

# Gap Analysis of Service Delivery and Community Participation in the Revitalization of Fishermen and Slum Settlements

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## **Abstract**

This study discusses the service delivery gap and community participation in the revitalization of fishermen and slum settlements in Tanjung Balai City. The revitalization of these areas presents a significant challenge due to various factors, such as limited basic infrastructure, low community involvement, and insufficient coordination among relevant institutions. This research employs the SWOT method to analyze the internal and external factors affecting the revitalization efforts and to identify strategies to enhance the effectiveness of the program. Data were collected through observations, interviews, questionnaires, and document studies, involving a total of 220 respondents, including local residents, community leaders, and representatives from the government and related organizations. The findings reveal disparities in the provision of basic infrastructure, including clean water, sanitation, roads, and public lighting. Furthermore, the level of community involvement in the revitalization program remains moderate to low due to lack of outreach, low public awareness, and limited opportunities for participation in decision-making processes. The main obstacles to revitalization include budget constraints, suboptimal inter-agency coordination, and low public concern for the sustainability of revitalization programs. These findings support previous studies that emphasize the importance of community-based approaches, the active role of government in long-term planning, and cross-sector collaboration. Policy recommendations include increasing investment in basic infrastructure, improving public education and outreach, strengthening institutional coordination, and implementing community-based revitalization strategies that actively involve local residents. With a more inclusive and coordinated strategy, the revitalization program in Tanjung Balai City is expected to be more effective and deliver long-term benefits to the local community.

**Keywords:** Revitalization, Service Delivery Gap, Community Participation

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## Introduction

Tanjung Balai City is one of Indonesia's coastal cities that features fishermen settlements and slum areas requiring special attention, particularly regarding basic service provision and community involvement in revitalization efforts. The challenges involve multiple factors, including access to basic infrastructure, availability of public facilities, and the level of community participation in the planning and implementation of revitalization programs (Linda et al., 2024). Numerous revitalization initiatives have been launched by both national and local governments; however, the outcomes are often suboptimal due to a lack of synergy between the authorities and the local community.

In recent years, various efforts have been made to reduce service delivery gaps in the fishermen and slum settlements of Tanjung Balai City. The government has implemented policies such as the "City Without Slums" (KOTAKU) program, aimed at improving infrastructure quality in these areas (Harmoko et al., 2024a, 2024b; Sembiring et al., 2025). Nevertheless, the effectiveness of such programs remains debatable, as many neighborhoods still exhibit inadequate infrastructure and limited community engagement in the revitalization process.

Another prevalent issue is the inequality in public service delivery across different areas of Tanjung Balai City. While some neighborhoods receive considerable attention in terms of infrastructure and economic development, others remain stagnant due to limited resource access and poor coordination among stakeholders. Additionally, low public awareness of the importance of participation in revitalization efforts acts as a barrier to enhancing the effectiveness of government policies.

Socioeconomic factors also play a crucial role in determining the success of revitalization in fishermen and slum settlements. The levels of education and public awareness regarding sanitation and environmental health remain relatively low (Dalimunthe & Sugiarto, 2025; Pakpahan et al., 2025). As a result, despite infrastructure improvements, community behavior does not always align with the goals of creating a clean and livable environment, thus undermining revitalization outcomes.

This study aims to identify and analyze service delivery gaps in the revitalization of fishermen and slum settlements, and to assess the extent of community participation in enhancing the effectiveness of such programs in Tanjung Balai City. The urgency of this research lies in its potential to provide a comprehensive understanding of the key challenges faced in revitalization and to offer more effective solutions for improving the quality of life in these areas. By exploring the critical aspects influencing revitalization, this study is expected to generate concrete recommendations for stakeholders in realizing more inclusive and sustainable settlement development.

## Literature Review

### A. Theoretical Framework

The revitalization of fishermen and slum settlements is a component of spatial planning aimed at improving the quality of life for residents in these areas. As a coastal city, Tanjung Balai faces various challenges in providing equitable basic services and ensuring adequate community participation in settlement revitalization (Nuraini, 2019, 2024). This theoretical review discusses several key concepts relevant to the study, including public service gaps, community participation, and strategies for slum settlement revitalization.

### A. Public Service Gaps

Public service gaps refer to disparities in access to and the quality of essential services received by communities within a particular region. According to Supriyadi and Setiawan (2021), inequalities in service delivery in slum areas are often caused by limited budgets,

lack of inter-agency coordination, and low public awareness regarding the maintenance of existing facilities. In Tanjung Balai, these gaps are evident in the unequal access to clean water, sanitation, and settlement infrastructure improvements.

## B. Community Participation in Revitalization

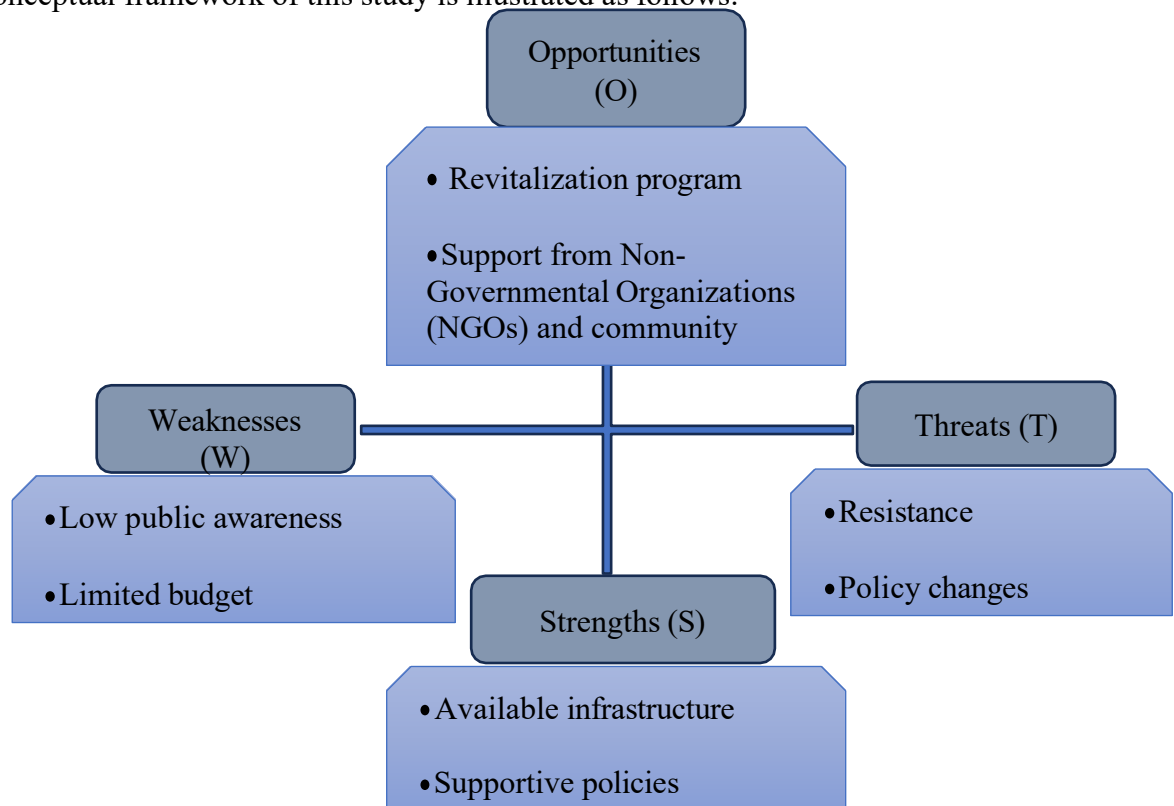
Community participation is a crucial factor in the success of settlement revitalization. Wibisono and Rahmawati (2023) emphasize that the level of community involvement in the planning and implementation phases significantly determines the effectiveness of revitalization programs. In Tanjung Balai, community engagement tends to be low due to limited outreach efforts and insufficient understanding of the long-term benefits of revitalization initiatives. Therefore, community-based approaches are essential to enhance the sustainability of such programs.

## C. Strategies for Slum Settlement Revitalization

Revitalization strategies for slum settlements involve various approaches, including infrastructure improvements, community economic empowerment, and strengthening institutional capacity. Yulia and Suryani (2023) argue that participatory and cross-sectoral collaboration approaches are key to the success of slum revitalization efforts. In Tanjung Balai, infrastructure development must be accompanied by economic empowerment programs to improve residents' well-being and ensure the maintenance of revitalization outcomes.

### Conceptual Framework

The conceptual framework of this study is illustrated as follows:



**Figure 1. Conceptual Framework of the Study**

*Source: Author's Analysis, 2025*

## Results and Discussion

### A. General Overview of Respondents

This study involved 220 respondents consisting of residents from fishermen and slum settlements in Tanjung Balai City. The respondents were selected using a purposive sampling method based on their involvement in the revitalization programs. The demographic distribution of respondents is presented below:

**Table 1.** Demographic Distribution of Research Respondents

CHARACTERISTICS	CHARACTERISTICS	CHARACTERISTICS
MALE	120	54.5%
FEMALE	100	45.5%
AGE 18–30 YEARS	70	31.8%
AGE 31–50 YEARS	100	45.5%
AGE >50 YEARS	50	22.7%
ELEMENTARY–JUNIOR HIGH	80	36.4%
SENIOR HIGH SCHOOL	100	45.5%
HIGHER EDUCATION	40	18.1%

Source: Author's Analysis, 2025

From the table above, it can be seen that the majority of respondents are within the productive age range (31–50 years old) and have a secondary education level (senior high school), which may influence their understanding of and engagement in the revitalization program.

### B. Service Gap Analysis

To assess service delivery gaps in fishermen and slum settlement areas, an analysis was conducted on the availability of basic infrastructure using a Likert scale. The results are presented in the following diagram:

The analysis shows that 80% of respondents rated access to clean water as inadequate, while 70% stated that the sanitation system was not optimal. Road infrastructure and public lighting also received low ratings from the community. This indicates persistent disparities in public service provision, which may affect the quality of life in these areas.

Furthermore, the following table presents the analysis of community participation in the revitalization process:

**Table 2.** Analysis of Community Participation in Revitalization

Level of Participation	Frequency (People)	Percentage (%)
Very High	30	13.6%
High	50	22.7%
Moderate	80	36.4%
Low	40	18.2%
Very Low	20	9.1%

Source: Author's Analysis, 2025

Based on the table above, the majority of respondents (36.4%) demonstrated a moderate level of participation in revitalization programs. However, 27.3% of respondents reported low to very low participation levels, highlighting the need for further efforts to increase public engagement.

## Discussion

The findings of this study indicate that there are significant service delivery gaps in basic infrastructure within the fishermen and slum settlements of Tanjung Balai City. This aligns with the study by Supriyadi and Setiawan (2021), which highlights that budget constraints and weak government coordination are the primary causes of disparities in public service provision.

Regarding community participation, the results support the findings of Wibisono and Rahmawati (2023), who emphasized that the success of revitalization programs is highly dependent on the level of community involvement throughout the planning and implementation phases. However, the low levels of participation observed in this study suggest that more effective strategies are needed to raise public awareness about the importance of revitalizing settlement areas.

Other studies have found that cross-sector collaboration between government bodies, NGOs, and local communities can enhance the effectiveness of revitalization programs. This research shows that such cross-sector cooperation in Tanjung Balai City still needs to be strengthened in order for revitalization efforts to be more effective (Yulia & Suryani, 2023).

Several studies that contrast with this research focus on urban revitalization based on smart city technologies, which are less relevant to the context of Tanjung Balai, where the focus remains on improving basic infrastructure (Hidayat, 2020). Other studies emphasize the role of social capital in revitalizing industrial areas, which diverges from this study's focus on fishermen and slum settlements. Furthermore, studies addressing gentrification in revitalized urban neighborhoods in large cities are not applicable here, as Tanjung Balai is still in the early stages of upgrading basic facilities and promoting community participation (Putri & Kurniawan, 2022; Rahmat, 2023).

Based on the SWOT analysis conducted, several strategies can be implemented to address the identified issues, including:

1. Enhancing Public Awareness Campaigns – Involving community leaders in awareness campaigns to emphasize the importance of settlement revitalization.
2. Collaborative Approaches – Optimizing the role of civil society organizations (CSOs) and non-governmental organizations (NGOs) in supporting revitalization programs.
3. Economic Empowerment – Expanding vocational training programs to help residents become more economically self-sufficient and actively contribute to environmental maintenance.

Through the implementation of more effective policies and community-based approaches, the revitalization of fishermen and slum settlements in Tanjung Balai City is expected to be more successful and deliver greater long-term benefits to the local community.

## Conclusion

This study has revealed significant service delivery gaps and limited community participation in the revitalization of fishermen and slum settlements in Tanjung Balai City. The results show that basic infrastructure such as access to clean water, sanitation, roads, and public lighting remains inadequate, as indicated by the majority of respondents. These deficiencies are a key barrier to the progress of settlement revitalization efforts. Furthermore, community involvement in the revitalization process is generally moderate to low, largely due to insufficient outreach by the government, low levels of public awareness, and restricted opportunities for participation in decision-making. The main obstacles to effective

revitalization include budget limitations, poor inter-agency coordination, and weak public engagement in sustaining the outcomes of revitalization programs.

These findings are consistent with earlier studies that underscore the need for community-based approaches, active governmental planning, and multi-sectoral collaboration to ensure the success of revitalization initiatives. Therefore, to enhance the effectiveness of these programs, it is essential to adopt more inclusive policies that strengthen community involvement, improve infrastructure quality, and foster greater support from both governmental and non-governmental organizations.

In light of the study's findings, several recommendations are proposed. First, the local government should increase investment in basic infrastructure to improve living conditions in fishermen and slum settlements. Second, public education and outreach programs must be intensified to raise awareness about the importance of community participation in revitalization. These efforts can be facilitated through discussion forums, training, and community empowerment initiatives. Third, coordination with stakeholders—such as the private sector, NGOs, and academic institutions—should be optimized to enhance the sustainability and effectiveness of revitalization efforts. Fourth, the revitalization strategy should be rooted in participatory, community-based approaches that give residents a more significant role in planning and implementation. Fifth, a continuous monitoring and evaluation system should be established to ensure program effectiveness; this can be supported by a multi-stakeholder monitoring team. Lastly, future research should focus on strategies for economic empowerment to support revitalization efforts and evaluate the long-term impacts of the policies implemented. By following these recommendations, the revitalization of fishermen and slum settlements in Tanjung Balai City can be more effectively carried out, ensuring sustainability and delivering tangible benefits to the communities involved.

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