



Community-Based Training as a Solution to Fluctuating Poverty in Sub-districts

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Abstract

Poverty in urban areas such as the subdistricts (*kelurahan*) of Buleleng Regency shows significant fluctuations, even though the overall poverty rate has declined. This phenomenon indicates unstable welfare dynamics, particularly among vulnerable groups within the lowest three income deciles. This policy study aims to identify the main causes of poverty fluctuation and formulate relevant policy alternatives for local government implementation. Based on secondary data analysis from BPS and the Coordinating Ministry for Human Development and Culture (Kemenko PMK), along with theoretical reviews, the core issue lies in the instability of household income caused by low human resource competitiveness and the limited provision of government-supported skills training programs. The *Human Capital Theory* framework is applied to emphasize the importance of investing in human capacity development as a sustainable poverty alleviation strategy, compared to the *Infrastructure-Led Development* approach, which requires higher costs and extensive land resources. The study proposes three policy alternatives: (1) vocational and entrepreneurship training, (2) participatory community-based training, and (3) training integrated with basic service infrastructure. Using Bardach's analytical framework—covering technical, economic, political, and administrative feasibility—the participatory community-based training approach emerged as the most viable option. This policy highlights community involvement in designing and implementing training programs aligned with local needs, continuous mentoring, and collaboration with local stakeholders. Its implementation is expected to enhance human resource competitiveness, strengthen community economic independence, and reduce poverty fluctuation sustainably. The study recommends allocating at least 50% of subdistrict funds to community-based training initiatives, supported by measurable indicators of success such as post-training productivity, self-reliance, and community welfare improvement.

Article history

Accepted : 4 November 2025

Approved : 12 November 2025

Keywords:

urban poverty, community-based training, human capital, local policy, community empowerment

Introduction

Poverty alleviation is one of the national development goals, which is also one of the regional development goals contained in the Buleleng Regency Medium-Term Development Plan (RPJMD) for 2025-2029. The 2025-2029 RPJMD for Buleleng Regency aims to reduce the poverty rate to 4.23% by the end of the planning period from 5.39% in 2024. Specifically, the majority of poor people in deciles 1 to 3 in Buleleng Regency reside in rural areas, as shown in Table 1.1 below:

Table 1.1 Proportion of poor people in deciles 1 to 3 in Buleleng Regency

Location	2022	2023	2024
Villages (129 villages)	96,06%	95,57%	96,35
Sub-districts (19 villages)	3,94%	4,43%	3,65%
Total	100%	100%	100%

Source: Coordinating Ministry for Human Development and Culture, P3KE Data

In Buleleng Regency, there are 19 (nineteen) urban villages (kelurahan) spread across three (3) sub-districts, all of which exhibit urban characteristics, including relatively small land areas, an average population density higher than that of rural areas, and limited natural resources. The fluctuation in the number of poor people in each village, as shown in Table 1.1 above, stems from the fluctuation in the number of poor people in each village, as shown in Table 1.2 below:

Table 1.2 Data on the Poor Population in Villages by Decile, 2022-2024

Ward	2022				2023				2024			
	Dsl 1	Dsl 2	Dsl 3	Total	Dsl 1	Dsl 2	Dsl 3	Total	Dsl 1	Dsl 2	Dsl 3	Total
Astina	30	86	177	293	30	81	181	292	49	62	57	168
Banjar Bali	29	194	219	442	29	202	217	448	58	164	89	311
Banjar Jawa	23	156	224	403	23	156	232	411	44	138	82	264
Banjar Tegal	6	12	118	136	6	12	118	136	13	10	73	96
Banyuasri	30	82	254	366	30	82	266	378	37	75	96	208
Banyuning	73	577	819	1469	80	604	857	1541	181	502	301	984
Beratan	10	35	67	112	15	44	67	126	37	20	50	107

Ward	2022				2023				2024			
	Dsl 1	Dsl 2	Dsl 3	Total	Dsl 1	Dsl 2	Dsl 3	Total	Dsl 1	Dsl 2	Dsl 3	Total
Kaliuntu	0	36	182	218	0	48	202	250	7	39	65	111
Kampung Anyar	117	533	704	1354	163	656	787	1606	251	531	296	1078
Kampung Baru	30	235	503	768	30	276	521	827	43	227	162	432
Kampung	8	96	193	297	37	149	240	426	56	125	96	277

Bugis												
Kampung Kajanan	5	114	317	436	22	142	348	512	34	111	124	269
Kampung Singaraja	14	113	95	222	14	113	95	222	47	117	59	223
Kendran	6	45	117	168	6	32	117	155	17	26	31	74
Liligundi	0	5	44	49	0	5	56	61	0	5	42	47
Paket Agung	20	105	164	289	20	94	164	278	34	75	63	172
Penarukan	10	265	642	917	10	324	750	108	53	275	211	539
Seririt	21	170	370	561	21	187	387	595	24	163	167	354
Sukasada	110	397	549	105	303	778	894	197	485	473	282	124
				6				5				0

Source: Coordinating Ministry for Human Development and Culture, P3KE Data

Based on the data in the table above, it can be seen that:

- There was an increase in the total population across all deciles from 9,556 in 2022 to 11,323 in 2023, and then decreased significantly in 2024 to 6,954.
- The population in decile 1 increased from 542 in 2022 to 839 in 2023 and 1,470 in 2024.
- The population in decile 2 increased from 3,256 in 2022 to 3,985 in 2023 and then decreased to 3,138 in 2024.
- The population in decile 3 increased from 5,758 in 2022 to 6,499 in 2023 and then decreased significantly to 2,346 in 2024. 2024

Although the overall number of poor people decreased in 2024, there was still a movement of people from higher to lower deciles, indicating a decline in the welfare of community groups in the sub-district. The fact that this continued movement of people from higher to lower deciles requires attention as it contradicts efforts to consistently reduce poverty.

Problem Formulation

Community groups in deciles 1, 2, and 3 are those with the lowest levels of welfare and are vulnerable to poverty, highly sensitive to changes in economic conditions in a region. On the other hand, the Indonesian economy is currently facing significant challenges. The National Research and Innovation Agency (BRIN) reported in its Economic Outlook 2025 that the

middle class has declined by 18.8% in recent years due to increasing economic pressures, including tax increases and rising costs of living, which have impacted purchasing power and domestic consumption.

On a regional scale, the rate of economic growth in Buleleng Regency is also relatively slower to recover compared to Bali Province, where Bali Province, which experienced a contraction of up to -9.34% in 2020, was able to recover more quickly with a condition in 2024 of 5.48%, while for Buleleng Regency, which experienced a contraction of -5.8% in 2020, for 2024 it was only at 5.04%, which has not yet reached the condition of 5.51% in 2019 as stated in the RPJMD Semesta Berencana Buleleng Regency 2025-2029.

The inflation rate in Singaraja City as one of the economic indicators in the region shows a decline from 2002 to 2024 from 4.63%, 4.31% and 1.93%, but what needs to be observed, as published by the Buleleng Regency BPS, is the dominant factor influencing the inflation rate in Singaraja City, namely the food and fuel sectors in addition to other factors such as property rentals. Data from the Buleleng Regency Trade, Industry and Cooperatives SMEs Office shows that rice prices in Buleleng Regency experienced a significant and continuous increase from 2022 (around Rp. 12,000) to mid-2025. The peak increase occurred in 2023 (Rp. 14,000) and early 2024 (Rp. 15,500) which is closely related to the amount of production and distribution patterns. This has an impact on the proportion of household expenditure in the bottom 40% group, where according to data from the People's Welfare Statistics published by the Buleleng Regency BPS, it shows a decrease from 62.6% in 2022 to 57.43% in 2023, then an increase to 58.95% in 2024. In the same publication, it is also stated that processed food and beverage commodities and grains are 2 commodities that significantly influence the proportion of household expenditure in the bottom 40% expenditure group.

The social protection program, a government effort to reduce the economic pressures felt by the lowest decile of society, is still hampered by budget constraints and inaccurate recipient data, resulting in frequent discrepancies in recipients of assistance from this social protection program. Data on the percentage of households receiving social protection programs in Buleleng Regency, as reported by the Buleleng Regency Statistics Agency (BPS) in the People's Welfare Statistics for 2022 to 2024, is as shown in Table 1.3 below:

Table 1.3 Percentage of Households Receiving Social Protection Programs in Buleleng Regency for 2022-2024

Program Types	2022	2023	2024
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Non-cash food assistance (BPNT)	14,38%	12,49%	11,81%
Family Hope Program (PKH)	85,82%	13,72%	11,36%

Source: Statistics on People's Welfare of Buleleng Regency, BPS Buleleng Regency

From a demographic perspective, population density dynamics in the sub-districts have occurred, with a total population density for all sub-districts of 129,385 people/km² in 2022 decreasing to 125,973 people/km² in 2023 and increasing to 226,737 people/km² in 2024 due to migration and adjustments to the administrative area of the sub-districts (Sub-districts in Figures, BPS Buleleng Regency). This population density has an impact on access to basic service infrastructure such as access to clean water and sanitation, where based on data from BPS Buleleng Regency, there has been a decrease in the percentage of ownership of residential homes and sanitation facilities, as well as the provision of clean water from protected sources in the 40% lowest expenditure group. This indicates that population growth in the sub-districts has not been in line with the increase in ownership or provision of basic services such as residential homes, sanitation facilities, and the provision of protected clean water sources. Data on home ownership, sanitation facilities, and clean water facilities for the 40% lowest-income group are as shown in Tables 1.4 and 1.5 below:

Table 1.4 Home ownership and sanitation facilities for the 40% lowest-income group

Indicator	2022		2023		2024	
	One's own	Other	One's own	Other	One's own	Other
Residential Housing	80,09%	19,91%	78,39%	21,61%	82,34%	17,66%
Facilities	79,83%	20,17%	79,04%	20,96%	78,85%	21,15%

Source: Statistics on People's Welfare of Buleleng Regency, BPS Buleleng Regency

Table 1.5 Clean water facilities in the 40% lowest expenditure group

Indicator	2022		2023		2024	
	Source protected	Other	Source protected	Other	Source protected	Other
Clean water	98,43%	1,57%	96,2%	3,8%	92,27%	7,73%

Source: Statistics on People's Welfare of Buleleng Regency, BPS Buleleng Regency

Based on the description above, the issue of "Poverty Fluctuations in Villages" is caused by several main problems, including:

1. Social assistance provided to the community does not meet needs.
2. Fluctuations in the purchasing power of the community, especially vulnerable groups.
3. Limited access to basic services such as housing, clean water, and sanitation.

The analysis used was the USG (urgency, seriousness, growth) analysis, involving the relevant coordinating divisions within the Regional Development Planning Agency (Bappeda). Each main problem was assessed using a score of 1-5, indicating levels ranging from low, medium-low, medium, medium-high, and high. The assessment results are shown in the following table:

Main Problem	Urgency	Seriousness	Growth	Total Score
The social assistance facilities provided do not meet the needs	5	4	4	13
Fluctuations in purchasing power of vulnerable poor communities	5	5	5	15
Limited access to basic services such as housing, clean water, and sanitation	4	4	5	13

The explanation of the assessment of each key issue is as follows:

- **Urgency**

In terms of urgency, the inadequate provision of social assistance and fluctuations in the purchasing power of the poor are urgently needed, as they directly impact the daily needs of the poor in the bottom three deciles. Meanwhile, the provision of access to basic services received a lower score because, despite its urgency, it requires careful planning, as it not only involves the budget but also takes into account the relatively limited land availability in the sub-districts.

- **Seriousness**

In terms of seriousness, the impact of fluctuating purchasing power, especially for groups in the lowest three deciles, is very high because efforts to meet basic food needs will erode

the fulfillment of other needs, ultimately forcing them to remain in the cycle of poverty. Social assistance facilities, on the other hand, will be meaningless if purchasing power continues to decline. In fact, at a certain point, it has the potential to lead to dependency, especially for vulnerable groups without empowerment efforts. The problem of limited access to basic services will be felt in the long term, related to decreased productivity and health of poor groups, which in this context is relatively less severe than the decline in purchasing power, especially regarding meeting basic daily needs.

- Growth

From a growth perspective, the issue of access to basic services is significant because it will impact people's quality of life. Population growth increases and expands the limitations of access, particularly due to the availability of natural resources, including land. The same score applies to purchasing power. Instability of purchasing power will impact domestic consumption and industrial productivity, leading to labor efficiency and the potential for increased unemployment. The issue of inadequate social assistance facilities will only impact the lowest decile groups, who are the primary beneficiaries, in the long term, while the growth of vulnerable groups will have relatively little impact.

The main issues that are prioritized for further action are identified and their causes are identified, ultimately leading to the root cause.

Issue: Fluctuating Poverty in the Village. Main Problems:

1. Social assistance provided to the community does not meet needs.
2. Fluctuating purchasing power of the community, especially vulnerable groups.
3. Limited access to basic services such as housing, clean water, and sanitation.

Causes of Level 1 Problems:

- 2a. Inflation rate (BPS Buleleng Regency, Singaraja City Inflation)
- 2b. Unstable income of the poor (BPS Buleleng Regency, People's Welfare Statistics)
- 2c. Limited access to credit from financial institutions for the underprivileged (<https://www.kompas.id/artikel/akses-kredit-untuk-rakyat>)

Causes of Level 2 Problems

- 2b.1 Livelihoods are predominantly in the informal sector (Buleleng Regency Statistics Office, Buleleng Regency Employment Profile)



2b.2 Very limited access to formal employment (Buleleng Regency Statistics Office, Buleleng Regency Employment Profile)

2b.3 Low human resource competitiveness (Buleleng Regency Statistics Office, Buleleng Regency Employment Profile)

Causes of Level 3 Problems

2b.1.1 No educational qualification requirements (Marinescu, 2020) 2b.1.2 Limited regular work hours (Marinescu, 2020)

2b.1.3 Immediate employment without a lengthy recruitment process (Marinescu, 2020)

2b.2.1 Lack of educational qualifications (BPS Buleleng Regency, Employment Profile of Buleleng Regency)

2b.2.2 Limited formal sector job vacancies (BRIDA Bali Province, Study of Labor Productivity Improvement Strategy)

2b.2.3 Limited formal job vacancy information (BRIDA Bali Province, Study of Labor Productivity Improvement Strategy)

2b.3.1 Low interest in vocational education (BPS Bali Province, Bali Provincial Education Statistics)

2b.3.2 Limited access to vocational education institutions (BPS Bali Province, Bali Provincial Education Statistics)

2b.3.3 Limited government facilitation of skills training (Buleleng Regency Manpower Office)

Root problems:

1. Fluctuating poverty in sub-districts
2. Fluctuating purchasing power of the community, especially among vulnerable groups
3. Unstable income of the poor
4. Low human resource competitiveness
5. Limited government facilitation of skills training

Problem Statement:

Fluctuations in purchasing power, particularly among vulnerable groups, are caused by unstable incomes due to the low competitiveness of human resources due to limited facilitation. Government skills training impacts poverty fluctuations in sub-districts.



Method

This policy research employed a qualitative descriptive approach with a public policy analysis method, focusing on identifying key issues, analyzing root causes, and formulating alternative solutions to address poverty fluctuations in the urban subdistricts (*kelurahan*) of Buleleng Regency. The primary data sources were secondary data obtained from the Central Bureau of Statistics (BPS), the Coordinating Ministry for Human Development and Culture (Kemenko PMK), and local planning documents such as the Buleleng Regency Medium-Term Development Plan (RPJMD) 2025–2029.

The analysis was conducted through several stages. First, a situation analysis was carried out to map poverty trends in subdistricts based on income decile data for 2022–2024. Second, the main problem identification used the USG (Urgency, Seriousness, Growth) method to prioritize the most critical issues requiring policy intervention. Third, a root cause analysis was applied to determine the underlying factors behind poverty fluctuation, such as unstable household income, low human resource competitiveness, and limited government-supported training programs.

Based on these findings, the researcher formulated three policy alternatives: (1) vocational and entrepreneurship training, (2) participatory community-based training, and (3) training integrated with existing basic service infrastructure. These alternatives were further analyzed using Bardach's policy analysis framework, which evaluates four dimensions: technical feasibility, economic and financial feasibility, political viability, and administrative operability. The scoring process involved coordination among relevant divisions of Bappeda Buleleng Regency to assess each policy option's practicality and sustainability.

The analysis results indicated that the participatory community-based training approach was the most feasible alternative, receiving the highest overall score in technical, economic, and political aspects, while demonstrating strong alignment with local community needs and resource availability.

Result and Discussion

The Urban Poverty Trap Theory is a widely known theory in the context of poverty in urban areas/urban characteristics. This theory explains the situation where individuals or

groups in urban areas are trapped in poverty continuously due to various interrelated structural, social, and economic factors. This theory describes how conditions of poverty in urban areas tend to be difficult to overcome because of the cycle that reinforces poverty itself which hinders social and economic mobility. The characteristics of the urban poverty trap are (1) the absence of land ownership or productive assets which reduces economic opportunities; (2) Poor access to clean water, sanitation, and electricity impacts health and productivity; (3) the majority of the population works in the informal sector with low and unstable incomes; (4) Children in slum organizations often do not complete their education, and disease rates are high due to unhealthy environments; (5) often face stigma and are protected from formal economic opportunities (UN-Habitat, 2003). Something almost similar was also expressed by (Rakodi-Lloyd-Jones, 2002) in a study discussing how structural and social factors in urban areas create conditions that are difficult for poor people to overcome, stating that urban livelihood strategies are more complex than rural ones due to labor market pressures. Space limitations and regulations mean that many households combine various informal and formal economic activities to survive. The characteristics of the poor population were also revealed by (Banerjee & Duflo, 2011) in a study that analyzed poverty traps in an area, including urban contexts, using a data-based approach, stating that the poor are not irrational, but make decisions under conditions of limitations, risks, and income uncertainty, making them prefer short-term and informal investments.

Approaches to development implementation, including those related to poverty alleviation, are broadly divided into infrastructure-based and human development-based approaches, due to differences in priorities, resource allocation, and public policy approaches. The concept of infrastructure-led development emphasizes development efforts that prioritize the provision of basic service infrastructure, as outlined in the study by (Agenor, 2010) *A Theory of Infrastructure-Led Development*. It states that long-term development is based on public infrastructure as an engine of growth because infrastructure will enhance economic growth by increasing productivity and reducing transaction costs.

Adequate governance is crucial to ensuring the efficiency of public investment. Inadequate infrastructure or poor governance is considered a major obstacle to growth and development in many low-income countries. A study by (Ayuningtiyas & Samadi, 2024) stated that the main goal of infrastructure development is to improve public welfare, reduce poverty,

and ensure equitable distribution and expansion of regional development throughout Indonesia, as well as provide employment. This development also impacts regional economies, such as Gross Regional Domestic Product (GRDP). Furthermore, it was stated that the impact of minimal infrastructure availability results in high logistics costs and low investment inflows. Conversely, good infrastructure can facilitate the distribution and mobility of goods, making product prices more competitive and affordable.

In a study by (Schachtebeck & Mbuya, 2016) it was stated that road infrastructure investment produces poverty-related benefits, both directly and indirectly where the direct benefit is the creation of job opportunities, especially during the construction and maintenance period of the road and the indirect benefit is the emergence of related effects on the standard of living, market accessibility, community development, and local growth rates. From the three studies above it can be concluded that infrastructure investment, especially roads, is a vital component for reducing poverty and spurring economic growth. However, its implementation must pay attention to regional needs (especially rural areas), equity between regions, and the need for efficient governance to maximize benefits, preventing erosion of benefits due to neglect of maintenance.

Human Capital Theory, as written by (Schultz, 1961), states that education and training should be considered economic investments, not just expenses. Therefore, the knowledge, skills, and abilities possessed by individuals are very important forms of capital, just like physical capital such as machines or buildings. It is also stated that countries that lack human capital cannot manage physical capital effectively. Economic growth can only be achieved if both physical and human capital increase. Another writing by (Becker, 1993) states that education, training, and other investments that increase individual productivity should be considered economic investments. From the income side, it is stated that individuals with higher levels of human capital tend to earn higher incomes because their productivity is greater.

A comparison of the two approaches to implementing development, including poverty alleviation, is broadly shown in Table 2.1 below:

Description	Infrastructure development	Human development

Definition	Focus on providing physical facilities such as affordable housing, clean water, sanitation, roads, electricity, or public transportation to improve the quality of life of the poor.	Focus on improving individual capacity through education, skills training, health, financial literacy, or community empowerment to increase productivity and economic mobility.
Objective	Addressing environmental deficiencies that characterize urban poverty traps, such as unhealthy slum conditions, limited access to clean water, or geographic isolation from economic centers.	Breaking the cycle of intergenerational poverty by increasing human capital as explained by Theodore Schultz (1961) and Gary Becker (1993), who emphasized that education and training are investments with high rates of return.
Excess	<p>Direct impact on quality of life, such as reducing water-related diseases or improving access to the job market through transportation</p> <ul style="list-style-type: none"> • Can attract private investment and increase the economic value of urban areas • Creates an environment that supports productivity because basic infrastructure is a prerequisite for overcoming multidimensional poverty • Politically attractive because it is physically visible 	<p>Increase the economic independence of individuals and communities, thereby reducing dependence on social assistance</p> <ul style="list-style-type: none"> • Can reach vulnerable groups (e.g., women or youth) if well-designed • Long-term impact through increased income and social mobility

Weakness	High costs and time-consuming implementation <ul style="list-style-type: none"> • Risk of eviction of slum dwellers if infrastructure development is not inclusive • Does not directly increase individual capacity (e.g., skills or income) if not accompanied by empowerment 	Effectiveness depends on access to labor markets or capital, which are often limited in slum areas. <ul style="list-style-type: none"> • Vulnerable to inaccurate targeting, as discussed previously, if data collection or program design is not inclusive. • Less politically appealing due to the lack of tangible tangibles of the approach.
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Improving education and skills as an implementation of the human capital concept is an effort to increase the competitiveness of human resources, thereby providing a better bargaining position in the job market. (Hidayati, N. et al, 2021) stated that job-ready training programs in Indonesia reduced urban poverty by 15% by stabilizing the income of the poor, where low human resource competitiveness without government intervention caused continuous fluctuations in purchasing power in cities such as Balikpapan. Almost similar findings were also conveyed by (Murwiati A, 2023) who stated that education and skills training as part of social protection reduced extreme poverty by 20% in Java, where income instability due to low human resource competitiveness caused fluctuations in poverty, especially in the post-pandemic period. The World Bank in its report entitled Indonesia Poverty Assessment: Pathways Towards Economic Security stated that the instability of low-income workers' incomes in Indonesia due to a lack of skills training caused fluctuations in urban poverty by up to 10%.

The implementation of development in the region, one of the goals of which is to alleviate poverty, must certainly reflect on the conditions and capabilities of the region. In terms of funding, development implementation in Buleleng Regency has so far relied on transfer funds as its largest funding source. The independence ratio has been around 15% - 20% in the last 5 years, which reflects the funding capacity of local revenue sources (PAD) compared to the amount of regional revenue allocation, although in the 2025-2029 Buleleng Regency Universal



Planned Regional Development Plan (RPJMD) this independence ratio is projected to increase to 35% in 2029. Specifically for the implementation of development in the village, the majority of funding comes from the village budget, which is part of the central government's transfer funds to local governments as an implementation of the mandate of the Minister of Home Affairs Regulation Number 130 of 2018 concerning the Development of Village Facilities and Infrastructure and Community Empowerment in Villages.

Based on the description above, the human development approach as an effort to increase the competitiveness of human resources, especially the poor and vulnerable groups in the sub-district is currently more relevant to be implemented with the consideration that infrastructure development requires relatively high costs and is accompanied by land requirements that are difficult to meet amidst limited land in the sub-district area while on the other hand regional income is still dominated by transfer funds from both the central government and other regional governments where the ratio of PAD to regional income is still at 20%. The incoming transfer funds have brought their own technical guidelines which are not necessarily in line with the policies (infrastructure development) designed in the region.

Conclusion

The fluctuation of poverty in the urban subdistricts (*kelurahan*) of Buleleng Regency indicates that the overall decline in poverty rates has not been accompanied by equitable improvements in community welfare, particularly among vulnerable groups within the first three income deciles. The core problem stems from unstable household income caused by low human resource competitiveness and the limited availability of government-facilitated skills training. The analysis findings reveal that the human capital-based development approach is more relevant and effective than the infrastructure-based approach, as it focuses on enhancing economic independence, productive capacity, and resilience among low-income populations. Using Bardach's analytical method, the study concludes that participatory community-based training represents the most feasible and impactful policy alternative for addressing poverty fluctuations at the subdistrict level. This policy framework positions the community as the central actor in the development process, where training programs are designed based on local needs, implemented collaboratively, and supported by continuous mentoring. The implementation of this approach is expected to improve workforce skills, expand economic opportunities, and sustainably reduce poverty fluctuations in urban areas. Therefore, it is

recommended that the local government allocate at least 50% of subdistrict funds to support community-based training programs. Furthermore, the policy should be complemented by a robust monitoring and evaluation system to ensure measurable improvements in productivity, self-reliance, and overall community welfare in the long term.

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