Growing and Building: Collaboration of Urban Poverty Reduction Strategy

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GROWING AND BUILDING: COLLABORATION OF URBAN POVERTY REDUCTION STRATEGY

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ABSTRACT

This research aims to examine the collaboration strategy for poverty alleviation in Indonesia. The shifting of government program from PNPM-MP to No-Slum City (Kotaku) to alleviate poverty need another strategy to harmonize in-time between both programs. Previous experience found that PNPM-MP has been able to reduce urban poverty, even though it has not yet reached the realization of community welfare. Therefore PNPM-MP is feasible to continue, especially considering that there are still revolving funds managed by the community self-help group (KSM) to meet economic needs and increase productive economic activities. The end of PNPM-PM to the No-Slum City program (Kotaku) requires a reorientation of the strategy to continue reducing poverty and improving people's welfare. This research using qualitative data to examine the program. Documentation, interview, and survey conducted to collect all the data. Finally, this research using SWOT analysis, an alternative strategy for collaborating the two programs is the grow and build strategy. This research found that using internal and external matrix strategy, in this harmonization program, grow and build strategy needed to minimize the clash between two programs. Further, we need to identify the details strategy that needed to be applied in this shifting program.

Contribution/Originality: This study is one of the very few studies which have investigated the poverty alleviation program from the Indonesian Government called PNPM-MP to No-Slum-City. This study found the potential problem at the grassroots level and found the strategy to minimize the problem that potentially exists when the program applied.

1. INTRODUCTION

The problem of poverty is a matter of economic development that has received worldwide attention through the Millennium Development Goals (MDGs) program, now continued through the Sustainable Development Goals (SDGs) program, thus reducing poverty is the primary goal of implementing economic development in every country, including Indonesia. The development goal in the economic field is economic growth, to increases the income per capita of the community and improve welfare. In Indonesia, in the opening of the 1945 Constitution, the fourth paragraph states that one of the tasks of the government is to advance public welfare. General welfare means that welfare for all Indonesian people. Public welfare can be achieved if the community has income and purchasing

power; in the market, there are various alternative physical and spiritual needs of all citizens who do not disturb and harm the public interest.

The National Independent Community Empowerment Program (PNPM-Mandiri) consists of PNPM-Mandiri Rural (PNPM-MPd) and PNPM-Mandiri Urban (PNPM-MP). PNPM-M is a form of an effort to reduce poverty and unemployment in the context of realizing public welfare. However, this program ended in 2014. For the urban area, this program was continued with the No Slum City program (Kotaku). Poverty reduction efforts through PNPM-PM are carried out through three activities, namely social, environmental, and economic activities. Social activities in the form of integration of the poor into existing social institutions, environmental activities in the form of efforts to shape attitudes, behaviors, and perspectives that are environmentally oriented to support sustainable development, and economic activities in the form of efforts to increase community income through revolving loan productive economic activities.

According to Asrawi et al. (2015) there was a significant relationship between PMPN-MP and Kotamobagu, Sulawesi poverty reduction. A revolving loan managed by the KSM of women in North Sangatta, East Kutai Regency, Kalimantan, can provide a standard of living for the community, with a contribution to the improvement of people's living standards of 42.25% (Nur, 2015). The end of the PNPM Mandiri program requires the sustainability of program management, because: (1). PNPM Mandiri has succeeded in reducing poverty levels nationally; (2). PNPM Mandiri funds for productive economic activities still run in the community; (3). Management is still needed to save and maintain the sustainability of revolving loan activities that are still running in the community; and (4). The level of community obedience is high in returning loan funds (Haryadi et al., 2016).

The end of the PNPM-Mandiri program to become the Kotaku program is very important, considering that in Banyumas District, PNPM-MP left 3,509 urban poor groups who sought poverty alleviation through the KSM Ekonomi. The percentage of poor people in 2015 reached 18.44% higher than the national poverty level. The percentage of poor people in urban areas in September 2014 was 8.16%, up to 8.29%. This condition indicates that the successful implementation of poverty alleviation programs is still not optimal.

PNPM-MP program already proven could reduce poverty since 2010 − 2014. Unfortunately, since 2014, the program change to the No-Slum-City program. PNPM-MP has a different method, and the target compares to the No-Slum-City program. PNPM-MP program aims to provide assistance and debriefing to help the poor identify potential resources to utilize and could help themselves to alleviate poverty (Triyono et al., 2013). That aim is different from the No-Slum-City program. This program aims to reduce the slum area by managing the environment. That target is not to reduce the national poverty level. While the needed of poverty alleviation program still mandatory and essential, because of the reduction of poverty alleviation levels still far away from the national poverty alleviation target. This program shifting urgently needs an examination to harmonize the changing in society and keep the poverty alleviation target on track.

This study aims to analyze the impact of the use of revolving loans on urban poverty conditions after the PNPM-MP program and look for appropriate alternative strategies in synergizing between the ex-PNPM-MP program and the Kotaku program in the context of alleviating urban poverty.

2. LITERATURE REVIEW

PNPM-M as an effort to reduce poverty and unemployment, through community empowerment activities. Community empowerment is an effort to make the community powerless because of the limited capacity of their resources so that they become poor and become empowered communities. According to Munawar (2011) community empowerment is an effort to increase the dignity of the grassroots community to escape the trap of poverty, ignorance, and backwardness. In the community, empowerment not only focuses on strengthening individuals but also on existing social institutions. Community empowerment is people-centered through the participatory and synergy of various parties such as local government, social institutions, and universities, and or

observers as facilitators. Constantino *et al.* (2012) stated that in empowerment efforts, local facilitation is needed. This means that the role of local government and local social institutions is needed to improve empowerment activities. Even Ahmad and Noraini (2014) stated that the role of the central government was also needed in an effort to mitigate the sustainability of the project (program).

The framework for empowering communities is carried out through 1. ENABLING, namely, creating an atmosphere that enables the potential of the community to develop; 2. EMPOWERING, namely, strengthening the potential of the community through concrete steps that involve providing various inputs and opening up in various opportunities that will make the community increasingly empowered; 3. PROTECTING which is protecting and defending the interests of the weak community. Thus the concept of empowerment arises because of the existence of a society whose condition is weak and very necessary to receive assistance through a process of synergy, meaning that a weakly located community needs to be invited to cooperate in order to strengthen its position (Munawar, 2011). The success of the community empowerment process needs to involve several variables in the community, namely (Kesi, 2011) 1. Physical capital realized in the form of economic means; 2. Human capital such as level of education, health, and social ability; 3. Social capital in the form of social networks, mutual trust, adherence to norms, concern for others, and involvement in social organizations; 4. The ability to empower actors such as knowledge and skills; and 5. Community empowerment, namely the level of independence and the ability to use the business for the future. Thus empowerment is a process to optimize the ability of the community to manage resources to increase added value and life welfare through optimizing the capabilities and productivity of individuals, organizations, and systems (Totok and Poerwoko, 2013).

Poverty is if someone is unable to fulfill the basic needs approach, for food and not food. Thus the measure of poverty is seen from the ability of per capita per month to fulfill basic needs (BPS, 2019). Basic expenditures for people in September 2018 was Rp. 410,670.00 /capita/month with the composition of expenditure Rp. 302,022.00 (73.54 percent) and Non-Food expenditure Rp. 108,648.00 (26.46 percent).In general, poverty is a cumulative cause due to the lack of resources owned by the poor, through poverty alleviation programs carried out by external parties such as the government and other social institutions trying to help the poor out of poverty experienced by them. To reduce poverty in urban communities in 2007 - 2014 carried out through PNPM-MP through physical/environmental, social, and economic facilities development activities. Reducing the tendency of poverty is greater in urban areas compared to rural areas (Mudrajat, 2015).

Economic empowerment activities are carried out through the provision of revolving loans intended for the poor, to fulfill economic activities, and / or carry out productive economic activities, which are channeled through Community Self-Help Groups or named it "kelompok keswadayaan masyarakat" (KSM). KSM are groups of people consisting of 5-15 people who volunteer themselves in groups due to unifying ties, namely the existence of the same vision, interests and needs so that the group has the same goals to be achieved, namely reducing poverty and increasing welfare through rolling loan activities managed by a group that consists of several KSM which is "Badan Keswadayaan Masyarakat" (BKM) at the Sub-District level. The purpose of establishing KSM is: (1). Raising public awareness and concern to strengthen the unifying bonds as a means of building social solidarity through learning based on groups; (2). The community understands the goals of the CBO, the values and basic principles promoted by the KSM, the roles, and functions of the KSM, the criteria for KSM members, and the rules of the KSM game; (3). Community groups that agreed to be involved in poverty reduction programs set their goals, structure, rules of play, and KSM activities; (4). Build and apply community and humanitarian values in KSM activities as a basis for developing social capital; (5). The functioning of the rules of joint responsibility, capital self-reliance, and others. KSM Ekonomi as a group organization in PNPM - Urban Mandiri which is not merely economic oriented in terms of revolving loans, but also empowerment groups which are a forum for the growth of confidence, a spirit of independence, mutual social trust, a sense of togetherness, and others - others, for that we need a unique management model. The success of a program is not only determined by material support, namely capital, but also

non-material support is needed, such as the struggle and compliance of beneficiaries. The success of PNPM-MPd in raising income and reducing poverty for beneficiaries is also accompanied by the ability of program recipients to collaborate on the benefits of the program with their social capital in the form of trust in the program, understanding the program rules and productive economic activities networks that they can develop (Rahajuni *et al.,* 2018).

In 2014 PNPM-MP ended and was replaced by the No Slum City Program (Kotaku). My city is one of the government programs to deal with slums in urban areas, where slums are synonymous with poverty. Actually, when examined, the Kotaku program is part of the PNPM-MP program, namely in the social and environmental fields. The size of the residential area detected by slums in Indonesia is 38,431 hectares. An area of 23,473 hectares of them are in urban areas, and 11,957 hectares are in rural areas. The handling of the Kotaku program is carried out by the Directorate General of Human Settlements through the Central Management Consultant, who handles the management of the PNPM-MP program (letter No. 97 / KMP.Wil.I / IV / 2016 dated 7 April 2016 regarding the preparation of the Kotaku Program).Transitioning programs requires a separate strategy to introduce new programs and invite the community to contribute to their success. The research of Appin *et al.* (2018) regarding the strategy of economic development in Lampung Province is to revitalize, reform, and increase access to technology and capital in the fields to be built in this case the agricultural sector. In addition, it also maximizes the empowerment of agricultural extension workers to provide insight to farmers directly about the new agricultural process. Khairul (2015), to attract the public to enter a new educational institution, in this case, the Lombok School of Information and Computer Management (STMIK) through analysis of value chain activities, the main program needed is information about various internal institutional activities concerning the program objectives, institutions, and systems.

3. RESEARCH METHOD

This research is a case study on PNPM-MP, a research location in Banyumas Regency. The research was conducted through a qualitative approach. The study population, PNPM-MP beneficiaries who still receive the benefits of revolving loan funds. The research sample is all selected members (KSM) conducted in stages. The number of KSM taken as a group sample amounted to 10% of the number of groups in each location. Respondents in this study were all KSM members selected as samples with 79 people.

The location of the study sample was determined based on the consideration of population density and the area of slums. Based on this, the sample area in Banyumas consists of 2 (two) categories, namely light slum areas and moderate slums, each of which is Kedungwuluh, West Purwokerto District, and Purwokerto Lor Village, East Purwokerto District. Kedungwuluh, has an area of 182.45 hectares, with a slum area of 1.47 hectares and a population of 9,778 people and the village of Purwokerto Lor, has an area of 150 hectares with a slum area of 14.72 hectares and a population of 12,339 people.

Retrieval of data: 1). Secondary data was obtained through documentation and literature studies related to Urban PNPM Mandiri; 2). Primary data is obtained by using in-depth interview techniques, Focus Group Discussion, observation, and surveys to respondents and responsible managers of activities from the district level to the Sub-District level. The method of analysis to determine the poverty level of program beneficiaries is done by comparing the income per capita of beneficiary families with the poverty line set by BPS, 2018, which is per capita income equivalent to Rp.410,670 and or household income equivalent to Rp1,901.402.

The formula for getting per capita income is by dividing family income by the number of family members. Analysis to find the right alternative strategy in synergizing the ex-PNPM-MP program with the Kotaku program is carried out through SWOT analysis, which is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project (David and David, 2016). The analysis is done through grouping internal and external factors (IE) obtained from internal matrices and external matrices, with the following criteria:

Table-1. Internal and external matrix.

Internal and external matrix	Internal factor evaluation		
	Strong 3,0 − 4,0	**Medium** 2,0 − 2,99	**Weak** 1,0 − 1,99
4,0	3,0	2,0	1,0
Strong 3,0 − 4,0 3,0	I	II	III
Medium 2,0 − 2,99 2,0	IV	V	VI
Weak 1,0 − 1,99 1,0	VII	VIII	IX

(Left vertical axis label: External factor evaluation)

Source: Umar (2010).

The IE matrix in Table 1 has three different strategy implications (Umar, 2010):

i.   Divisions in cells I, II, and IV can be explained as growing and build conditions. Suitable strategies are intensive strategies (market penetration, market development or product development) or integrative strategies (backward integration, forward integration, and horizontal integration).

ii. Divisions that are in cells III, V, and VII can describe the conditions detained and maintained (hold and maintain). A suitable strategy is market penetration and product development.

iii. Divisions in cells VI, VIII and IX can describe harvest conditions and divestments (harvest and investment).

4. RESULT AND DISCUSSION

4.1. Result

4.1.1. Urban Poverty Conditions after PNPM-MP

This research sample consisted of 70 respondents (88.6 percent) was in the productive age group (15-64 years old) and 12.4 percent, namely as many as nine people included in the non-productive group.

The level of education of respondents is low; most of the respondents are (60.76% / 48 people) have elementary and junior high school education. Respondents with elementary school education were 16 people / 20.25%, and respondents who were educated in junior high school were 32 people / 40.51%. Respondents with middle to upper education numbered 28 people / 35.44% and those with high education only 3 / 3.8%.

The livelihoods of the respondents were mostly trading (38 respondents or 48.1%). The trading business that is mostly cultivated by respondents is food trading such as a small restaurant (32 respondents), trading vegetables (1 respondent), trading clothes (2 respondents), and selling mobile phone credit sales (3 respondents).

From the type of work, it was also seen that the respondents who used loans for productive economic activities were 48.1%, the rest of 51.9 percent used loans for consumptive activities, such as for consumption, buying household furniture, electronic goods, and repairing houses. Respondents as housewives total (30 or 37.98 %) and the remaining 11 respondents (13.92 percent) worked in various fields such as employees, workers, and retirees.

The average number of family members of respondents is 4 (four) people, with details of the number of families who have dependents 1 (one) up to 2 (two) as many as 15 people or 19%, the number of families is 3 (three) up to 4 (four) 36 people or 45.6%, and a family of 5 (five) to 6 (six) as many as 28 people or 35.4%. Of the 79 respondents, there were 2 (two) unmarried respondents, 14 widows, consisting of widows because of divorce 4 (one) person and ten widows left behind by ten people.

The level of education of respondents is low; most of the respondents are 48 people, or 60.76% have elementary and junior high school education. Total 16 people / 20.25% were elementary school and 32 people / 40,51% were in junior high school. Respondents with middle to upper education 28 people / 35.44% and those with high education 3 / 3.8%.

The income of the respondent's family comes from the income of the respondent, spouse, and other income. The average income of working respondents is Rp1,458,722; the average income of the husband is Rp. 1,415,000 and other income averages Rp. 281,111 so that the average total income of the respondent's family is Rp. 3,154,833.

The respondent's contribution to family income in averaged 46%, the spouse contribution in averaged 45%, and the child's contribution to averaged 9%. Per capita income of respondents is calculated by dividing the family income by the number of family members. The total number of family members of all respondents is 295 people, the number of family members is at least one person and at most six people. Total income of respondents Rp.283,935,000; thus, the income per capita of the respondent's family is an average of Rp. 962,492 per capita per month.

4.2. PNPM-MP Collaboration Strategy and "Kotaku" Program

Efforts to improve community welfare through PNPM Mandiri Urban felt by respondents assisting their economic activities. The end of the PNPM Mandiri Urban program, to a new program namely the Kotaku program that focuses more on environmental management towards a good environment, requires collaboration and ongoing synergy between community groups incorporated in the KSM which initially focused more on revolving loans and improved welfare to be directed towards improving their living environment towards accelerating the handling of slums and supporting the "100-0-100 Movement", namely 100 percent universal access to drinking water, 0 percent of slums, and 100 percent of access to proper sanitation.

Slums generally indicate that settlers in the area do not pay attention to order and the comfort of the area where they live. Their ignorance of the environment can be due to the limited resources they have. The slum environment also indicates that settlers in the area are mostly poor people, therefore usually slum is synonymous with poverty. To reduce the slums condition and increase productive economic activities, it is necessary to reorient the community and respondents to be able to empower themselves and their environment.

In the SWOT analysis, first the condition of the respondent is seen, or the internal factors are things that explain the perceptions of respondents to their feelings, expectations, and conditions related to their interactions with their environment, both positive in the form of Strengths and negative shows weakness of W (Weakness).

Internal strength factors evaluated include:
1. The comfort of the feelings of respondents residing in the region.
2. Respondents' concern about the environment in which they live.
3. The participation of respondents in community organizations.
4. Respondents' willingness to participate in community activities.
5. The comfort of respondents in neighbors.
6. Respondents' income is above KHL.
7. Trust of respondents towards the program.

Internal weakness factors evaluated include:
1. Respondent busyness.
2. Respondents' income has not met KHL.
3. Respondents' ignorant attitude towards the environment.
4. The duration of the respondent is low.
5. Respondents' interaction with the environment (socializing).

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Respondents' understanding of the Kotaku program is non-existent.

Apart from internal parties, there are also external parties, namely new programs launched by the government and the condition of the program. This external side can be an opportunity and or a threat to the conditions that are expected to be related to the community's response to the sustainability of program collaboration. The external side, which is Opportunities, includes:

1. A new program from the Government.
2. Support from local government.
3. Supporting institutions.
4. There are community institutions RT and RW.
5. There are supporting funds from the government.
6. There are respected community leaders.

The external side, which is the Threat (Threats), includes:

1. My city is a new program.
2. Unknown program.
3. Mutual complaints between neighbors.
4. The existing program organization has not been well organized.
5. There are no respected community leaders.

The evaluation of the respondent's internal conditions is shown in Table 2, while the external conditions are shown in Table 3. Based on the calculation of the total value of internal and external conditions, the strategy design made is shown in Table 4. The matrix shows external and internal conditions (IE matrix). Table 5, divided into 9 (nine) cells, where each cell reflects the strategy efforts that can be taken to improve conditions, towards the objectives to be achieved, namely:

1. Cells I, II, and IV, means the program can implement growth and development strategies.
2. Cells III, V, and VII means the program can implement the strategy of maintaining and maintaining (hold and maintain).
3. Cells VI, VIII, and IX mean the program can implement the strategy of taking results and hold and diverse.

Table-2. Respondents' internal conditions related to environment, economy, and programs.

No	Indicator	Weight	Rating	Total score
Strength				
1	Residence comfortability	0,125	4	0,5
2	Environment comfortability	0,0625	2	0,125
3	Participation in community organizations	0,0625	2	0,125
4	Willingness to participate in community activities	0,0625	2	0,125
5	Neighbors comfortability	0,0625	2	0,125
6	Feelings of sufficient income	0,0625	2	0,125
7	Trust in the program	0,0625	2	0,125
Weakness				
1	Business	0,0625	2	0,125
2	The income of respondent did not meet standard minimum income	0,0625	2	0,125
3	The respondent's ignorant attitude towards the environment	0,125	4	0,5
4	Time of resident	0,125	4	0,5
5	Interaction of respondents with the environment (socializing)	0,0625	2	0,125
6	Respondents do not understand Kotaku Program	0,0625	2	0,125
Jumlah		1	32	2,75

Source: Primary data.

Table-3. The external condition of respondents.

No	Indicators	Weight	Rating	Total score
	Opportunity			
1	A new program from the Government	0,0625	2	0,125
2	Support from local government	0,09375	3	0, 28125
3	Supporting institution	0,09375	3	0, 28125
4	RT and RW community institutions that are well organized	0,09375	3	0, 28125
5	Supporting funding from government	0,09375	3	0, 28125
6	A respected community figure	0,125	4	0,5
	Threat			
1	Kotaku is a new program	0,09375	3	0, 28125
2	Unknown program	0,09375	3	0, 28125
3	Mutual complaints between neighbors	0,09375	3	0, 28125
4	The existing program organization is not well organized	0,0625	2	0,125
5	There are not a respected community figure	0,09375	3	0, 28125
	Jumlah	1	32	3,0

Source: Primary data.

Table-4. Internal and external matrix.

External factor evaluation	Internal factor evaluation			
	Internal and external matrix	Strong 4,0 − 3,0	Moderate 2,99 − 2,0	Weak 1,99 - 1
	Strong 4,0 − 3,0	I	II	III
	Moderate 2,99 − 2,0	IV	V	VI
	Weak 1,99 - 1	VII	VIII	IX

Source: Umar (2010).

The condition of the total value of respondents for internal factors is 2.75, and the total value of external conditions is 3.0. This means that the strategy design is in cell II approaching cell V. The strategy for cell II, namely grow and build and strategy on cell V, is hold and maintain.

5. RESEARCH DISCUSSION

BPS explains that in 2018, per capita monthly income limits for urban communities to be able to meet their minimum needs is Rp.425,770.

The per capita income of the study respondents as a whole is above the urban poverty line with an average per capita income of Rp. 962,492 per month; however, there are 15 respondents (18.99 percent) whose per capita income is below the minimum per capita income to meet needs. Judging from the condition of household poverty, the average household income per capita is Rp1,154,833; the income limit of poor households is equivalent to Rp1,901,402; thus, the average household income per capita is above the household poverty line.

However, there are still 22 households (27.85 percent) of respondents whose household income is still below Rp1,901,402. This reflects that the PNPM-MP program aimed at reducing urban poverty is still very much needed. Especially when viewed from the gap in income per capita where the highest per capita income reaches Rp 2,000,000 and the lowest Rp 75,000 as well as for the highest per capita household income reaching Rp 11,500,000 and the lowest Rp 300,000.

In an effort to reduce individual and household poverty, each member of the respondent's family is involved in productive economic activities, this can be seen from the contribution of each household member to the family income. In urban households, the contribution of women's income is 1 percent more than that of men.

Therefore, the sustainability of the KSM activities in PNPM-MP needs to be maintained, given that there are still many program funds in the hands of the community (Haryadi *et al.*, 2016).

Based on the SWOT analysis, the strategies generated to collaborate poverty alleviation programs and increase the welfare of urban communities are grow and build accompanied by hold and maintain. This means the transition of PNPM-MP to the Kotaku program, the existence of KSM in the former PNPM Mandiri Urban program needs to be maintained, but in its activities included or added with new activities that support the Kotaku program, namely activities that lead to environmental care so that they are not slum , or by focusing on goals 100-0-100 that can be carried out by KSM and its members.

In this effort, community empowerment is needed through a series of activities to empower the environment so that their environment is not slum and productive. Efforts to protect the environment so that it is not slum leads to community behavior towards the environment so that it is orderly, clean, comfortable, and productive.

Therefore the role of local government is very necessary in terms of facilitation (Constantino *et al.*, 2012) for example through material and non-material, namely the provision of funds and rules to increase community participation in environmental empowerment where they are in accordance with the potential resources available in the region, and prepare comprehensive information about new programs for beneficiary regions (Khairul, 2015).

This empowerment process must be carried out intensively, in the sense that stakeholders, especially the government, need to be more intensive in conducting socialization and assistance to community groups living in areas indicated by slums.

The design of the activities needed to support the strategies found in this study is illustrated in the SWOT matrix, as shown in Table 5.

Table-5. Design of activities to support the strategy.

		(S) Strengths	(W) Weaknesses /
		Strategy SO	Strategy WO
(O) Opportunities		1. Intensive socialization of programs is needed	1. Intensive socialization of programs is needed
		2. Include community social institutions to participate in the program	2. Include social institutions in the community to participate in the program
		3. Invite the community to participate in the program in accordance with the resources available in the region	3. Provide an intensive understanding of the community about program benefits
		4. Grow the trustworthiness of the program	4. Invite the community to participate in the program
(T) Threats		Strategy ST	Strategy WT
		1. Intensive socialization of the program	1. Intensive socialization of the program
		2. Need to organize community organizations	2. Grow a sense of caring for the environment
		3. Make a binder for cooperation between communities	3. Need to organize community organizations
		4. Invite the community to participate in the program	4. Create a network that connects cooperation between communities

Source: Primary data.

6. CONCLUSION AND SUGGESTION

6.1. Conclusion

PNPM Mandiri Urban has ended and turned to the Kotaku program. Utilization of revolving loans after the Urban PNPM Mandiri program has not been able to alleviate the community from economic poverty fully but is very helpful for the community in economic activities.

The Kotaku program, which is more oriented towards environmental management, has not been fully understood by the community. Based on the SWOT analysis, a strategy that can be taken to collaborate and synergize the former PNPM Mandiri Urban program with the Kotaku program is a grow and build strategy, accompanied by hold and play.

6.2. Suggestion

To be able to collaborate and synergize the former PNPM Mandiri Urban program and my city program, a strategy in the form of action is needed: Intensive program socialization; Include community social institutions to participate in the program; Provide intensive understanding of the community about the benefits of the program; Arranging community organizations, while paying attention to and strengthening existing institutions; Empowerment activities should emphasize community empowerment to increase income according to the ability of existing resources; Growing trust in the benefits of the program in a sustainable manner through mentoring; It needs the involvement of young age groups in community empowerment activities; Creating a web of ties between communities.

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