

*(Original Article)*

Analysis of Barriers in the Implementation of the Slum-Free City Program in Lhokseumawe City, Aceh Province

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The Slum-Free City Program is one of the strategic initiatives by the Indonesian government aimed at reducing slum areas in urban regions and improving the quality of life for the community. The establishment of Qanun Lhokseumawe City No. 11 of 2018 has made the Slum-Free City Program an effort to address slum settlement issues in Lhokseumawe City. This study aims to analyze the barriers faced in the implementation of the Slum-Free City Program in Lhokseumawe City. The research method used is qualitative with a descriptive approach, and the data were collected through interviews, observations, documentation, and literature review. The results of the study show that the barriers in the implementation of this program include insufficient budget allocation to meet all program needs, social, economic, and cultural constraints within the community, technical and infrastructure challenges, low public participation and awareness regarding the importance of cleanliness and supporting the Slum-Free City Program, and a lack of coordination among the various institutions (government, NGOs, and private sector) involved in the program. Additionally, legal issues related to land ownership and the limitations of regulations that support the Slum-Free City Program are also significant barriers. Based on these findings, the recommendations include increasing budget allocation, strengthening inter-agency coordination, improving socialization and education for the community, and enhancing technical and administrative mechanisms. This research is expected to contribute to improving the implementation of the Slum-Free City Program in the future and help realize cities free from slum areas.

Keywords

barriers, implementation, policies, slum-free city program

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Introduction

Slum settlements are an issue faced by almost all major cities in Indonesia, and even in other developing countries. Slum settlements pose a challenge that must be addressed by the government as policymakers and implementers in order to fulfill the mandate of the 1945 Constitution of the Republic of Indonesia, Article 28 H, Paragraph 1, which states that everyone has the right to live a prosperous life, both physically and mentally, to have a place to live, to enjoy a good and healthy environment, and to receive health services (Febrinia & Salindri (2023)). Studies on slum settlements typically involve three main aspects: First, the physical conditions, which can be seen in the densely packed buildings with low construction quality, irregular and unpaved roads, non-functional public sanitation and drainage systems, as well as poor waste management. Second, the social, economic, and cultural conditions of the communities living there, which include low incomes, loose social norms, and a culture of poverty reflected in attitudes and apathetic behavior. Third, the impacts of these two conditions.

These conditions often lead to poor health, serving as a source of pollution and the spread of diseases, as well as deviant behavior, all of which have a negative impact on the overall life of the community (Yuniati & Rahayu, (2018). The growth of slum settlements is largely driven by ongoing urbanization. This uncontrolled urbanization leads to a shortage of housing in urban areas. As a result, city dwellers are forced to live in uninhabitable areas for the sake of their survival (Karisoh et al., (2020) .

According to Law Number 1 of 2011, slum settlements are those that are uninhabitable, characterized by irregular building structures, high building density, and infrastructure and building quality that do not meet standards. Slum settlements are areas with poorly arranged and disorganized housing, lacking supporting facilities, insufficient clean water supply, and inhabitable buildings. Slum settlements create a harmful ecosystem, threatening both the physical and non-physical quality of the environment and human life, while also diminishing the aesthetic value of the city. (Prastica et al., (2023).

The main issue in urban areas is the high population growth that is not matched by economic growth, which results in the inability to meet the basic needs of the community, particularly housing (Tardiyo (2020). According to data from the Central Statistics Agency of Lhokseumawe City, the population growth in Lhokseumawe continues to increase every year. In some slum areas, especially in coastal regions inhabited by fishing villages, the population density is very high. This results in various problems, such as health, social, and criminal issues. The problem of slum areas has long been present in urban areas. If not addressed quickly and effectively, the deterioration of these areas will continue to worsen. (Putri et al., 2021).

The Slum-Free City Program in Aceh Province covers 23 regencies/cities (18 regencies and 5 cities). One of the cities included in the slum area handling is Lhokseumawe City (Nuribadah, 2023). Based on the Mayor's Decree No. 35 of 2020 on the Designation of Slum Housing and Slum Settlement Areas within the Territory of Lhokseumawe City, Banda Sakti Subdistrict is the area with the largest slum zone. The Decree outlines two levels of intervention: area-scale and village-scale, covering an area of 78.46 hectares. Through the Slum-Free City Program, the Lhokseumawe City Government aims to address slum areas comprehensively. Below is a table listing several locations of slum housing and settlements within Lhokseumawe City:

Table 1.
List of Slum Housing and Settlements in Lhokseumawe City

No.	Explained	Slum Area	Village	Subdistrict	Level Of Slums
Priority Areas for Handling					
1	Kampung Jawa - Hagu	22,51	Kampung Jawa	Banda Sakti	Moderate Slum
			Hagu Selatan		
2.	Pusong	32,56	Pusong Lama	Banda Sakti	Light Slum
			Pusong Baru		
	Total Area	55,07			
Priority Village Development					
1.	Kuta Blang	7,56	Kuta Blang	Banda Sakti	Light Slum
2.	Simpang Empat	8,32	Simpang Empat	Banda Sakti	Light Slum
3.	Blang Naleng Mameh	7,51	Blang Naleng Mameh	Muara Satu	Light Slum
	Total Area	23,39			

Source: Mayor's Decree No. 35 of 2020, Lhokseumawe City

The indicators of slum settlements are explained in the Regulation of the Minister of Public Works and Housing of the Republic of Indonesia No. 02/PRT/M/2016 on the Improvement of Quality for Slum Housing and Slum Settlements. According to this regulation, slum housing refers to housing that has experienced a decline in quality and functionality as a dwelling place, while slum settlements are those that are uninhabitable due to irregular building structures, high building density, and the poor quality of buildings and infrastructure that do not meet the required standards (Lhokseumawe, 2023). Below is a table showing the percentage of slum housing and slum settlements in Lhokseumawe City from 2017 to 2021:

Table 2.
Percentage of Determination of Slum Housing and Slum Settlements
in Lhokseumawe City 2017-2021

No.	Described	Year				
		2017	2018	2019	2020	2021
1.	Slum Area (Ha)	81,3	163,86	29,59	78,46	78,46
2.	Territory size (Ha)	18,106	18,106	18,106	18,106	18,106
Persentase		22,3	11,05	61,29	23,18	23,18

Source: Decree of the Mayor of Lhokseumawe No. 35 of 2020

The Slum-Free City Program supports local governments as the key actors in addressing slum settlements to create habitable living areas. The condition of slum settlements must be addressed immediately because the extremely high housing density and the proximity of houses to each other cause these areas to appear slum-like and disorganized (Zaini Miftach, 2018). In addition, the condition of the houses also appears unfit for living. Many homes are in poor condition, with walls and roofs that easily collapse during strong winds or heavy rainfall. Some parts of the interior are disorganized, and trash is scattered around the houses.

The Lhokseumawe City Government has implemented several programs to improve the quality of settlements, including physical and environmental infrastructure interventions, upgrading residential buildings, construction and enhancement of local roads, renewal and improvement of clean water services, repair and enhancement of drainage systems, development and improvement of sanitation/wastewater systems, enhancement of waste disposal systems, construction of fire prevention infrastructure, development of green open spaces and local parks, improvement of the social and economic capacity of the community, as well as community enforcement around slum settlement areas (Effan Fahrizal & Abib Al Mujihad, 2022). The existence of Lhokseumawe City Qanun No. 11 of 2018 has made the Slum-Free City Program a part of the effort to address slum settlement issues. However, the implementation of the program in Lhokseumawe City has not been fully effective, and as a result, the problem of slum areas has not been completely resolved to date.

The government has made efforts to address slum settlement issues through the Ministry of Public Works and Housing, Directorate General of Human Settlements, with Circular Letter No. 40/SE/DC/2016 regarding the general guidelines for the Slum-Free City Program. This circular aims to serve as a guide for local governments in implementing the Slum-Free City Program by strengthening the role of the Community Empowerment Agency (Badan Keswadayaan Masyarakat) as an essential component in the prevention, management, and improvement of slum settlements, ranging from light to moderate to severe slum conditions. Additionally, the goal is to create urban

settlements that are livable, productive, and sustainable. Lhokseumawe City has been designated as one of the 56 priority locations for handling slum settlements, according to the decree from the Directorate General of Human Settlements (BAPPEDA, 2019).

To this day, the issue of slum areas in Lhokseumawe City remains unresolved. The government has implemented various programs through ministries and other social institutions, yet the reality is that the problem of slum settlements persists. Addressing slum areas remains one of the significant challenges in efforts to create a healthy and livable environment for all residents (Sari, 2019). Therefore, the author feels the need to explore the obstacles present in efforts to address slum areas. Each slum area has its own unique characteristics and challenges. By understanding the specific barriers in each area, the author can provide more accurate and effective recommendations to achieve the goals of the Slum-Free City Program, which are to create urban settlements that are livable, productive, and sustainable.

The issue of slum settlements needs to be addressed immediately because residential areas are a crucial part of the living environment outside protected areas, both in urban and rural areas. These areas serve as places for dwelling and spaces for activities that support the community's livelihood. Residential areas dominate urban regions, drive various activities, and influence the development of other areas, ultimately determining the direction of the city's growth. Every functional area that is developed will require residential spaces to accommodate the population growth of those engaged in activities within that region. Therefore, the author is interested in exploring the barriers in the implementation of the Slum-Free City Program in Lhokseumawe City.

Literature Review

Concept of Implementation

Implementation is typically carried out after the planning process is considered complete. It refers to activities, actions, measures, or mechanisms within a system. Implementation is not just an activity but a planned effort to achieve specific objectives. Van Meter and Van Horn (in Budi Winarno, 2008: 146-147) define public policy implementation as actions taken based on previous decisions. These actions involve efforts to transform decisions into operational actions within a specific timeframe, as well as ongoing efforts to achieve both large and small changes established by policy decisions carried out by public organizations aimed at reaching the set objectives. The meaning of implementation, according to Daniel A. Mazmanian and Paul Sabatier (1979), as quoted in the book by Solihin Abdul Wahab (2008: 65), is that implementation is understanding what actually happens after a program is declared effective or formulated. The focus of policy implementation is the events and activities that arise after the adoption of national policy guidelines, which include both efforts to administer the program and to create tangible effects/impacts on society or other occurrences.

Meanwhile, according to Jones (1994), implementation is defined as a process of obtaining additional resources, and the ability to calculate what can be accomplished. Implementation refers to actions aimed at achieving the goals set within a decision. These actions attempt to transform those decisions into operational patterns while also seeking to achieve both large and small changes as previously decided. In essence, implementation is also an effort to understand what should occur after a program is executed.

In practical terms, implementation is the process of carrying out fundamental decisions. The preparation process for implementation at least involves several key aspects, which are: (1) Preparation of resources, units, and methods, (2) Translating

policies into plans and directions that are acceptable and executable, (3) Provision of services, payments, and other routine tasks.

Public Policy Implementation

Public policy implementation is an essential step in achieving the previously planned goals of a decision-making process. It is a critical stage in the realization of public policy in a comprehensive manner. According to Cleaves (as cited in Waluyo, 2007:49), "policy implementation is considered as a process of moving toward a policy objective by means of administrative and political steps." Furthermore, according to Wibawa (Tahir, 2014:58), the goal of policy implementation is to set a direction so that public policy objectives can be realized as a result of government activities. The entire process of policy formulation can begin only once the initial general objectives and goals have been specified, the programs have been designed, and the necessary funds have been allocated to achieve those objectives and goals.

In essence, policy implementation is the means by which a policy achieves its goals. Grindle argues that policy implementation is not just about translating political decisions into routine procedures through bureaucratic channels but also involves conflicts and decisions about who gets what from a policy.

According to Anderson (1984), there are four key aspects to consider when implementing a policy: (1). Who is involved in the implementation?, (2) The nature of the administrative process, (3) Compliance with the policy, (4) The effects or impacts of the implementation.

Meanwhile, Jones (as cited in Waluyo, 2007:50) highlights two main actors involved in policy implementation: (1) People outside the bureaucracy who may be involved in implementation activities, such as legislators, judges, etc., (2) ureaucrats themselves who are involved in functional activities related to implementation.

Public policy implementation is a critical phase of the public policy process and is a very important field of study. It is considered crucial because, no matter how well-designed a policy is, if it is not adequately prepared and planned for its implementation, the policy's goals cannot be achieved. Conversely, even the best implementation cannot overcome the shortcomings of poorly designed policies. Therefore, understanding and preparing for the implementation phase is essential for ensuring that public policies have the desired impact on society.

Several previous studies have served as references, comparisons, and supporting sources for the researcher. These studies include: Susi Ardilla (2018), with the title "Identifying the Emergence of Slum Areas in Banda Aceh City (Case Study: Gampong Jawa, Kutaraja District, Banda Aceh)." This study aimed to identify the physical condition of Gampong Jawa based on Doxiadis' theory and assess the condition of housing in slum areas based on health criteria. It also provided solutions to the problems of slum settlements. Ade Miranda (2019), with the title "Analysis of the Implementation of the City Without Slums Policy by the Ministry of Public Works and Public Housing in Langsa City." This study referred to the Presidential Regulation No. 2 of 2015 on the Medium-Term Development Plan (RPJM) 2015-2019, which mandates urban development and the improvement of slum settlements, along with preventing the emergence of new slum areas and promoting sustainable livelihoods. The study's objective was to analyze the implementation of the City Without Slums (KOTAKU) policy by the Ministry of Public Works and Public Housing in Langsa City.

Despite these studies, the researcher has not yet encountered a study focusing on the implementation of slum housing policies in Lhokseumawe City, which could provide valuable input to improve the City Without Slums (Kota Tanpa Kumuh) program in Lhokseumawe for more effective and optimal execution.

Method

This research was conducted in Lhokseumawe City, Aceh Province. The reason the researcher chose this location is because Lhokseumawe City is one of 56 designated areas for integrated slum settlement management, as determined by the Directorate General of Human Settlements. Additionally, Lhokseumawe City is one of the cities experiencing significant social and economic development and growth in Aceh Province. This study employs a qualitative descriptive research method, which is a research approach focused on a deep understanding of social phenomena, behaviors, and the perspectives of individuals or groups regarding a case study. It examines a case in a real-world context using multiple sources of data (Sugiyono, 2017). The research focuses on analyzing the obstacles in implementing the "City Without Slums" (Kota Tanpa Kumuh) program in Lhokseumawe City. Data collection techniques include observation, interviews, and documentation (Moleong, 2010; Rahardjo, 2011). The primary data sources were obtained through direct observation and interviews. Field observations were conducted to directly assess the physical condition of the area and program activities. In-depth interviews were then held to explore the views and experiences of informants regarding the challenges they faced or witnessed. The collected data was analyzed thematically, grouping information into categories of barriers such as structural or bureaucratic obstacles, technical barriers (infrastructure, facilities, funding), social barriers (low community participation), and communication and coordination issues among stakeholders. The analysis was conducted using an inductive approach, drawing general conclusions from field data. After completing the analysis, the researcher formulated conclusions about the main factors hindering the program's success. Recommendations were also provided, such as improving inter-agency coordination, enhancing community involvement, or evaluating the program's reporting system.

Results

The Slum-Free City program in Lhokseumawe aims to address slum areas and improve the quality of life of residents through infrastructure and environmental improvements. Despite having noble goals, the program faces several significant challenges. Here is a detailed explanation of the obstacles encountered:

Budget Limitations

One of the primary challenges in the implementation of the program in Lhokseumawe is budget limitations. The available budget often fails to meet all the project needs. The limited funding affects various aspects of program implementation, ranging from planning to execution. This budget constraint results in the limited scope of the projects and suboptimal quality of work. Many projects that require significant investment, such as road repairs, drainage systems, and sanitation, may not be completed on time or to the desired quality standards. Additionally, the budget limitations make it difficult to address urgent issues simultaneously, meaning some slum areas may not receive adequate attention.

- (1) Impact of Budget Limitations: (a) Insufficient Funding: Budget is a crucial factor for the success of any organizational program. It is undeniable that solving slum problems requires a substantial amount of funds, as many aspects need to be improved. The lack of facilities and infrastructure exacerbates this issue, resulting from the limited budget allocated by the Lhokseumawe local government, (b) Multiple Priorities: The local government's budget cannot be exclusively prioritized for slum areas because many other issues in Lhokseumawe also require significant allocations. While the Lhokseumawe local government has set aside funding for the

Kota Tanpa Kumuh program, the available amount is still considered inadequate to address all slum issues comprehensively.

- (2) **Local Budget Management:** Lhokseumawe manages its revenue from the City Budget (APBD) and also receives Annual Investment Assistance. However, the funds are allocated to various development programs in the city. Therefore, the budget available for handling slum areas is still considered insufficient, even though it is allocated as best as possible. The limited budget also causes stakeholders to hesitate in implementing policies such as relocation or demolition of slum areas. This aspect must be carefully considered and reviewed, particularly regarding the impact of such policies in the future. **Response and Need for Collaboration:** To address this issue, it is essential to have a meeting between stakeholders to seek solutions for managing slum problems. The allocation of a budget plays a very important role in accelerating regional progress. With proper budget allocation, development efforts can be carried out more effectively. This allows the local government of Lhokseumawe to control the planning of development activities and ensure that objectives and expected outcomes are achieved.

In conclusion, budget limitations are a significant barrier in implementing the Kota Tanpa Kumuh program. To overcome this challenge, there must be improved budget planning, increased funding allocations, and collaboration among stakeholders to optimize the available resources. Proper management of the budget is key to achieving the goals of the program and addressing slum areas in a comprehensive and sustainable manner.

Social, Economic, and Cultural Barriers

One of the challenges in implementing the Kota Tanpa Kumuh program in Lhokseumawe is the dominance of internal factors within the community itself. The low economic conditions of the residents force them to remain in slum areas because they cannot afford to move to better places. The high population density in these slum areas exacerbates the situation. Social and cultural factors, such as the community's habit of being less concerned about the environment and unhealthy lifestyles, also play a significant role. Additionally, the lack of adequate infrastructure in the slum areas, including sanitation and waste disposal systems, further contributes to the ongoing problems.

The level of public awareness regarding healthy living habits remains low. Despite the government's efforts to encourage the local community to improve their living conditions, these efforts have not had a significant impact due to the lack of knowledge within the community and their low responsiveness to the condition of slum areas. Additionally, population growth has further contributed to the unresolved issue of slum areas in Lhokseumawe. As the second-largest city after Banda Aceh, Lhokseumawe is a developing city that functions as one of the central hubs of activity, indirectly attracting migrants seeking work and education opportunities, which in turn adds pressure on housing and infrastructure, leading to the proliferation of slum areas.

Technical and Infrastructure Challenges

Many slum areas in Lhokseumawe have severely damaged or inadequate infrastructure. This condition creates complex technical challenges in the repair and development process. The existing infrastructure is often outdated and requires comprehensive repairs. The poor state of infrastructure increases both the cost and the time needed for rehabilitation. Addressing issues such as destroyed roads, poor drainage systems, and uninhabitable houses requires advanced and costly technical solutions, often exceeding

the available budget and technical capacity. The long and complicated rehabilitation process can hinder overall improvement efforts and delay the achievement of program goals.

Community Participation and Awareness

Low community participation and awareness regarding the importance of cleanliness and supporting the Kota Tanpa Kumuh program is one of the main obstacles. Many residents do not fully understand the long-term benefits of the program or are not accustomed to behaviors and habits that support a clean environment. The lack of community support can hinder improvement efforts and lead to unsustainable outcomes. For example, even if infrastructure is improved, if the community continues to dispose of waste carelessly, the slum conditions will quickly return. Intensive education and socialization are needed to raise community awareness and engage them actively in environmental improvement efforts.

Coordination Among Institutions

Lack of coordination between various government agencies, Non-Governmental Organizations (NGOs), and private sector parties involved in the program often creates barriers to its implementation. Each agency has different roles and responsibilities, and without good coordination, their efforts can overlap or become ineffective. Poor coordination delays decision-making processes, causes duplication of efforts, and reduces the program's efficiency. For example, projects that should be completed quickly can be delayed due to the need for approvals or coordination from different parties. Without solid collaboration, various initiatives can conflict with each other, and the available resources may not be optimally utilized.

Land Ownership Issues

Legal issues regarding land ownership, including unclear land status or land disputes, become a significant barrier in the implementation of the Kota Tanpa Kumuh program in Lhokseumawe. Many slum areas are located on land with unclear ownership status or are in the midst of land disputes. These ownership issues hinder the planning and execution of infrastructure projects. Land disputes can cause significant delays as they need to be resolved before the project can proceed. Additionally, unclear land status can make planning difficult and risky. Without legal certainty regarding land ownership, project implementation is vulnerable to disruptions and delays.

Regulations and Policies

Limitations in regulations and policies supporting the Kota Tanpa Kumuh program, as well as complex bureaucratic procedures, often slow down the approval and implementation process of projects. Existing regulations may not fully support slum improvement initiatives, or complicated administrative procedures can extend the time required to start and complete projects. Regulations that do not support the program and bureaucratic complexities can lengthen the approval and implementation process. For example, the long process of obtaining permits and approvals can delay projects and increase costs. Complex bureaucracy can also make it difficult to implement innovative and responsive initiatives effectively.

Discussions

In the implementation of slum area handling in Lhokseumawe, budgetary resources have become one of the significant obstacles faced by stakeholders, particularly the local government of Lhokseumawe. It cannot be denied that addressing the slum

problem requires significant funding, as many aspects need to be fixed. The limited facilities and infrastructure are also challenges due to the restricted budget from the Lhokseumawe City Government. The local government's budget cannot be prioritized solely for slum areas because there are many other issues in Lhokseumawe that also require substantial funding. However, the government of Lhokseumawe has allocated a budget for the *Kota Tanpa Kumuh* program to accelerate the handling of slum areas. Lhokseumawe does not lack a budget entirely. The city has budget revenues managed through the City's Income and Expenditure Budget, and it also receives Investment Assistance Funds, which increase annually. However, this budget is allocated to various development programs across Lhokseumawe. Therefore, the budget allocated for slum area management is still considered insufficient, but it is allocated to the best of the government's ability. The limited budget also causes stakeholders to hesitate in taking policy decisions, such as relocating or demolishing slum areas. These decisions need to be carefully considered and thoroughly analyzed, considering the long-term implications.

To address this issue, it is necessary for all related parties to sit together and find a solution to slum area management problems. Budget allocation plays a significant role in the progress of any region toward its development goals. With an adequate budget allocation, various development efforts can be carried out optimally. Having a budget allows the local government of Lhokseumawe to manage and control the planning of development activities to achieve the desired objectives and expectations.

The challenges in implementing the policy of Law Number 1 of 2011 concerning Housing and Residential Areas in relation to slum settlements in Lhokseumawe are predominantly related to the community itself. The low economic conditions of the residents force them to remain in slum areas, as they do not have enough financial resources to move elsewhere. This situation is worsened by the high population density in these slum areas. Social and cultural factors, such as the public's reluctance to maintain the environment and adopt healthy living habits, also influence the issue. Infrastructure in the slum areas, such as sanitation and waste management, is inadequate.

The level of public awareness regarding healthy living habits is still low. While the government has made efforts to encourage the community to improve their living conditions, these efforts have not had a significant impact due to the limited knowledge and the community's lack of responsiveness to the conditions of the slum areas. Moreover, the growth of the population in Lhokseumawe, which is the second-largest city after Banda Aceh, further exacerbates the issue. As a developing city, Lhokseumawe serves as one of the main activity centers, indirectly attracting migrants seeking livelihood and education.

Population migration from rural to urban areas, commonly known as urbanization, often aims at achieving prosperity, but it frequently becomes a problem for urban areas. Many of the new residents do not pay attention to the quality of their housing, resulting in the creation of new slum areas. The mindset of the community is also a significant factor. Many people do not pay sufficient attention to environmental cleanliness. Additionally, the lack of active involvement from members of the Community Empowerment Organization is another factor. Some members may prioritize personal interests over fulfilling their duties properly.

Human resources have become a crucial issue in addressing the problem of slums. If the knowledge and awareness of the community about environmental conservation are still low, solving the slum problem will be very difficult. The economic situation of the population also plays a significant role, especially since the majority of the population depends on fishing as their profession. Habits and cultural factors that do not support

change, such as the practice of littering and the lack of awareness about the importance of sanitation, present major obstacles in efforts to create a clean and healthy environment. Behavioral and cultural changes require time and consistent educational efforts. Although infrastructure has been improved, unchanging community behavior and habits can quickly revert the area back to a slum condition. For instance, practices like littering or not maintaining the cleanliness of the environment around homes can undermine the improvements made. Intensive education and socialization are needed to change these behaviors, and this will take considerable time.

In addressing the slum problem, the government of Lhokseumawe has implemented various strategies to support the City Without Slums program. The efforts to be carried out by the Lhokseumawe City government include re-planning the area, providing easy-to-access waste disposal facilities, and continuously encouraging the community to adopt healthy and clean living habits. It will be very difficult to solve the slum issue without awareness from the community itself. The construction of 130 homes for people without proper housing, the development of 300 sanitation points, and the provision of clean water connections for households are also part of the efforts. However, these efforts must also be supported by the community's awareness in maintaining cleanliness and adopting the Clean and Healthy Living Behavior. The most important strategy is building consistent communication between the involved parties, alongside socializing policies related to eradicating slum areas in Lhokseumawe. However, this communication has not been effectively implemented and still needs to be rebuilt and discussed collectively. In executing this strategy, participation from various parties is needed. It cannot rely solely on the government. From several interviews, the strategies that the government of Lhokseumawe could implement to address slum housing are as follows: (1) Re-planning the area and providing accessible waste disposal facilities for the community, (2) Building homes for people who do not have decent housing, developing sanitation, and providing household clean water connections, (3) Building consistent communication among the involved parties and discussing matters collectively, (4) Conducting socialization and providing understanding to various parties to increase awareness and participation, as well as continuously encouraging the community to adopt healthy and clean living habits, (5) Engaging both governmental and non-governmental organizations to help address the slum problem.

Implementing these strategies is not easy; time plays a significant role in both the planning and execution of this strategy. Time is essential to carry out effective planning. Secondly, time is often required to proceed with each planning step without complete information on variables and alternatives, as it is necessary to gather data and consider all possibilities. Thirdly, the amount (or span) of time covered in the plan must also be considered.

Conclusion

The implementation of the City Without Slums program in Lhokseumawe faces several significant barriers that hinder the achievement of its goals. These barriers include limited budget, technical and infrastructure constraints, low public participation and awareness, lack of coordination between institutions, land ownership issues, regulations and policies that are not supportive, challenges in maintenance and sustainability, social and cultural barriers, and the lack of an effective evaluation and monitoring system.

To overcome these barriers, it is necessary to increase the budget, improve coordination between institutions, enhance public participation, resolve land ownership issues, improve regulations and policies, and develop an effective maintenance and monitoring system. Additionally, intensive education and socialization efforts are

required to raise awareness and encourage public participation in maintaining a clean and healthy environment.

Solid cooperation between the government, the community, and all stakeholders is essential to ensuring the success of the City Without Slums program. With commitment and hard work from all parties involved, the goal of creating a clean, healthy, and habitable environment for all citizens can be achieved. Improving efficiency in the implementation of the program, along with innovative and responsive solutions to emerging issues, will help address the challenges faced and achieve sustainable results.

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