

IMPLEMENTATION OF HOUSING AND RESIDENTIAL AREA DEVELOPMENT THROUGH REJUVENATION OF THE KEDAUNG AREA IN CREATING A LIVABLE CITY IN TANGERANG CITY

Aini Timur¹, Tedi Gunawan², Suparman³

^{1,2,3}Pemerintah Kota Tangerang, Indonesia

E-mail: castaini@gmail.com¹; teddyhayoo75@gmail.com²; mamandenmas@gmail.com³

ABSTRACT. This research discusses the development of housing and residential areas through the construction of flats in Kedaung, Tangerang City, as a response to rapid urbanization and the challenges of slum areas. The aim of the research is to evaluate the success of the program in improving the quality of life of the community and overcoming the problem of slum settlements in accordance with the objectives of SDGs No. 11. This research uses Charles O. Jones' theory of policy implementation which includes organizing, interpreting and implementing, and applies descriptive and qualitative methods with primary and secondary data collection. The research results show that through the rejuvenation program, the slum conditions in Kedaung have been successfully improved from moderate slums to light slums, even zero value by the end of 2023. Collaboration between the Ministry of Public Works and Public Housing (Ministry of PUPR) and the Tangerang City Government in infrastructure planning and development, as well as economic intervention programs, has contributed to improving the quality of life of the community and strengthening local cultural identity.

Keywords: housing development, slum areas, livable cities.

IMPLEMENTASI PENGEMBANGAN PERUMAHAN DAN KAWASAN PERMUKIMAN MELALUI PEREMAJAAN KAWASAN KEDAUNG DALAM MEWUJUDKAN KOTA LAYAK HUNI DI KOTA TANGERANG

ABSTRAK. Penelitian ini membahas pengembangan perumahan dan kawasan permukiman melalui pembangunan rumah susun di Kedaung, Kota Tangerang, sebagai respons terhadap urbanisasi yang cepat dan tantangan kawasan kumuh. Tujuan penelitian adalah untuk mengevaluasi keberhasilan program dalam meningkatkan kualitas hidup masyarakat dan mengatasi masalah permukiman kumuh sesuai dengan tujuan SDGs No. 11. Dalam penelitian ini menggunakan teori implementasi kebijakan Charles O. Jones yang mencakup pengorganisasian, penafsiran, dan penerapan, serta menerapkan metode deskriptif dan kualitatif dengan pengumpulan data primer dan sekunder. Hasil penelitian menunjukkan bahwa melalui program peremajaan, kondisi kumuh di Kedaung berhasil ditingkatkan dari kumuh sedang menjadi kumuh ringan, bahkan nilai nol pada akhir tahun 2023. Kolaborasi antara Kementerian Pekerjaan Umum dan Perumahan Rakyat dan Pemerintah Kota Tangerang dalam perencanaan dan pembangunan infrastruktur, serta program intervensi ekonomi, berkontribusi pada peningkatan kualitas hidup masyarakat dan penguatan identitas budaya lokal.

Kata Kunci: pengembangan perumahan, permukiman kumuh, kota layak huni.

INTRODUCTION

The world's urban challenges are currently increasingly complex along with the increasing number of people who choose to live in urban areas. According to data, more than 54% of the world's population already lived in cities in 2014, and projections show this figure will increase to 64% in 2050 in Asia (Indahri, 2017). This urbanization not only changes the face of cities, but also brings various challenges that require serious attention in planning and building settlements for the greater sustainability of the earth and humans (Bansal et al., 2015). Likewise, what has happened in Indonesia is the country with the 4th largest population in the world after China, India & the United States. Due to the large ratio of the urban population compared to the rural population, urban areas in Indonesia face various kinds of challenges, including in terms of environmental, social, economic and physical aspects (Wilonoyudho et al., 2017).

For this reason, it is necessary to manage and develop urban areas based on the principles and concepts of sustainability.

One of the urban challenges in Indonesia is related to population growth and urbanization (G. Jones & Mulyana, 2015). In the last decade, Indonesia has experienced a significant acceleration of urbanization. More than 50% of Indonesia's population already lives in cities, and predictions show that this figure will continue to increase to 70% by 2045 (Fadhil et al., 2024). Population growth in cities has increased the need for basic infrastructure and services. Many marginalized communities in Indonesian cities still face less than ideal conditions, such as living in slums and not having tenure rights (Fadhil et al., 2024). Based on the Housing and Environmental Health Indicators from the Central Statistics Agency (BPS) 2023, it shows that 7.94 percent of households live in slums (Pristiandaru, 2024). This indicates that in 2023, around 80% of Indonesian households will still live in slums (Pristiandaru, 2024). Therefore, there is a need for inclusive and resilient urban planning to anticipate rapid population growth.

In its dynamics, city growth has a variety of challenges related to economic, political, social and cultural factors (Agunbiade et al., 2012). As a result, sustainable urban development is necessary since a growing percentage of people worldwide live in urban areas, and the number and size of urban areas are growing to create megacities and even hypercities; the rate of urbanization in industrialized nations is greater than that in developing nations and urban poverty is rising, particularly in emerging nations (Swastika, 2023). This is in line with the National Development Goals (SDGs), in Goal 11 Sustainable Cities and Communities, namely creating cities and residential areas that are inclusive, safe, resilient and sustainable (Salsiah & Murniningtyas, 2018). This entails making investments in public transportation, establishing public green areas, and enhancing inclusive urban planning and governance.

This is also in accordance with the national direction contained in Constitution No.1 of 2011 concerning Housing and Settlement Areas which emphasizes the importance of sustainable practices in urban development. Furthermore, collaboration between government, the private sector and local communities is essential to ensure that these strategies are implemented effectively and adapted to the unique needs of each urban area (Masuda et al., 2022). In addition to encouraging innovation, this collaborative strategy gives communities the ability to actively influence their surroundings, ultimately leading to more resilient and adaptable urban spaces. Community participation is a crucial element in achieving sustainable urban development. Residents should be involved in the decision-making process and have their needs and expectations incorporated into the design and implementation of urban transformation projects. This not only improves the livability of the resulting housing and community spaces, but also fosters a greater sense of ownership and belonging among inhabitants (Chen, 2019).

Successful urban transformation requires a balance between economic, social, and environmental considerations. While land is often viewed as a vital economic resource to be exploited, it is also critical to attach human dimensions to its development. Urban planning must consider the multi-dimensional challenges facing cities, their managers, and inhabitants in order to create sustainable and resilient communities. By prioritizing these interdependent factors, urban transformation efforts can produce high-quality housing and community spaces that meet the diverse needs of residents, enhance social interaction and cohesion, and contribute to the overall sustainability and resilience of the urban environment (Murat, Tas Nilüfer, Tas Zehra Berna, 2014) (Chen, 2019) (Mohapatra & Mohamed, 2013).

In Tangerang City, one of the activities that has been implemented is collaboration in handling slum settlements and building flats through the Tangerang City rejuvenation pattern. Based on the Decree of the Mayor of Tangerang Number: 052/Kep.793-Bappeda/2021 concerning the Determination of Housing and Slum Areas in the Tangerang City Area, there are 90 slum areas with a slum delineation area

of 105.31 Ha with a typology of 82 light slum areas and 8 medium slum areas (Timur et al., 2023). In the Kedaung area, Neglasari District, this is one of the slum areas in Tangerang City.

Likewise, there is collaboration with the central government regarding the National Priority for Handling Slum Settlements as stated in the Mandate of Presidential Decree no. 18 of 2020 concerning the 2020-2024 RPJMN with the Priority Program for Facilitation for Handling Urban Slum Settlements and program indicators. Number of areas in urban slum settlements handled through urban rejuvenation (Regions). Based on the Mandate of the Presidential Decree, one of the 2020-2024 RPJMN Major Projects is urban flats with an indication of the target being priority locations in 6 metropolitan areas, including Kedaung Baru (Settlements around the Final Processing Site (TPA)), Muara Angke (National Fishermen's Village), Cipinang Besar Selatan (Community Village), Batu Ceper (Tourism & Agro Village), Panunggangan Barat (Addition of Betet Flats Unit), Yos Sudarso (Tanah Merah Village). The Kedaung area in Tangerang City was chosen as the location for initiating collaboration in handling slum settlements and building flats through a rejuvenation pattern, namely due to various considerations including; available vacant land belonging to the Tangerang City government with sufficient area to build flats, the Kedaung area is directly adjacent to Soekarno-Hatta Airport, proposed by the Tangerang City government, the commitment of the Regional Head and City Stakeholders is high, the level of program implementation is very high, the slum location is unique and dominated by scavenger communities (near the landfill), meets the criteria for slum settlement rejuvenation locations, there are people who are ready to be relocated, and has the highest score in the selection of Jabodetabek metropolitan locations. The benefits of the urban flats major project are: increasing public access to decent and safe housing that is affordable for a million urban households and dealing with slum settlements and the formation of a professional public housing system in metropolitan areas (across districts/cities). For this reason, handling slum settlements and building flats is carried out through a rejuvenation pattern, one of which is that the Kedaung area is designated as the collaboration initiation location.

Therefore, from this explanation, researcher studied the execution of home development and residential regions based on this hypothesis with the construction of kedaung flats in creating a livable city. The ability and sustainability of previously created programs can be assessed as a yardstick for whether execution is successful or unsuccessful (Bastian, 2021). According to Charles O. Jones (1996), there are three factors that can affect how a program is implemented, namely organizing, interpretation and implementation (application). (1) organizing, which includes the requirement for an organizational structure in order to implement programs and provide qualified resources for program operations management, (2) interpretation; implementers can execute the program in conformity with plans or instructions; in this instance, there are technical instructions or guidelines pertaining to the program's execution, (3) implementation (application); contains explicit steps for carrying out the program so that the work program can function in accordance with its goals. According to what Charles O. Jones said, implementation is a step that is required while a program is being performed (Bastian, 2021). Based on Jones's assertions, researchers therefore investigated the best way to Charles O. Jones' theory, which is founded on three crucial primary activities, namely organizing, interpreting, and applying to analyze and identify related aspects is used to implement housing development and residential areas with the construction of Kedaung apartments in order to create a livable city.

RESEARCH FRAMEWORK

Slums

Slums are urban areas characterized by substandard and squalid housing, often lacking basic services such as clean water, sanitation, and electricity (Un-Habitat, 2007). This condition is caused by rapid urbanization, poverty, and inadequate urban planning. Slum settlements are usually overcrowded, with residents facing health risks due to poor living conditions and limited access to health services. The UN-Habitat Program (United Nations Human Settlements Program) highlights that slum dwellers often experience social sanctions and economic marginalization. Efforts to address the slum problem have focused on improving infrastructure, increasing access to essential services, and involving communities in the planning process (Kishan et al., 2022). Such interventions necessitate a multifaceted strategy that includes community empowerment, public service investment, and policy reform. According to UN-Habitat (2020), integrating slum areas into the broader urban structure through inclusive policies and participatory governance is essential for sustainable urban development.

Livable City

Building livable cities is an important goal for every government as a SDGs goal 11; make cities inclusive, safe, resilient and sustainable. An ideal city should provide basic needs for its citizens, such as affordable housing, access to clean water, and good sanitation. Apart from that, adequate education and health facilities are also very important. To assess the livability of a city, data can be obtained from various sources. For example, local government statistics on housing and infrastructure, health organization reports on access to health services, and surveys of residents regarding their life satisfaction. The availability of green open space is also an important indicator, because it provides space for residents for recreation and social interaction. This data can be obtained from satellite measurements or city planning records. Ultimately, a livable city is a place where everyone can live comfortably, safely and healthily (Sasanpour, 2017). To achieve this, cooperation between the government, the private sector and the wider community is urgently needed.

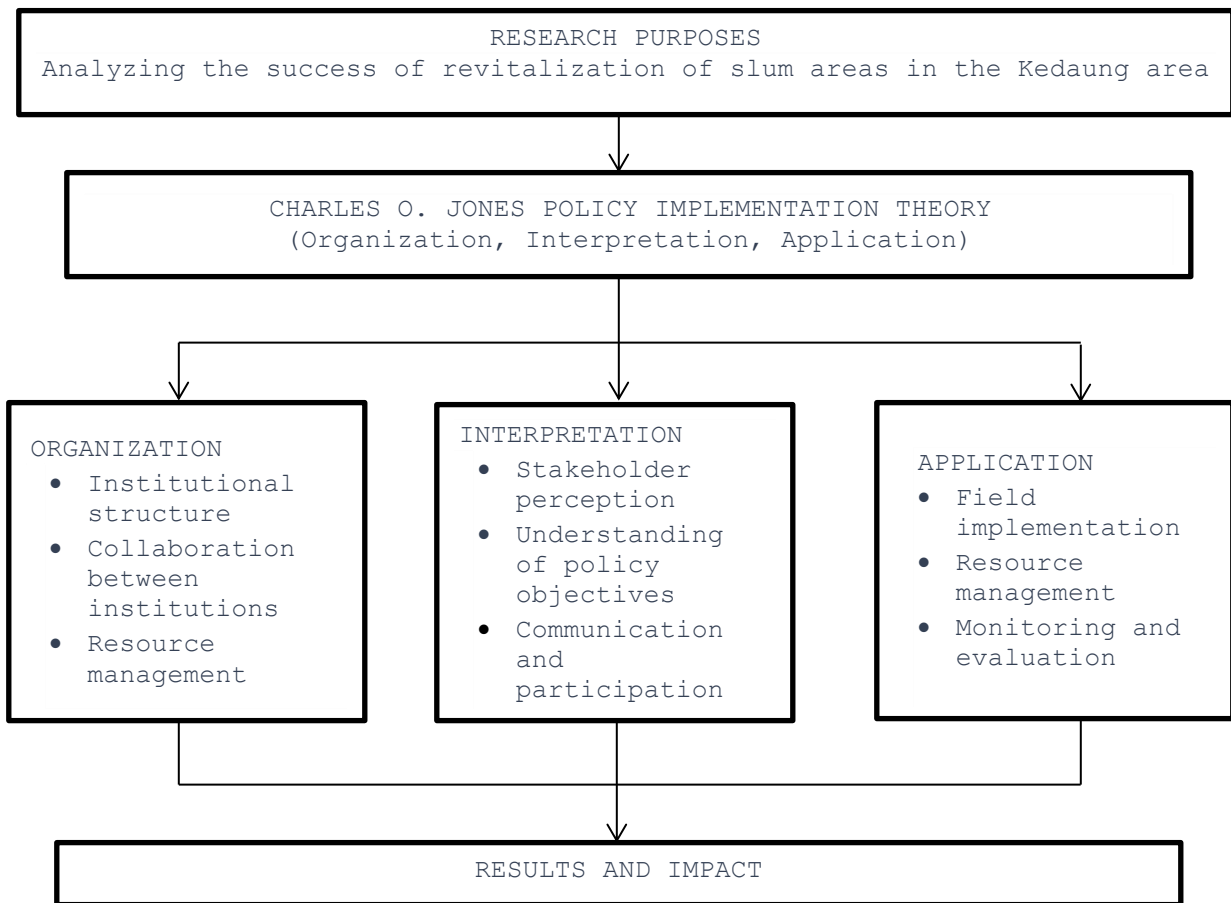
Policy Implementation Theory According to Charles O. Jones

Policy implementation theory according to Charles O. Jones provides a useful framework in understanding how government programs are translated into real action. In the context of housing development and residential areas, such as the construction of the Kedaung Flats, this theory can be applied to create a livable city. First, the organizing component (organizing) emphasizes the importance of well-organized structures and systems. This means that there must be effective coordination between various government, private and civil society institutions in planning and building flats. A clear structure will ensure that resources are allocated efficiently and responsibilities are clearly defined. Second, interpretation (interpretation) is concerned with a shared understanding of policy objectives. In this case, all parties must have the same vision about what a livable city is and how flats can contribute to achieving this vision. This requires effective communication and public education to ensure that policies are understood and supported by citizens. Lastly, implementation (application) is about policy execution. This involves implementing established rules, regulations, and procedures. For Kedaung flats, this could mean ensuring that the building is built according to predetermined safety, accessibility and comfort standards. Continuous monitoring and evaluation are also necessary for successful implementation in order to pinpoint problem areas and guarantee that the objectives of livable cities are met. By aligning these three components—organization, interpretation, and implementation—in the implementation of housing

development and residential areas, we can get closer to achieving the dream of a livable city for all its citizens.

This article examines the process of development and revitalization of slum areas in the Kedaung area, with a main focus on policy implementation through Charles O. Jones' policy implementation theory approach. The uniqueness of this research lies in the use of a theoretical framework that emphasizes three main aspects: organization, interpretation, and application. The organizational aspect refers to the institutional structure and collaboration between government agencies and related stakeholders in the planning and implementation of development programs. The interpretation aspect highlights various parties' understanding and perception of policy objectives and measures, which influences the success of implementation. Meanwhile, the application aspect is related to actual implementation in the field, including resource management, supervision and community participation. By integrating these three aspects, this research aims to comprehensively analyze the factors that influence the success of slum area revitalization and sustainable development in Kedaung.

This framework of thinking shows that the success of slum area development in Kedaung is greatly influenced by the synergy between an effective organizational structure, a shared understanding of policy objectives, and appropriate implementation in the field. Charles O. Jones' theory is used as the main analytical tool to assess how collaboration between institutions, stakeholder perceptions, and resource management play a role in achieving optimal results, such as improving the conditions of slum areas and sustainable regional development. The following framework chart illustrates the relationship visually, starting from the main aim of the research, followed by the three main aspects of Jones' theory, and ending with the results and their impact on urban sustainability:



Source: Processed by researchers, 2024

Figure 1. Research Framework

METHOD

This research uses descriptive and qualitative methodology. This research methodology is descriptive, because it aims to provide an overview of the conditions that exist in the subject or object of study by examining aspects that can be observed or inherent characteristics (Azwar, 2009:67). This research was carried out in Tangerang City by taking a case study in Rusunawa in the Kedaung area which is located in Neglasari District. The reason for choosing this locus is because the construction of flats is one of the national priority programs in handling slum settlements which is the mandate of Presidential Decree no. 18 of 2020 concerning RPJMN 2020-2024 and major project RPJMN 2020-2024. The development of Urban Flats has the benefit of increasing public access to decent and safe housing that is affordable for a million urban households and dealing with slum settlements and the formation of a professional public housing system in metropolitan areas (across districts/cities) (Alzamil, 2024). Using a qualitative approach, the researchers collected primary data through direct observation and interviews with key informants, including Bappeda, and representatives of Rusunawa managers and residents. the Tangerang City Government through Bappeda, the Perkim Service, the Ministry of PUPR, and representatives of Rusunawa managers and residents. Apart from that, researchers utilize secondary data to bolster their findings from a variety of relevant articles and records.

RESULT AND DISCUSSION

The aim of handling slum settlements is included in SDGs No. 11.1, namely by 2030, guarantee access for all to adequate, safe, affordable housing and basic services, as well as organize slum areas (Kementerian PPN/Bappenas, 2020). In accordance with PUPR Ministerial Regulation No. 14 of 2018 concerning Slum Housing and Slum Settlements, it is explained that to determine the location of slum housing and slum settlements, baseline slum data collection, slum assessment and determination of the location of slum housing and slum settlements must be carried out through a Regent/Mayor Decree. Furthermore, in the Circular Letter of the Directorate General of Human Settlements (SE DJCK) No. 49 of 2021 concerning Procedures for Verifying the Results of Location Assessments for Slum Housing and Slum Settlements, it is explained that before being determined through a Regent/Mayor Decree, verification must be carried out, namely for slum areas of 10 to less than 15 Ha it must be verified by the Provincial Government, while for slum areas it is equal to 15 Ha must be verified by the Center (via Provincial BPPW). For locations in the Kedaung area, more precisely in Neglasari District, Kedaung Baru sub-district with a verified area of 18.19 Ha. Through slum baseline data collection and slum assessment activities, data will be obtained such as the total area of slum settlements, the distribution of slum management authority (district/city, provincial and central government) and the level of slums (light, medium and heavy slums). Based on PUPR Ministerial Regulation No. 14 of 2018 PUPR Ministerial Regulation No. 14 of 2018 concerning Prevention and Improvement of the Quality of Slum Housing and Slum Settlements, the level of slums is classified based on the final numerical score of slums, categorized into Light Slums with a value of 16 – 37, Medium Slums: with a value of 38 – 59, and Heavy Slums with a value of 60 – 80. Regarding the rejuvenation of the Tangerang City slum area in the Kedaung area in the slum reduction simulation, the final condition in the assessment weighting was obtained in 2022 with the initial condition being in the moderate slum category with a score of 38, then in the final condition it was getting a score of 14 with the light slum category. Furthermore, in 2023 it will get a score of 14 in the initial condition with a moderate slum category, then in the final condition it will get a score of zero.

In 2021, according to key informants from the PUPR Ministry, they have conducted a roadshow for location surveys related to collaboration on slum rejuvenation in Jabodetabek, especially in Tangerang City, there are several location points that will be used as priority programs in handling slum settlements. These include Kedaung Baru with a residential area around the final disposal site (TPA), Muara Angke with the National Fishermen's Village area, Cipinang Besar Selatan with the Community Village area, Batu Ceper with the Tourism & Agro Village area, West Panunggan with the Betet Flat Unit Addition area, and Yos Sudarso with the Kampung Tanah Merah area. However, in the end the Kedaung area was designated as the location for the initiation of collaboration in handling slum settlements and building flats through a rejuvenation pattern. As previously mentioned, the reason it was established in the Kedaung area was because there was vacant land owned by the City Government with sufficient area to build flats, the Kedaung area was directly adjacent to Soekarno-Hatta Airport, the Tangerang City Government's proposal, the high commitment of the Regional Head and City Stakeholders, the level of The implementation of the program is very high, the slum location is unique and dominated by scavenger communities (near the landfill), meets the criteria for slum rejuvenation locations, there are people who are ready to be relocated, and has the highest score in selecting the Jabodetabek Metropolitan location. For this reason, in this research, as previously explained, researchers want to dig up information related to the implementation of handling slum areas, namely the construction of Rusunawa in the Kedaung area. In its implementation, researchers carried out measurements using Charles O. Jones's theory, with three main

organizational components (organization), interpretation (interpretation) and application (application) which has been displayed previously.

Organization

According to Charles O. Jones, successful policy implementation must have an organization or institution that implements it. Charles O. Jones, (1996:166) said that organization is "activities related to the formation or rearrangement of resources, units and methods to make the program run". For Charles O. Jones (1996:296) bureaucratic organization is related to a) the formation or rearrangement of resources b) units, and c) methods for making programs work.

One aspect of policy execution that is thought to be crucial in organizing is resources. The implementation of policies can proceed easily if resources are available. Kedaung Baru Village is a sub-district located in the Neglasari District, Tangerang City, Banten Regency. Kedaung Baru Subdistrict has an area of 2.87 KM2 consisting of 3 Neighborhood Units and 16 Neighborhood Units. The population of Kedaung Baru Village is 8,394 people or 2,348 families consisting of 4,222 men and 4,172 women (BPS Kota Tangerang, 2021).

In determining the location for the rejuvenation of slum areas in Tangerang City, various considerations were taken, so the location in Kedaung Baru Village was determined based on the selection of a unique slum location dominated by the scavenger community (near the landfill), receiving a proposal from the Tangerang City Government, there was available vacant land owned by Tangerang City Government with adequate area, and the level of ease of implementation is very high. Based on the identification of the selection of slum rejuvenation locations in the Jabodetabek metropolitan area, based on the results of interviews conducted through a series of review processes of various documents (Kotaku, SK. Slum, RP2KPKP, and other Planning Documents that have been prepared by the Regional Government) and also internal discussions at the Director General of Residential Area Development (PKP Directorate) and discussions with the Tangerang City Government.

As this activity program progresses, each organization has a role to play in achieving the desired outcomes. Based on the information obtained, in the rejuvenation of slum areas in the Kedaung area, the PKP Directorate plays a role in assisting regional planning, assisting in infrastructure planning, developing regional infrastructure (roads, drainage, green open space, etc.), and coaching relevant stakeholders in handling slum areas. Meanwhile, the Tangerang City Government plays a role in preparing land for flats, preparing flat access roads, preparing and assisting Water Treatment Plant (WTP) flat construction, preparation & assistance Water Treatment Plant (WTP) infrastructure development, preparation of AMDAL & Andalin, preparation & increasing community economic capacity (training), preparation of PHBS training programs. Likewise, the Directorate of Flats plays a role in assisting flat planning and flat construction. And the Ruswa Directorate is also responsible for Assistance with RTLH Identification and Improving the quality of Uninhabitable Homes (RTLH), as well as the Self-Help Housing Stimulant Assistance program (BSPS).

As stated previously, in the follow-up plan for the sustainability of this program, each organization can implement it in accordance with its main tasks and functions clearly. The Ministry of PUPR, especially the Director General of Human Settlements, PKP Directorate, will prepare regional planning as a basis for collaborative development programs and prepare a process for Compatibility of Space Utilization Activities (KKPR) with the City Government. Furthermore, the Tangerang City Government will determine the location of the flats in accordance with the criteria for rejuvenation of slum settlements, and the RUSUN Directorate will develop the design of flats in slum areas and the feasibility of their construction.

Interpretation

In this case, interpretation is related to the implementation of activities. Interpretation can be defined as an attempt to comprehend the purpose of the policy in order to comprehend what and how the policy's objectives can be achieved (Permatasari, 2015). As previously, the application of current interpretations to the revitalization of the Kedaung Area slum area will analyze this aspect of interpretation. Based on the information obtained, in the Kedaung area there are around 85 families whose houses are uninhabitable, the condition of the neighborhood road is damaged along $\pm 17,882\text{m}$, the drainage channel is damaged so it needs to be repaired because it is inundated by floods, the condition of the drinking water is also the community drinking water needs are not served and fulfilled, in the condition of waste water processing in the representation, the community does not have a latrine, there are 788 household units, and regarding the condition of waste, the people whose houses are close to the location of the waste dumping site, they immediately throw it into the waste dumping station, but the people whose houses are far from the waste landfill, waste disposal is coordinated by the RT & RW, but some people throw their waste on empty land and burn it. Apart from that, previously there was also an ex-squatter housing area consisting of 40 housing units.

Based on the information obtained, rental housing called perkim housing (ex squatter) was built in 2003, and began to be occupied in 2004. The building area for one unit is $3 \times 5 \text{ m}$ (15m^2) with the rental amount for each unit being IDR. 90,000/month. Residents who can live in rental houses are residents who have a Tangerang City ID card, the electricity network is managed by each resident, according to their needs. Meanwhile, in this settlement there are two groundwater points with a depth of 12 m, so that residents living in the ex-squatter settlement cannot use it for drinking water, but only for bathing and washing. If it is for drinking water needs, residents usually buy clean water for IDR. 5,000/2 jerry cans. In this settlement there is also a 3-door toilet for residents' needs. Meanwhile, environmental improvements depend on needs based on residents' requests/complaints, so they are not carried out periodically and are managed by the local RW. In its implementation, slum area rejuvenation activities in the Kedaung area have been carried out from 2021.



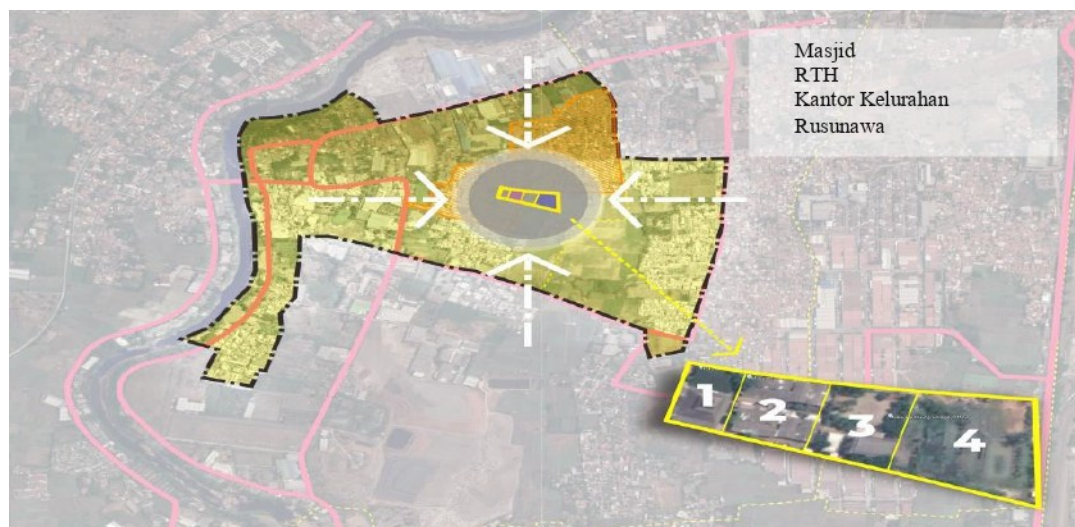
Source: Bappeda Kota Tangerang (2021)

Figure 2. Condition of Ex-Squatter Housing

IMPLEMENTATION OF HOUSING AND RESIDENTIAL AREA DEVELOPMENT THROUGH REJUVENATION OF THE KEDAUNG AREA IN CREATING A LIVABLE CITY IN TANGERANG CITY

Aini Timur, Tedi Gunawan, Suparman

In its implementation, the rejuvenation of slum settlements in the Kedaung area will be developed into the development of thematic residential areas in the Kedaung area which will be branded as "Kedaung reUnity". The word reUnity has the meaning "re" which means (Re*newal or resilient & sustainable) or can be combined with 5R (re*duse, re*use, re*cycle, recovery, re*pair), while "Unity" can be interpreted as diversity becoming one in kedaung. Where in the program is the development of residential infrastructure in the core area, namely, Beautification and Strengthening the Character of (Existing) Mosques with the construction of mosques, Plans for the Development of Child-Friendly Environmental Parks with the construction of RTH, Village Offices (Existing) which are Subdistrict Offices, and Plans for the Development of Flats by Directorate of Flats. The concept of green open space development is a conversion of land which has resulted in the reduction of children's play space in urban areas which has become a common occurrence. For this reason, a child-oriented park that accommodates a variety of children's activities in open spaces is the orientation in the concept of developing this park. Furthermore, apart from the core area, there are also Betawi themes and Chinatown themes. for Betawi themed settlements, as an alternative alley entrance design with a modern minimalist concept while still presenting elements of local Betawi characteristics and with a mix of typical Betawi colors, while for Chinatown thematic settlements as an alternative design for the main gate with a modern minimalist concept while still presenting elements of Chinatown characteristics and with a combination typical Chinatown color.



Source: Bappeda Kota Tangerang (2021)

Figure 3. Kedaung Area Rejuvenation Concept

Application

In actuality, application refers to carrying out regular tasks in accordance with rules or decisions in order to accomplish shared objectives (Permatasari, 2015). If a policy can be put into practice, it can be considered successful (Auldrin M. Ponto et al., 2016). As a result, putting policies into action is not simple because difficulties will undoubtedly arise. Related to the rejuvenation of slum settlements from the application aspect in the Kedaung area, namely repairing and improving the quality of road and drainage infrastructure, repairing and upgrading street furniture elements which include; street lighting, vegetation, signage, Strengthening the character of the thematic environment according to zoning, Repairing and improving environmental quality, Creating and repairing public spaces, and Repairing uninhabitable houses.

As previously stated regarding the development of thematic residential areas in the Kedaung area with the concept of "Kedaung reUnity", apart from development in the core area as the center of the area (mosques, open spaces, sub-district offices and flats), the Betawi theme and also the Chinatown theme, development is also related to the area. flood mitigation and aviation safety mitigation areas. The concept of flood mitigation is to improve the quality of riverbanks by making RTH along the riverbank as a temporary water catchment space (retention pond). Meanwhile, in the concept of mitigating flight safety by utilizing green open space as a wind & noise buffer function, where area buffer zone can be used as public space.

From the information obtained regarding the socio-economic conditions of the Kedaung area. Based on administration, the Kedaung area consists of 2 sub-districts, namely Kedaung Baru and Kedaung Wetan, from this location it consists of 4 RWs and 20 RTs. From the results of the FGD in the Kedaung area (± 13 RT), the social conditions of the local community can be identified, namely with an average education of elementary school and junior high school with an average livelihood of waste managers (scavengers, etc.), construction workers and laborers. In general, the average income of local people is <Rp. 3.5 million. Usually, to meet their food needs, they shop at the nearest shop. Meanwhile, for treatment, people go to the community health center in Kedaung Wetan, using BPJS, with complaints of the types of diseases that many suffer, namely ISPA and skin diseases due to environmental problems, floods often occur during heavy rain. The Kedaung area is supported by economic potential with the existence of factories, creative businesses, culinary establishments, animal slaughtering businesses, maklon businesses and waste businesses. Likewise with cultural potential, there are monasteries and graves of Kedaung landlords.

In this Kedaung area, there are various characteristics of community groups. The history of the development of the Betawi thematic area is due to the Betawi people who now live on the Tangerang-Jakarta border. They were people who lived in Batavia during the colonial era and started arriving around 1680. It is suspected that they moved to Tangerang because of the floods that always hit Batavia. In the Kedaung area, 65% of the population or around 9,136 people dominate or have Betawi culture. Therefore, in improving the economy towards community economic intervention, there is the Association of State-Owned Banks Grant Program (HIMBARA), to finance the development of MSMEs. Apart from that, in developing the creative economy, namely by channeling waste craftsmen into unique souvenirs from used materials. Channeling with surrounding industries to involve the participation of local communities (Maklon). These souvenirs can also be used to promote arts and culture that support regional identity (ondel ondel, gambang Kromong, etc.). In the intervention to strengthen community skills, capacity and skill building training was also held for craftsmen, cultural arts training that supports regional identity (ondel-ondel, gambang kromong, etc.), and training on processing waste into unique souvenirs from used materials (garbage).

Apart from the Betawi ethnic group, the Chinese ethnic group is also dominated. In the Kedaung area, 35% of the population or 4,855 people are dominated by Chinese culture. The existence of ethnic Chinese (Fort Chinese) in Tangerang has been living since 1407. The Benteng Chinese community in Tangerang City is an example of successful acculturation or assimilation in Indonesia. The existence of Benteng China in Tangerang forms a unique and meaningful blend of Indonesian-Chinese culture. Economically, the Benteng Chinese are one of the Chinese tribes that can be said to be poor in Indonesia, they generally work as laborers, farmers, fishermen and craftsmen. Socially, this group can be integrated with local people. It is this process of assimilation and acculturation that has made the Benteng Chinese community not identical to original Chinese culture. For example, in the Chinese New Year celebration, the Benteng Chinese community completes the meal by serving *nastar* and/or *lepet* which is adopted from

the Betawi tradition. This acculturation becomes an added value for the Chinese (Fortress Chinese) group in Kedaung. Regarding socio-economic potential, the community has mingled and bonded with each other, both within Chinese cultural groups and outside, so there is great potential for community participation activities, such as the existence of a typical Chinese culinary production center and a group preserving typical Chinese culture. In community economic intervention, there is the Association of State-Owned Banks Grant Program (HIMBARA), to finance the development of MSMEs by increasing the value and selling power of typical culinary products. In strengthening community intervention, capacity and skill building training was held for builders (craftsman certification/SNI) and also cultural arts training that supports regional identity (barong dance, etc.).

Based on information obtained regarding livelihoods, apart from working in agriculture, plantations, animal husbandry, industry/factories. Nearly $\pm 10\%$ of the population earns a living working in trade/services, as daily laborers as scavengers/collectors. By implementing a circular economic system in the Kedaung area, it not only has the potential to improve environmental quality but will also improve the economy of the waste management community. Which of course will increase income if accompanied by increasing the value of goods from the waste. From the results of informants in the field, 1 family of scavengers can on average collect 80-100 kg of plastic bottles and dirty plastic in 1 month, if converted into rupiah it is around Rp. 920,000 – 1,150,000. With economic intervention in the form of developing community management and institutions, increasing skilled resources for local 5R interest groups, and developing and providing adequate processing and marketing infrastructure, economic value can be increased, such as increasing the value of waste recycling.



Source: Bappeda Kota Tangerang (2021)

Figure 4. Example of Economic Improvement from Waste Recycling

To handle the impact of the slum rejuvenation program in the Kedaung area, various 5R waste management training programs were carried out, with business capital assistance for potential productive businesses and training in processing waste into crafts from used materials (garbage). To further develop the area, a resettlement plan (LARAP) document is needed which contains stakeholder commitment in handling the impacts that arise for the communities affected by the program. Economically resistant community groups are programmed to receive temporary financial assistance until conditions recover and physical condition resistant community groups (elderly and disabled) Priority is given to occupying the ground floor of flats, so it is necessary to develop flat rental rates that are adjusted to people's income limitations.

CONCLUSIONS

Based on the findings of the study, it can be said that the development of housing and residential areas in Kedaung, Tangerang City, through the construction of flats and rejuvenation programs, has succeeded in improving the quality of life of the community and overcoming the problem of slum settlements. By applying policy implementation theory, Charles O. Jones shows that the implementation of housing and residential area development policies in Kedaung, Tangerang City, relies heavily on three main components: organization, interpretation, and implementation. Good organization ensures that there is effective structure and coordination between the various parties, so that resources can be allocated efficiently. A clear interpretation of policy objectives allows all parties to share the same vision of a livable city, which requires effective communication and public education. Finally, proper implementation of policies, including ongoing monitoring and evaluation, is key to ensuring that programs run according to their stated objectives. Thus, the successful implementation of these policies depends not only on planning, but also on well-organized and coordinated execution. For this reason, in realizing a livable city, the development of housing and residential areas requires, among other things:

- a. Increased Collaboration Between Parties; Closer cooperation between government, the private sector and communities is needed in housing planning and development. This collaboration can strengthen commitment and available resources to achieve sustainable development goals.
- b. Application of Sustainability Principles; Housing development must consider environmental, social and economic aspects. This includes the use of environmentally friendly building materials, good waste management, and the provision of green open spaces to improve people's quality of life.
- c. Community Education and Awareness Program; The community needs to be educated about the importance of a clean and healthy environment, as well as ways to protect and maintain their residential areas. In implementing the Public Education and Awareness program, the government agency that must take the lead is the Ministry of PUPR, especially the Directorate General of Human Settlements. They are responsible for preparing regional planning and collaborative development programs, including education about the importance of a clean and healthy environment to the community.
- d. Basic Infrastructure Improvement; Focusing on developing basic infrastructure such as access to clean water, sanitation and electricity is very important to improve the quality of life in residential areas. Investment in this infrastructure must be a priority in any development program.
- e. Continuous Monitoring and Evaluation. In ongoing monitoring and evaluation for housing and rejuvenation programs, the unit that will lead is the Directorate General of Human Settlements under the Ministry of PUPR. This unit is responsible for ensuring that the programs implemented are in accordance with the stated objectives and evaluating the effectiveness and impact of the program.

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Aini Timur, Tedi Gunawan, Suparman

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