



Effectiveness of the KOTAKU (City Without Slums) Program in Sidoarjo Regency

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Abstract: This study aims to assess the effectiveness of the KOTAKU program in reducing slum settlements in Sruni Village, Gedangan Sub-district, Sidoarjo Regency. It will also examine the factors that support and hinder its success. This research takes a qualitative approach. Milles and Hubberman's qualitative analysis was utilized to explore the data. According to the study's findings, the KOTAKU Program has been effective because it fits the indications of clear objectives to be met, straightforward strategies for reaching program objectives, and a sound process of analysis and policy creation; the KOTAKU program has been successful because it meets the indicators of clear program objectives, straightforward strategies for achieving program objectives, a solid policy analysis and formulation process, careful planning, appropriate program preparation, availability of work facilities and infrastructure, effective and efficient implementation, and an educational monitoring and control system. There are both supportive and hindering aspects to the KOTAKU program. Facilitator competency, proper facilities, a sufficient budget, and a clear organizational structure are beneficial. The restricting elements are inaccurate

information or hoaxes about the KOTAKU Program that circulate on social media and a restricted number of facilitators that assist with program implementation.

Keywords: KOTAKU Program, Slum Areas, Policy Effectiveness

Introduction

Slums are a phenomenon found in many regions of the world, especially in developing countries such as Indonesia, India, and others. One of the fundamental causes of the emergence of these slums is the increase in population in an area. The ability to build or own a livable house is minimal, so many semi-permanent dwellings that are not livable have sprung up.

A house can be called a livable house if it meets several indicators, which include 1) access to sufficient basic needs, 2) adequate sanitation, availability of clean water, 3) building resilience, adequate living space, and 4) guarantee of livability ([Setiawan et al., 2021](#)).

Meanwhile, Sinulingga says slums are residential environments or dwellings/houses. Their environment functions as a residence and a means of raising a family. Still, the house/environment is unsuitable for habitation because the building density is too high,

facilities and infrastructure are minimal, public facilities are lacking, and environmental conditions are unhealthy ([Sinulingga, 2005](#)). The problem of slum environments is very complex because the problem not only lies in the buildings' physical condition and density but also concerns the economic, social, and educational conditions of the people living in the slum.

By Article 1 paragraph (1) of Law Number 32 of 2009 concerning Environmental Protection and Management, what is meant by the environment is: "The unity of space with all objects, forces, conditions and living things, including humans and their behaviour, which affect nature itself, the continuity of life, and the welfare of humans and other living things."

The definition of environmental protection and management based on Article 1 paragraph (2) of Law Number 32 of 2009 concerning Environmental Protection and Management is a systematic and integrated effort carried out to maintain environmental functions and overcome environmental pollution and damage, which includes planning, utilization, control, maintenance, supervision and guidance and law enforcement. Thus, the environment is, in principle, a system that is interconnected with each other, including almost all living things that exist on this earth.

The Indonesian government seeks to improve the quality of the environment by enhancing the slum environment to prevent environmental damage and manage it better. These efforts are still being made even though the problem of slums is still growing, especially in big cities in Indonesia. The United Nations Development Programme (UNDP), in a study, explained that the expansion of slums reached 1.37% each year, so based on the Regulation of the Minister of State Housing of the Republic of Indonesia Number 13 Year 1 Appendix 1, the slum area in 2004 reached 54,000 hectares. In 2009, the slum area became 57,800 hectares. Within five years, the slum area increased by 3,800 hectares. Then, according to the 2015 Performance Report of the Directorate General of Human Settlements, in 2016, there were still 35,291 hectares of urban slums scattered in almost all regions of Indonesia according to the results of the calculation of the reduction in urban slums carried out by the Directorate General of Human Settlements. This condition is expected to continue to increase if there is no effective, comprehensive, and targeted handling.

The National Medium-Term Development Plan (RJPMN) IV 2015-2019 is to realize cities without slums. This mandate is basically in line with Article 19 paragraph (1) of Law Number 1 Year 2011 on Housing and Settlement Areas, which emphasizes that having a place to live and a good and healthy living environment is a basic human need and is the right of Indonesian citizens and the obligation of the Government from the central to the

regional level to be responsible for protecting all Indonesians through the implementation of housing and settlement areas so that people can live and live in decent houses.

The government then manifested the RPJMN 2015-2019 mandate into the KOTAKU (*Kota Tanpa Kumuh*) program initiated by the Directorate General of Cipta Karya of the Ministry of Public Works and Public Housing in 2016. Thus, the Minister of Public Works and Housing Regulation Number 02/PRT/M/2016 on Quality Improvement of Slum Housing and Slum Settlements was born as the legal basis of the KOTAKU program.

The KOTAKU program is a big task for the Local Government as the leading actor in the process of overcoming slums and realizing livable settlements, including through revitalizing the role of the Community Self-Help Agency (BKM) or Community Self-Help Institution (LKM). The program aims to improve access to infrastructure and essential services in urban slums to support the realization of livable, productive, and sustainable urban settlements.

Improved access to infrastructure is reviewed on the criteria of slimness, which is the basis for calculating the reduction of slum area by Article 4 paragraph (2) of the Regulation of the Minister of PUPR Number 2 of 2016 concerning Quality Improvement of Slum Housing and Slum Settlements which includes: 1) building;

[1) environmental roads; 3) drinking water supply; 4) environmental drainage; 5) wastewater management; 6) waste management; and 7) fire protection.

The Sidoarjo District Government, as one of the districts running and succeeding the KOTAKU program to alleviate slums, has issued Decree No. 188/452/4041.3.2/205 dated 27 April 2015 on the Location of Slum Housing and Settlements in Sidoarjo District. Sidoarjo district consists of 18 sub-districts, according to Sidoarjo Regent Decree Number 188/311/438.1.1.3/2021 on the Location of Slum Housing Environments and Slum Settlements in Sidoarjo District there are 14 out of 18 sub-districts in Sidoarjo that still have slum areas, including Balongbendo, Candi, Gedangan, Krembung, Krian, Porong, Sedati, Sidoarjo, Sukodono, Taman, Tanggulangin, Waru, Jabon, and Tarik. One of the sub-districts with slum areas that are the focus of this research is the Gedangan sub-district. The Gedangan sub-district has four villages with slum areas, including Bangah, Punggul, Sawotratap, and Sruni villages.

Based on initial research conducted by researchers in the field, there are still several slum areas in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency. This can be seen from the fact that there are still areas with puddles after rainfall, potholes in the roads, and garbage on the streets, and there are still settlements that are not equipped with toilet facilities. In addition, there are problems that the Sruni Village Development Implementation Team must face, such as a lack of contribution from residents to reduce the

area of slums, a lack of funds, and so on. Therefore, this research is worth doing, considering that during the planning to the implementation process, many problems had to be faced by the Sruni Village Development Implementation Team, so it is necessary to know the extent of the effectiveness of the KOTAKU program in the village. Therefore, this research focuses on two issues namely How is the effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) program in reducing the area of slums in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, and What are the supporting and inhibiting factors for the effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) program in reducing the area of slums in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency?

Charles O. Jones argues that the term policy (political term) is used in everyday practice but is often referred to as a very different activity or decision. This term usually includes goals, programs, decisions, standards, proposals, and grand designs ([Winarno, 2016](#)).

Effendy defines effectiveness: "Communication whose process achieves the planned objectives by the budgeted costs, the time set, and the number of personnel determined." Effectiveness is defined as a measurement of the achievement of a predetermined target ([Effendy, 2008](#)). The effectiveness level can be assessed by comparing the plan that has been set and the results achieved. However, if the program is run inappropriately, which impacts goals that cannot be achieved as desired, it is declared ineffective. Indicators or measures of achievement are conveyed by Siagian, namely the existence of clear objectives, a clear strategy for achieving goals, a definite process of analysis and policy formulation, careful planning, properly structured programs, available work infrastructure, effective and efficient implementation, and a supervision and control system that can provide education ([S. Siagian, 2008](#)).

A slum is an area where houses, facilities, and infrastructure are inadequate, unhealthy, and poorly organized ([Kurniasih, 2007](#)). According to Yunus, slums are physically material settlements, but settlement facilities and the environment are below the feasibility standard.

Sinulingga defines a slum as a residential environment or residence/house that functions as a residence and family development. Still, the home or environment, when viewed from various aspects, is an environment or house unsuitable for habitation, both from the level of population density, facilities and infrastructure, education facilities, health and socio-cultural facilities and infrastructure ([Sinulingga, 2005](#)). Olotuah also defines slum housing as a substandard housing environment where physical building conditions deteriorate, the environment is unhealthy, and there are no basic facilities such as electricity, drinking water, drainage systems, schools, health facilities, and recreational areas. Such

conditions can occur due to the natural aging of buildings, lack of maintenance, poor sanitation, and incorrect land utilization ([Olotuah, 2012](#)). According to Suparlan in Oktaviansyah, slums can be recognized by inadequate public facilities, unkempt and dirty housing conditions, and irregular settlement layouts ([Oktaviansyah, 2012](#)). According to Budiharjo, slums can be identified through the characteristics of houses and existing infrastructure ([Budiharjo, 1998](#)). According to Hariyanto, the emergence of slums can be caused by two factors, namely direct factors and indirect factors ([Santosa, 2012](#)).

Methods

This research is qualitative descriptive research. According to Moleong, the scope of qualitative research is limited to efforts to reveal a problem or actual conditions or events ([Moleong, 2016](#)). The research results focus on objectively describing the actual situation of the object under study. Qualitative research is defined as exploring people's subjective experiences. As well as the meaning and interconnected experiences. Intensive interviews allow people to argue freely and provide interpretations of a fact, and their perspective is the most important. This informant determination technique uses a purposive sampling technique. Sugiyono says purposive sampling is a criteria-based sampling technique ([Sugiyono, 2019](#)). The requirements for informants or sources of this research are people who understand and are relevant to answer questions related to the focus of this research. The informants of this research consisted of the City Coordinator of the Kotaku Program of Sidoarjo Regency as the key informant, the Head of Sruni Village, Sruni Village MFI Members, and Sruni Village Community Members as informants.

In qualitative research, the research focus is used to deepen research. According to Sugiyono, research focuses on limiting a study to select which data is appropriate, which is relevant, and which is not applicable ([Sugiyono, 2019](#)). The formulation of a problem in qualitative research is more tentative, which means refining the focus of a problem formulation is still carried out even though it is in the field. The focus of this research is:

1. The effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) program in overcoming the extent of slums in Sruni Village, Gedangan District, Sidoarjo Regency, includes (a) Clarity of program objectives; (b) Clarity of strategies to achieve program objectives; (c) Steady process of analysis and formulation of program policies; (d) Careful planning; (e) Appropriate program preparation; (f) Availability of work facilities and infrastructure; (g) Effective and efficient implementation; (h) Educational supervision and control system ([S. P. Siagian, 2008](#)).

2. Supporting and inhibiting factors for the effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) program in reducing the area of slums in Sruni Village, Gedangan Sub-district, Sidoarjo Regency.

Result and Discussion

To explain the research results above, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo, is effective based on eight effectiveness indicators. Based on Siagian's opinion on program effectiveness, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency has implemented the program effectively ([S. P. Siagian, 2008](#)).

A. Effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) Program in reducing the area of slums in Sruni Village, Gedangan Sub-district, Sidoarjo District

1. Clarity of Program Objectives

The objectives of the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, are clear. The program aims to improve access to basic infrastructure and services in urban slums to support the realization of livable, productive, and sustainable urban settlements.

This goal is achieved through the following objectives: decreasing the size of slums, formation a well-functioning Housing and Settlement Working Group (Pokja PKP) at the district/city level in slum upgrading, the preparation of district/city and community-level slum upgrading plans integrated into the Regional Medium-Term Development Plan (RPJMD), increasing the income of Low-Income Communities (MBR) through the provision of infrastructure and livelihood improvement activities to improve the quality of slums, the implementation of joint rules as an effort to change people's clean and healthy living behaviour and slum prevention. Achievement of program objectives and intermediate objectives is measured by formulating performance indicators of success and program achievement targets that will contribute to the achievement of the goals of the National Medium-Term Development Plan (RPJMN)

The achievement of the objectives is measured by outcome indicators, namely 1) increased community access to urban infrastructure and services in slums by the slum criteria set out: a) drainage, b) clean water/drinking, c) waste management, d) wastewater management, e) fire safety, f) public open space. 2) a decrease in slums due to better access to urban infrastructure and services, 3) the formation and functioning of institutions, namely the PKP Working Group at the district/city level to support the KOTAKU program, 4) beneficiaries are satisfied with the quality of urban infrastructure

and services in slums, 5) increased community welfare by encouraging sustainable livelihoods in slum areas.

The strategy to deal with these slum areas through the *Kota Tanpa Kumuh* (KOTAKU) Program includes a focused and complete approach to handling slum areas. In this planning, it is expected that the implementation process can go hand in hand so that in addition to the handling objectives achieved without creating new problems (new slums), other strategies in handling are carried out comprehensively, namely infrastructure, social and economic, slum dislocation and building collaboration between actors, as well as programs and funding (community, regional and central levels).

The strategies developed by the Sidoarjo District Slum Upgrading Team are as follows: 1) Basic Collaboration strategy, i.e., all development actors in slum upgrading. 2) increase capacity and develop institutions that can collaborate and build networks for slum upgrading from the central level to the community level, 3) implement participatory planning and integrated budgeting with multi-sectors and multi-actors, 4) ensure that slum upgrading plans are included in the Regional RPJM agenda and other formal planning, 5) facilitate collaboration in utilizing existing data products and plans, including in agreeing on settlement baseline data that will be used as a standard reference in planning and control, 6) improve access to essential environmental services that are integrated with the city system, 7) develop the local economy as a means of improving sustainable livelihoods, 8) advocate for certainty of settlement for low-income communities to all actors, 8) advocate for certainty of settlement for low-income communities to all actors. For low-income communities to all key actors, 9) facilitating

A program implementation strategy will make the program objectives more straightforward to achieve. The strategy will help program implementers accomplish the program's goal and minimize the possibility of negative impacts if the program does not have a plan and principles.

A clear strategy in implementing the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is to Siagian's theory that effective program implementation can be seen from the aspect of a clear program strategy to be achieved (S. Siagian, 2008). The strategy used to achieve program objectives must be clear and unbiased. If it is not clear, it will affect program target errors. Efforts to achieve program goals using a clear strategy will make the program more effective.

This study's results align with Fitriani's research, which states that a clear strategy makes it easy to achieve the KOTAKU program criteria (Fitriani, 2020). Clarity of strategy in achieving the goals is an essential aspect of running an effective program.

Based on the description above, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has a clear strategy. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has met the second indicator of program effectiveness, namely clarity in the strategy to achieve the KOTAKU Program objectives.

2. Steady Process of Analysis and Formulation of Program Policies

RegencyKU Program's strategy in Sruni Village, Gedangan District, Sidoarjo Regency, is clear. The program plans to approach all parties thoroughly. The strategy is "on the road" and is followed in various efforts to achieve the specified targets so that implementers do not get lost in achieving organizational goals.

The strategy to handle this slum area through the Slum-Free City Program (KOTAKU) includes taking a focused and thorough approach to handling slum areas. In this planning, it is hoped that the implementation process can run side by side so that in addition to the handling objectives being achieved without creating new problems (new slums), other strategies in handling it are carried out comprehensively, namely infrastructure, social and economic, slum dislocation and building collaboration between actors, as well as programs and funding (community, regional and central levels).

The strategies the Sidoarjo Regency Slum-Free City Team formulated are as follows: 1) Basic Collaboration strategy, namely, all development actors handling slums; 2) increasing capacity and developing institutions that can collaborate and build networks for handling slums from the central level to the community level, 3) implementing participatory planning and budgeting that is integrated with multi-sectors and multi-actors, 4) ensuring that slum handling plans are included in the Regional RPJM agenda and other formal planning, 5) facilitating collaboration in utilizing existing data products and plans, including in agreeing on primary settlement data (baseline) that will be used as a joint reference in planning and control, 6) increasing access to essential environmental services that are integrated with the city system, 7) developing the local economy as a means of improving sustainable livelihoods, 8) advocating for the certainty of housing for low-income communities to all key actors, 9) facilitating changes in attitudes and behaviour of stakeholders in maintaining the settlement environment so that it is habitable and sustainable. With a strategy for implementing the program, the program's objectives will be more easily achieved. This is because the strategy will help program implementers accomplish the program's goals and minimize the possibility of negative impacts that occur if the program does not have a plan and principles.

A clear strategy in implementing the KOTAKU program run in Sruni Village, Gedangan District, Sidoarjo Regency, is by Siagian's theory that effective program

implementation can be seen from the aspect of the program strategy that will be achieved clearly ([S. Siagian, 2008](#)). The strategy used to achieve program goals must be clear and unbiased. If it is not clear, it will affect program target errors. Efforts to achieve program goals using a clear strategy will make the program more effective.

This study's results align with Fitriani's research, which states that a clear strategy will make it easy to achieve the KOTAKU program criteria ([Fitriani, 2020](#)). Clarity of strategy in achieving the goals is an important aspect of running an effective program.

Based on the description above, the KOTAKU Program in Sruni Village, Gedangan District, Sidoarjo Regency, has a clear strategy. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan District, Sidoarjo Regency, has fulfilled the second indicator of program effectiveness, namely clarity in the strategy for achieving the program's objectives.

3. Solid Program Policy Analysis and Formulation Process

A solid analysis and policy formulation process is related to the objectives to be achieved and the strategies that have been determined, meaning that policies must bridge objectives with efforts to implement operational activities.

Policy formulation refers to specific actions taken by the government or government officials. Every policy made by the government must have a purpose that helps solve problems in people's lives. Public policy is necessary because of the government's duty as a public servant who must formulate actions for the community.

Wahab suggests the characteristics of public policy: 1) Public policy is an activity that is deliberately carried out and leads to specific goals. It is not just an activity or behaviour that deviates and is entirely random (at random) randomly and entirely by chance. So, all forms of policies in the fields of development, socio-politics, law, economics, and so on are activities or actions that are planned (by planned). 2) Public policy is an activity with interrelated patterns and a clear direction and purpose carried out by state or government officials. Public policy is not a stand-alone decision; individual decisions are not alone. 3) Public policy is what the government does in a particular field, not just what it wants. So, real action must be taken to deal with the problems. Public policy is not enough with words but must be done to achieve these goals. 4) Public policy can be positive or negative. In a favourable policy, the government will take a role in specific actions to solve an existing problem. Meanwhile, in a negative form of public policy, the government does not decide to act on an issue that requires government intervention ([Sitorus et al., 2020](#)).

A clear strategy in the implementation of the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is by Siagian's theory that effective program

implementation can be seen from the aspect of a solid policy formulation analysis process (S. Siagian, 2008). A solid policy formulation analysis process can be used to solve slum problems. A solid policy formulation analysis process that can be used to deal with problems. If the analysis and formulation are wrong, handling the situation is complex. The efforts of a steady policy formulation analysis process will make the program more effective.

This study's results align with research conducted by Sitorus et al., which states that achieving the KOTAKU program criteria will be easy due to a steady policy formulation analysis process. Policy formulation analysis is an essential aspect of running an effective program. Based on the description above, the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, has stability in the policy analysis and formulation process. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo District, has met the third indicator of program effectiveness, namely a steady policy analysis and formulation process.

4. Thoughtful planning

Planning is necessary for every organization, regardless of its activities or size. The state is an organization, so its leaders will inevitably be involved in planning activities to achieve development goals. Planning means making decisions now about things that will be done in a certain period in the future.

In planning the KOTAKU Program in Sruni Village, Gedangan Sub-district Sidoarjo Regency, until the implementation process can go hand in hand so that in addition to the handling objectives being achieved without creating new problems (new slums), other strategies in handling are carried out comprehensively, namely infrastructure, social and economic, slum dislocation and building collaboration between actors, as well as programs and funding (community, regional and central levels).

The KOTAKU program aims to build an integrated system for slum upgrading, where the local government leads and collaborates with stakeholders in planning and implementation, prioritizing community participation. The KOTAKU program applies participatory planning and integrated budgeting with multi-sectors and multi-actors. The KOTAKU program intends to build an integrated system for slum upgrading, where the local government takes the lead, collaborates with stakeholders in planning and implementation, and promotes community participation.

The results of this planning determine priority activities to reduce slums and prevent the emergence of new slums. These will be implemented by the community or other parties with expertise in infrastructure development in regional and city entities.

Participatory planning in the KOTAKU Program can be seen from the MUSREMBANGDES meeting participants. Community members participated in the meeting even though, in the planning stage, the role of community participation in the MUSREMBANG was not fully optimal or was less active. Local officials have represented the community, the Community Self-Help Agency, the Sidoarjo City KOTAKU team, and related private parties.

Careful planning in the implementation of the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is by Siagian's theory that effective program implementation can be seen from the aspect of careful planning (S. Siagian, 2008). Careful planning can be used to develop slum upgrading programs. Careful planning can be used to handle problems. If the plan is wrong, handling the situation will be challenging. Careful program planning efforts will make the program more effective.

This study's results align with research conducted by Sitorus et al., which states that careful program planning will make it easy to achieve the KOTAKU program criteria ([Sitorus et al., 2020](#)). Careful planning is an essential key to running an effective program.

Based on the description above, the KOTAKU Program in Sruni Village, Gedangan Sub-district Sidoarjo Regency, has maturity in planning the KOTAKU program. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, has met the indicators of an effective program. Gedangan District of Sidoarjo Regency has met the fourth program effectiveness indicator, a mature planning process.

5. Proper Programming

The preparation of an appropriate program and a good plan still needs to be elaborated in appropriate implementation programs. If not, the implementers will lack guidelines for action and work. Preparing work programs is essential to facilitate the activities to run according to the objectives. Program preparation is carried out by looking at existing problems in the village and then used as a reference in preparing programs to deal with these problems. The preparation of the work program is carried out by meeting with the community.

The KOTAKU work program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, is formulated through the Annual Community Meeting (RWT) and the Development Plan Deliberation (Musrenbang). Rembug Warga Tahunan (RWT) is a joint meeting of villagers or representatives of the community (RT) with the Village Government, the Community Self-Help Agency (BKM) and its members, and all community leaders from all fields.

The discussion in the Rembug Warga Desa (RWT) includes the Accountability Report (LPJ) by BKM, which runs the work program for one year. In addition, it also discusses the draft work program of BKM for the next year for one year.

Of course, these programs must be accommodated in the Village RPJM/RKP and sub-district Renstra/Renja, complemented by detailed planning in the RPLP document. Planning at the Kelurahan/village level must, of course, be in line with district/city level planning and elaborate on the vision, mission, strategies, and plans for the stages of implementation of slum upgrading programs in the Regency/City area.

This Implementation Guideline will serve as a reference for program implementers at the Kelurahan/village level, which is the KOTAKU Program's target location. We hope that all parties involved in implementing the KOTAKU program at the Kelurahan/village level can understand and implement these guidelines correctly so that the implementation can achieve the expected goals and objectives.

Good program preparation in the implementation of the KOTAKU program carried out in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is based on Siagian's theory that effective program implementation can be seen from the aspect of good program preparation ([S. Siagian, 2008](#)). Good program preparation can be used to overcome the handling of slums. The preparation of a good program can be used to handle problems. If the program preparation is wrong, handling the situation will be challenging. Reasonable programming efforts will make the program more effective.

The results of this study align with research conducted by Ashad et al., which states that good program preparation will impact the achievement of the KOTAKU program criteria ([Ashad et al., 2020](#)). Good programming is an essential key to running an effective program.

Based on the description above, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has an appropriate KOTAKU program preparation. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, has met the fifth indicator of program effectiveness, namely proper programming.

6. Availability of Work Facilities and Infrastructure

One indicator of organizational effectiveness is the availability of work facilities and infrastructure, which is also related to the ability to work productively. With the facilities and infrastructure available and possibly provided by the organization, implementing the KOTAKU Program can run well. Without the support of adequate facilities and infrastructure, achieving the predetermined goals will be difficult.

They are related to the suitability of program implementation with the conditions in the field and the facilities and infrastructure used. The program that is carried out is very dependent on the extent of the support of facilities and infrastructure. Adequate facilities and infrastructure will make it easier for implementers to realize their goals.

According to the research results, adequate facilities and infrastructure have supported the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency. Facilities and infrastructure take physical and non-physical forms. Physical facilities include paper, pens, books, computers, and others. Non-fiction facilities include training and education, seminars, or workshops.

Good program preparation in the implementation of the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is by Siagian's theory that effective program implementation can be seen from the aspect of good program preparation ([S. Siagian, 2008](#)). Good programming can be used to address slum upgrading. Good program preparation can be used to handle problems. If the program preparation is wrong, handling the situation will be challenging.

The results of this study align with research conducted by Ashad et al., which states that good program preparation will impact the achievement of the KOTAKU program criteria ([Ashad et al., 2020](#)). Good program preparation is an essential key to running an effective program.

Referring to the description above, the KOTAKU program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has adequate KOTAKU program facilities and infrastructure. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has met the sixth indicator of program effectiveness, namely the availability of facilities and infrastructure for the KOTAKU program.

7. Effective and Efficient Implementation

Effective and efficient implementation, no matter how good a program is, if it is not implemented effectively and efficiently, the organization will not achieve its goals because the implementation of the organization is getting closer to its goals. Implementing the KOTAKU program must refer to the results that were determined. In addition, the program must also run efficiently, namely between the efforts and costs made, and the results obtained must be measurable.

Good program preparation in the implementation of the KOTAKU program carried out in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is by Siagian's theory that effective program implementation can be seen from the aspect of good program preparation ([S. Siagian, 2008](#)). Good program preparation can be used to overcome slum

upgrading. Good program preparation can be used to handle problems. If the program preparation is wrong, then handling the situation is complex. Reasonable programming efforts will make the program more effective.

This study's results align with research conducted by Safrizal et al., which states that good programming is an essential key to running an effective program and will impact achieving the KOTAKU program criteria ([Safrizal et al., 2021](#)).

Based on the description above, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, implements the KOTAKU program effectively and efficiently. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has met the seventh indicator of program effectiveness: effective and efficient implementation.

8. Educative Supervision and Control System

Supervision and control are necessary to ensure the KOTAKU Program runs as planned. Good supervision can minimize or prevent irregularities and fraud, and reasonable control can ensure program implementation by established principles.

Supervision and control of the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has been done well. Gedangan District, Sidoarjo Regency, has been implemented well. This is inseparable from supervision and control, which is educational. Supervision and control are inseparable from imperfect human nature, which needs to be monitored and controlled. Supervision and control in the KOTAKU Program come from the community, LKM, village government, and the internal coordinator of Sidoarjo city itself.

The results of this study align with research conducted by Safrizal et al., which states that good program preparation will impact the achievement of the KOTAKU program criteria ([Safrizal et al., 2021](#)). Good programming is an essential key to running an effective program.

Based on the description above, the supervision and control system of the KOTAKU program in Sruni Village, Gedangan Subdistrict, and Sidoarjo Regency effectively and efficiently Educates the KOTAKU program. Therefore, it can be concluded that the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, has met the eighth or final indicator of program effectiveness, namely the educational supervision and control system.

B. Supporting and Hindering Factors of the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo District Gedangan Sidoarjo Regency

In implementing the KOTAKU Program in Sruni Village, there are supporting factors and inhibiting factors for the effectiveness of the KOTAKU Program in reducing the area of slums in Sruni Village, Gedangan Sub-district, Sidoarjo Regency.

1. Supporting Factors of the KOTAKU Program in Sruni Village, Gedangan District, Sidoarjo Regency

The supporting factors for the effectiveness of the KOTAKU Program in reducing the area of slums in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency are the competence of the facilitators involved in the implementation of the KOTAKU Program by the needs of the program, the facilities owned by the KOTAKU Program in assisting the community receiving KOTAKU Program projects have been considered adequate, the implementation of the KOTAKU Program in Sruni Village is supported by a sufficient budget, namely getting a budget of 995. 000 million rupiah from the APBD so that all programs and policies can be carried out properly, and the organizational structure provides clarity of responsibility, precise position and coordination between members, and clarity of member relationship lines. It can be a means of controlling and supervising the performance of the KOTAKU Program organization. This is different from the results of Nurhasanah's research (2019), which shows that the supporting factors of the Kotaku program in Merjosari Village are community participation in the form of energy, money, and property, which are helpful for the implementation of development.

2. Inhibiting Factors of the KOTAKU Program in Sruni Village, Gedangan District, Sidoarjo Regency

Factors inhibiting the effectiveness of the KOTAKU Program in reducing the area of slums in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency are hoax information and a limited quantity of facilitators. This is different from the results of Fitri and Sakawati's research; the inhibiting factors for the implementation of the KOTAKU program in Tanete Riattang District are land limitations, community mindset, and inactive BKM members ([Fitri & Sakawati, 2021](#)).

Conclusion

By the research results described in the previous chapter, this study can be concluded that the effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) Program in reducing the area of slums in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, using Siagian's Effectiveness theory (S. P. Siagian, 2008) which consists of 8 (eight) indicators, namely the effectiveness of the KOTAKU (*Kota Tanpa Kumuh*) program in reducing the area of slums in

Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, is suitable based on indicators of clarity of objectives to be achieved, the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency has formulated objectives that can be understood by all parties and have been socialized thoroughly, namely increasing access to infrastructure and essential services in urban slums to support the realization of livable, productive and sustainable urban settlements. Based on the indicator of the clarity of the strategy to achieve program objectives, the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, has involved all parties in a participatory manner.

Based on effective and efficient implementation indicators, the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency, has positively influenced the reduction of slums. This can be seen from the success of the KOTAKU Program in overcoming the causes of slums, reducing slum areas, and resolving environmental problems such as flooding and road access. Based on the indicators of an educational supervision and control system, the KOTAKU Program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency has been implemented well, involving all parties such as the community, Community Self-Help Institutions, Village Government, and the internal coordinator of Sidoarjo City itself.

In implementing the program, the KOTAKU program in Sruni Village, Gedangan Sub-district, Sidoarjo Regency has supporting and inhibiting factors. Supporting factors are. (a) facilitator competence; (b) adequate facilities; (c) adequate budget; (d) clear organizational structure. The inhibiting factors are (a) incorrect information or hoaxes circulating on social media about the KOTAKU Program and (b) a limited number of facilitators assisting program implementation.

Stakeholders can be carried out by the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency to make the program effective include socializing the KOTAKU Program so that information about the KOTAKU program can be known to all parties so that community participation is high in reducing slums; The KOTAKU program in Sruni Village, Sidoarjo Regency needs to increase the capacity of the community in the process of planning, implementing, monitoring and evaluating the program through training; the KOTAKU program should communicate, coordinate and collaborate with all stakeholders; the KOTAKU program needs to apply technology and information so that SOPs can help program implementation operations run better. To improve the effectiveness of the KOTAKU Program in Sruni Village, Gedangan Subdistrict, Sidoarjo Regency, it is necessary to improve the supporting factors of the program by providing training or seminars for facilitators regarding the KOTAKU program or other environmental hygiene and health programs, developing facilities and updating better KOTAKU program facilities,

allocating budgets for KOTAKU program needs as effectively as possible such as by prioritizing the most needed or most urgent needs, and further clarifying job descriptions by avoiding double duties or obligations. In addition, it is also necessary to overcome things that hinder the KOTAKU program by eradicating hoax information about the KOTAKU program, sharing up-to-date information so that the community understands the development of the KOTAKU program, and increasing the number of facilitators.

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