Dynamic Governance in Poverty Alleviation Efforts Through the ALADIN Program

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ARTICLE INFO

ABSTRACT

This article discusses the Bojonegoro District Government's ALADIN (Roof, Floor, Wall) program. This research method uses descriptive qualitative research. Primary data sources consist of open interviews and observation. At the same time, secondary data sources come from documentation studies obtained from the research location. The technique of determining informants was carried out by purposive sampling; researchers chose participants and informants to explain the problems and questions of researchers such as the PKP Cipta Karya Office, Village Government, and ALADIN (Roof, Floor, Wall) beneficiaries. Triangulating sources carries out data validity, exploring the truth of certain information through various methods and sources of data acquisition through interviews and observations. This study's results indicate the importance of emphasising the application of organizational culture and government capabilities in implementing the (Roof, Floor, Wall) ALADIN program. This research provides a broad perspective on the achievement of dynamic governance. The limitations of this study lie in the scope that only covers certain areas, so the results obtained are only partially representative of broader conditions. Hence, researchers recommend further research to expand the reach to places with different social, economic, and cultural characteristics to produce a more comprehensive understanding.

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1. INTRODUCTION

The economic instability that has plagued several countries has significantly increased people living below the poverty line (Affandi, Purwaningsih, Hakim, & Mulyaningsih, 2024). *Poverty* is characterized by significant economic deprivation or inability to meet basic human needs (Kou & Yasin, 2024; Taqiah, Rupiarsieh, & Kumalasari, 2024). It is an extreme global challenge and a common goal in achieving economic equity, leading to poverty alleviation (Ogbeide & Agu, 2015). Poverty affects all countries, including developed and developing countries. It can hinder humanity's progress worldwide, especially in global development agendas such as the MDGs and SDGs, which concentrate on eradicating extreme poverty by 2030 and underscore significant international efforts in sustainable

development. The poverty scale is an essential guide for objective policy-making and a reference for global welfare. (Decerf, 2024; Herforth et al., 2022; Ravallion, 2020). About 9.2% of the worldwide population, or about 700 million people, live in extreme poverty. *Extreme poverty* is living on less than $1.90 daily (World Bank, 2024).

The failure to improve the well-being of a country's people is not due to geographical constraints, cultural norms, or a lack of economic expertise among world leaders. On the contrary, low societal prosperity is caused by exclusionary governance structures. The solution, therefore, is to foster inclusive institutions by creating accessible and diverse opportunities that allow all communities to thrive and drive economic growth and technological advancement (Jenkins & Johnson, 2012). Given the country's vast human resources, Indonesia's situation needs to be revised. *Poverty* is a complex and multidimensional problem that has become a development priority in Indonesia. So far, the Indonesian government has made many efforts to alleviate poverty. Poverty alleviation efforts are made to realize the nation's ideals: creating a just and prosperous society (Ferezegia, 2018). The poverty rate indicates that the programs implemented by the government have become a parameter of the government's success in poverty alleviation efforts in Indonesia. The data used in this study are related to poverty during 2024. Quoting from (Badan Pusat Statistik, 2024). It is stated that the poverty rate in Indonesia in March 2024 was 9.03, indicating that this percentage has decreased significantly compared to 2023, where the poverty rate reached 9.36%. Compared to other countries, especially ASEAN member countries, Indonesia ranks below Thailand because Indonesia's poverty rate is higher (Syaputra, Prakasita, Aulia, Roring, & Aditama, 2021). Based on this percentage, East Java is one of Indonesia's provinces with the highest poverty rate, with 3,982.69 million poor people (INDONESIA, 2024). Bojonegoro Regency is a regency in East Java Province with a population of 1.3 million people and a poverty rate of 11.69% or 147,330 people (Badan Pusat Statistik, 2024).
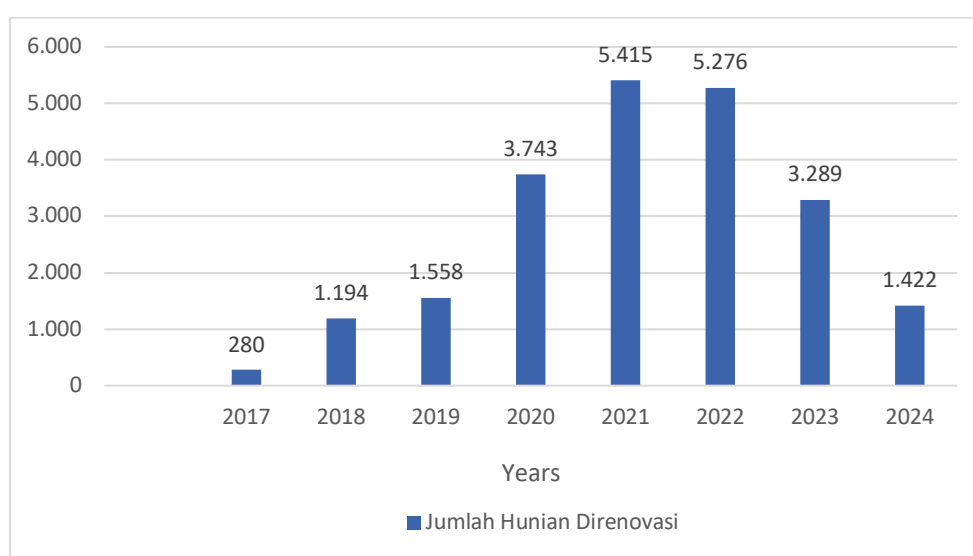
Based on this, the Bojonegoro Regency Government strives to alleviate poverty in Bojonegoro. Quoted from (Joko Kuncoro, 2024)The total Regional Budget (APBD) for 2024 is Rp. 8.2 trillion, the second-highest APBD in East Java Province. However, until September 2024, the new APBD was realized at 2.9 trillion or 36.03%. As a result, to address the problem of poverty in Indonesia, the government has initiated various poverty alleviation programs targeting 25 provinces, 212 districts, and cities, including Bojonegoro. (Iskandar, Suja'ite, & Agusta, 2023; Nurlukman, Fadli, & Wahyono, 2024). Poverty is a serious problem that the Bojonegoro Government must adequately address. One of the most apparent impacts of poverty is the inability to meet basic needs, especially in terms of adequate housing. According to data from the Bojonegoro Regency Housing, Settlement, and Human Settlement Office, many people in the Bojonegoro Regency have uninhabitable houses, especially for the poor and low-income people. The data findings from (Dinas PKP & Cipta Karya, 2022)   The percentage of uninhabitable houses in Bojonegoro Regency in 2022 is 22,528. This figure puts Bojonegoro Regency into the top 10 districts with the largest uninhabitable houses in East Java Province.

Institutional factors are needed to protect low-income communities, such as a fair rule of law, sound public services, the availability of good economic institutions, and good political leadership. (Diaz Bonillaa, Constenla, & Susana, 2021; Muyeba, 2019) One of the initiatives the Bojonegoro Government took is to launch various programs to help alleviate poverty, especially in housing programs, including a rehabilitation program for uninhabitable housing called *ALADIN*, to help overcome poverty problems, especially in housing programs. The Bojonegoro government mandates Bojonegoro District Regulation Number 4 of 2017 concerning Housing and Settlement Areas, which states, "The community has the right to occupy, or enjoy and obtain a decent home in a healthy, safe, harmonious and orderly environment". The Bojonegoro Regency Government established the *ALADIN* program to improve housing and people's living standards, ensuring a comfortable, safe, healthy, and long-term life. (Andini, 2024; Nababan & Tuti, 2018)This ALADIN program targets residents of Bojonegoro Regency, including elderly or unemployed residents, poor residents (no fixed income), and residents whose monthly income is below average. The program also targets houses that are not

habitable (rickety), self-owned land (there is proof of ownership), land that is not problematic, and land that does not belong to the village, silver helo, PT KAI, or someone else. (Pemkab bojonegoro, 2021)

Regarding the mechanism for applying for the *ALADIN* program, a proposal must be submitted, including KTP, KK, and Land Ownership in one's name. If the land ownership belongs to the parents, it must be accompanied by a power of attorney, knowing the local village head. The mechanism for submitting applicants for *ALADIN* program assistance by submitting a proposal to the Lurah / Village Head. The Head of the Village conducts deliberations and applies to the Bojonegoro Regency Housing, Settlement Area and Cipta Karya Office, and data verification of prospective recipients of the *ALADIN* Program assistance is carried out. Based on statistical data from (Satu Data Bojonegoro, 2024). it is stated that this program was launched in 2017 with details of the number of shelters rehabilitated as follows:

**Graph 1.** Bojonegoro District ALADIN Program Statistics Year 2017-2024

Source : **(Satu Data Bojonegoro, 2024)**

The empirical situation regarding uninhabitable houses shows that poverty in Bojonegoro Regency is still growing and continues along with various programs that the Bojonegoro Regency Government has implemented the implementation of the *ALADIN* program in poverty alleviation efforts in Bojonegoro Regency still faces various problems such as budget limitations which result in minimal building quality, implementation time that is not by planning. Many proposed data have not been realized according to the target, the difference between the proposer's data and the reality, and the lack of public understanding of the ALADIN program.

Previously, researchers had conducted a pre-survey to observe the situation in the field. Researchers found the fact that the existence of budget constraints in 2023 was also the cause of the quality of building construction, with a budget budgeted for one house of only 20 million (Jatim, 2023) quoting from a source (Purwanto, 2023) Stated that the quality of construction was in the form of empty houses without insulation or spaces, half in the form of bricks, then half up using materials such as plywood but not wood, so the recipient of the assistance decided to buy his barn stone for the foundation of his house. Researchers also obtained facts related to the form of thinking again that there is a government failure in poverty alleviation efforts because until now, the poverty rate in Bojonegoro Regency is still high, and even poverty alleviation efforts in Bojonegoro are relatively slow compared to other districts in East Java (Radar Bojonegoro, 2022). In addition, it is related to the delay of the implementing party in renovating the house due to running out of construction workers caused by the lack of comprehensive thinking and learning from experience (Bojonegoro, 2021)

Achieving the success of the *ALADIN* program will foster regional governance that is dynamic and adaptable to environmental changes, guided by goals and objectives and the government's capacity to engage with local communities (Sururi, Rusli, Widianingsih, & Ismanto, 2019). Dynamism refers to new ideas, perceptions, continuous improvement, rapid response, flexible adaptation, and creative innovation (Herman, Subekti, & Raharjo, 2024). This approach focuses on adaptation to ongoing changes and the ability to see problems from different perspectives, including successful planning and implementation. In this regard, the Dynamic Governance approach is one of the priorities of government governance to support the successful implementation of the Atap Lantai Dinding (ALADIN) program. The concept of Dynamic Governance encourages sustainable change because it can adapt and provide solutions to problems by looking dynamically from different perspectives. Research conducted by (Neo & Chen, 2007)states that Dynamic Governance is the key to success in a world that continues to experience global change, acceleration, and continuous technological progress.

Dynamic Governance comprises three main elements: Culture, *Capabilities*, and *Change*. The first element, culture, explains the relationship between culture and the dynamics of change that occur. The culture element consists of thirteen derived points: integrity, *incorruptibility, meritocracy, market, pragmatism, multi-racialism, state activism, long-term relevance, growth, stability, prudence, and self-reliance.* However, only 5 points of culture will be used in this study, which includes *state activism, development, long-term stability, and prudence.* Then for the second element, *capabilities*, supported by both leveraging components, namely *able people* (human resource skills) and *agile processes* (known procedures) that drive the mindset process of *thinking ahead* (thinking ahead), *thinking again* (thinking back), *thinking across* (learning from external experiences) to produce various adaptive policies that will realize *Dynamic Governance.*
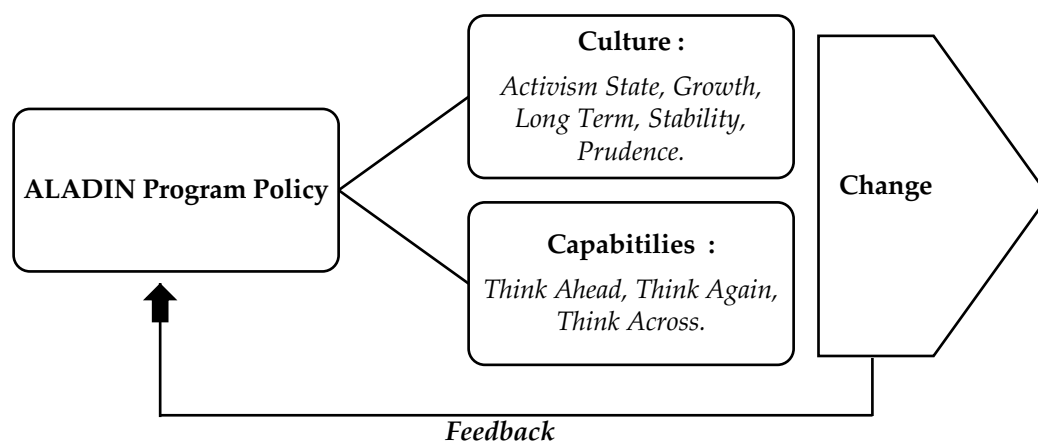
Source : (Neo & Chen, 2007)

Figure 1: Systematic Dynamic Governance

Several previous researchers have carried out research related to the Rehabilitation of Uninhabitable Houses Program in poverty alleviation efforts with various contexts (Andini, 2024; Herman et al., 2024; Syaputra et al., 2021; Wabula et al., 2024; Widiawati, 2022), but researchers have not found topics regarding the Rehabilitation of Uninhabitable Houses linked through the Dynamic Governance perspective as a research knife.
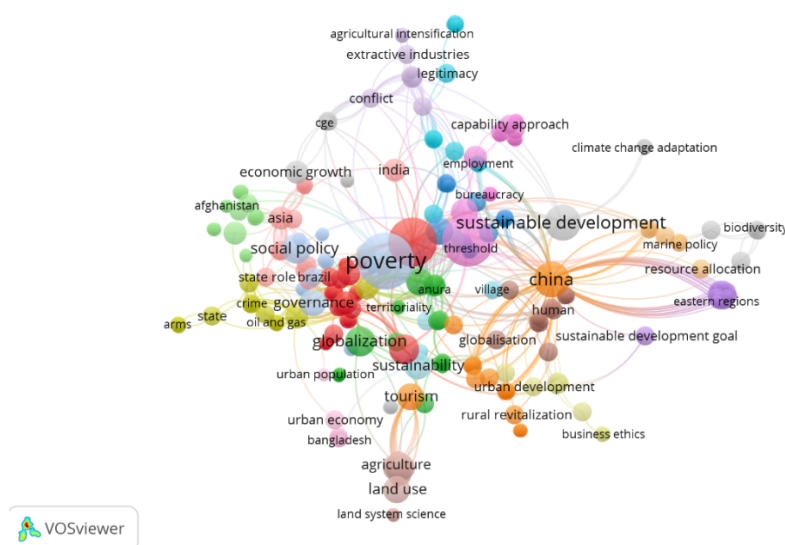
Figure 2: Network Visualization (2024)
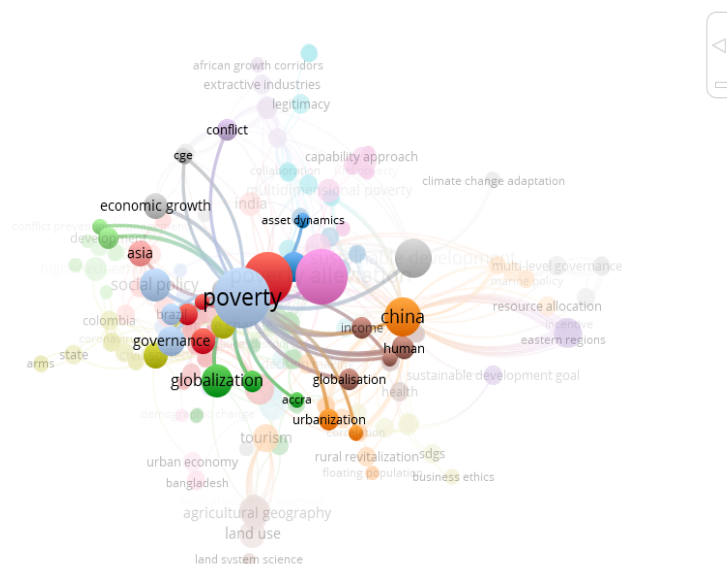
Figure 3: Strength of keyword network "Poverty alleviation", Dynamic Governance"
"Rehabilitation of Uninhabitable Houses" by Scopus Database (2024)

Figure 2 above shows the results of network visualization. The network shows that there is no network with the keywords *"poverty alleviation," "dynamic governance," or "Rehabilitation of uninhabited Houses."*

Even these two keywords have yet to show any research novelty because the keywords used by current researchers have never been linked in previous studies (Fikri, Nurpratiwi, & Saleh, 2015;

Fitriyah, 2024; Khotimah, 2019) However, research on *Dynamic Governance* in the Bojonegoro Regency Roof, Floor, Wall *(ALADIN)* Program has never been conducted. Therefore, researchers will focus on discussing *Dynamic Governance* in the *ALADIN* program for poverty alleviation in Bojonegoro Regency. This is expected to provide recommendations, solve problems, and accelerate the achievement of the Bojonegoro Regency Government Program, namely Roof, Floor, Wall *(ALADIN).*

2.   METHODS

This type of research method is Qualitative Descriptive research. The qualitative Research Method is a method to describe, explore and understand the meaning of an individual or group of people ascribed to social and humanitarian problems to understand a phenomenon being studied (Creswell, W, & Creswell, 2014; denzin & lincoln, 2009) This study chose to use qualitative methods because researchers are more concerned with processes than results, limit the survey with a focus, have a set of criteria for checking the validity of data, the research design is temporary, and both parties agree upon the results of the research: researchers and research subjects (Moleong, 2010)

This research was conducted in Bojonegoro Regency; the researcher chose this location because Bojonegoro Regency won the Commendable Development Innovation Program Award in the category of Accelerator of Non-Habitable Houses in the Detik Jatim Awards; the award was given at The Singhasari Resort Batu City, Monday, November 27, 2023 (A'ini, 2023). In addition, the reason why the researcher chose the research location in Bojonegoro is because Bojonegoro is the Regency with the highest APBD in East Java Province, which makes it interesting for researchers to find out the extent of poverty alleviation and control in Bojonegoro Regency. Researchers hope to gain more prosperous and more representative insights into the dynamics and context related to the research subject. Thus, selecting the research location is essential in ensuring the success and validity of the research results (Wabula et al., 2024).

Purposive sampling was used to determine informants. Researchers chose participants and informants to explain the researcher's problems and questions (Cun, Melanie, & Karen, 2019) Previously, researchers had conducted preliminary observations to find out the big picture related to the ALADIN program in poverty alleviation efforts in Bojonegor Regency. The sample selection criteria are.

1. Informants included members of the government (Housing, Settlement and Human Settlement Office of Bojonegoro Regency), the village government, and beneficiaries of the ALADIN program.
2. Information has resources, knowledge, and validation for receiving ALADIN assistance.

Specifically, the research informants were selected based on their resources, knowledge of the ALADIN program, and validation of receiving ALADIN assistance. The table shows the profile of each research informant.

Table 1. Research Informant Profile

Group	Definition	Stakeholders
Local government	The Bojonegoro Regency Housing, Residential Areas, and Public Works Agency runs the ALADIN program.	1. Secretary of the Department of Housing, Residential Areas and Public Works of Bojonegoro Regency. 2. Head of Housing and Residential Areas of the PKPCK Office of Bojonegoro
Village Government	Community leaders who hold positions in a village that receives	1. Village Apparatus

	assistance from the ALADIN program.	
Public	People who live in poverty have houses that are not fit for habitation.	1. Parties who receive assistance from the ALADIN program.

Source: Empirical data processed by researchers, 2024

Based on the table above, six people will become informants in this study. The study will use primary data collection techniques and secondary data sources to analyze the phenomenon under study. Primary data sources consist of in-depth interviews and observation, while secondary data sources come from documentation from the research location. Data analysis techniques are carried out by interactive analysis. (Huberman, A. Michael; Miles, 2014). Data validity is achieved by triangulating sources and exploring the truth of certain information through various methods and data acquisition sources. In addition to interviews and observations, researchers can use participant observation, written documents, archives, historical documents, official records, personal notes or writings, and drawings or photographs. (Creswell, 2016).

3.   FINDINGS AND DISCUSSION

Dynamic Governance perspective in the Roof, Floor, Wall (ALADIN) program

Phenomena and empirical facts about the *ALADIN* program in Bojonegoro Regency are described based on interviews and direct observation of informants and facts in the field based on *Dynamic Governance* theory. The dynamics of the Bojonegoro Regency Regional Government, primarily related to the Roof, Floor, Wall program, can be analyzed using the *Dynamic Governance* theory put forward by Boon Siong Neo and Geraldine Chen which consists of Culture including *state activism* (state activity), *growth* (growth), *long term* (long-term goals), *stability* (stability), and *prudence* (wise), public sector capabilities consisting of Think Ahead, Think Again, Think Across (Neo & Chen, 2007).
Dynamics of the Bojonegoro Regency Regional Government in ALADIN Program Based on Cultural Elements.

Aspects of State Activism

The first element is *state activism,* which can be called state activity. This matter has been interfered with by the central government or provincial government, especially in every policy and program of the regional government. As is currently the case regarding handling uninhabitable houses in Bojonegoro Regency, it certainly follows the direction of the Central Government. One example is that the Bojonegoro Regency Government formed the 2024 - 2026 RPD, which has been legalized where the RPD contains:

> "The preparation of the 2024-2026 Bojonegoro Regency RPD must pay attention to the 2020-2024 RPJMN as stipulated in the Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Planning, Controlling, and Evaluating Regional Development, Procedures for Evaluating Draft Regional Regulations Regarding Long-Term Development Plans. This is done by aligning the achievement of the vision, mission, goals, policy strategies, and regional development programs with the direction of general policies and national development priorities and regional development by the authority, conditions, and characteristics of the region."

Based on this matter, it shows that the 2024-2026 Bojonegoro Regency RPD is a regional long-term development plan policy that refers or is based on national development, both the RPJMN, as a whole direction and rules that are general in various existing problems, one example is the policy on Housing and Settlement Areas which states that "The community has the right to occupy, or enjoy and obtain a

decent home in a healthy, safe, harmonious and orderly environment." Which is contained in Bojonegoro Regency Regional Regulation Number 4 of 2017. The statement of Nurudin Abdurohim, S. Sos also supports another statement related to this:

> "The PKP Cipta Karya office, as the implementer of the ALADIN Program, is only an implementing party of the ALADIN program, which uses the top-down concept (top-down orders according to the direction of the leadership's disposition). This is also because the ALADIN program is a priority program of the Regent to follow up on directives from the central government regarding livable housing, a means of family development, a reflection of the dignity of its residents." *(Nurudin Abdurohim, S. Sos. Land, Cemetery, Housing and Settlement Area Division).*

Based on these statements, the stages in the Rehabilitation of Uninhabitable Homes policy, or ALADIN, are regulations formed by the Central Government. These aim to improve the community's standard of living and aspects of community welfare.

Aspects of *Growth*

The second Cultural element is *growth*. Based on this research, facts in the field state an increase in *ALADIN* program beneficiaries from 2017-2024. This is also in line with the increasing number of yearly applications for the ALADIN program. This was also revealed by the PKP Cipta Karya Office, which stated that:

> "There is a growth and increase in the number of recipients of the *ALADIN* program, with a total from 2017-2024 of around 22,000 houses successfully rehabilitated by the Bojonegoro Regency Government. I hope that the beneficiaries of this Aladin assistance are efforts to reduce the poverty rate in Bojonegoro Regency, starting with creating livable homes in the hope that welfare will also increase so that the economic aspect will follow." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area Division).*

In addition to the growth and increase in the number of ALADIN beneficiaries, there has also been an increase in applications for the ALADIN program. This was revealed directly by the PKP Cipta Karya Office:

> " Every year, the number of proposals or submissions for this ALADIN program increases, but we (PKP Cipta Karya Office) continue to try to filter selectively from Regional Poverty Data (DAMISDA). Also, in 2024, we have limited the submission of this assistance to only 6 submissions per village. However, we are still filtering the data by DAMISDA, our reference in carrying out this ALADIN program assistance." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area Division).*

The results of this growth are accompanied by a decrease in the poverty rate in Bojonegoro Regency as a result of the handling carried out by the Bojonegoro Regency Regional Government; it also projects an increase in the population of Bojonegoro Regency, which continues to grow to date.

Aspects of *Long-Term*

In *the long term*, this research can see the extent to which the Bojonegoro District Government has taken action regarding the ALADIN program in the third culture element. One of the relevant long-term approaches is to ensure that the renovated houses have a solid quality that lasts for a long time. However, the facts found in the field indicate that the quality of building construction could be better. This was conveyed directly by the ALADIN beneficiary, who said:

> "The assistance program I received is a temporary building, not a long-term one. The house built by the Bojonegoro Regency Government in 2023 already has some damage, such as cracks in the

walls, which limited building materials from cement or sand may cause. There is also no follow-up or monitoring from the village government or the district government after the building has been completed. " *(Rais, Jatigede Sumberjo Village resident).*

The enactment of Bojonegoro Regent Decree No. 154 of 2022 on the evaluation of Bojonegoro Regency's uninhabitable house repair activities is expected to ensure the sustainability of the ALADIN program, which includes monitoring, evaluation, and adaptive policy development. This program provides a temporary solution and creates a policy model that can sustainably reduce social and economic disparities in Bojonegoro Regency.

Aspects of *Stability*

The fourth *cultural* element is *stability. The stability referred to in this study is the extent to which existing policies or regulations change to adapt to* problems that occur. Until now, the role of the Bojonegoro government itself has been relatively stable in implementing the *ALADIN* program. One form of stability of the Bojonegoro district government is aligning the 2018-2023 amendment to the Bojonegoro District RPJMD document with changes to the 2018-2023 Strategic Environmental Assessment (KLHS).

This makes efforts to ensure that the principle of sustainable development becomes the basis and integration of development. The Bojonegoro Government's serious commitment to poverty alleviation in Bojonegoro Regency is evident. According to the field findings, the regent's priority program is still running, and the number of recipients is increasing even though the regent's term of office was in 2023.

Aspects of *Prudence*

The fifth *Cultural* element is *Prudence* or wisdom. Based on the facts found in the field, there is a high number of uninhabitable houses in Bojonegoro Regency, which is a step by the Bojonegoro Regional Government in making policies and regulations that are considered prudent. However, if examined again, Bojonegoro Regency has the 2nd highest APBD in East Java Province. This has become a stepping stone for the Regency Government to further and deeply analyze the needs of the Bojonegoro community, including the rehabilitation program for uninhabitable houses and *ALADIN*. Based on this, researchers found elements of wisdom from the Bojonegoro District Government based on two points of view. Looking from the point of view of the village apparatus who said that:

"I want all my residents to be able to feel the assistance. Many of my residents who submitted exceeded the quota given for the rehabilitation program for uninhabitable houses. Still, the agency usually surveys and filters the data related to which ones are more worthy of receiving assistance and which are not." *(Robert Waluyo, Head of Sidomukti Village).*

So far, the PKP Cipta Karya Office has been quite selective and prudent because it prioritizes more needy people. Therefore, several considerations cover the interests of the community. According to the Bojonegoro Regency Government, the policy prioritizes necessary things over the community's needs.

Dynamics of the Bojonegoro Regency Regional Government in the ALADIN Program Based on Elements *Capabilities*

Think Ahead Aspect

The first capability is *to think ahead* or a form of thinking ahead. Thinking ahead means that the policies formed by the government must be able to identify the future and environmental developments and understand the consequences and threats in the future to the objectives of the achievement targets. Based on the results of this study, it can be seen to what extent the ALADIN program policy not only solves current problems but also future problems due to uncertainty in future

conditions. The results of interviews conducted with the PKP Cipta Karya Office of Bojonegoro Regency showed efforts to identify the future threats and consequences:

> "We continue to strive to keep up with the rapid changes at this time. One of our efforts is to continue to update regional poverty data, which is our reference in realizing this ALADIN program." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area Division).*

The influence of rapid changes is currently considered to impact the accuracy of the ALADIN program significantly. However, based on the statement from the agency it is inversely compared to the statement of residents from Jatigede Village, Sumberjo District, who said:

> "I always apply for this ALADIN program to the village, but it is always rejected during data verification by the office because my name may not have been listed in the damisda data, indeed initially, before my husband died, I was a well-off person, but after my husband died, I only lived a meagre life because I also have a lung disease which sometimes makes me have symptoms of shortness of breath." *(Siti, a resident of Jatigede Village, Sumberjo).*

This proves the importance of the influence of very rapid changes today. This can also result in social jealousy and misunderstanding between village communities, resulting from realizing the ALADIN program. Furthermore, regarding the forward-thinking carried out by the Bojonegoro Regency Government in this ALADIN program, the PKP Cipta Karya Service stated that :

> "The PKP Cipta Karya Office has a strategy to achieve well-realized results. The PKP Cipta Karya Office is divided into several sections in each sub-district, including the head of the technical team, the technical secretary, and the members. Each of these teams must understand the JUKNIS (Guidelines and Technical), which is the basis for running the ALADIN program to monitor each area and anticipate the risks and threats in the field." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area).*

A project's network of stakeholder relationships is essential for showing dynamic changes at various stages (Zheng, Sun, & Liu, 2024) Based on this, all stakeholders must think of all possible ways to achieve the ALADIN program with all the existing obstacles. The division of the team also makes it easier for the government to monitor the field directly.

Think Again Aspect

The second capability is *to Think Again* or Review. This capability is the ability to review various policies, strategies, and programs that are being implemented so that the policies that have been implemented can be improved and maximized. In this study, we can see the effectiveness of the Bojonegoro District Government in implementing the *ALADIN* program through various policies. A statement from the PKP Cipta Karya Office also supports this:

> "The form of our evaluation is that in 2024, the PKP Cipta Karya Office continues to improve the quality of buildings, such as using stronger. Then, regarding our budget, there is also an increase in funds from 20 million per house to 29 million per house; this is a form of welcoming the construction of even better houses." *(Nurudin Abdurohim, S.Sos. Division of Land, Cemeteries, Housing and Settlement Areas).*

The proposal to increase the budget is based on an evaluation conducted by the PKP Cipta Karya Office. This is in line with the facts in the field, and researchers conducted a comparison related to *ALADIN* houses before 2024. Budiono, a Tebon Padangan village resident, said there was indeed an improvement in the quality of construction, such as walls, and what was previously only a house without a partition is now a house with a kitchen and room partition.

The Bojonegoro Government's commitment to evaluating existing policies is genuine, and the seriousness of the Bojonegoro Government towards realizing *ALADIN* continues to be improved to

accelerate according to the initial planning target. One of the initial plans is the target completion time for building houses. Previously, there were several obstacles during the construction period; this was conveyed directly by Sri Suntianik, a resident of Sidomukti Village:

> "There is a delay in the completion of construction caused by building materials coming in stages, so not all of them arrive at once. Usually in stages like sand first, then cement and so on*." (Sri Suntianik, resident of Sidomukti Village)*

There are complaints from the public regarding this matter, and the regional government has taken steps and actions to evaluate the problem. The PKP Cipta Karya Service provided information on the evaluation of the complaint:

> "Anticipating the mismatch of completion targets, we have made a running contract agreement, which states that if there is a delay / not according to the contract date, the contractor will get a fine according to what is written in the running contract." *(Nurudin et al.. Land, Cemetery, Housing and Settlement Area Division).*

The division of teams in the field is also one factor in the suitability of the initial planning target for completion. Monitoring and evaluation continue to find problems in the field. The contractor must work according to the contract according to the agreement, which means that nothing is more or less.

Think Across Aspect

The third and final capability is *to Think Across* or learn from the experiences of other countries/organizations. This capability is taking others' opinions, ideas and thoughts as a basis for specific actions. So far, the Bojonegoro government has implemented several ideas for the ALADIN program. This can be proven based on the statement of the PKP Cipta Karya Office:

> "We have taken several innovations from other sectors; one example is to replace asbestos building materials because we follow the recommendations of the World Health Organization *(WHO).* We do this because it is one of the efforts of the PKP Cipta Karya Office to create houses that are not only safe and comfortable but also a healthy environment." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area Division).*

Learning from other sectors is also one of the steps to create community welfare by the objectives of the Bojonegoro District Government. One form of comprehensive thinking is not only that, but there are several other things:

> "We have also collaborated several times with other sectors to share knowledge and strengthen our cooperation in overcoming poverty in Indonesia. One of the collaborations we have done is collaborating with *BSPS JATIM, BUMD, and ADS CSR.* In that collaboration, we found innovations and new ideas." *(Nurudin Abdurohim, S.Sos. Land, Cemetery, Housing and Settlement Area Division).*

Innovations and ideas from other sectors are benchmarks in implementing this ALADIN policy, and this is a reference for the Bojonegoro Regency Government in utilizing and controlling uninhabitable houses in the Bojonegoro Regency. Each role encompasses various aspects, including production, innovation, development and international collaboration, that address global challenges and advance shared goals (Van Nguyen, Truong, Van Mai, Van Tran, & Ho, 2024)

Dynamics of the Bojonegoro Regency Regional Government in the ALADIN Program Based on the Change Element.

In the *Dynamic Governance System* theory (Neo & Chen, 2007)The result changes after the capability and cultural elements are combined. The changes that occur result from cultural influences caused by

government dynamics. *Change* in this context means change more positively. Namely, the policies produced are more adaptive by existing developments. The changes based on this research limit the number of quotas for ALADIN program recipients per village. The ALADIN program budget has increased because of complaints from the community that private funds are used to add materials to make a much better house. Therefore.

The changes based on this research are expected to be adaptive policies. The changes based on this research are the limitation of the number of ALADIN program recipient quotas per village, and this is because the ALADIN program is more targeted and prioritizes the people who need it most. There has been an increase in the ALADIN program budget due to complaints from the community, who added materials using personal funds to make much better houses. Therefore, the Bojonegoro Regency Government followed up on this problem. The additional budget is expected to improve the quality of dwellings, improve community welfare, and maintain safe, comfortable, and healthy housing conditions.

Forming a field team is also one of the impacts of changes based on capability and culture. The next step is to make material changes, in this case, based on recommendations from other sectors, namely the *World Health Organization (WHO)*, because the Bojonegoro District Government has a goal of creating housing that is not only safe and comfortable but a healthy environment that is healthy.

On the other hand, changes based on capability and culture are needed The PKP Cipta Karya Office makes a contract agreement regarding the timeliness of completion. The contract includes fines for the contractor if there is a delay in construction.

Dynamic Governance in the Implementation of the ALADIN Program

This research advances the theoretical framework in the field of public policy with a *Dynamic Governance-based* rehabilitation program model that has not been widely studied in the context of developing countries. The main findings in this article, such as the emphasis on policy adaptation through the utilization of local data *(Think Ahead)* and continuous evaluation and periodic monitoring *(Think Ahead),* strengthen the relevance of Dynamic Governance in facing the challenges of policy implementation in a dynamic environment. In addition, this research can introduce a new perspective on how collaboration between sectors can increase the effectiveness of government programs *(Think Across).* This research can expand the conceptual framework used to evaluate public policies by linking Dynamic Governance and poverty alleviation through the ALADIN program. This contribution is supported by empirical reviews linking dynamic implementation, local poverty reduction, and improved community welfare.

This research is similar to previous studies examining the rehabilitation of uninhabitable houses in Serang City, such as those conducted by (Sururi et al., 2019) Regarding problems in the field. The similarity of the issues in the field related to the implementation of the rehabilitation program for uninhabitable houses , such as the lack of building quality, which is influenced by budget constraints, lack of communication between relevant stakeholders, there are problems with the timing of construction implementation that is not appropriate and the lack of public understanding of the rehabilitation program for uninhabitable houses (RTLH). Both studies agree that it is essential to emphasize applying organizational culture and government capabilities in implementing the Uninhabitable Homes program.

Compared with research conducted by (Wabula et al., 2024) This study examines the implementation process in the Uninhabitable House rehabilitation program. It provides a broad perspective on policy implementation and policy accuracy. In addition, the study emphasizes the importance of transparency and accountability related to implementing the Uninhabitable House rehabilitation program.

Overall, the findings of this research indicate that many factors and perspectives have a significant positive impact on improving the community's quality of life. The findings of this research can be visualized as follows:
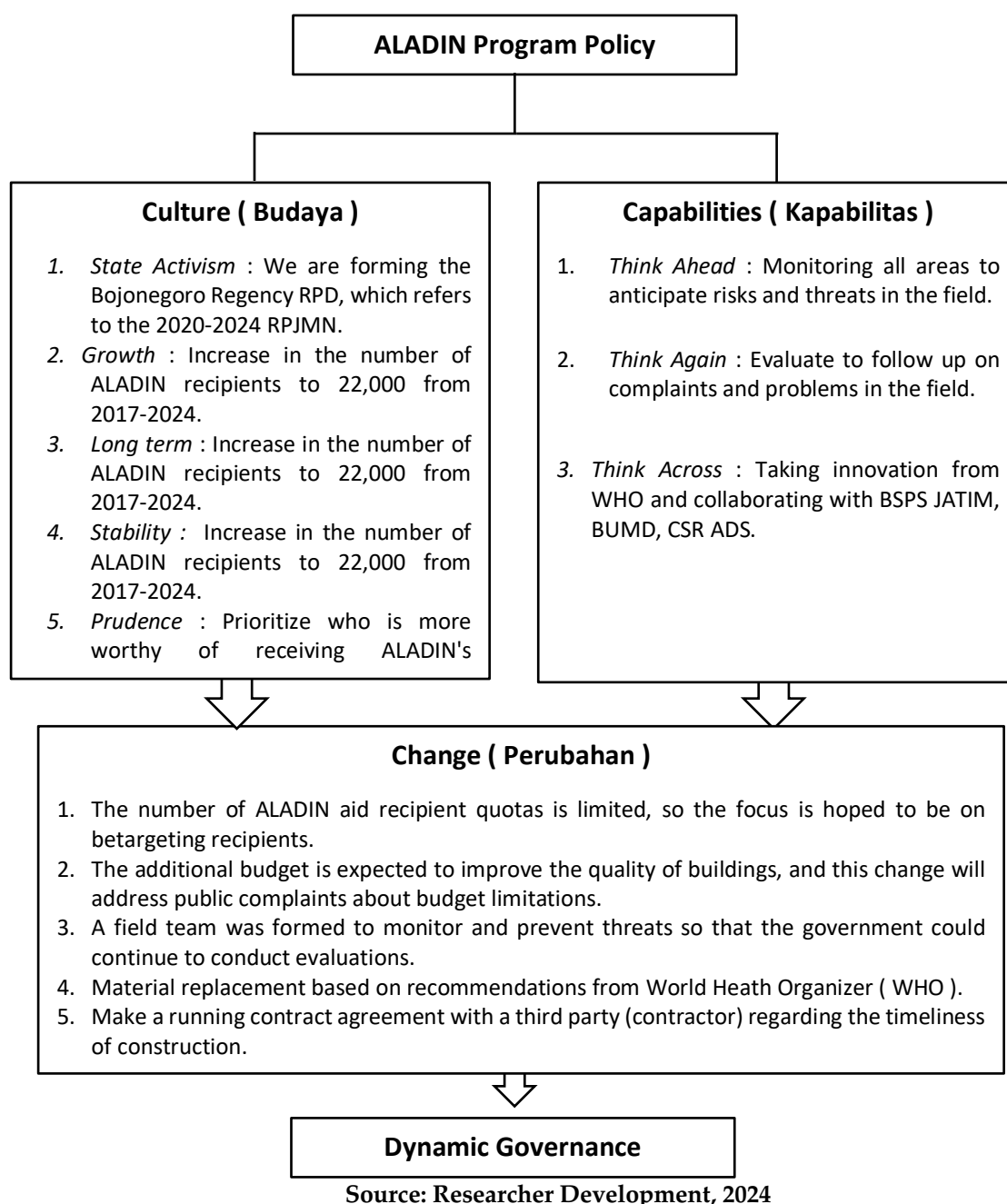
ALADIN Program Policy

Culture (Budaya)

1. *State Activism* : We are forming the Bojonegoro Regency RPD, which refers to the 2020-2024 RPJMN.
2. *Growth* : Increase in the number of ALADIN recipients to 22,000 from 2017-2024.
3. *Long term* : Increase in the number of ALADIN recipients to 22,000 from 2017-2024.
4. *Stability :* Increase in the number of ALADIN recipients to 22,000 from 2017-2024.
5. *Prudence* : Prioritize who is more worthy of receiving ALADIN's

Capabilities (Kapabilitas)

1. *Think Ahead* : Monitoring all areas to anticipate risks and threats in the field.
2. *Think Again* : Evaluate to follow up on complaints and problems in the field.
3. *Think Across* : Taking innovation from WHO and collaborating with BSPS JATIM, BUMD, CSR ADS.

Change (Perubahan)

1. The number of ALADIN aid recipient quotas is limited, so the focus is hoped to be on betargeting recipients.
2. The additional budget is expected to improve the quality of buildings, and this change will address public complaints about budget limitations.
3. A field team was formed to monitor and prevent threats so that the government could continue to conduct evaluations.
4. Material replacement based on recommendations from World Heath Organizer (WHO).
5. Make a running contract agreement with a third party (contractor) regarding the timeliness of construction.

Dynamic Governance

Source: Researcher Development, 2024

Figure 4: Dynamic Governance Process in the Implementation of the ALADIN Program

CONCLUSION

The Roof, Floor, Wall program is a priority program of the Regent of Bojonegoro to alleviate poverty and improve the welfare of the people of Bojonegoro. Policies are dynamic and adaptable to environmental changes, guided by goals and objectives and the government's capacity to engage with local communities. Indirectly, the Bojonegoro District Government has applied the principles of *Dynamic Governance* in implementing policy policies, especially in this *ALADIN* program policy.

The biggest challenge in applying the principles of *Dynamic Governance* in Bojonegoro Regency is to improve the environment while improving the standard of living in the community, such as the need for more awareness from villagers who are capable but still expect assistance from government

programs. Indeed, the steps taken by the Bojonegoro Regency Government are handling steps, but it must be considered that the Bojonegoro Government needs to be more effective in preventive measures.

In addition, the researcher concluded that there is a phenomenon where the village does not have a role in supporting the *ALADIN* program. From the facts in the field, the researcher found facts related to the role of the Village Government, which only plays a role in applying for *ALADIN* assistance for its citizens. Thus, the government must continue monitoring and evaluating the implementation of the ALADIN program. The limitations of this study lie in the scope that only covers certain areas, so the results obtained are only partially representative of broader conditions. Hence, researchers recommend further research to expand the reach to regions with different social, economic and cultural characteristics to produce a more comprehensive understanding.

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