, that the level of compliance from the implementers is good even though sometimes negligence is found, but it is still understood. It can be explained by the implementers who have complied with the rules that have been made, and always coordinate with each other to realize the success of this pa kumis breakthrough program. From the results of the interview with the Perkim Office itself, it is stated that.

"In my opinion, so far the facilitator team has been good in running the pakumis strike program. we are committed to realizing the success of the Gebrak Pakumis program. It is hoped that this program can continue, and all levels of society that are underprivileged can be netted so that their rights are fulfilled equally. The compliance of the implementers of this program has been good, although sometimes negligence is found, humanly understandable. Hopefully, in the future, it can be improved and can carry out their respective duties to the fullest to realize the success of this pakumis strike program." (Results Of Information Interview 1, 2021).

Based on the results of analysis from several informants that the level of compliance of the implementers themselves is good in carrying out their duties, it is expected to continue to maintain the level of compliance in undergoing this Gebrak Pakumis program.

### **Conclusion**

Based on the description, analysis, and discussion that has been discussed in the previous chapter, the Implementation of the Joint Movement program policy for communities to overcome slum and poor dense areas in Tangerang Regency has been running well and

according to the target where the increase in uninhabitable housing of 50 housing units in each sub-district has been completed properly and on time as stipulated. In this study, there are inhibiting and supporting factors, as follows:

- a. The social, economic, and political environment, namely the people who support this program, actively participate in the implementation process so that it can make the Joint Movement Program a success to overcome slum-dense and poor areas.
- b. Attitudes and activities of the implementers, namely the attitudes shown by the technical team and the implementation team as implementers. And not to forget also communication between organizations that must work together in carrying out the Joint Movement Program to overcome slum-dense and poor areas.
- c. The policy in the Joint Movement to overcome slum-dense and poor areas that have Area-based boundaries, is a factor hindering implementation because it must have criteria where the recipient community must be in 1 slum area consisting of at least 15 uninhabitable dwellings in 1 area, if there are less than 15 dwellings then the Joint Movement Program overcomes slum-dense areas, and poor are unworkable.
- d. Resources, what is meant is a budget resource where every house that gets the Gebrak Pakumis Plus Program is given Rp. 25,000,000 which must be enough to build a house with a size of 6x6 within 2 weeks so that participation from the community is needed in every construction process

### **Acknowledgments**

Thanks to the Tangerang Regency Housing, Settlement, and Cemetery Office for permitting this research, to the supervisor who helped with this preparation process, as well as to the informants and colleagues who helped a lot and provided information to the researchers to complete this research, I hope this research will be useful.

### **References**

- Agustino, leo. (2020). *Dasar-Dasar Kebijakan Publik*. Alfabeta.
- Results Of Information Interview 4, (2021).
- Aneta, A. (2010). *Implementasi kebijakan program penanggulangan kemiskinan perkotaan (p2kp) di kota gorontalo asna aneta*. 1(1).
- Aprina Y, Y. (2020). *Implementasi Peraturan Daerah Kota Bukittinggi Nomor 2 Tahun 2015 Tentang Pencegahan dan Penang-gulangan Bahaya Kebakaran*. *Jurnal Mahasiswa Ilmu*.

Results Of Information Interview 1, (2021).

Batara Surya, Syafri, H. S. and H. H. S. (2020). Natural Resource Conservation Based on Community Economic Empowerment : Perspectives on Watershed Management and Slum Settlements in Makassar City, *land*, 31.

*Dinas Perkim Kab Tangerang*. (2020).

Eka, D. (2016). *Strategi Dan Tantangan Penanganan Kawasan Kumuh Di Kota Ambon*. 8, 127–144.

Gamin. (2021). Kebijakan Penggunaan Drone Dan Implementasi Pada Kementerian Lingkungan Hidup Dan Kehutanan. *Jurnal Analisis Kebijakan Kehutanan*, 18(2), 125–143.

Grindle, M. (2017). *Politics and Policy Implementation in the Third World*. Princeton University Press.

Ilhami, R. (2021). *Strategi Komunikasi Kontrol Jejaring Kebijakan Dalam Gerakan Bersama Rakyat Atasi Kawasan Padat Kumuh Dan Miskin (Gebrak Pakumis) Di Kabupaten Tangerang*. 4(2).

Imam, M. (2019). *Implementasi Kebijakan Kartu Indonesia Sehat Di Kecamatan Seberang Ulu I Kota Palembang*.

Indriana Ayuningtias, Syahril, M. F. (2021). Pengelolaan Keuangan Dana Desa. *Journal of Accounting and Financial Issue*, 2.

Joniansyah. (2019). Kabupaten Tangerang Gelar Bedah Rumah dan 20 Kawasan Kumuh. *Metro Tempo*.

Michael Hill, P. H. (2014). *Implementing Public Policy* (N. Aguilera (Ed.)). SAGE.

Results Of Information Interview 3, (2021).

Mulyadi, D. (2018). *Studi kebijakan publik dan pelayanan publik. Konsep dan aplikasi proses kebijakan publik berbasis analisis buku untuk pelayanan publik*. Alfabeta.

Muta'ali, L., Nugroho, A. R. (2016). *Perkembangan program penanganan permukiman kumuh di Indonesia dari masa ke masa*. Gadjah Mada University Press.

Nur Wijayanti, S. (2017). Hubungan Antara Pusat dan Daerah Dalam Negara Kesatuan Republik Indonesia Berdasarkan Undang-Undang Nomor 23 Tahun 2014. *Jurnal Media Hukum*, 23(2), 186–199. <https://doi.org/10.18196/jmh.2016.0079.186-199>

Nurchahyo. (2018). Implementasi Kebijakan program Gerakan Bersama Rakyat Atasi Kawasan Padat, Kumuh dan Miskin dalam Pembangunan Daerah di Kecamatan Tigaraksa Kabupaten Tangerang Tahun 2016. *e-repository Universitas Sultan Ageng Tirtayasa*, 5(2), 71–80.

- Perbup 63 tentang pedoman pelaksanaan program Gebrak Pakumis (Nomor 6).* (2019).
- Perbup no 18 Tentang Kriteria Pemilihan Bantuan Bedah Rumah.* (2017).
- Permatasari, I. A. (2020). *TheJournalish : Social and Government KEBIJAKAN PUBLIK. 1*, 34–38.
- Pratiwi, D. (2018). *Implementasi Kebijakan Bank Sampah Dalam Mendukung Upaya Pengelolaan Sampah Berbasis Masyarakat Di Kecamatan Medan Denai Kota Medan.*
- Putri, Z. D. (2016). *Barang Dan Jasa Pada Lembaga Layanan Pengadaan Secara Elektronik ( Lpse ) Provinsi Sulawesi Tengah. Katalogis*, 164–174.
- Ramaezha, A. (2021). *Implementasi Program Gerakan Bersama Rakyat Atasi Kawasan Padat, Kumuh, Miskin Dan Pemberdayaan Lingkungan Sosial Ekonomi Di Kecamatan Rajeg Kabupaten Tangerang.* 1–14.
- Ramdhani, A., & Ramdhani, M. A. (2016). *Konsep Umum Pelaksanaan Kebijakan Publik.* 1–12.
- Reich, P. A. C. & M. R. (2019). *Political Analysis for Health Policy Implementation. Health Systems & Reform.* <https://doi.org/10.1080/23288604.2019.1625251224>
- Ridwana, D. &. (2019). *Pemanfaatan Pengindraan Jauh Untuk Identifikasi Pemukiman Kumuh di Kota Bandung. Jurnal Ilmiah Ilmu Sosial*, 5(2).
- Rusidah, I. halim. (2020). *Sistem pendukung keputusan pemilihan penerima bantuan bedah rumah pemkab tangerang dengan metode ahp dan saw.* 375–383.
- Ruth Roseline, D. M. (2019). *Pemberdayaan Masyarakat.*
- Santoso, P. (2010). *Modul Pembelajaran Analisis kebijakan publik.* Universitas Gadjah Mada.
- Setyati, R., & Utomo, W. (2015). *Implementasi Kebijakan Penataan Ruang Terbuka Hijau Kawasan Perumahan Kota Banjarbaru. JKAP (Jurnal Kebijakan dan Administrasi Publik)*, 19(1), 59–70. <https://doi.org/10.22146/JKAP.7534>
- Suaib, M. R. (2016). *Pengantar Kebijakan Publik.*
- Sugiyono. (2016). *prof. dr. sugiyono, metode penelitian kuantitatif kualitatif dan r&d. intro ( PDFDrive ).pdf.* Alfabeta.
- Sukendar, siti sulaeha. (2019). *Pemberdayaan Masyarakat Melalui Program Gebrak Kawasan Balaraja-*. 128–134.
- Results Of Information Interview 2, (2021).
- Suryani, A. (2012). *Tantangan Implementasi Konsep Eco-Settlement Tentang Perumahan dan Kawasan Permukiman dalam UU No 1/2011 Tentang Perumahan Dan Kawasan Permukiman. Jurnal Aspirasi*, 2(1), 1–16.

- Syafi, A. (2013). *Model Implementasi Program Pengentasan Kemiskinan Di Kabupaten Lamongan (Implementation Model of Poverty Awakeness Program in Lamongan Region)*. <https://doi.org/https://doi.org/10.30996/dia.v11i2.302>
- Tahir, A. (2014). *Kebijakan Publik dan Transparansi Penyelenggaraan Pemerintahan Daerah*. Alfabeta.
- Trisnanti, M. (2016). Studi Mengenai Implementasi Kebijakan Program Layanan Referensi di Perpustakaan Universitas Surabaya. *Trabajo Infantil*, 1689–1699.
- Wahab, S. A. (2012). *Analisis Kebijakan Dari Formulasi ke Penyusunan Model-Model Implementasi kebijakan publik*. PT Bumi Aksara.
- Wahyu, D. (2016). *Jurnal Ilmiah Administrasi Publik (JIAP) Perencanaan Penanganan Kawasan Permukiman Kumuh (Studi Penentuan Kawasan*. 2(1), 1–10.
- Wardhana, Y. (2019). *Kebijakan Publik Berpihak Kepada Siapa? Kontroversi Transportasi Konvensional Vs Transportasi Online*.
- Widodo, J. (2017). *Analisis Kebijakan Publik*. Media Nusa Creative.
- Winarno, B. (2012). *Kebijakan Publik Teori, proses, dan studi kasus*. Caps.