



Implementation Strategy for the Slum-Free City (KOTAKU) Program: SWOT Analysis with the IFAS and EFAS Approaches

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Abstract

This study aims to analyze the implementation strategies of the Slum-Free City Program (KOTAKU) in Padarni Sub-district, Manokwari Regency, West Papua. Slum settlements remain a significant challenge to urban development in Indonesia, prompting the government to implement the KOTAKU Program to improve the quality of residential environments. However, its implementation in Padarni continues to face internal and external factors that may affect program sustainability. This study employed a descriptive qualitative approach with purposive sampling. Data were collected through interviews, field observations, and documentation across 15 Neighborhood Unit (RT) locations, including Anggrem (5 RTs), Borobudur (8 RTs), and Maskeri (2 RTs). Data were analyzed using a SWOT matrix supported by the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). The findings show that key internal strengths include the KOTAKU Program, the institutional role of the Community Empowerment Agency (BKM), community participation, environmental awareness, infrastructure support, and strategic location, resulting in a total IFAS score of 2.67. External factors include opportunities from government policy support, program continuity, cross-sector collaboration, increased public awareness, and sanitation technology, alongside threats from urbanization, limited land availability, flooding, climate change, and program dependency, with an EFAS score of 2.77. Overall, the KOTAKU Program occupies a favorable strategic position for supporting sustainable settlement development through stronger community institutions, greater public participation, policy support, program continuity, and improved sanitation technology.

Introduction

The City Without Slums Program (KOTAKU) is a government initiative aimed at improving the quality of residential environments and reducing slum conditions through infrastructure development and community empowerment. Urban development in Indonesia is generally driven by population growth (Silver, 2024; Muzayanah et al., 2022; Hamzah et al., 2023). Population growth increases the demand for housing areas, infrastructure, facilities, and public utilities (Dzulqarnain, 2018; Timbung, 2026; Mthiyane et al., 2022). According to (Koestoer et al 2001), excessive population growth in urban areas can lead to the expansion of slum settlements. Socio-cultural characteristics, urbanization levels, land scarcity, accessibility, infrastructure, and weak government policies are among the factors contributing to slum conditions (Nugroho, 2019; Astari & Nasution, 2024; Patel et al., 2022).

Manokwari, the capital of West Papua Province, covers an area of 2,769.89 km² and had a population of 201,821 in 2023, with a population density of 73.05 people per km² (BPS, 2024). Specifically, West Manokwari District, which serves as the capital district of Manokwari Regency, is geographically located in a coastal area, making it an attractive location for people to settle along the coast of Manokwari City. Urban development also tends to concentrate in coastal areas, both in terms of population growth (non-physical development) and the expansion of the built environment (settlements). Without special attention to controlling and managing such development, various problems may arise, including inappropriate urban land use that deviates from designated spatial planning functions (Ugar et al., 2023; Luthfiah, F., et al., 2023; Zhang et al., 2026).

The existence of slum areas along the western coast of Manokwari City has become a serious concern for the local government, which seeks to establish Manokwari as the representative face of the capital of West Papua Province. Observations of slum areas in Manokwari reveal several physical problems, including high building density, irregular building patterns, poor building quality, and inadequate infrastructure and public facilities. (Putri & Ridlo, 2023) stated that urbanization tends to create settlement behaviors that are difficult to regulate and may lead to the development of slum settlements. (Nugroho, 2019; Demehin, 2022; Chaskin et al., 2024) identified six causes of slum conditions in Padarni Village: socio-cultural characteristics, urbanization levels, land limitations, accessibility, inadequate facilities and infrastructure, and weak government policies (Auwalu & Bello, 2023; Adedeji, 2023; Asmal et al., 2026).

Numerous studies on the KOTAKU Program have evaluated its physical aspects in several cities across Indonesia. However, a research gap remains, as only a limited number of studies have analyzed implementation strategies in West Papua using SWOT (Strengths, Weaknesses, Opportunities, Threats) and IFAS-EFAS analyses. Furthermore, Padarni Village possesses unique social and geographical characteristics that require further investigation. SWOT analysis is used to systematically identify strategic factors and formulate government strategies by maximizing strengths and opportunities while minimizing weaknesses and threats (Meftahudin, et al., 2018). SWOT analysis examines both internal and external factors. Internal analysis focuses on strengths and weaknesses, whereas opportunities and threats are assessed to analyze external factors (Arfianti, 2017; Shigematsu et al., 2026; Dovhaliuk, 2025).

Previous studies have demonstrated the application of SWOT, IFAS, and EFAS analyses in determining strategies across various fields. (Erliningtias, 2020; Wazin et al., 2025; Sumarsono et al., 2025), in the study entitled “SWOT Analysis to Determine Competitive Strategies in Della Laundry Business,” found that Della Laundry's competitive position was located in Quadrant I of the SWOT matrix, indicating that the business possessed significant strengths that could be leveraged as opportunities to support business growth. (Nugroho, 2015), in the study “SWOT Analysis of Saras Husada Regional General Hospital, Purworejo,” concluded that the hospital was able to compete effectively in a highly competitive market by utilizing its strengths and opportunities while minimizing weaknesses and threats. Furthermore, (Amaliah et al., 2017; Shore et al., 2026; Quan et al., 2023), in their study “SWOT Analysis in the Emergency Department of Fathma Medika Hospital, Gresik, to Increase Patient Visits in 2016,” recommended a marketing strategy that could provide clear and focused direction. In addition, (Elvana dan Setianto, 2022), in their study on SWOT Analysis to Determine Competitive Strategies during the COVID-19 Pandemic at Surabaya Regional General Hospital, found that the hospital successfully maintained its competitiveness during the pandemic, sustained public trust through excellent services, and preserved its market share (Liu et al., 2022; Trianto et al., 2025; Atento & Atento, 2025).

The research question of this study is: How can SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis be utilized to determine the implementation strategy of the KOTAKU Program in improving the quality of slum environments? The objective of this study is to identify appropriate implementation strategies using SWOT analysis for the KOTAKU Program in order to enhance its effectiveness, strengthen public trust regarding their role and active participation, and ensure that the program is implemented effectively to improve the quality of slum environments and transform them into non-slum areas.

Methods

Research Design and Location

This study employed a descriptive qualitative approach supported by SWOT analysis to examine the implementation strategy of the Slum-Free City Program (KOTAKU) in Padarni Village, Manokwari Regency, West Papua. The research was conducted from October to November 2025. The study area covered 15 Neighborhood Units (RTs) designated as slum settlement locations by the Manokwari Regency Government in 2020. These locations consisted of eight RTs in Borobudur, two RTs in Maskeri, and five RTs in Anggrem.

Padarni Village was selected as the research location because it represents an urban settlement area that has received KOTAKU Program interventions but continues to experience settlement-related problems, including high building density, inadequate drainage, waste and wastewater management problems, sanitation issues, and uneven infrastructure development. The geographical distribution of the research location is presented in Figure 1.

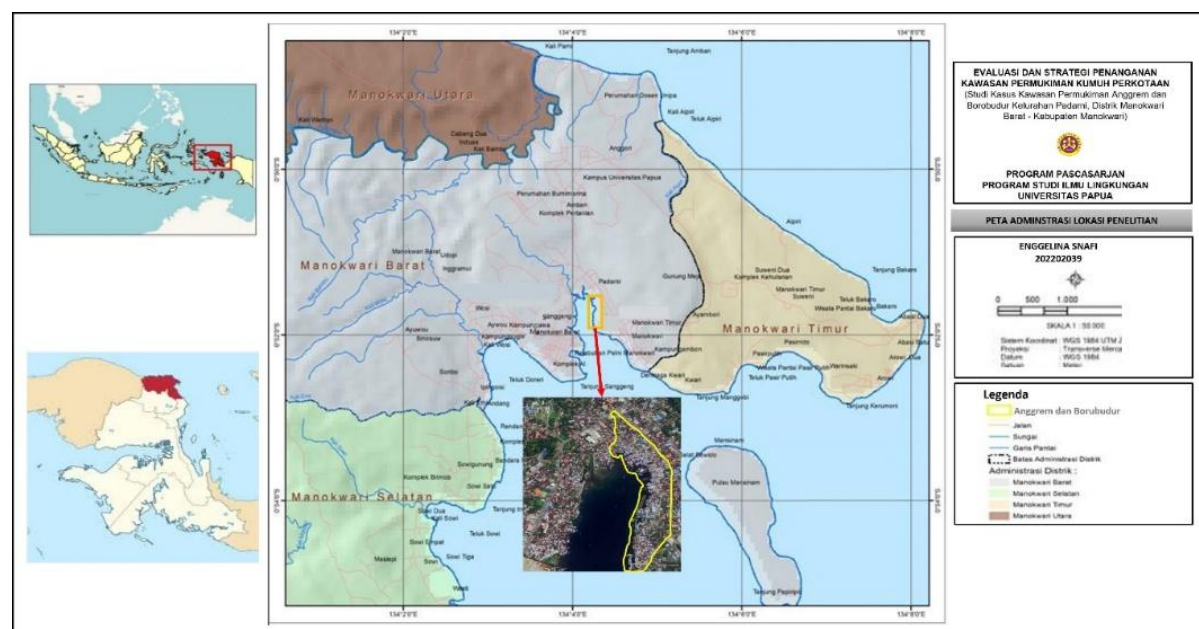


Figure 1. Map of the Research Location in Padarni Village

Participants and Sampling

Participants were selected using purposive sampling based on their knowledge of, involvement in, and experience with the implementation of the KOTAKU Program. The study involved 30 household respondents from the selected RTs. Additional information was obtained from key and supporting informants, including representatives of relevant local government institutions and community leaders. The involvement of these informants was intended to provide information from both program implementation and community perspectives.

Data Collection

Data were collected through interviews, field observations, structured assessments, and documentation. Interviews were conducted with key and supporting informants to obtain information concerning KOTAKU Program implementation, community participation, institutional support, infrastructure conditions, environmental problems, and factors affecting program sustainability. Important statements made by informants during the interview process were recorded and organized for analysis (Erliningtias, 2020).

Field observations were conducted directly in the 15 selected RTs to assess existing settlement conditions, including building density, drainage systems, neighborhood roads, sanitation facilities, waste management, wastewater management, and other basic infrastructure. Observation was used to obtain direct information regarding actual environmental and physical conditions in the study area.

Structured assessments were also used to obtain respondents' evaluations of factors influencing KOTAKU Program implementation. The assessment instrument provided information used to determine the relative importance of the internal and external strategic factors identified in the study (Riswandi et al., 2016).

Secondary data were obtained through documentation and review of relevant government and program documents, including information on slum status, settlement conditions, KOTAKU interventions, and planning documents related to slum prevention and settlement improvement in Padarni Village. These documents were used to complement and cross-check information obtained from interviews and field observations.

Data Analysis

Data analysis was conducted using SWOT analysis and the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The analysis was carried out in several stages.

First, information obtained from interviews, observations, structured assessments, and documentation was reviewed and classified into four strategic categories: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses represented internal factors affecting KOTAKU Program implementation, whereas opportunities and threats represented external factors. SWOT analysis was used to systematically identify these strategic factors and formulate strategies that maximize strengths and opportunities while minimizing weaknesses and threats (Meftahudin et al., 2018).

Second, the identified internal and external strategic factors were organized into IFAS and EFAS matrices. The IFAS matrix was used to evaluate the strengths and weaknesses of KOTAKU Program implementation, while the EFAS matrix was used to evaluate external opportunities and threats (Arfianti, 2017). The analytical framework is presented in Table 1.

Table 1. IFAS and EFAS Matrices

Internal/External Factors	Weight	Rating	Weighted Score
Internal Factors (IFAS)			
Strengths			
Weaknesses			
External Factors (EFAS)			
Opportunities			
Threats			
Total			

Each strategic factor was assigned a weight according to its relative importance to KOTAKU Program implementation. The total weight of the factors within each IFAS and EFAS matrix was set at 1.00. Each factor was subsequently assigned a rating on a scale of 1 to 4 based on its strategic condition and influence on program implementation. The weighted score of each factor was calculated by multiplying its weight by its rating:

$$\text{Weighted Score} = \text{Weight} \times \text{Rating}$$

The individual weighted scores were then summed to obtain the total IFAS and EFAS scores. The IFAS score represented the overall internal condition of KOTAKU Program implementation, whereas the EFAS score represented the overall influence of external conditions.

Determination of the SWOT Strategic Position

The strategic position of KOTAKU Program implementation was determined by comparing the subtotal scores for strengths and weaknesses and the subtotal scores for opportunities and threats. The coordinates of the SWOT quadrant were calculated as follows:

$$X = \text{Total Strength Score} - \text{Total Weakness Score}$$

$$Y = \text{Total Opportunity Score} - \text{Total Threat Score}$$

The resulting X and Y coordinates were plotted on the SWOT quadrant. The quadrant consists of four possible strategic positions: Strength–Opportunity (SO), Strength–Threat (ST), Weakness–Opportunity (WO), and Weakness–Threat (WT). The resulting strategic position was then used as the basis for determining the most appropriate strategy for strengthening the implementation and sustainability of the KOTAKU Program in Padarni Village.

Results and Discussion

General Conditions of the Research Site

Padarni Village covers an area of approximately 59.4 hectares, with Amban Village and the Gunung Meja Nature Tourism Park to the west. To the east, it borders East Manokwari Village, Sawaibu Bay to the south, and West Manokwari Village to the north. This village consists of 7 neighborhood units (RW) and 26 neighborhood units (RT). The following are details of the general conditions of the research site:

Location and Location

The KOTAKU program is located in Padarni Village. The geographical location is shown in Table 1 and Figure 7, based on the 2020 Manokwari Regency Regent's Decree.

Topography

The topography of Padarni Village consists of lowlands in the central part and the coast on the west side, with hills in the east. The average elevation ranges from 1-3 meters above sea level on the coast and 4-10 meters above sea level in the hilly areas. Overall, the existing buildings are permanent, with the majority located in low-lying areas such as Jalan Merdeka and Jalan Sudirman. This area is included in the Primary Service Center and is an urban development area, serving as a district-wide service center, encompassing government, education, and health services in Manokwari Regency (Nugroho, 2019).

Population

The population of Padarni Village is 3,099, with a population density of 1,402.26 people per square kilometer (BPS Manokwari Regency, 2025). This indicates that Padarni Village has the fourth highest population density in West Manokwari District. This area is an urban area located close to centers of economic growth and various public facilities.

Main Livelihoods

The formal and informal economic sectors are the main livelihoods of urban residents. The formal sector includes salaries received from the state, salaries from the private sector, pension benefits, and social security, with occupations such as civil servants, members of the Indonesian National Armed Forces (TNI), members of the Indonesian National Police (Polri), private sector employees, state-owned enterprise employees, and retired civil servants, TNI, and Polri (Polri). The informal sector generally encompasses both legitimate and illegitimate economic activities. Legitimate informal activities include primary and secondary sectors such as agriculture, plantations, and tailoring, as well as small-scale distribution such as grocery vendors, market vendors, street vendors, and the like.

Land Use

Land use in Padarni Village consists of 97 hectares of developed land, accounting for approximately 78% of the regency's total area. Most of this land is occupied by residential buildings, followed by buildings used for offices, commerce, services, and other purposes. In particular, the shift from undeveloped to developed land has occurred primarily in the eastern and western parts of the district. In contrast, the area designated for roads and green/public open spaces has remained relatively unchanged (Pemda Kab. Manokwari, 2024).

Residential Areas

Settlements in Padarni Village are concentrated in the eastern and western parts, following the road network and geographical features of the area, such as the coastal zone and the edge of the Protected Forest. Permanent structures dominate residential buildings in the Padarni area, although the coastal zone has many non-permanent and semi-permanent residential structures. There are no specific residential areas, such as housing estates, and only a few small-scale government housing units are evenly distributed throughout Padarni (Pemda Kab. Manokwari, 2024).

Commercial and Service Areas

Padarni Village has commercial and service areas, including two traditional markets (Borobudur Market in Neighborhood Unit IV and Mission Market in Neighborhood Unit VII). The most prominent commercial and service activities are concentrated on Jalan Merdeka and Panglima Sudirman. The presence of modern shopping centers, hotels, and restaurants makes this area a popular destination for Manokwari City residents (Pemda Kab. Manokwari, 2024).

Green Open Spaces

There is a public park in the Padarni neighborhood (RW II). This public space is rarely used by Padarni residents. Residents prefer Borasi Field (in East Manokwari District) as their primary public space because it is closer, larger, and has several sports facilities (Manokwari Regency Government, 2024).

Respondent Identity

The sample consisted of 30 households, with a focus on RT 001/RW 001 in Anggrem, with a larger proportion. This location has already been equipped with basic infrastructure such as drainage, neighborhood roads, and public toilets, while other RTs only have roads. Respondents were also drawn from the local government (relevant agencies) and community leaders.

Existing Slum Conditions in Padarni Village

The study results indicate a decrease in slum status from 13.36 hectares to 10.62 hectares, a difference of 2.74 hectares. Four neighborhoods experienced a decrease in slum status: RT

001/RW 005, 002/006, 003/006, and 001/001. This decrease in slum status indicates a positive impact of the KO-TAKU program implementation in Padarni Village.

Table 2. Final Results of the Slum Assessment in Padarni Village in 2021

Location	RT/RW	Without the KOTAKU Program – Slums in 2020: Early score	Slum status	KOTAKU Program Intervention – Slums in 2020: Early score	Area (Ha)	KOTAKU Program Intervention – Slums in 2021: Early score	Area (Ha)	Final Slum Category
Borbudur	002/003	92	Heavy	37	0,3	37	0,3	Light slum
	003/003	100	Heavy	28	0,61	28	0,61	Light slum
	005/003	100	Heavy	40	0,4	40	0,4	Moderate
	002/004	96	Heavy	24	1,21	24	1,21	Light slum
	003/004	96	Heavy	18	0,88	18	0,88	Light slum
	001/005	72	Moderate	21	1,13	12	-	Not slum
	002/005	98	Heavy	35	1,1	30	1,1	Kumuh ringan
	003/005	65	Moderate	25	1,1	25	1,1	Kumuh ringan
Maskeri	002/006	64	Moderate	16	0,3	14	-	Not slum
	003/006	41	Light	17	0,7	12	-	Not slum
Sub total 1					7,73		5,6	
Anggrem	001/001	65	Sedang	21	0,61	8	-	Not slum
	002/001	16	Light	16	0,61	16	0,61	Light slum
	004/001	65	Moderate	21	1,19	21	1,19	Light slum
	001/003	79	Heavy	29	1,56	29	1,56	Light slum
	004/003	85	Heavy	34	1,66	34	1,66	Light slum
Subtotal 2					5,63		5,02	
	Total				13,36		10,62	

SWOT (Strength, Weakness, Opportunity, Threat) Analysis of KOTAKU Program Implementation in Padarni Village

Based on observations, interviews with residents, and a literature review of the 2019-2024 Urban Slum Prevention and Improvement Plan (RPLP) and the 2020-2024 Settlement Planning Plan (RPLP), various strategies necessary for slum management in Padarni Village have been developed. The SWOT analysis is presented below to identify program priorities for slum management:

SWOT Analysis of Internal Factors

The results of the strengths and weaknesses analysis, as shown in Table 3, indicate that the implementation of the KOTAKU program in Padarni Village across 15 neighborhood units (RTs) has five strengths and five weaknesses.

Table 3. Strengths and Weaknesses Analysis

No.	Strengths (S)	Weaknesses (W)
1	Availability of the KOTAKU Program	High and irregular building density
2	Community support	Drainage system is not yet optimal
3	Local institutional support (BKM – Community Self-Reliance Agency)	Infrastructure development is uneven
4	Basic infrastructure development has already been implemented (roads/drainage)	Poor waste management
5	Relatively strategic location	Low community awareness of sanitation practices

SWOT Analysis of External Factors

The results of the opportunity and challenge analysis, as shown in Table 4, indicate that the implementation of the KOTAKU program in Padarni Village across 15 neighborhood units (RTs) identified five opportunities and challenges.

Table 4. Opportunity and Challenge Analysis

No.	Opportunities (O)	Threats (T)
1	Support from central and local governments	Urbanization and population growth
2	Availability of sustainable KOTAKU programs	Limited residential land availability
3	Potential collaboration with private sector organizations and NGOs	Risk of flooding and waterlogging
4	Increasing attention to environmental sustainability	Climate change impacts (flooding) and fire hazards
5	Development of low-cost sanitation technologies	Dependence on government programs

Internal and External Factor Analysis Using IFAS and EFAS

The results of the internal and external factor analysis using IFAS and EFAS for the implementation of the KOTAKU program in Padarni Village are as follows:

Table 5. IFAS Matrix

No.	Internal Factors	Weight	Rating	Score
Strengths (S)				
1	KOTAKU Program	0.12	4	0.48
2	BKM Institution (Community Self-Reliance Agency)	0.10	4	0.40
3	Community Participation	0.10	3	0.30
4	Existing Basic Infrastructure	0.08	3	0.24
5	Strategic Location	0.05	3	0.15
	Subtotal 1			1.57
Weaknesses (W)				
1	High Building Density	0.15	2	0.30
2	Poor Drainage System	0.12	2	0.24
3	Waste Management Issues	0.10	2	0.20
4	Wastewater Management Problems	0.10	2	0.20
5	Low Community Awareness	0.08	2	0.16

	Subtotal 2			1.10
	Total	1.00		2.67

The results above show a total score of 2.67, indicating that internal conditions are quite strong in addressing slums. Strengths play a crucial role in supporting the development and management of slum areas. The KOTAKU Program scored the highest with a score of 0.48 (weight: 0.12; rank: 4), indicating that this program is a key internal asset, providing program support, settlement management interventions, and opportunities to improve the quality of slum environments.

Another key strength is community institutional capacity (BKM), with a score of 0.40, indicating that local institutions can effectively support coordination, activity implementation, and community empowerment. Furthermore, community participation received a score of 0.30, indicating resident involvement in the development or environmental management process. This participation is crucial social capital for the success of community-based programs.

The initial infrastructure factor scored 0.24, indicating that the availability of existing basic facilities can form the basis for area development. Meanwhile, strategic location received a score of 0.15. Although its contribution is smaller compared to other factors, the strategic location remains a potential driver for accessibility and development in Manokwari's urban slum areas.

Several weaknesses remain internal management obstacles. The largest weakness is building density, with a score of 0.30. High density can lead to space constraints, lower environmental quality, and complicate planning. Poor drainage received a score of 0.24, indicating that the drainage management system is still inadequate and has the potential to cause waterlogging or flooding. Waste and wastewater issues each scored 0.20, indicating that sanitation and domestic waste management remain critical issues requiring serious attention. Furthermore, public awareness remained low, with a score of 0.16. This situation indicates that community behavior and concern regarding cleanliness and environmental management still need to be improved through education and empowerment.

EFAS analysis is used to identify external factors, particularly opportunities and threats, that influence regional development or program implementation. The analysis results (Table 6) show a total score of 2.77, indicating that external conditions are quite supportive in addressing slums, meaning that the KOTAKU program's opportunities outweigh the threats.

Table 6. EFAS Matrix

No.	External Factors	Weight	Rating	Score
Opportunities (O)				
1	Government Policies and Support	0.15	4	0.60
2	Continuation of the KOTAKU Program	0.12	4	0.48
3	Collaboration Opportunities	0.08	3	0.24
4	Growing Environmental Awareness	0.08	3	0.24
5	Sanitation Technology Development	0.07	3	0.21
	Subtotal 1			1.77
Threats (T)				
1	Urbanization	0.15	2	0.30
2	Limited Land Availability	0.12	2	0.24
3	Flooding Risk	0.10	2	0.20
4	Climate Change and Fire Hazards	0.08	2	0.16
5	Dependence on Government Programs	0.05	2	0.10
	Subtotal 2			1.00

	TOTAL	1.00		2.77
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Table 6 above explains that the opportunity factor reflects external conditions that can be leveraged to support program success. The largest opportunity comes from government policy, with a score of 0.60 (weight 0.15; rank 4). This score indicates that regulatory support, housing development policies, and government programs are the most important external factors supporting area management. The next factor is program continuity, with a score of 0.48. This indicates opportunities for the sustainability of development programs or funding that can support sustainable improvements in the quality of residential areas. Furthermore, the collaboration factor received a score of 0.24, indicating opportunities for collaboration between the government, community, private sector, and other institutions in supporting area management. The environmental awareness factor also received a score of 0.24. These results indicate that increased public awareness of environmental issues is a crucial force in encouraging citizen participation, thus supporting the success of sustainable sanitation and environmental management programs. Furthermore, sanitation technology scored 0.21, indicating that technological advances can help provide more effective and efficient sanitation and environmental management systems.

Besides opportunities, the biggest challenge is urbanization, with a score of 0.30. High levels of urbanization can increase pressure on residential areas, worsen population density, and trigger the emergence of new slums. Land constraints scored 0.24, indicating increasingly limited development space, hampering infrastructure development and environmental planning. Furthermore, flooding scored 0.20, indicating that environmental conditions remain vulnerable to hydrological disasters due to suboptimal drainage systems and other natural factors. Climate change and fires scored 0.16, indicating environmental threats that could impact the quality of settlements and the sustainability of slum development. Meanwhile, the dependency factor scored 0.10. This value indicates the potential for communities or regions to rely on external assistance or government programs, which could impact the sustainability of independent regional management.

SWOT Strategy Position

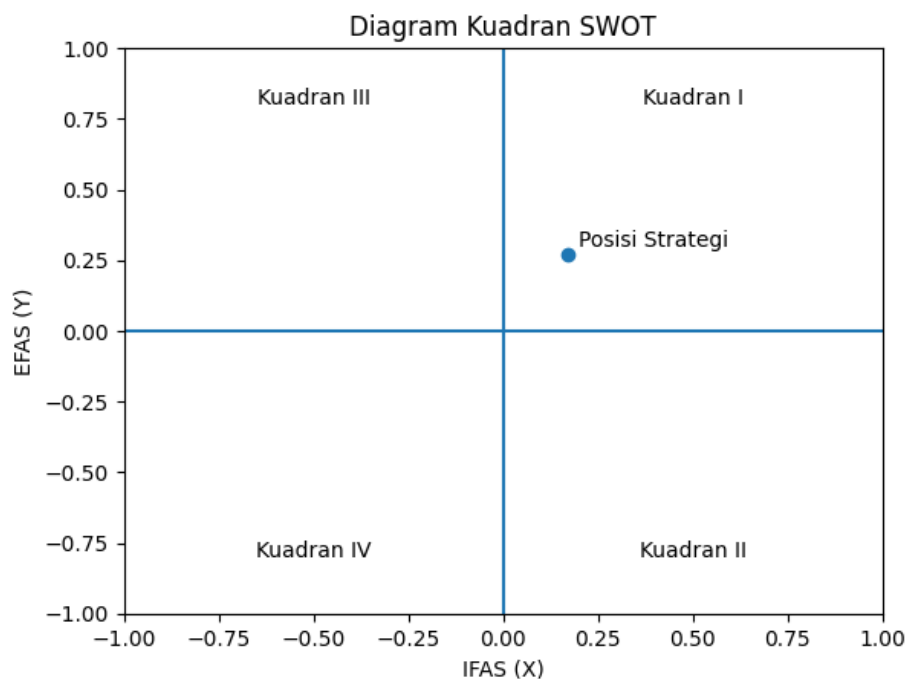


Figure 2. SWOT Quadrant Diagram of Slums in Padarni Village

The SWOT quadrant in Figure 2 shows four main types of strategies: SO (Aggressive) Strategy, ST (Diversification) Strategy, WO (Turnaround) Strategy, and WT (Defensive) Strategy. The results of the IFAS and EFAS analyses identified a strategic position in Quadrant I of the SWOT diagram. This position indicates that the internal and external conditions of the region are favorable. An IFAS score of 2.67 indicates that internal strengths outweigh internal weaknesses, while an EFAS score of 2.77 indicates that external opportunities outweigh external threats. A position in Quadrant I indicates that the appropriate strategy is an aggressive strategy (SO), which utilizes internal strengths to maximize external opportunities. Strengths such as the KOTAKU Program, the BKM community institution, and community participation can be utilized to support opportunities in the form of government policies, program sustainability, cross-sectoral collaboration, and advances in sanitation technology.

Conclusion

Based on the research results, the implementation of the Slum-Free City (KOTAKU) Program in Padarni Village shows that internal factors, specifically strengths, have a greater value than weaknesses. This is evident from the IFAS analysis, where the total strengths score was 1.57, while the total weaknesses score was 1.10. Regarding external factors, opportunities also show a higher value than threats, as indicated by the EFAS analysis, with a total opportunity score of 1.77 and a threat score of 1.00. This analysis places the implementation of the KOTAKU Program in Padarni Village in Quadrant I of the SWOT matrix, reflecting a favorable strategic situation. This position indicates that the program has strong internal capacity and is supported by significant external opportunities, therefore the most appropriate strategy to implement is an aggressive strategy (Strength–Opportunity/SO). This strategy is aimed at optimally utilizing internal strengths to maximize available external opportunities. In the context of this research, internal strengths in the form of the KOTAKU Program, community institutional support through the Community Empowerment Agency (BKM), and a high level of community participation are the main assets in supporting program implementation. These strengths are reinforced by various external opportunities, such as government policy support, the sustainability of slum area management programs, opportunities for cross-sector collaboration, and developments in sanitation and environmental management technology. By utilizing these strategic conditions, the implementation of the KOTAKU Program in Padarni Village has a great opportunity to continue effectively and sustainably in improving the quality of settlements and encouraging the transformation of slum areas into more livable and organized areas.

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