

Implementation of Slumsettlement Program Policy In Makassar City

Sobirin¹, Manan Sailan, Chalid² Imran Musa³

¹(Department, College/ University Name, Country Name)(10 Italic)

²(Department, College/ University Name, Country Name)(10 Italic)

Abstract:

This study aims to describe and analyze the implementation of the slum settlement program policy in Makassar city, the determinant factors in implementing the program, and reconstruct the policy strategy of the slum settlement program in Makassar city. This study is qualitative research. Techniques of data collection were interviews, observation and documentation. Data analysis techniques were collecting, reducing, presenting, and drawing conclusions. The results of the study indicate that the implementation of the Kotaku program in Makassar city was not optimal because there is still one dimension that has not been appropriately implemented, namely the dimension of resources, especially budgetary resources in supporting the implementation of the City without Slums program in Makassar city.

Keywords: Implementation, Kotaku, settlement, housing, slum.

Date of Submission: 14-06-2022

Date of Acceptance: 29-06-2022

I. Introduction

Everyone has the right to live in physical and spiritual prosperity and have a good and healthy living environment, which is a basic human need. The fulfilment of these fundamental rights has a very strategic role in forming the character and personality of the nation as one of the efforts to develop the Indonesian people as a whole. Recognition of human dignity to economic, social and cultural rights attached to it as a natural right is enshrined in the international covenant on economic, social and cultural rights set out in United Nations General Assembly resolution 2200 A (XXI) dated 16 December 1996. Subsequently, the International Covenant on Economic, Social and Cultural Rights was ratified by the Republic of Indonesia with Law Number 11 of 2005 concerning Ratification of the International Covenant on Economic, Social and Cultural Rights.). In addition, the government's legal commitment to the fulfilment of civil and political rights was also initiated by the ratification of the international covenant, which is expected to provide guarantees of justice and legal certainty for people who desire the enforcement of their human rights.

The existence of accommodation provisions in the International Covenant on economic, social and cultural rights as constitutional rights in the 1945 Constitution, the fulfilment of the right to housing and settlements as a fundamental right of the Indonesian people cannot be denied and must be fulfilled by the state. The spirit and spirit contained in Agenda 21 and the Habitat II Declaration emphasizes the importance of housing as a basic human need to be fulfilled as part of human rights. The implementation of housing and habitable settlements is stated in Article 28H paragraph (1) of the 1945 Constitution of the Republic of Indonesia. Furthermore, in Law Number 39 of 1999 concerning Human Rights in article 40, it is stated that everyone has the right to live and decent living. The fulfilment of the right to housing as a fundamental right comes from survival and maintaining the dignity of human life. Furthermore, Article 129 letter a of UU-PKP Number 1 of 2011 states that every citizen has the right to occupy and enjoy or have a good house in a healthy, safe, harmonious and orderly environment.

The results of the mapping of slum settlements carried out by the Makassar city government are contained in the Decree of the mayor of Makassar in 2014 Number 050.05/1341/Kep/IX/2014 concerning the Determination of Slum Settlement Locations in Makassar City for Fiscal Year 2014. Locations of the distribution of slum settlements in the city of Makassar are located in 103 districts with an area of 740,0951 ha which is divided into 3 (three) slum categories: (1) the heavy category is in 36 districts, 394,0741 ha, and 8332 households, being priority I; (2) the medium category is located in 50 urban villages, 258,339 ha, and 6703 households are included in priority II; and (3) the light category is in 17 urban villages, 87.6811 ha, and 2079 households are included in priority III.

Efforts to overcome slum settlements have been carried out since Pelita I PJP I to PJP II, PROPENAS and up to the RPJM. These efforts develop in substance, objectives, strategies, and a comprehensive approach. Since the implementation of these programs until now, among others; KIP (Kampung Improvement Program) with various variations), KIP Plus, P2KP (Urban Poverty Reduction Program), NUSSP (Neighborhood Unit Small Shelter Project), PNPM (Program National Community Empowerment) and now with the City without Slums (KOTAKU) program. These programs continue to develop, requiring new roles in facilitators, developers, and the community. Implementation is a stage in the policy process that has a significant role because the results of a policy reflect how the policy has been implemented. In implementing a policy to deal with the problem of slum settlements in an area, it should be seen as a unit and not something partial.

II. Literature Review

Public administration theory has always placed public policy as an essential part of understanding administration. Keban (2008:3) says that "Public administration is a process in which public resources and personnel are organized to formulate, implement and evaluate decisions in public policy". In other words, public administration and public policy is an art and science (art and science) that is shown to regulate "public affairs" and carry out various administrative tasks in the fields of organization, human resources, and policies.

Mufiz (2004) places administrative science as a science that requires an explanation of matters relating to administration, namely the behaviour and actions that produce policies and tasks. Stevant (2007: 35) and Laurent (2006: 36) state that administration is essentially a policy and service to achieve goals. Meanwhile, Marss (2006: 27) explains that administration is a system that produces policies that become programs and activities to achieve goals. Then Stalker (2010: 40) states that: "administration is innovation about policies that are conditioned according to the organization's interests, needs, and objectives to the public. Meanwhile, Dye (2005) mentions that public policy is whatever government choose to do or not to do. Public policy is closely related to the public interest. Harold D. Laswell and Abraham Kaplan (1970) suggested that a program of achieving goals, values and practices is directed. Meanwhile, David Easton said that public policy is the forced (legitimate) allocation of importance to all members of society.

An understanding of policy implementation was from Grindle's (1980:7) statement that implementation is a general process of administrative action that can be investigated to a particular program level. The implementation process will only begin when the goals and objectives have been set, the activity program has been structured, and the funds are ready and distributed to achieve the targets. The view of Van Meter and Van Horn cited by Parsons (1995: 461) and Wibawa et al. (1994: 15), that policy implementation is an action taken by the government and private (organizations) both individually and in groups intended to achieve the purpose. The expert who devoted attention and ideas to implementation problems was Douglas R. Bunker in front of the American Association for the Advancement of Science forum in 1970 that admitted that the forum for the first time presented the process of policy implementation conceptually as a socio-political phenomenon (Edward III). 1984: 1) or what is commonly called the political game (Parsons, 1995: 470) as well as the first era of policy implementation studies (Birkland, 2001: 178). The concept of implementation is increasingly being discussed with many experts who contribute ideas about policy implementation as one of the policy process stages. To support the process of implementing public policy, according to Edward III (1981), there are 4 (four) determining factors or variables or prerequisites for the success of the implementation process, namely communication, resources, bureaucratic or implementer attitudes and organizational structure.

III. Research Method

The location of this study was in Makassar City, South Sulawesi Province. The location selection was based on the implementation and efforts to overcome slum settlements conducted from Pelita I PJP I to PJP II, PROPENAS and RPJM. Where the programs d range from KIP (Kampung Improvement Program) with various variations, KIP Plus, P2KP (Urban Poverty Reduction Program), NUSSP (Neighborhood Unit Small Shelter Project), PNPM (National Program for Community Empowerment) and now City without Slum (KOTAKU) program. However, until now, the solution to the problem of slums in Makassar has not been maximized. This type of research is qualitative with a phenomenological approach. The phenomenological study in this research reveals the facts in the field about implementing the slum settlement program in the city of Makassar.

Sources of data in this study were primary and secondary data sources. Primary data sources were from 1) Head of Infrastructure and Regional Planning, Regional Development Planning Agency (Bappeda) of Makassar City, 2) Head of PSDA and Drainage of Public Works Services of Makassar City, 3) Secretary of Spatial Planning Services of Makassar City, 4) Head of Housing and Development Area Development Settlements, Department of Housing and Settlement Areas of Makassar City, 5) Community Self-Help Agency, and 6) Makassar City Community. This study focuses on implementing the policy of the slum settlement program in Makassar City. Techniques of data collection were observation, interviews, document studies. The data analysis techniques were data reduction, data summarization, and concluding.

IV. Research Result and Discussion

Implementation of the policy is a series of activities to realize the policy objectives. The implementation activities were known as the efforts made by related parties to optimize policy objectives. The implementation of the slum housing management program is closely related to the efforts made by related parties in maximizing the achievement of the goals of the City without Slum (KOTAKU) Program.

The implementation of this slum settlement program policy uses the theory of the implementation model from George C. Edward III. This model stipulates four conditions (important variables) to successfully implement a policy: communication, resources, disposition, and bureaucratic structure (bureaucratic structure).

1. Communication

Communication is an essential part of implementing a policy. Without communication, an approach will not work well and will not achieve clear objectives and the level of understanding of the implementers.

a. Clarity and Readiness

There is an essential thing in communication, namely clarity because if there is no clarity, the planned program will not run as expected. Clarity and readiness of coordination in handling slum settlements in Makassar City through 3 stages, namely (1) the City Government Stage, (2) the Provincial Government Stage, and (3) the Central Government Stage. Each has a role carried out according to their respective fields of the three stages. The Makassar City Government, through the Public Works, Housing and Settlement Service and KOTAKU, handles settlements referring to 7 (seven) indicators that are held, including (1) Buildings, (2) environmental roads, (3) drinking water supply, (4) environmental drainage, (5) wastewater management, (6) waste management, and (7) fire protection.

The implementation of slum settlements in Makassar is clear in rules or regulations. It shows the readiness of the government and the community in dealing with the problems of slum areas. However, based on the data obtained, it shows that the area of the slum before improving the quality of infrastructure is 825.92 Ha and after improving the quality of the remaining settlement infrastructure is 209.73 Ha. This means that during the 2015-2019 period, the area can fulfil 616.20 hectares or 74.60% of the total area of slum settlements in Makassar City. This fact confirmed that the broad reduction is focused on improving the quality of road infrastructure and environmental drainage. Thus, it concluded that the programs that have been implemented so far have not been able to overcome and resolve the problem of slum settlements. As an urban system, their implementation has not been integrated as an integrated environmental, social, economic and physical system of strengthening community institutional capacity.

The City without Slums Program (Kotaku) is also part of a social and humanitarian program that needs to be understood and realized together by the whole community. Thus, in this case, the local government can position itself as a facilitator who is expected to accommodate its development because this program is a long-term sustainable program. Therefore, the Makassar City Government then involved the community in working hand in hand to deal with the problem of slum settlements. In terms of planning, it can be seen which areas are still slums and which people are ready so that the Pokja PKP will cooperate with the community in dealing with slum settlements. Thus, it focuses more on the technical aspects from the planning side.

Then at the evaluation and monitoring stage, all relevant parties go to the field because in handling the problem of slum settlements, there is a division of their respective tasks. At the implementation stage, the relevant agencies have their respective teams. Thus, there is no overlap between the activities carried out when one team enters, starting from 2016 to 2019. All programs run by the city government can run smoothly because they have been communicated in advance between the relevant parties.

This description concluded that the government and the community have good readiness and clearness in dealing with the problems of slum areas in Makassar City. Those are indicated by good communication and coordination between the various parties involved to encourage good cooperation and proceed according to the planned flow without any significant obstacles. However, people still do not know the environmental pollution they live in.

b. Implementer's Level of Understanding.

The implementers' understanding in implementing the slum settlement program in Makassar City is good. It is clear from the responsibilities and handling of settlements that are carried out, such as making reports which are then evaluated and monitored continuously in the field, similarly in the Kotaku program. However, what is still necessary is to involve the community because the understanding and creativity of the community are the main factors in realizing a clean and comfortable residential environment. At the beginning of 2016, every citizen was facilitated collectively to collect creative and alternative ideas related to settlement problems, such as village rehabilitation, village arrangement, and others. Thus, it concluded that the government as the

executor has also facilitated the community handling slum settlements to have a better life. In addition, the community as part of the implementer has also shown a reasonably good contribution by caring for the health of the environment they live.

Referring to Edward III's theory, communication is "a process of delivering information from the communicator to the communicant". Information related to public policies must convey to policy implementers what they must do and what they must prepare to carry out the procedure. Thus, it can achieve the goals and objectives of the policy following what is expected. Policy communication can help people find new norms and harmony in implementing procedures. Policy communication can also help implementers and targets achieve policy goals.

2. Resources

Resources are one of the essential parts of policy implementation. Without help, the performance of a policy will not run effectively. Resources can be measured by budget indicators quality of human resources and facilities.

a. Budget

Sources of funds in handling slum settlements in Makassar City come from the State Revenue and Expenditure Budget (APBN), Regional Revenue and Expenditure Budget (APBD), City Regional Revenue and Expenditure Budget (APBD), and also from Corporate Social Responsibility (CSR). Based on the Decree of the Mayor of Makassar No. 050.05/1341/Kep/IX of 2014 concerning the Makassar City slum area, has determined slum areas in Makassar City as many as 103 slum areas spread over 15 sub-districts with an area of 825.92 hectares. This data is further verified and stipulated in the Decree of the Mayor of Makassar No. 826 of 2018. There were 24 additional slum settlements or an increase of 127 locations.

Based on the data in the field, it is known that the assistance provided by CSR is more focused on houses that are not suitable for habitation. Then, funds sourced from the Central Government are handled by the Community Self-Sufficiency Agency (BKM), which is, of course, formed by the Central Government. In contrast, funds sourced from the City Government are handled by the Village Community Empowerment Institute (LPMK), created by the Mayor of Makassar City. The funds obtained from the Central Government and the City Government go directly to the scattered people in each district. Then BKM and LPMK conducted outreach to the community. Meanwhile, the Makassar City Government, through the Department of Public Works, Housing and Settlements, also carried out socialization in implementing the work program. However, if the socialization continues, BKM and LPMK will handle it.

From the explanation above, it seems that the existing budget has not reached all slum areas, which are the responsibility of the Makassar city government. Currently, the handling of slum settlements is still experiencing problems. In financial resources/budget, the Kotaku program is a budget from the centre allocated for policy implementation. The funding for the Kotaku program is clearly stated in the planning document (budget plan) before the work is carried out. Based on information from informants, the sources of funding for the Kotaku program in each sub-district are different because the size of the slum area and the needs of the districts are different. Apart from the centre, the community can be independent to add to the city program budget.

According to Edward III, he concludes that limited budget resources will affect the success of policy implementation. In addition, the program cannot be implemented optimally. Budget constraints cause the disposition of policy actors to below. In policy implementation, the budget relates to the adequacy of capital or investment in a program to ensure the performance of the policy because, without adequate budget support, the policy will not run effectively in achieving the goals and objectives.

b. Human Resources.

The quality of resources is one of the essential parts of implementing a policy because, without quality resources, the implementation of policies will not be realized appropriately and adequately. The resources in question are human, budget and facilities where if these three resources are not adequate, the implementation will not be effective. The quality of human resources owned by the Public Works Service in Makassar City is considered quite good in implementing the performance of the slum settlement program. Obviously, from the slum area, which is gradually decreasing in quantity, it is still lacking because of the number of city coordinators. The city without slums program is less rational with the workload carried out in recording the Baseline 100-0-100.

The city coordinator's workload is helped by the public's concern for alleviating slum settlements. The Public Works Department is also using it well as a supporter of the success of the Kotaku program. The Kotaku program, which started with compiling the Baseline 100-0-100 in Makassar City, implemented since 2015, has involved people from various circles, including regional officials (RT/RW), village officials, volunteers, BKM

administrators, and LPMK. The involvement of residents in implementing the Kotaku program is considered to create a sense of ownership so that the results of development will be more awake and maintained by the community.

This desire to live decently causes people to live in a better environment by having sufficient income and willingness to live decently. People will automatically move from slum areas or pay more attention to the background so that the quality of the environment where they live becomes better. Better. Of course, this community training can overcome the problem of slum settlements, not harming any party and at the same time bringing many other benefits. The Government of Makassar City expects people who live in slums to have sufficient income; therefore, people must know their potential by issuing creative ideas to get additional income.

From these various things, it concluded that human resources in the slum settlement program come not only from local governments, but more than that, the community is the key to the success of existing programs because the Kotaku program is a program based on community empowerment. The involvement of the local community in the slum settlement program can create a sense of belonging, which then triggers public attention to protect the environment. Meanwhile, in this case, the next government only acts under supervision.

c. Facility

One of the problems faced by the developing city of Makassar is the need for housing. The availability of land for proper housing depends on the land's carrying capacity to provide a suitable location for residential areas. Locations designated as residential areas should meet various comfort, health, and safety criteria.

The increasing need for land use utilization in urban areas in every area, especially in Makassar City, is increasing, in line with high population growth and various socio-economic activities. The increasing demand for land implies the increasingly diverse functions in urban areas, both for use for government, trade and services, and industry. The very rapid population growth in Makassar City will increase the need for space to accommodate its activities. One of them is manifested in the form of land use.

This severe problem has become a very urgent matter related to the basic needs, namely housing. A large number of immigrants and the natural population increase is not proportional to the availability of land for settlements. Statements from the community after direct confirmation at the location by the researcher showed that this condition occurred because the number of family members was not proportional to the number of rooms available. Each housing unit is inhabited by more than one household on average. This is emphasized by Adisasmita (2010), who says that the development and determination of residential areas that are prioritized are to realize the availability of houses in adequate numbers, in a healthy environment, and meet healthy requirements, provide occupant satisfaction, be strong and within reach of purchasing power. Many people.

The efforts made by the Makassar City government through policies and strategies for developing the use and control of Makassar City space include:

- 1) Strengthening the function of the city as a world city with local wisdom
- 2) Strengthening the spatial atmosphere characterized by a strong community
- 3) Prioritizing mitigation and adaptation of coastal and river environments
- 4) Develop thematic spatial functions that are highly competitive and have global standards
- 5) Spreading thematic and integrated urban activity center's.
- 6) Maximize open space into green open space
- 7) Improve the green quality of regional space with the green cover ratio
- 8) Revitalize the quality and coverage of infrastructure network services in urban areas
- 9) Complements a global standard city infrastructure network
- 10) Develop an integrated water transportation system and land transportation system through the ODOT system
- 11) Develop an integrated and hierarchical intermodal transportation system (Makassar City Spatial Plan 2010-2030)

These various descriptions show that the government handling slum settlements also pays more attention to the existing facilities or infrastructure. The government's policy indicates this in increasing access to urban services and regional economic growth center's that are evenly distributed and hierarchical and improving the quality and service coverage of integrated and equitable transportation, telecommunications, energy, and water resources infrastructure network throughout Makassar City.

Another effort that has been made is by constructing flats to reduce the land for housing but by increasing the floor area. However, according to the researcher's observations, the construction of flats contributes to the functional fertility of slum areas because people with low incomes are forced to occupy these flats by not paying attention or providing opportunities to increase their income.

3. Disposition

a. Government Participation Action

The structuring of slum areas in the Community City is targeted to be more focused after local regulations regarding the prevention and improvement of the quality of slum settlements are enacted. This regional regulation has an important meaning for the government and the community, especially for people directly affected by the arrangement of slum settlements. Because it is hoped that the regional regulations that discuss the prevention and improvement of the quality of slum housing and slum settlements will also provide more certainty and responsibility for the government in structuring slum settlements even though the arrangement is currently underway. Then the regional regulation also protects the affected community because the structure of slum settlements prioritizes community participation and pays attention to the rights of the affected community.

Thus the slum area arrangement program that the government has planned can be implemented properly so that the area of slum areas continues to decrease from time to time, and the government also continues to strive so that the slum areas that have been arranged do not become slums anymore.

Disposition is an attitude or tendency possessed by the implementer. If the policy implementer has a good disposition, the policy can run well as planned. However, when the implementer has a different attitude from the policymaker, implementing the policy will also become ineffective with the willingness and desire of policy implementers in carrying out their duties and responsibilities so that the implementation of the policy of the slum settlement program can be achieved effectively.

This is in line with the opinion of Edward III (1980:89), which says that a good or positive attitude of implementers towards a policy is as desired by policymakers. Likewise, if the behaviour or perspective of the implementers is different from that of the decision-makers, the process of implementing a policy becomes difficult.

Based on Kotaku data, the total area of slum areas in Makassar City was 740.10 hectares spread over 103 slum locations in 2014 (SK Mayor of Makassar Number: 050.05/1341/Kep/IX/2014) and 2018 based on the Decree of the Mayor of Makassar Number: 826/53.2 / 2018 to 825.92 hectares spread over 127 slum locations. The process of discussing the Raperda on the Prevention and Quality Improvement of Housing and Slums takes a long time.

The Ranperda was included in the program to form regional regulations from 2016 to 2019. The Makassar city government had not ratified the regional regulations, so the implementation of the slum settlement program refers to the Mayor's Decree Number 826/653.2/2018 concerning Revision and Verification of Slum Settlement Locations in Makassar City. The fiscal Year 2018 and its implementation refers to Law no. 1 of 2011 concerning Housing and Settlement Areas. Where in the law regulates three options in structuring slum areas starting from restoration, rejuvenation and the last option is resettlement.

b. Implementing Attitude

The attitude of the implementers in implementing the slum settlement program commits that the program has been running as it should. However, it can be seen gradually from what was done during the implementation of the slum settlement program. In addition, it can also be seen from the way of cooperation with the private sector and the community the cooperation between the related elements aims to make everything run optimally. This program is a strategic effort to increase the role of the community and strengthen the role of local governments in accelerating the handling of slum areas and supporting the 100-0-100 movement in urban areas in 2016-2020.

In the Kotaku program, the Regional Government through the Department of Public Works as the captain in handling slum settlements and preparing the community as development subjects through revitalizing the role of BKM in collecting data on initial conditions (baseline) 7 Slum Indicators in each village/district. The data is integrated between community planning documents and urban planning documents to determine priority activities to reduce slum settlements and prevent the emergence of new slums. Implementation is carried out by the community or by other parties who have expertise in infrastructure development in regional and city entities.

Monitoring and evaluation are carried out periodically to ensure the accuracy of the quality and targets of activities to help accelerate the handling of slum settlements. Capacity-building activities for local governments and communities are carried out in conjunction with the activity stages, including encouraging behavior change in the use and maintenance of basic housing infrastructure.

In eradicating slum settlements, collaboration is urgently needed from the central, provincial and district/city levels; each stakeholder already has his own role. The collaboration raised in the Kotaku program is talking about us, not just individuals, having the same goal of reducing slums, not feeling competitive and creating communication and transparency. One way to ensure that collaboration between the central, provincial and district/city levels is well established is by conducting advocacy.

So it can be seen that collaboration in the Kotaku program needs to be realized, not just discourse. All elements must collaborate to reduce the area of slum settlements in Makassar City by 2019. Good God will (attitude) by the government in implementing the slum alleviation program. This is also shown by the Makassar City government, which is committed to continuing the Kotaku program even though the program from the central government ends in 2019.

The government considers that the Kotaku program is used not only to alleviate slum settlements but also to protect Makassar City so that new slums do not appear again. Moreover, the Makassar City Government also considers that the basic index of slum reduction has been fulfilled. The government still should improve the entire area so as to provide better visual comfort for the community.

4. Bureaucratic Structure

a. Standard Operational Procedures (SOP).

The bureaucratic structure is an element that is always attached to a government program or policy. To see the good and bad of the bureaucratic structure in the slum settlement program, the author tries to look at the clarity in the structure of the government bureaucracy as the person in charge of the program and effective supervision by the government bureaucracy on bureaucratic implementers. In reality on the ground, the bureaucratic structure in the implementation of the slum settlement program, especially in the Makassar City Public Works, Housing and Settlement Areas Office, has been running well.

The procedural mechanism used in handling slum settlements from the Makassar City level is implemented in four stages based on Makassar City Regional Regulation Number 4 of 2015 concerning Makassar City Spatial Planning which regulates, among others: 1) Policy on access to urban services and centers of economic growth in land and sea areas and small islands evenly and hierarchically, 2) increasing the degree of quality and service coverage of the communication infrastructure network, water resources, energy, and urban infrastructure in an integrated and evenly distributed manner throughout the Makassar City area, 3) the distribution of more thematic and integrated urban activity centers, and 4) the development of urban infrastructure networks on global standards. The four stages are; preparation stage, planning stage, implementation stage: and sustainability stage.

b. Organizational Structure or Fragmentation

According to Edward III (1980), the distribution of responsibility in a policy scope among several organizational units is called fragmentation. The fragmentation dimension according to Widodo (2013) asserts that a fragmented bureaucratic structure can increase communication failures because it will limit the ability of high-ranking officials to coordinate all relevant resources and further result in inefficiency and waste of scarce resources.

The fragmentation dimension emphasizes that if the bureaucratic structure is fragmented, it can increase communication failures, where the instructions carried out by the implementers will be distorted. Fragmentation can limit the ability of high-ranking officials to coordinate all relevant resources within a given jurisdiction, resulting in inefficiency and waste of scarce resources (Widodo, 2013).

The Department of Housing and Settlement Areas already has SOPs and a good bureaucratic structure as stated in the Mayor's Decree Number 64 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Housing and Settlement Areas Office to facilitate the division of tasks and provide services. In implementing the policy for the Kotaku program, the Department of Housing and Settlement Areas has implemented it according to the applicable SOP, even though in reality, there is still overlap in the implementation of the program in the city of Makassar, which causes the implementation to be not optimal.

Starting from the data in the field, it is known that the implementing organization for the Kotaku program policy in the city of Makassar is not only the responsibility of the Makassar city government through the relevant agencies, but there is a responsibility of the community to carry out and even oversee this program by forming a coordinator at the city level to the formation of BKM and LPKM, this is having an influence on the implementation of the Kotaku program because it requires a clear line of command and also a line of collaboration so as to create good coordination in the implementation of policies for handling the program properly. As stated by (Widodo 2013), implementing fragmented organizations (split or scattered) can cause distortions in policy implementation. Implementing increasingly fragmented organizations will require intensive coordination, giving rise to opportunities for communication distortions that can lead to failure in policy implementation.

V. Conclusion

Based on the research data analysis results, the implementation of the slum settlement program policy in Makassar City was based on the Edward III implementation theory. It concludes that the overall dimensions were not optimal because there is still one dimension that has not been appropriately implemented. The dimension was resources, especially budgetary resources, supporting the City without Slums (KOTAKU) program in Makassar city.

References

- [1]. Adisasmita, Rahardjo. 2010. Regional Development and Spatial Planning. Yogyakarta: Graha Ilmu.
- [2]. Birkland, Thomas A. 2001. An Introduction to the Policy Process. M.E. Sharpe Inc., Armonk NY.
- [3]. Easton, David. (1953). The Political System: An Inquiry into the State of Political Science, New York: Knopf.
- [4]. Edward III, George C. (edited). 1984. Public Policy Implementing. Jai Press Inc: London-England.
- [5]. Grindle, Merilee S. 1980. Politics and Policy Implementation in The Third World, Princeton University Press, New Jersey
- [6]. Harold D. Laswell, Abraham Kaplan. 1970. Power and Society, New Haven: Yale University Press
- [7]. Keban, Yermias T. 2004. Six Strategic Dimensions of Public Administration, Concepts, Theory and Issues. Yogyakarta: Gava Media.
- [8]. Mars, James. P. 2006. Public Policy: An Evolution Administration Approach. Belmont: Wadsworth
- [9]. Mufiz, Daman, 2004. Principles of Administrative Formulation in Public Policy. Jakarta: Sinar Graphic.
- [10]. -----, 2009. Public Policy in Administration Approach. Jakarta: Sinar Graphic.
- [11]. Presidential Regulation No. 2 of 2015 About National Mid-Term Development Plan 2015-2019
- [12]. Makassar Mayor Regulation Number 86 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Housing and Settlement Areas Office
- [13]. Robbins, Stephen P. 2001. Organizational Behavior: Concept, Controversy, Application, Volume 1, Edition 8, Prenhallindo, Jakarta
- [14]. Circular (SE) of the Directorate General of Human Settlements, Ministry of Public Works and Public Housing No. 40 of 2016 concerning General Guidelines for the Slum-Free City Program
- [15]. Makassar Mayor Decree No. 050.05/1341/Kep/IX/2014 concerning Determination of Slum Settlement Locations in Makassar City for Fiscal Year 2014.
- [16]. Mayor's Decree Number 826/653.2/2018 Regarding Revision and Verification of Makassar City Slum Settlement Locations for Fiscal Year 2018
- [17]. Stalker, Crozier, 2010. The Administration Phenomenon. London: Tavistock
- [18]. Stevens, M. P. 2007. Translated by Iis Sopyan, first book published in 1989. Polymer Chemistry. Jakarta: Pradya Paramita.
- [19]. Thomas R. Dye, 2005. Understanding Public Policy, (New Jersey: Pearson Education Inc.
- [20]. Law Number 25 of 2004 concerning the National Development Planning System
- [21]. Law Number 23 of 2014 concerning Regional Government
- [22]. Law No. 39/1999 on Human Rights
- [23]. Law No. 1 of 2011 concerning Housing and Settlement Areas
- [24]. Van Meter, D.S. and Van Horn, C.E. 1974. The Policy Implementation Process: A Conceptual Framework." Administration and Society. February
- [25]. Wibawa, Samodra et al. 1994. Evaluation of Public Policy. Jakarta: King Grafindo Persada
- [26]. Widodo, J. (2013). Public Policy Analysis: Concepts and Applications of Public Policy Process Analysis. Malang: Bayu Media.
- [27]. Wyne Parsons. 1997. Public Policy: An Introduction to the Theory and Practice of Policy Analysis. Landon: Queen Mary Westfield College University.

Sobirin, et. al. "Implementation of Slumsettlement Program Policy In Makassar City." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 27(06), 2022, pp. 54-61.