

# Implementation of Adequate Housing Fulfillment for the Poor by International Non-Governmental Organizations in Batam City (A Study on Habitat for Humanity)

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**Abstract.** Everyone has the right to a decent standard of living, including the right to adequate housing. This right is enshrined in the Universal Declaration of Human Rights, the 1945 Constitution of the Republic of Indonesia, and Law No. 1 of 2011 concerning Housing and Settlements. However, in practice, there are still approximately 1,713 inadequate homes in Batam City, despite the existence of Batam City Regional Regulation No. 6 of 2019 on Housing and Settlement Management. Therefore, the aim of this study is to gain a deeper understanding of efforts to provide adequate housing in Batam City, particularly by Habitat for Humanity, using Soerjono Soekanto's Theory of Legal Effectiveness as an analytical tool. To achieve this objective, the study employs an empirical legal research method with a sociological approach, collecting primary data through observations and interviews, and secondary data through literature review. All data are analyzed qualitatively from a juridical perspective. The findings indicate that Habitat for Humanity adheres to international, national, and local regulations and involves the local community to ensure that the constructed homes meet the standards of adequate housing. However, Habitat for Humanity still faces challenges related to law enforcement, infrastructure, and cultural factors. To address these challenges, it is necessary to establish a regular coordination forum between BP Batam, the Batam City Government, and Habitat for Humanity, enhance basic infrastructure such as clean water and electricity, and optimize land use. Additionally, education and socialization on community cooperation that aligns with local culture, as well as adjustments to administrative procedures to facilitate community participation, are recommended.

**Keywords:** Adequate housing; poor communities; habitat for humanity; Batam city

## INTRODUCTION

Human Rights (HR) are inherent rights that belong to every individual simply by virtue of being human, which must be respected, protected, and fulfilled by the state. (Undang-undang, 1999) Internationally, human rights are regulated by the United Nations (UN) through various legal instruments such as the Universal Declaration of Human Rights. One of the universally recognized rights is the right to adequate housing. Article 25 of the Universal Declaration of Human Rights states that everyone has the right to an adequate standard of living for the health and well-being of themselves and their family. This includes the right to sufficient food, clothing, adequate housing, as well as necessary medical care and social services (Nurhayati, 2022). This right is also recognized and regulated by various national provisions, including the 1945 Constitution of the Republic of Indonesia. Article 28H, paragraph (1) of the Constitution states that "Every person has the right to live in physical and mental well-being, to have a place to live, and to obtain a good and healthy environment." This provision emphasizes that the state has an obligation to ensure that every citizen has access to adequate housing

and a supportive living environment. Furthermore, the right to adequate housing is reinforced in Law No. 1 of 2011 concerning Housing and Settlements. Article 2 of this law states that every person has the right to obtain adequate housing within a healthy, safe, harmonious, and orderly environment. This law covers various aspects of housing planning, development, utilization, and management and encourages community and private sector involvement in housing provision, particularly for low-income communities (W, 2017).

To ensure the fulfillment of the right to adequate housing, both internationally and nationally, it is essential to synchronize policies and implement them effectively in accordance with international standards, national regulations, and local ordinances. (Waha, 2014). This synchronization ensures that every individual, including residents of Batam City, has access to housing that meets the established standards. (Wulandari, 2021) In Batam City, local regulations play a crucial role in managing housing and settlements to uphold the rights of its residents. For instance, Batam City Regional Regulation No. 6 of 2019 on Housing and Settlement Management specifically aims to ensure that every resident of Batam City has access to adequate housing. This regulation not only outlines housing standards but also governs the management of housing and settlement areas throughout the city.

According to the Batam City Government's Open Data Portal, there are approximately 1,713 inadequate homes in Batam City, particularly in the areas of Sei Beduk, Sagulung, and Punggur. (Satu Data Batam, 2024). The presence of a significant number of inadequate homes indicates that many low-income families are still constructing homes independently. This highlights the social vulnerabilities that arise in communities when the need for adequate housing is not met. (Himawan, 2018) Therefore, it is essential for civil society organizations to pay attention and assist the government in providing housing for those living in inadequate conditions.. (Satu Data Batam, 2024) This is necessary to ensure that residents can live in affordable and healthy homes that support environmental sustainability, align with democratic principles and local autonomy, and contribute to a prosperous community. (Statistik, 2023)

Ensuring the fulfillment of the right to adequate housing for the poor in Batam City must be a top priority. To achieve this, the government should collaborate closely with civil society organizations such as Habitat for Humanity, strengthening funding and resources dedicated to housing development. Community participation should be encouraged through comprehensive education and training programs, empowering residents to actively improve their living conditions. (Habitat For Humanity, 2020) Additionally, streamlining bureaucratic procedures is crucial to expedite the process of housing construction and renovation effectively. These measures aim to ensure that every resident of Batam, particularly those from economically disadvantaged backgrounds, can access safe and adequate housing. (Setiawan, 2019)

As one of the NGOs involved in housing projects in Batam City, Habitat for Humanity Indonesia is also required to adhere to this legal framework in its operations. They integrate these regulations into their construction and renovation processes, ensuring that all projects comply with local standards and contribute to meeting the housing needs of underserved communities. By aligning legal instruments at the international, national, and local levels, Habitat for Humanity Indonesia enhances its impact and effectiveness in providing sustainable housing solutions in Batam City and its surroundings. (Kothari, 2008)

Research on adequate housing has been conducted by several other researchers. For instance, Yosimutiarni, in her article titled *The Impact of Housing Improvement Project on the Poor: A Case Study in Belitung Regency, Indonesia*, assesses the impact of a housing improvement project in Belitung Regency, Indonesia, aimed at improving housing conditions for poor families by building new homes on existing sites. The study found that housing improvements contributed to positive behavioral changes, such as better sanitation practices, and enhanced psychological well-being. Meanwhile, Yola Paramita (2019) conducted a study on the implementation of the program for improving inadequate housing in Bulang District, Batam City. The research aimed to evaluate the execution of the program as well as its supporting and hindering factors. This program was implemented to improve community welfare by providing adequate housing for low-income families. (Paramita, 2019) While this study shares a common focus with previous research on adequate housing, its primary distinction lies in its emphasis on examining the role of international NGOs in implementing housing development programs for the poor in Batam City, a topic that has not been extensively covered in prior studies.

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Therefore, the objective of this research is to gain a deeper understanding of efforts to provide adequate housing in Batam City, particularly by Habitat for Humanity. The study will focus on several key issues, including:

How does Habitat for Humanity Indonesia implement the provision of adequate housing for poor residents in Batam City in accordance with the mandates of international, national, and local legal instruments?

What challenges does Habitat for Humanity face in providing adequate housing for the poor in Batam City?

What are the solutions to the challenges faced by Habitat for Humanity in providing adequate housing?

To address these research questions, the study will also employ Soerjono Soekanto's Theory of Legal Effectiveness. According to Soekanto, legal effectiveness can be assessed based on several factors, including the law itself, law enforcement, supporting facilities, the community, and legal culture. The Theory of Legal Effectiveness (TLE) often explores how laws are applied and how well they function in practice. In this context, the elements of T, E, and L in TLE may refer to critical components of the theory. This theory will aid in analyzing the extent to which existing regulations can be effectively implemented in the field and how these various factors influence the implementation of adequate housing provision in Batam City.

## METHOD

This research employs an empirical legal research method with a sociological approach, aiming to gather data from the field through observations, interviews, and documentation. The study involves direct interviews with experts from Habitat for Humanity Indonesia and a staff member from the Ministry of Public Works and Housing (PUPR). (Moleong, 2013) The research population consists of low-income residents in Batam City who are beneficiaries of Habitat for Humanity Indonesia's programs. The sample for the study was selected using purposive sampling, including five beneficiary households from Habitat for Humanity in Batam City, two experts from Habitat for Humanity Indonesia, and one staff member from the Ministry of Public Works and Housing (PUPR).

Additionally, direct observations were conducted on the housing conditions built or renovated by Habitat for Humanity. Secondary data was also collected from relevant literature and documentation related to the study. (Riduwan, 2012) Secondary data includes primary legal materials such as Law No. 1 of 2011 on Housing and Settlements, Government Regulation No. 14 of 2016 on Housing and Settlement Management, and Batam City Regional Regulation No. 6 of 2019 on Housing and Settlement Management. Secondary legal materials consist of scholarly journal articles discussing legal effectiveness in the context of housing, as well as relevant previous research reports. Additionally, online sources such as official government websites and online publications were used to obtain current information on housing regulations and policies. Statistical data and other official documents from the Central Statistics Agency (BPS) also served as important references for this research.

Data analysis was conducted using a qualitative approach, specifically thematic analysis, to identify key themes from interview transcripts and observation notes. (Brannen, 2018). Comparative analysis was also conducted between the primary data obtained from the field and secondary data, including legal regulations, local policies, and relevant research reports, to gain a comprehensive understanding of the implementation of Habitat for Humanity's program in Batam City. This approach aims to provide an in-depth insight into Habitat for Humanity's efforts to provide adequate housing and to offer relevant recommendations for improving the effectiveness of the program. (Seidman, 2013)

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## RESULT AND DISCUSSION

### Implementation of Adequate Housing Provision for the Poor in Batam City by Habitat for Humanity

Adequate housing is defined as housing that meets specific standards to ensure safety, health, and affordability for its occupants. Key criteria for adequate housing include sufficient structural safety, adequate sanitation facilities, access to clean water, and a safe and healthy environment. In Indonesia, the definition and requirements for adequate housing are regulated under various legal frameworks, such as Law No. 1 of 2011 on Housing and Settlements. Article 2 of this law asserts that every citizen has the right to live in a decent and affordable home, emphasizing the importance of structural safety, sanitation, and a healthy living environment (Indonesia, 2011).

The term "poor communities" refers to individuals or groups who are unable to meet their basic needs, such as food, education, and adequate housing. These individuals often live below the economic poverty line and face challenges in fulfilling their daily needs. (Rachmawati, 2014). The Indonesian government addresses these issues through various regulations and programs aimed at reducing poverty and improving living conditions. For example, Government Regulation No. 14 of 2016 on Housing and Settlement Management mandates the provision of housing and settlement areas for low-income communities. (Permukiman., 2016)

Habitat for Humanity is an international nonprofit organization dedicated to promoting and ensuring the right to adequate housing worldwide. Founded in the United States in 1976, Habitat for Humanity has expanded its presence to over 70 countries, including Indonesia. Since commencing operations in 1997, Habitat for Humanity Indonesia has undertaken various housing projects across different regions, including Batam City. Through initiatives that include home construction, rehabilitation, and advocacy, Habitat for Humanity collaborates closely with local communities, volunteers, and donors. Together, they strive to improve living standards and provide safe and adequate housing for underserved populations. (Habitatid, 2023)

Habitat for Humanity Indonesia berkomitmen untuk menyediakan perumahan yang layak bagi masyarakat miskin, terutama di daerah seperti Kota Batam. Batam, yang terletak di Provinsi Kepulauan Riau, Indonesia, dikenal sebagai pusat industri dan perdagangan dengan pertumbuhan pesat akibat posisinya yang strategis dekat Singapura dan Malaysia. Namun, masalah rumah tidak layak huni masih signifikan di kota ini karena urbanisasi cepat yang mengakibatkan tekanan pada infrastruktur dan pelayanan publik, serta harga tanah yang tinggi di daerah pusat. Selain itu, kurangnya perencanaan kota dan regulasi yang memadai, serta kesenjangan ekonomi yang membuat sebagian penduduk tidak mampu memenuhi kebutuhan dasar, turut berkontribusi pada kondisi rumah yang buruk. (Rina Shahriyani Shahrullah, 2021)

To support its programs in building adequate housing, Habitat for Humanity relies on various sources of funding. Habitat for Humanity receives donations from individuals, corporations, and organizations, and may also obtain funds from the government through grants or partnerships. The organization collaborates with the private sector to support financing and provide additional resources, ensuring a comprehensive approach to meeting the needs for adequate housing. (Habitatid, 2023) Additionally, Habitat for Humanity organizes fundraising campaigns to raise public awareness and secure further financial support. These campaigns are crucial for engaging the broader community and collecting the necessary funds to continue their work. (Nugroho, 2023)

Habitat for Humanity Indonesia in Batam receives support from regular donors in Singapore, including retail companies and various other organizations. These donors not only provide financial contributions but also actively participate in construction activities through volunteer work. This support strengthens Habitat for Humanity's financial resources and broadens its network, enhancing local workforce involvement in projects to build adequate housing. (Habitatid, 2023) Donors from Habitat for Humanity Singapore are typically committed to supporting Habitat for Humanity's programs over the long term. They contribute funds, build materials, and provide the technical expertise needed to construct homes for those in need. Employees from these companies also volunteer in field activities. (Habitat For Humanity, 2020)

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The implementation of providing adequate housing for the poor by Habitat for Humanity Indonesia in Batam City can be analyzed using Soerjono Soekanto's Theory of Legal Effectiveness. This theory identifies five factors that influence the effectiveness of implementing a program or policy.

**Legal Framework.** Habitat for Humanity Indonesia operates in accordance with laws and regulations governing the right to adequate housing, including Law No. 1 of 2011 on Housing and Settlement Areas and Regional Regulation No. 6 of 2019 on Housing and Settlement Management in Batam City. The organization ensures that all actions are aligned with relevant international laws, such as the International Covenant on Economic, Social and Cultural Rights (ICESCR), which reinforces the recognition of the right to adequate housing. Interviews with Habitat for Humanity staff emphasize the importance of these legal provisions, which guide every aspect of home construction and renovation. Compliance with these laws ensures that projects meet established standards and regulatory requirements, supporting sustainable housing solutions for communities in need. Based on these findings, it can be concluded that the legal factors in this implementation are effective.

**Law Enforcement.** The overlapping authority between BP Batam and the Batam City Government often hinders the permitting and regulatory processes. This dual system creates potential conflicts in policy, governance dualism, or discrepancies in the interpretation of rules and regulations, resulting in uncertainty for permit applicants and administrative procedures. (Kusumandari, 2017) In an interview with Ms. Karnen Dasen, she stated, "We often face difficulties in obtaining permits due to the overlapping authority between BP Batam and the Batam City Government. Poor coordination between these entities causes the permitting process to be slow and confusing. This significantly hampers our efforts to expedite housing construction for those in need." Additionally, an interview with a staff member from the Ministry of Public Works and Housing revealed, "The houses built by Habitat for Humanity meet the standards for adequate housing according to the applicable regulations. The construction process is also carried out in an effective and efficient manner." However, coordination between BP Batam and the Batam City Government is crucial to ensure that the permitting and regulatory processes run smoothly without overlapping or ambiguity. (Joni, 2024)

The complexity of bureaucratic policies and the overlapping authority between BP Batam and the Batam City Government create substantial barriers, leading to reluctance among community members to fully participate in the programs. (Kusumandari, 2017) This issue was also highlighted by Mr. Junianto, Project Manager at Habitat for Humanity, who stated, "Poor coordination in permitting often delays our efforts to provide adequate housing for underprivileged communities in Batam. We urge the authorities to establish a more effective coordination mechanism so that social projects can progress more smoothly." Mr. Junianto's statement underscores the importance of synergy between BP Batam and the Batam City Government, as well as the need for transparency and effective communication in the permitting process to ensure the smooth implementation of housing programs. (Junianto, 2024). Based on these findings, it can be stated that the law enforcement factor in this implementation has not been effective due to the dual leadership between the Batam Free Trade Zone Authority (BP Batam) and the Batam City Government. Although the "ex officio" status granted to the Mayor of Batam (or other officials) does not automatically eliminate overlapping authorities, it can assist in managing the situation in some ways. Administrative processes still need to go through two separate channels: BP Batam and the Batam City Government. (MA, 2019)

**Facilities and Infrastructure.** Habitat for Humanity utilizes various resources to support its adequate housing programs in Batam, such as land provided by local government authorities and logistical support from private sector partners and NGOs. (Habitat For Humanity, 2020). However, a major challenge hindering the implementation of this program includes the limited access to clean water and electricity in many areas, which increases project costs and complexity, and threatens the quality of life for beneficiaries. (Habitatid, 2023) Additionally, the limited land size, averaging only 6x10 meters, complicates the design and construction of adequate and comfortable housing. Funding constraints and high material costs, driven by expensive transportation and distribution, also restrict the organization's capacity to complete projects effectively. (Joni, 2024)

Ms. Ermawati, a beneficiary of Habitat for Humanity's assistance, stated, "We often do not have adequate space to store materials like sand and cement, which require special protection. Due to the

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small size of the site, we sometimes must rent additional storage space for materials, which adds to the costs and requires extra coordination.” (Ermawati, 2023)

This situation results in Habitat for Humanity's inability to effectively access the necessary facilities and infrastructure, hindering the achievement of sustainable outcomes. The limitations of basic infrastructure and the small size of the land make it difficult to achieve optimal results, while suboptimal coordination among various stakeholders reduces resource mobilization and community support. Figure 1 illustrates the environment and outcomes of the housing development projects carried out by Habitat for Humanity



**Figure 1.** Facilities and Infrastructure for Housing Development by Habitat for Humanity in Batam City (Sukadamai, Piayu Observation, 2024)

Based on the results of interviews and observations, it can be concluded that the infrastructure and facilities factor is not yet effective in supporting the success and sustainability of Habitat for Humanity's program.

**The Community.** Active community participation in Batam is a crucial component of this program. Habitat for Humanity actively engages local communities in various stages of the program, including the beneficiary selection process, house construction, and environmental maintenance. (Dasen, 2024). The beneficiary selection process is conducted transparently and involves community leaders and resident representatives to ensure that assistance is provided to those who truly need it. (Habitat For Humanity, 2020) During the house construction phase, local communities are empowered to participate in the building activities. This not only helps reduce labor costs but also enhances the technical skills of the local population. (Habitat For Humanity, 2020) Through training programs and collaborative work, residents gain practical knowledge about safe and sustainable building techniques. This active participation also fosters a sense of ownership and responsibility towards the homes being built, making beneficiaries more likely to maintain their houses properly. (Paramita, 2019). One beneficiary stated, "We feel more involved and valued in the construction of our home," (Ermawati, 2023) Active community participation emphasizes the moral and commitment impact on the community. The significance of community involvement is further reinforced by Article 28I, paragraph (3) of the 1945 Constitution, which guarantees every citizen the right to a good living environment. This constitutional provision underscores the importance of inclusive practices in housing initiatives, ensuring that communities not only benefit from improved living conditions but also actively contribute to and shape the development process. By adopting community participation as a core principle, Habitat for Humanity not only enhances the sustainability of its projects but also fosters a sense of collective responsibility and pride among residents. This collaborative approach not only strengthens social connections but also empowers communities to be proactive agents of change in addressing housing challenges, aligning with constitutional rights and creating a long-term positive impact in areas such as Batam. Community involvement is illustrated in Figure 2





**Figure 2.** Community Involvement in Housing Construction by Habitat for Humanity in Batam City  
(Observation in Batu Aji, Sei Lekop 2024)

Based on interviews and observations, it can be concluded that the community involvement factor is effective.

**Legal Culture.** Habitat for Humanity frequently employs the principle of "gotong royong" (mutual cooperation) in its housing projects. Gotong royong, or community collaboration, is at the heart of many Habitat for Humanity initiatives. Pak Junianto, Project Manager at Habitat for Humanity, emphasized, "Gotong royong is central to the Habitat for Humanity program because we believe that building homes involves more than just physical structures. It's about building stronger communities. Through mutual cooperation, the community actively engages, which reduces costs and strengthens ownership and responsibility towards the homes. Gotong royong is a long-term investment in community development. By working together, we are not just constructing houses but also fostering a sense of unity and care. Every contribution is invaluable and has a significant impact". (Junianto, 2024). However, increasingly busy lifestyles and a focus on work have led many people to feel they lack the time or energy to participate in mutual cooperation activities. This has resulted in a decrease in reliable volunteer labor for home construction. Additionally, social and economic disparities between different community groups make mutual cooperation challenging, as income and living condition gaps complicate aligning voluntary contributions and understanding each group's needs. Furthermore, the mismatch between local cultural practices that prioritize gotong royong and the administrative procedures applied by Habitat for Humanity can lead to resistance or difficulties in aligning construction methods with local practices.

Based on these findings, it can be concluded that the cultural factor has not yet been effective in supporting the success of Habitat for Humanity's program:

**Table 1.** Implementation of Adequate Housing Provision for Low-Income Communities in Batam by Habitat for Humanity

No	Teori Efektivitas Hukum	Tingkat Efektifitas
1	Legal Framework	Effective
2	Law Enforcement	Ineffective
3	Facilities and Infrastructure	Ineffective
4	The Community	Effective
5	Legal Culture	Ineffective

Source: Researcher's Analysis, 2024

### Challenges in Providing Adequate Housing for Low-Income Communities in Batam by Habitat for Humanity.

Here is a detailed analysis of the challenges faced by Habitat for Humanity in providing adequate housing for low-income communities in Batam, considering legal aspects and relevant interview findings:

**Law Enforcement - Ineffective:** Ineffectiveness in the law enforcement factor is primarily due to the dual leadership structure involving the Batam Free Trade Zone Authority (BP Batam) and the

Batam City Government (Pemko Batam). This division of authority results in overlapping jurisdictions and inadequate coordination, significantly impacting the permitting and regulatory processes. According to interviews with staff from the Public Works and Spatial Planning Agency (PUPR), this issue often causes delays in obtaining the necessary permits. A PUPR staff member highlighted, "Poor coordination between BP Batam and Pemko Batam frequently delays our permitting process". (Joni, 2024). The root of the problem lies in policy conflicts and a lack of coordinated governance, which contributes to inconsistent interpretation of rules and regulations. This inconsistency poses substantial challenges to effective law enforcement practices. Although Article 55 of Law No. 23 of 2014 on Regional Government assigns permitting responsibilities to both the city government and BP Batam, implementation often fails to achieve synchronization. Consequently, this situation impedes social projects like Habitat for Humanity, hindering timely execution and affecting its ability to provide housing solutions for vulnerable communities in Batam.

**Facilities and Infrastructure – Ineffective :** Ineffective utilization of facilities and infrastructure can impede Habitat for Humanity's initiatives. In interviews with Mr. Karnen Dasen, Project Coordinator at Habitat for Humanity Batam, and a staff member from the Ministry of Public Works and Housing (PUPR), it was revealed that they face various challenges related to facilities and infrastructure that hinder the success of the program. Mr. Karnen Dasen noted that many areas in Batam still lack access to clean water and electricity. "We frequently encounter problems because many areas are still without basic infrastructure such as clean water and electricity. This complicates our project execution, particularly in ensuring the quality of life for beneficiaries once the houses are completed," he said. He also mentioned that the available land is very small, averaging around 6x10 meters, which makes it difficult to design adequate and comfortable housing. (Dasen, 2024). A PUPR staff member added that similar challenges are also faced during the construction process. "In some areas, access to basic facilities such as clean water and electricity remains very limited. This exacerbates the problem because most of the available land is either already used or inadequate for further development," they said. The PUPR staff also explained that although Article 36 of Law No. 1 of 2011 mandates the government to provide land for low-income community housing, the implementation of this law often does not proceed smoothly in Batam. "Issues with the implementation of regulations and land accessibility frequently hinder the construction process." (Joni, 2024)

This situation causes Habitat for Humanity to struggle in accessing the necessary facilities and infrastructure for their projects. Limitations in basic infrastructure and small land sizes hinder the achievement of sustainable outcomes. Additionally, suboptimal coordination among various stakeholders reduces resource mobilization and community support. All these factors impact the success and sustainability of their housing programs in Batam.

**Legal Culture – Ineffective :** Cultural barriers are caused by a lack of awareness and education about the importance of participation in home improvement programs, and the impact of individual contributions, which reduces the level of participation and the effectiveness of mutual cooperation. Mr. Kisno, a daily laborer, offered another perspective: "Our local culture differs from one of Habitat's procedures regarding voluntary contributions in the form of mutual cooperation. There are habits that are hard to change, such as the lack of time and energy due to increasingly busy lifestyles and a focus on work, which makes many people feel they don't have enough time or energy to participate in mutual cooperation activities. This reduces the number of reliable volunteers for house construction. However, when involved in this program, we must follow formal procedures that sometimes feel rigid and inflexible." (Kisno, 2024).

Based on the analysis, the summary in Table 2 highlights the reasons why the factors of legal enforcement, infrastructure and facilities, and culture have not been effective as follows:



**Table 2.** Challenges in Providing Adequate Housing for Low-Income Communities in Batam City by Habitat for Humanity

No	Teori Efektivitas Hukum	Tingkat Efektifitas	Alasan
1	Law Enforcement	Ineffective	The existence of dual leadership between BP Batam and the Batam City Government (Pemko Batam) hampers coordination in licensing and regulation, causing policy conflicts and uncoordinated governance.
2	Facilities and Infrastructure	Ineffective	The infrastructure does not support Habitat for Humanity's program in Batam for several reasons: limited access to clean water and electricity in many areas, small land sizes (approximately 6x10 meters) that restrict suitable house design, and high material costs along with limited funding that hinder the construction process.
3	Legal Culture	Ineffective	Local culture in Batam hinders the effectiveness of Habitat for Humanity's program because busy lifestyles leave many people with insufficient time and energy to participate in communal efforts. Social and economic disparities among community groups also complicate the integration of voluntary contributions. Additionally, the mismatch between local cultural practices and Habitat's administrative procedures often makes the procedures seem rigid and inflexible, reducing community participation

Source: Researcher's Analysis, 2024

### Solutions to Address Challenges in Providing Adequate Housing by Habitat for Humanity in Batam.

Berikut adalah solusi untuk mengatasi faktor-faktor yang belum efektif dalam pelaksanaan program Habitat for Humanity di Kota Batam.

#### Solutions Related to Legal Enforcement Factors:

The ineffectiveness in legal enforcement factors in Batam is primarily due to the dual leadership between the Batam Authority (BP Batam) and the Batam City Government (Pemko Batam). Both entities have overlapping jurisdictions in terms of permitting, resulting in inadequate coordination and often slow and confusing permit processes. This poses a significant challenge for Habitat for Humanity in their efforts to provide adequate housing for low-income communities in Batam. To address this issue, several strategic solutions are proposed:

**Establish a Routine Coordination Forum:** Create a regular coordination forum involving BP Batam, Pemko Batam, Habitat for Humanity, and other stakeholders. This forum aims to align policies and permitting procedures and reduce administrative barriers that hinder social project progress. This aligns with Law No. 23 of 2014 on Regional Government, which mandates inter-agency coordination to create policy alignment. The forum will facilitate a more efficient permitting process and reduce jurisdictional overlaps.

**Develop Clear and Detailed Cooperation Protocols:** Establish detailed cooperation protocols specifically for social project permitting between BP Batam and Pemko Batam. These protocols will define the responsibilities of each party and set standard procedures to ensure consistent and efficient legal enforcement. This is in line with Government Regulation No. 24 of 2018 on Integrated Electronic Licensing Services, which regulates transparent and efficient licensing processes through an integrated system.

**Intensify Policy Advocacy for Bureaucratic Streamlining:** Advocate for policy reforms to simplify bureaucratic processes and enhance the quality of public services related to permitting. Law No. 25 of 2009 on Public Services mandates the government to provide fast, easy, and transparent public services.

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Advocacy should focus on bureaucratic reforms aligned with these public service principles, aiming to improve transparency, expedite permitting procedures, and reduce inconsistencies in regulation interpretation.

**Improve Collaboration and Establish Clear Protocols:** Enhance collaboration and set clear protocols between BP Batam and Pemko Batam. These protocols should outline roles and responsibilities in the permitting process to streamline operations and ensure more consistent regulatory enforcement. Additionally, advocating for policy reforms to align bureaucratic procedures and improve government efficiency is crucial. These steps are essential to overcoming administrative barriers and improving the environment for social projects aimed at meeting the housing needs of low-income populations in Batam. (Joni, 2024)

Mr. Junianto, Project Manager at Habitat for Humanity, emphasized the urgency of these measures, stating, "Poor coordination in permitting often delays our efforts to provide adequate housing for low-income communities in Batam. We urge the authorities to establish more effective coordination mechanisms so that social project progress can proceed more smoothly." (Junianto, 2024). By implementing these solutions and with strong support from local government, Habitat for Humanity is expected to enhance its effectiveness in fulfilling its mission of providing adequate housing. These solutions aim to address legal enforcement and administrative coordination challenges, thereby accelerating the progress of social projects in Batam.

#### Solutions Related to Infrastructure.

To address the inefficiencies in the utilization of infrastructure in the housing programs run by Habitat for Humanity in Batam, several strategic and integrated solutions need to be implemented. Based on interviews with Mr. Karnen Dasen, Project Coordinator at Habitat for Humanity Batam, and a staff member from the Ministry of Public Works and Housing (PUPR), the following measures are recommended:

**Enhance Basic Infrastructure:** Improving basic infrastructure is crucial. Habitat for Humanity should collaborate with local government authorities to accelerate the development of essential services such as clean water and electricity in areas still lacking these facilities. Mr. Karnen Dasen stated, "We often encounter issues because many areas lack access to clean water and electricity. This significantly impacts project implementation and the quality of life of beneficiaries." (Dasen, 2024). Therefore, it is important to develop a detailed plan that includes identifying and addressing infrastructure deficiencies in project areas. Collaborating with public service providers and relevant institutions to ensure that basic infrastructure is in place before starting house construction is also vital. The PUPR staff added, "Limited access to basic facilities in some areas exacerbates the problem, as most available land is either used up or unsuitable for further development." (Joni, 2024)

**Optimize Land Use:** Habitat for Humanity should negotiate with the government and landowners to gain access to larger and more adequate land. Mr. Karnen Dasen noted, "The available land is very small, averaging about 6x10 meters, which complicates the design of adequate and comfortable housing." Efforts should include collaborating with property developers or other agencies to address land size limitations. Adopting efficient land use designs, such as modular homes or multifunctional designs, will also help maximize the use of limited land effectively. "Flexible and efficient designs will greatly assist in optimizing the limited land available," added Mr. Karnen Dasen. (Dasen, 2024)

**Improve Coordination with Stakeholders:** Establishing a coordination forum involving Habitat for Humanity, BP Batam, the Batam City Government (Pemko Batam), and other stakeholders can help align policies and procedures, expedite decision-making, and address infrastructure-related issues. Additionally, forming task forces or special teams to handle infrastructure and land use issues is necessary to ensure effective cooperation among all involved parties. Mr. Karnen Dasen emphasized, "Poor coordination often delays our efforts to provide adequate housing. More effective coordination mechanisms would be very helpful." (Dasen, 2024)

**Advocacy and Policy Reform:** Habitat for Humanity should advocate for policy reforms and regulations related to land provision and infrastructure development. This includes supporting policies that facilitate access to land and improve the quality of housing project planning and implementation.

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The PUPR staff suggested, “Better policies and more effective implementation of existing regulations are necessary to support the development of adequate housing.” Strengthening regulations and their implementation, including advocacy for improving existing regulations like Law No. 1 of 2011 on Housing and Settlements, and relevant Government Regulations, is also important. “Improvements in regulatory implementation will help reduce inconsistencies and barriers in housing development,” explained the PUPR staff. (Joni, 2024)

**Training for Project Teams and Local Partners:** Providing training for Habitat for Humanity project teams and local partners on basic infrastructure construction techniques and project management will help them address infrastructure-related challenges and maximize the use of available resources. “Good training will enhance the team’s ability to tackle constraints and manage resources more effectively,” said Mr. Karnen Dasen. Additionally, collaborating with local partners to build their capacity in infrastructure planning and construction will ensure more sustainable project execution. “Enhancing the capacity of local partners will ensure more sustainable project execution,” added Mr. Karnen Dasen. (Dasen, 2024)

By implementing these integrated solutions, Habitat for Humanity is expected to overcome the inefficiencies related to infrastructure and enhance the success and sustainability of their housing programs in Batam. This comprehensive approach will address existing barriers and ensure that housing projects provide maximum benefits to low-income communities in Batam.

#### Solutions to Address Cultural Challenges

To effectively address the cultural challenges hindering Habitat for Humanity's program in Batam, comprehensive strategies need to be implemented. Based on interviews with program beneficiaries and community leaders, the following strategic solutions are recommended to tackle the challenges in applying the principle of gotong royong (community mutual assistance) in Habitat for Humanity’s program in Batam:

**Increase Education and Awareness About Gotong Royong:** Conduct training sessions and workshops to help the community understand the benefits of gotong royong and its role in the program. Awareness campaigns through local media and community organizations are also essential to explain the program's goals and the positive impact of community participation.

**Adapt Administrative Procedures to Align with Local Culture:** Modify reporting and documentation methods to make it easier for the community to participate. A participatory approach in planning and decision-making is crucial, so the community feels a sense of control and responsibility over the construction process. Strengthening infrastructure and support is also critical. (Sihombing, 2023)

**Provide Facilities and Resources:** Offering facilities such as tool and material storage can support gotong royong activities. Coordinating with local community leaders will help bridge the gap between Habitat's procedures and local cultural practices, ensuring necessary support is obtained

**Adjust Activity Schedules:** Accommodate the community’s busy schedules by organizing activities on weekends or in phases. Recognition and incentives for active participants, such as certificates or material assistance, can also boost motivation to participate

**Regular Monitoring and Evaluation:** Conduct periodic evaluations of the effectiveness of gotong royong procedures. Collect feedback from the community and make adjustments based on evaluation results to continuously meet evolving needs. Mr. Karnen Dasen from Habitat for Humanity Batam stated, “We recognize that implementing gotong royong in Batam presents complex challenges. Therefore, we are working to implement various solutions, such as increasing education through workshops and training, and adapting administrative procedures to better fit local culture. We are also collaborating with community leaders to ensure maximum support and adjusting schedules to be more flexible. Recognition for active participants and regular evaluations are also crucial to ensure the effectiveness of the program. With an integrated approach, we hope to overcome these challenges and make the program more effective and sustainable.” (Dasen, 2024).

By implementing these solutions, it is hoped that the challenges in applying the principle of gotong royong in Batam can be addressed, allowing Habitat for Humanity's program to be more effective and sustainable. Based on the analysis, Table 3 summarizes the solutions to address the ineffective factors related to law enforcement, infrastructure, and cultural challenges as follows:

**Table 3.** Solutions to Address Challenges in Providing Adequate Housing by Habitat for Humanity in Batam

No	Teori Efektivitas Hukum	Alasan	Solusi
1	Law Enforcement	The dual leadership between BP Batam and the Batam City Government (Pemko Batam) hampers coordination in licensing and regulation, leading to policy conflicts and uncoordinated governance.	To address this issue, several strategic steps need to be taken: First, establish a regular coordination forum involving BP Batam, Pemko Batam, and Habitat for Humanity to align policies and expedite the licensing process. Second, develop clear cooperation protocols for social project licensing to ensure consistent and efficient procedures. Third, advocate for the simplification of bureaucracy and the enhancement of public service quality related to licensing. By implementing these measures, it is anticipated that Habitat for Humanity will be more effective in providing adequate housing in Batam
2	Facilities and Infrastructure	The infrastructure and facilities are not supporting Habitat for Humanity's program in Batam for several reasons: access to clean water and electricity remains limited in many areas, the small land size (approximately 6x10 meters) restricts the design of suitable homes, and high material costs along with limited funding impede the construction process.	Issues with utilizing infrastructure and facilities for the housing program in Batam can be addressed through several strategic steps. First, enhance basic infrastructure by collaborating with local government to ensure the provision of clean water and electricity. Second, optimize land use by negotiating for access to larger plots and implementing efficient home designs. Third, establish a coordination forum involving Habitat for Humanity, BP Batam, and Pemko Batam to align policies and expedite decision-making. Finally, advocate for policy reforms and provide training and capacity-building for project teams and local partners. These solutions are expected to improve the effectiveness and sustainability of the housing program in Batam
3	Legal Culture	Local culture in Batam hinders the effectiveness of Habitat for Humanity's program because busy lifestyles leave many people with insufficient time and energy to participate in communal activities. Social and economic disparities between community groups also complicate the integration of voluntary contributions. Furthermore, mismatches between local culture and Habitat's administrative procedures often make these procedures seem rigid and inflexible, reducing community participation	To address the cultural challenges faced by Habitat for Humanity's program in Batam, several key measures need to be implemented. First, effective education and outreach are essential to raise awareness about the benefits of communal efforts through training and campaigns. Second, administrative procedures should be adjusted to align with local cultural practices to facilitate community participation. Additionally, strengthening infrastructure, such as providing facilities to support communal activities, and coordinating with community leaders is crucial. Adjusting activity schedules to accommodate community members' availability and offering incentives for active participants can also enhance involvement. Lastly, regular monitoring and evaluation are necessary to collect feedback and make appropriate improvements.

## CONCLUSION

In the implementation of Habitat for Humanity's housing program in Batam, two key factors have proven effective. First, the legal factor: Habitat for Humanity adheres to international, national, and local regulations to ensure that the homes built meet acceptable housing standards. Second, the community factor: Active involvement of the local community in home construction has shown positive results, enhancing a sense of responsibility and ownership over the homes built. However, challenges remain in

the areas of law enforcement, infrastructure, and cultural practices that need to be addressed to improve the program's success.

The program faces several challenges. First, law enforcement is less effective due to overlapping leadership between BP Batam and the Batam City Government, which hampers licensing coordination and causes policy conflicts. Second, infrastructure is not optimal due to limited access to clean water and electricity, small land sizes, and high material costs. Third, the social and cultural factors are not effective because local customs emphasizing communal work are not aligned with Habitat's administrative procedures, and social and economic gaps reduce community participation.

To address these challenges, several strategic steps need to be taken. First, a regular coordination forum should be established between BP Batam, the Batam City Government, and Habitat for Humanity to align policies and expedite licensing. Second, basic infrastructure improvements, such as providing clean water and electricity, should be prioritized, and land use should be optimized through negotiations for larger access. Third, education and outreach on communal work should be conducted to align with local culture, and administrative procedures should be adjusted to facilitate community participation. These steps are expected to enhance the effectiveness and sustainability of the housing program in Batam.

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