Abstract: This research aims to find out the management strategies in alleviating the numbers of gepeng (homeless people and beggars) in Jabodetabek and to find out the barrier and support factors in alleviating the homeless and beggars. This research applies qualitative descriptive method. The objects of this research consist of educators, the staff of shelter, the children of gepeng, and the communities nearby the homeless people and beggars around Jabodetabek area. The data were collected through observation, document analysis, and interviews. The analysis technique used in this research refers to the interactive model of data analysis, which is triangulation. This research found out that there were some management strategies to alleviate homeless people and beggars or gepeng in Jabodetabek. First is by planning, that is to empower gepeng, to socialize the importance of education for future life, to conduct training on farming, sewing, painting, and to improve passion to survive. Second is by executing them and by conducting an internship. The third is by coordinating them with programs of mental assistance, physical assistance, social assistance, and working assistance. The last is by evaluating, which is to find out barriers in alleviating homeless people and beggars. The barrier and support factors found using SWOT analyses where a commitment to a vision, lack of human resources, and lack of support from people though the government supports a lot.

Key words: strategies, alleviation, beggars, homeless people, gepeng

Introduction

Social problems are problems emerging in society and national life. Social problems are phenomena that have and originated from some dimensions. Social problems are particular problems related to poor people. In society, it is common to find individuals facing accumulated problems. Those particular problems can be the inferior human resources, the minimum natural resources which are impossible to enhance, the unavailability access for economy sources, and political system factors. As the symptoms of social problems, homeless people and beggars have existed in our society for a very long time. Formally, the government has a clear action on these. Also, various private institutions have helped the government to overcome these problems. But, as we can see, there are still many members of society live their lives as homeless people and beggars.

Gepeng is an abbreviation for gelandangan (homeless people) and pengemis (beggars). Homeless people refer to the people who live in a condition where they don’t have homes, stable jobs, or wandering in public places. These all lead them to live their lives in
inappropriate norms and values in society. Meanwhile, beggars are people who gain income by begging in public places using various ways, reasons, or tricks in order to gain people’s mercy and kindness.

Table 1. Number of Poor People in Indonesia

<table>
<thead>
<tr>
<th>No.</th>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2015</td>
<td>28.51%</td>
</tr>
<tr>
<td>2</td>
<td>2016</td>
<td>27.76%</td>
</tr>
<tr>
<td>3</td>
<td>2017</td>
<td>26.58%</td>
</tr>
<tr>
<td>4</td>
<td>2018</td>
<td>25.67%</td>
</tr>
<tr>
<td>5</td>
<td>2019</td>
<td>25.14%</td>
</tr>
</tbody>
</table>

Statistics Agency 2019

The table shows that the number of poor people decreases year by year. As citizens, this is an important record for us because this nation seems more and more serious to alleviate homeless people and beggars. Gepeng’s lives are an inseparable phenomenon. The regulations on the poor people and abandoned children can commonly be found on The Constitution of the Republic of Indonesia of 1945 Article 34 (1) which states that “Impoverished persons and abandoned children are to be taken care of by the state”. This article states that the state has the role to take care of the poor and the abandoned children. To have Article 34 (1) of The Constitution executed, later Law of 2011 Article 13 on Handling the Impoverished People was issued.

Based on data issued by the Statistics Agency (Badan Pusat Statistik), it was found that in September 2017, there were 26.58 million poor people. Other data presented that the number of poor people in urban cities was 7.72%, meanwhile in the rural areas was 13.93%. These data showed there were 26.58 million people at the poverty level. This meant about 10% of the total population, which is still worrying. This was a hard condition to improve welfare. Cambodia (14.0%), and the 5th is Indonesia (10.12%).

Tabel 2. Data on Poverty Rate

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Myanmar</td>
<td>32.1%</td>
</tr>
<tr>
<td>2</td>
<td>Laos</td>
<td>23.2%</td>
</tr>
<tr>
<td>3</td>
<td>The Philippine</td>
<td>21.6%</td>
</tr>
<tr>
<td>4</td>
<td>Cambodia</td>
<td>14.0%</td>
</tr>
<tr>
<td>5</td>
<td>Indonesia</td>
<td>10.12%</td>
</tr>
</tbody>
</table>


Overcoming those problems, Indonesia government has issued some policies to help the poor to fulfill their needs. One of the policies was regulated by Article 11 of 2009 Law on social welfare which states “to embody appropriate and dignified life, and to fulfill the basic needs of every citizen for social welfare, to hold service and enhancement on social welfare as planned, directed, and continuously.

Gepengs have been social problems. Their number increases every year. It is not easy to deal or to find solutions over social problems. All the stakeholders, both the central and regional governments, must work together. Social problems on gepengs are influenced by some factors; they are social and education gaps, marginalization, urbanization, and mental health. There are also many others factors why people prefer street’s life.

This research is to find out the management strategies in alleviating homeless
people and beggars in Jabodetabek, and to analyze the barrier and support factors in implementing the alleviating those gepengs. Ansoff in his book, The Changing Shape of the Strategic Problem, defines that ‘strategy’ is ‘synthetic concept’, ‘a type of solution to a problem’, and ‘a proactive tool management’ (2000). Also, Mintzberg states that “strategy is broad and big, one definition is not enough” (2012). Mintzberg later defines the strategy by using 5Ps, they are Plan, Pattern, Position, Perspective, and Ploy. As a plan, the strategy is the guide, direction, path to the future, the way to reach someplace from a certain place, etc which direct us to see the future (intended strategy).

David (2004) explains that “Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives”. Management Strategy is the art and knowledge to formulate, implement, and evaluate the inter-functional decisions which enable an organization to achieve its objectives. In this research, the managerial strategy is required to alleviate the gepengs. The managerial strategy is closely related to the SWOT analysis.

Pearce and Robinson (2010) state that “SWOT analysis is essential to conduct to match the internal resources and external situations of an organization. The right matching will maximize the strength and opportunity and minimize the weakness and threats. This simple assumption will imply the successful strategy design”. In this case, SWOT analysis is required to analyze the alleviation of gepeng in Jabodetabek and to find out its barrier and support factors.

**Research Methods**

This research applies a descriptive qualitative approach by using the phenomenon method. The data gathered, both the primary and the secondary, are processed, analyzed, and interpreted qualitatively. This is started by analyzing the internal and external environment which depicts the present condition and projects the alternative strategies for the future.

This research applies purposive sampling, which is to take samples based on the purpose of the research, to pick the informants. To analyze both the growth and the sources of information, snowball sampling is applied here. Snowball sampling is a technique where the samples come from a small number and then became bigger and bigger. This research was conducted in Jakarta, Bogor, Depok, Tangerang, and Bekasi (shortened as Jabodetabek). The samples for this research were the teachers of emergency schools, the staff of the foundations which handle the shelter, children of gepengs, and the communities around them.

There were two resources in this research, primary and secondary data. To finish this research, the data were gathered
through observation, interviews, and documentary.

In qualitative research, the analysis of the data is conducted inductively. The data gained are going to be analyzed and developed to take a fundamental assumption. The components needed to understand: data reduction, data display, and conclusion drawing or verification. In the research process, data are gathered and then analyzed by using a qualitative descriptive approach. This approach depicts and interprets the meaning of gathered data by facts, nature, and inter-phenomenon relations being investigated.

Findings and Discussions

The research found out that homeless people and beggars need special treatment. The best way is to give them access to education; formal, informal, and non-formal education. Formal education can be gained by studying at school. Informal education can be gained from the environment and families. Non-formal education can be gained from training or courses. There are management strategies to alleviate the homeless people and beggars:

1. PLANNING

Based on the data gained in the field, the planning process is the initial step in the gepeng alleviation program in Jabodetabek. Planning includes a program created by the government, foundation, and emergency schools for the gepengs. Gepeng alleviation program through education refers to empowerment by understanding the needs of gepeng. To maximize the expected goal, their needs are later planned as well as possible by involving various stakeholders such as government, private parties, social workers, and surrounding communities.

The designed program should involve various parties and consider the gepengs’ needs. In planning a program, we cannot lay on a single thought. We must discuss with other parties, so the target can be reached. The programs intended here are: that Indonesia in 5th rank for the people who live under poverty line. The first is Myanmar (32.1%), the second is Laos (23.2%), the third is The Philippine (21.6%), the fourth is

<table>
<thead>
<tr>
<th>No.</th>
<th>Program</th>
<th>About</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Basic socialization on education</td>
<td>All gepeng</td>
</tr>
<tr>
<td>2.</td>
<td>Training Programs:</td>
<td>6-17 yo gepeng</td>
</tr>
<tr>
<td></td>
<td>a. sewing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. farming</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. painting</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Socialization on the importance of self-passion for Gepengs</td>
<td>All gepeng</td>
</tr>
<tr>
<td>4.</td>
<td>Entrepreneurship practice based on self-passion</td>
<td>All gepeng</td>
</tr>
</tbody>
</table>

Table 3: Planning Program

In addition, the data gathered from research by Asian Development Bank shows

In planning the gepeng alleviation program, there are some steps to do: (1) identifying the needs, (2) determining the goals, (3) determining the targets of the
(4) determining the technical informants, (5) determining the materials, (6) providing the facilities and infrastructures, (7) planning the evaluation. These steps will enable the empowerment program on homeless people and beggars by education to conduct.

The above explanation is in line with Robbins and Coulter’s (2012) statement who define "Planning is a process that involves defining the organization’s goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and to coordinate organizational works".

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2. EXECUTION

When executing, the gepeng alleviation program can be explained into (1) socialization on education, which is at the beginning of the establishment of a foundation and gepeng school. This is conducted once a month. This aims to provide knowledge on education for gepeng. (2) training on farming, which is attended by all the coached gepeng. This is conducted every Monday, Thursday, and Friday. This is done by a direct practical method. (3) training on painting, which is attended by the female coached gepeng. This is conducted every Thursday and Wednesday and directly practiced. (4) training on painting, which is attended and mostly liked by the gepeng children. This is conducted every Monday. (5) strengthening the passion for gepeng children’s. This is conducted every Saturday, once in two weeks.

The above explanation is in line with Bernardin & Russel’s (dalam Gomes, 2003) statement, “planning program consists of three stages of activities”, they are:

a. Need assessment: This aims to collect information to determine whether the training program is needed or not.

b. Development: This aims to design the training environment and training methods needed to reach the target set.

c. Evaluation: This aims to examine whether the training programs undergone can effectively reach the targets which have been set before.

3. COORDINATION

Coordinating in the gepeng alleviation program is performed by providing assistances for the gepengs. Thus, the activities and programs can be executed well. Here are some explanations:

a. Mental Assistance

Based on the interviews, it can be said that mental assistance is executed by building character or
behaviour, both individually and collectively. Those character and behavior buildings are expected to positively affect those who were caught and are later brought back to the community. Mental assistance may involve assistances on religious, manner, norm in life.

b. Physical Assistance

Physical assistance involve exercise, sport, and medical check-up. These activities aim to keep, refresh, and fit body.

c. Social Assistance

Social assistance is provided to motivate the gepengs and grow their self-awareness and responsibility as the members of society. Still, providing social assistance will help gepeng to solve social problems faced, either individually or in group. Social assistance is aimed to develop their self-awareness, social responsibility, and ability to adjust to social community and social order.

d. Skill Assistance

The trainings conducted and explained before have enabled us to know more about individuals’ skills and what kind of stimulus should be provided for them, for example what equipment is the best for them. When we consider the gepeng can make their own money by their skills, we may later disengage them.

Robbins and Coulter (2012) states that, “Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively”. Management includes coordination and monitoring other activities, so they can finish effectively. In addition, Malayu states that (2014) there are some purposes of coordination, they are:

1. To direct and unite all actions and thoughts in order to reach organization’s targets.
2. To adjust their skills with organization’s needs.
3. To avoid vacant or overlapping position
4. To avoid chaos and irrelevancy duty toward target
5. To integrate actions into organizations’ or companies’ goals
6. To avoid overlapping toward organizations’ targets.

4. EVALUATION

Based on data gathered in the field, evaluation enable us to measure the success or failure of a program; whether the program corresponds the target planned before or not. From the evaluation, can we find out troubles and barriers when we are executing the programs. Thus, we may anticipate the solutions.

In term of meaning, evaluation differs from assessment, measurement, or
test. Stufflebeam and Skinkfield (in Widoyoko, 2013) state that “Evaluation is the process of delenating, obtaining, and providing descriptive and judgmental information about the worth and merit of some object’s goals, design, implementation, and impact in order to guide decision making, serve needs for accountability, and promote understanding of the involved phenomena”.

Those statements provide an understanding that evaluation functions to give valid and reliable information about performance of policies, that is about how many the needs, values, and opportunities have been reached through public services. Evaluation can also contribute onto clarification and critiques about values underlying the selections of goals and targets related to the problems that are going to be solved. This enables to analyze the alternatives of valuable sources.

Evaluation of programs includes training on farming, sewing, and painting. In evaluating, formative evaluation method is applied here. This is because method of formative evaluation is conducted during the empowerment program. And this is also because formative evaluation enables us to find out how successful and what the barriers are during the program of gepeng alleviation.

The interviews resulted showed that the program was not completely successful. As we can see, the gepeng have not maximized their skills. They haven’t shown the output of having passion in entrepreneurship. Not all of them have gone through the same level of education. These all may be because of the lack of human resources in supporting the gepeng alleviation program in Jabodetabek.

5. BARRIER AND SUPPORT FACTORS

SWOT analysis is applied to analyze the barrier and support factors of gepeng alleviation program. Kotler and Amstrong (2008) states that “analyses on SWOT are a comprehensive assessment on all strengths, weakness, opportunities, and threats in an organization. From the data found in the field, here are the analyses on SWOT:

**Strengths**
1. Government Commitment according to the vision
2. The suitability of mission
3. The availability of infrastructures
4. The availability of budget

**Weaknesses**
1. Lacks of quantity and quality on human resources
2. Insufficient rehab centers
3. Insufficient budget

**Opportunities**
1. Already have had the specific regional regulations (Perda)
2. Increases on Trade and Industry
3. Aids from NGO
4. Aids from other organizations
**Threats**

1. High competition on economy
2. Less participation of people/community
3. Gepeng’s arduous characters
4. Regional regulations (Perda) have not been implemented.

**6. Solutions for the Problems**

From the interview, there were strategic solutions recommended to alleviate the gepengs in Jabodetabek.

a. To increase the quality of gepengs’ skills.

b. To strengthen the functions of regulation handling gepengs.

c. To optimize the centers or shelters and budget in order to provide assistance for the gepengs.

d. To change the mental of gepengs, so they are willing to live the more civilized lives and to work hard.

e. To rise the roles of stakeholders in order to reduce the number of gepengs.

f. To rise society’s awareness on the importance of their participation in facing the gepeng.

g. To increase the quality and quantity of human resources.

**Conclusion**

1. Management strategies are started from planning, which includes the program created by the government, foundation, and emergency school for gepengs. The programs are socialization on education, training on farming, training on sewing, and training on painting. Execution process of the training was based on schedules and targets, which were adjusted to the gepengs’ passion. The coordination process in alleviating the gepengs was conducted by providing assistances on mental, physic, and skill to increase their talents. This evaluation showed that the alleviation program has not completely been successful. We could see this because their skill didn’t show meaningful improvement. Gepengs haven’t shown passion even for entrepreneurship. Gepengs haven’t enjoy the same or equal education. This may be because the lack of human resources in supporting the gepeng alleviation program in Jabodetabek.

2. Barrier and support factors in alleviating gepengs were mostly demands on the stakeholders’ commitment to handle the gepengs. Firstly, the gepengs’ skills were not in line with economy competition. Secondly, there were also lack of human resources to handle the gepengs, both in quality and quantity. Thirdly, there were the lack of facilities and infrastructure. Next was the insufficient or minus budget to handle the gepengs. Then, there was less participation of the society. And the last is the weak regulation needed to handle the gepengs.
References


