

Singkawang City Government's Strategy to Increase Knowledge Dimension of The Human Development Index (HDI) in 2023

Riri Millavathiy^{1*}, Muradi², Rahman Mulyawan³

^{1,2,3}Universitas Padjadjaran, Bandung,, Indonesia

Email: millavathiy@gmail.com ; muradi@unpad.ac.id ; rahman.mulyawan@unpad.ac.id

Abstract. Singkawang Mayor's Regulation Number 11.1 of 2023 concerning Changes to the Singkawang City Regional Development Plan for 2023 - 2026 with one of the objectives being "Increasing the quality of competitive and characterful human resources" with the strategic target "Increasing the quality of Education" providing direction for Education policy, especially in efforts to increase the knowledge dimension of HDI. The low increase in indicators in the knowledge dimension means that breakthrough efforts and appropriate local government strategies are needed to encourage the increase in HLS and RLS. research with the title Singkawang City Government Strategy in Increasing the Human Development Index (HDI) in the Knowledge Dimension in 2023 with strategy theory from Geoff Mulgan (2009) to analyze the Singkawang City Government's strategy in increasing the Human Development Index (HDI) in the Knowledge Dimension in 2023. The method used in this research is qualitative. Data collection techniques use observation, interviews, documents and audiovisual and digital materials. The research time was 9 months. The results of the analysis of the Singkawang City Government's strategy in increasing the HDI in the Knowledge dimension in 2023 consist of 5 (five) aspects or stages, there are namely: Purpose (objective), Environments (environment), Directions (direction), Actions, and Learnings.

Keywords: HDI; Government's Strategy; Increase Knowledge

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INTRODUCTION

Quality human resources are one of the capital for development. In calculating the HDI in Singkawang City, indicators in the knowledge dimension experienced a lower increase compared to other dimensions. This shows that although there are efforts to increase knowledge, the results are not as optimal in other dimensions measured. At the local government level such as Singkawang City, the fundamental aim of calculating the HDI on the knowledge dimension is to measure the level of community access to knowledge and skills that can improve the overall quality of life (Story & Glanville, 2019). Based on the Strategic Plan of the Singkawang City Education and Culture Office for 2023-2026, strategies to support increasing HDI in the knowledge dimension include educational development strategies and policies for equal distribution of access and educational services, improving quality, relevance and competitiveness, strengthening governance, accountability, and public image (Bagirzade, 2024).

Based on the Singkawang City Education and Culture Office's 2023 Education HDI (Knowledge) growth planning document, strategies to support increasing HDI in the knowledge

dimension include strategies and policies to increase education HDI (knowledge) for equal distribution of access and educational services, growing school interest and facilitation. children dropping out of school(Nugroho & Fitri, 2016).

Governance strategy by Geoff Mulgan is described into five stages, namely objectives (purposes), environment (environments), direction (directions), action/action (actions) and learning (learnings)(Hardiman, Pedersen, Jensen, Dai, & Petersen, 2024).

In increasing the HDI in the knowledge dimension, the Singkawang City Government formulates education development strategies and policies for equal distribution of access and educational services, improving quality, relevance and competitiveness, strengthening governance, accountability and public image (Dabiri, Raman, Grooms, & Molina-Henry, 2024). Based on this explanation, the goal becomes clearer (purposes) formulating a strategy to increase HDI in Singkawang City. The Singkawang City Government hopes that the implementation of these strategies can increase HDI in the knowledge dimension in Singkawang City.

Environmental analysis (environments) both inside and outside the organization needs to be carried out by the Singkawang City Government. In determining the actions to be taken within the organization, an environmental analysis is needed in the form of potential and problems in the knowledge or education dimension that are associated with RLS and HLS achievements (Burstein, 2020). The Singkawang City Government needs to determine the direction (directions) strategic implementation in the context of increasing HDI in the knowledge dimension. This includes determining priorities and strategic goals to be achieved within a certain time period (Cheng, Cheng, & Che, 2024)

The Singkawang City Government needs to determine action (actions) in increasing HDI in the knowledge dimension, including strategies used to improve RLS and HLS, policies taken and implementation of these policies (Massagony, Pandit, & White, 2025). Learning (learnings) continuously is very important to evaluate the implemented strategy. This evaluation should include an analysis of the factors causing the increase in RLS and HLS in the knowledge dimension, as well as identification of the best strategies that can be implemented to improve future results through better strategy adaptation and more effective use of resources to achieve the set goals (Cheng et al., 2024).

By using Mulgan's theory, researchers are expected to be able to comprehensively analyze and describe the Singkawang City Government's strategy in increasing the HDI in the Knowledge

Dimension in Singkawang City in 2023, as well as providing a theoretical basis for policy interpretation and recommendations (Robin Murray, 2010).

The researcher includes the results of previous research related to the research to be carried out. Research conducted by Dwi Heriyanto with the research title "Analysis of Factors Affecting the Regency/City Human Development Index (HDI) in West Kalimantan Province 2006-2010". This research is included in descriptive research with a qualitative and quantitative method approach, while in the research that will be carried out researchers will use qualitative research methods with a descriptive approach. In this research, an analysis was carried out of the factors that influence Regency/City HDI in West Kalimantan Province, while in the research that will be carried out by researchers, the focus will be on the Singkawang City Government's strategy in increasing HDI in the knowledge dimension. By focusing on qualitative methods and descriptive approaches, this research will place greater emphasis on an in-depth understanding of the strategies and policies implemented by the Singkawang City Government in increasing the knowledge dimension of HDI. This will involve a detailed analysis of how the policy was implemented, the challenges faced, as well as its impact on society.

Dwi Heriyanto's research results are in the form of statistical descriptions and analysis of factors that influence HDI, which can be used to formulate policies based on quantitative data. Meanwhile, this research is expected to provide qualitative insight into the strategies implemented in the local context and how these strategies influence increasing the knowledge dimension in IPM in Singkawang City.

Mufih Nur Huda Tri Saputra in research entitled District/City Clustering in West Kalimantan Province Based on the Ratio of Teachers to Students at Elementary, High School and High School Levels and HDI in 2022 Using the Method K-Means Clustering. The variables used in this research are the total ratio of teachers to students based on educational level, namely elementary, middle and high school as well as HDI in 2022. Through this research, it was found that Singkawang City and Pontianak City are included in cluster 1 with the characteristics of a high elementary school ratio, high junior high ratio, medium high school ratio. The high ratio of elementary to middle school is an indication of a shortage of teaching staff at the elementary and middle school levels. If there is no increase in the number of teaching staff, it is feared that there will be ineffectiveness in the teaching and learning process and this could result in a decrease in HDI. Meanwhile, in this research, a qualitative research method will be used with a descriptive approach which allows researchers to understand more deeply the potential and problems of

increasing HDI in the dimensions of knowledge or education which are associated with RLS and HLS achievements (Mo, Kong, Wang, Wang, & Li, 2021).

The dimension of knowledge or education according to Dendi Herdiansyah and Poni Sukaesih Kurniati in their research entitled Development of the Education Sector as Supporting the Human Development Index in the City of Bandung, is the main dimension in the Human Development Index which should be the most significant dimension which has increased from year to year without ignoring the dimensions other. This is because education not only functions as a basis for improving an individual's quality of life, but also as the key to achieving overall social and economic progress. Dendi Herdiansyah and Poni Sukaesih Kurniati's research discusses the factors that influence HDI in Bandung City with special emphasis on the education sector and its role in supporting increased HDI. This research tends to be more general in terms of the scope of analysis of the education sector and HDI. Meanwhile, this research will describe the strategies implemented by the Singkawang City Government in increasing the knowledge dimension of HDI. This research focuses more on local policies and how these strategies influence HDI in the knowledge dimension in Singkawang City.

Taking into account the description of the low increase in indicators in the knowledge dimension, breakthrough efforts and appropriate regional government strategies are needed to encourage the increase in HLS and RLS. Previous studies still discussed the factors that influence the HDI in the knowledge/education dimension and the clustering of district/city teacher ratios in West Kalimantan Province, but did not discuss regional government strategies in increasing the HDI in the knowledge dimension. Increasing the HDI of Singkawang City, especially in the knowledge dimension, is an important step to increase human resources and efforts to improve community welfare. Therefore, the author is interested in conducting scientific research with the title "Singkawang City Government Strategy in Increasing the Human Development Index (HDI) in the Knowledge Dimension in 2023".

Research on government strategies in increasing HDI in the knowledge dimension is useful for the study of government science, with a good strategy it will influence the level of success of the program and influence the level of public satisfaction with government performance. Therefore, this research will use strategy theory from Geoff Mulgan (2009) to analyze the Singkawang City Government's strategy in increasing the Human Development Index (HDI) in the Knowledge Dimension in 2023.

METHODS

The method used in this research is a qualitative method, because researchers want to explore and understand the Singkawang City Government's strategy in increasing the Human Development Index (HDI) in the knowledge dimension in 2023. Research is a systematic way to collect data and present it stated that in general research methods are a scientific way to obtain data with specific purposes and uses (Asipi, 2022). Researchers will carry out the research process including conducting literature studies, creating research questions and procedures that are still temporary, collecting data, analyzing data inductively (identifying significant relationships in data collected in the field), building partial data into themes and then providing interpretation of the meaning of data. The final activity is to build the report into a flexible structure.

Qualitative data collection techniques will be used in this research, to support the results of research in the field in exploring and understanding the Singkawang City Government's strategy in increasing the Human Development Index (HDI) in the knowledge dimension in 2023. According to Cresswell (2018), there are 4 (four) ways to collect qualitative data, namely: Observation; Interview; Document and Audiovisual and Digital Materials. The data needed in a study can be collected or obtained from various data sources. Data sources in research are sources from which data can be obtained or obtained. Data classification can be divided into two categories based on the distribution of data sources, namely primary data and secondary data. Data obtained directly from informants or respondents through interviews or questionnaires is considered primary data. To obtain primary data, researchers will conduct interviews with actors involved in the strategy to increase HDI in Singkawang City. Secondary data, information collected or derived from library materials. Because it comes from documents and contains information related to data obtained in the field, secondary data is useful for observers. Secondary data in this research are documents from related agencies in the form of planning documents, cooperation agreements, report documents and digital information on official government websites or media that have high credibility. The qualitative data analysis technique used in this research uses the opinion of Miles and Huberman who argue that data analysis consists of three interrelated sub-processes, namely data reduction, data presentation and conclusion/verification.

RESULTS AND DISCUSSION

Based on data from the West Kalimantan Central Statistics Agency in 2024, the Human Development Index (HDI) of Singkawang City in 2023 reached 74.39, an increase of 0.47 points

(0.64 percent) compared to the previous year (73.66), so that the HDI achievement of Singkawang City included in the high category.

Based on the National Central Statistics Agency (2024), Expected Years of Schooling (HLS) and Average Years of Schooling (RLS) are indicators that make up the dimensions of knowledge. HLS is the expected length of years of education that a 7 year old child will undergo in the future. Meanwhile, RLS is used as an indicator to measure the quality of education possessed by residents aged 25 years and over in an area.

The following are the achievements of the HLS and RLS indicators in the HDI knowledge dimension of Singkawang City in 2022 and 2023:

Tabel 1. HDI of Singkawang City in 2022 and 2023

Indicator	2022	2023	Improvement
Expected Years of Schooling (HLS)	12.92 Years	12.94 Years	0.02 Years
Average Length of School (ALS)	8.19 Years	8.21 Years	0.02 Years

Based on data from BPS Singkawang City, in 2024 children aged 7 years in Singkawang City have the hope of being able to enjoy education for almost the same amount of time as it takes to complete education up to Diploma I level. This figure has increased by 0.02 years but is still below the HLS national is 13.15 years. The RLS indicator has increased by 0.02 years, to 8.21 in 2023, while the national RLS is at 8.77 years. This figure means that the average population aged 25 years and over in Singkawang City has completed their education up to Grade VIII Junior High School (SMP).

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Strategy theory consists of 5 main aspects, namely objectives (purposes), environment (environments), direction (directions), action/action (actions) and learning (learnings). The following is a discussion and analysis related to these aspects:

Aspect of Purposes

The aim is to improve human resources in Singkawang City based on community needs, community aspirations and contained in applicable regulations such as the Singkawang City Regional Long Term Development Plan (RPJPD) for 2005-2025 and Amendments to the Singkawang City Regional Development Plan (RPD) for 2023-2026.

Secretary of the Education and Culture Service, Safari Hamzah, said that the long-term goal of increasing the HDI in the knowledge dimension is to realize "Advanced, Prosperous Singkawang Based on Services, Trade and Agroindustry" for a Golden Indonesia 2045". Singkawang City Regional Regulation Number 6 of 2010 concerning the Regional Long Term Development Plan (RPJPD) of Singkawang City for 2005-2025, contains the vision of 'Advanced, Prosperous Singkawang Based on Services, Trade and Agroindustry' which is a follow-up to the vision of the 2005-2025 RPJPN, namely 'An Independent, Advanced, Just and Prosperous Indonesia' which is contained in Law Number 17 of the Year 2007 concerning the National Long Term Development Plan 2005-2025.

In Singkawang Mayor's Regulation Number 11.1 of 2023, the main objective set is to improve the quality of human resources who are competitive and have character, with the strategic target of improving the quality of education. This goal includes developing the quality of education at all levels, from early childhood education to secondary education in accordance with district/city authorities, as well as ensuring inclusive and accessible education for the entire community, especially in underserved areas.

Aspect of Environments

A relatively small population spread across locations that are difficult to reach can be an obstacle to accelerating improvements in aspects of community education/knowledge. In order to support the implementation of quality education, especially to increase HDI in the knowledge dimension, the Education and Culture Office carries out mapping of adequate supporting facilities and infrastructure at the level which is the authority of the district/city.

To carry out the teaching and learning process, the Singkawang City and Education Department is supported by 1,778 teaching staff spread across 38 kindergarten levels, 1,239 elementary school students and 501 junior high school students. Based on the 2023 Singkawang City Education and Culture Office LAKIP document, the number of SD/MI teachers who meet S1/DIV qualifications is 90.11%, while at the SMP/MTS level it is 90.65%.

In addition to the capacity of infrastructure and teaching staff, the Singkawang City Government through the 2023 Strategic Plan Amendment outlines a general overview of the development of indicators for improving the quality of education/knowledge, especially to increase the Average Years of Schooling (RLS) and Expected Years of Schooling (HLS) through School Enrollment Rates (APS), Gross Participation Rate (APK), Pure Participation Rate (APM) and School Dropout Rate (APS).

Table 2. Development of the Singkawang City APK compared to the 2023 National APK

Development of Gross Participation Figures (APK)					
No	Level	Singkawang City APK			National
		2021	2022	2023	2023
1	preschool	11,22%	29,50%	36,31%	36.36%
2	SD/MI/Package A	100,05%	101,75%	101,43%	97,88%
3	SMP/MTs/Package B	105,55%	107,54%	102,21%	80,89%

Based on the 2023 Singkawang City Education and Culture Service LAKIP document, the School Participation Rate (APS) for SD/MI/Package A level is 98.27%, while the national average based on BPS data is 99.16%. At the SMP/MTs/Package B level it was 97.85% with the national average based on BPS data being 96.10%. So the APS for SMP/MTs/Package B level is still below the national average.

Gross Enrollment Rate (APK) is the percentage of the number of students at a certain school level divided by the number of school-age population in a certain age group. A high GER indicates a high level of school participation, regardless of the appropriateness of school age at the level of education. Based on the LAKIP document of the Singkawang City Education and Culture Office in 2023, the APK at the PAUD level is 36.31%, at the SD/MI/Package A level it is 101.43%, while at the SMP/MTs/Package B level it is 102.21% (Table 2).

The GER at the SD/MI/Package A and SMP/MTs/Package B levels exceeds 100%, this shows that Singkawang City is able to accommodate a school age population that is more than the target because there are residents who go to school who are not old enough and/or beyond the proper age. Based on the data obtained and the results of interviews with informants conducted by the author, the HDI Gross Participation Rate (APK) indicator in the knowledge dimension of Singkawang City in 2023 has exceeded the national GER average in 2023 (Story & Glanville, 2019).

Referring to the 2023 Singkawang City Education and Culture Service LAKIP document, the NER figure at the SMP/MTs/Package B level in 2023 is 80.55% and is below the national NER figure of 0.34%. The School Dropout Rate (APS) in 2023 at the SD/MI level is 0%, while at the SMP/MI level it is 0.01%. At the SMP/MTs level, in 2023 there will be 2 (two) students dropping out of school, out of a total of 29,333 SMP/MTs students in Singkawang City. Based on information from the Secretary of the Education and Culture Service, the student was a private

school student under the Singkawang City Ministry of Religion, so the Education and Culture Service did not intervene further.

In determining policies to achieve the goal of increasing HDI in the knowledge dimension, the Education Office takes an approach based on strategic plans and accurate data. Even though the APS is relatively good, the biggest challenge lies in the participation of SMP/MTs age children, which reflects the need for further efforts to increase access to education for teenagers. The high APS at the SD/MI/Package A level shows success in ensuring that elementary school age children receive an education, but the decline in APS at the SMP/MTs level needs to be a concern so that there is no increase in the dropout rate at higher levels (Green, Murphy, Ashton, Standen, & Haigh, 2025).

Even though the PAUD GER has shown an increase, the figure is still quite low compared to the hope of encouraging access to education from an early age. Increasing the PAUD APK will play an important role in improving the human development index in the future, because early education has a big influence on children's development. Meanwhile, the GER at the SD/MI and SMP/MTs levels which is more than 100% shows that there are challenges in ensuring appropriate education for students, especially related to appropriate school age, where there are students who attend school sooner or later than their age. appropriate.

The lower NER figures at the SMP/MTs level, compared to SD/MI, reflect the decline in educational participation that often occurs at higher levels of education, especially when children begin to enter adolescence. This is closely related to the low interest in school among teenagers, as well as hampered access to education for this age group and the family's economic conditions. Therefore, policies that encourage adolescent participation in education are very necessary, including through equality education programs (Buga & Kaya, 2022).

Based on the data that the author obtained and the results of interviews that the author conducted, the Singkawang City Government already has clear data regarding various educational indicators such as School Enrollment Rates (APS), Gross Enrollment Rates (APK), Pure Enrollment Rates (APM), and School Dropout Rates. at primary to secondary education levels. This data is used to map the strengths and weaknesses in the existing education system (Pal, 2011).

The Singkawang City Government has also identified the need to improve the quality of education at the PAUD and SMP/MTs levels in order to increase the HDI of the knowledge dimension. For example, although there has been an increase in the Gross Enrollment Rate

(GER) in PAUD, it still needs attention so that it can be equal to or better than the national average (Story & Glanville, 2019).

The Singkawang City Government has quite good capacity in terms of educational infrastructure and teaching staff, which is reflected in data showing that 90.11% of SD/MI teachers and 90.65% of SMP/MTS teachers meet S1/DIV qualifications. This shows that the quality of teaching staff is sufficient to support educational improvement. However, even though the capacity of teaching staff is quite good, there are challenges in terms of educational accessibility for junior high school age children and teenagers, especially related to lower public awareness and interest in learning in this age group and family economic conditions (Story & Glanville, 2019).

Aspect of Directions

Singkawang Mayor's Regulation Number 11.1 of 2023 concerning Changes to the Singkawang City Regional Development Plan for 2023 - 2026 with one of the objectives being "Increasing the quality of competitive and characterful human resources" with the strategic target "Increasing the quality of Education" providing direction for Education policy, especially in efforts to increase the knowledge dimension of HDI (GUIMARÃES, 2020).

The statement by the Head of the Singkawang City Regional Development Planning Agency regarding the priority of increasing HDI with the knowledge dimension through indicators of the expected number of years of schooling and the average number of years of schooling shows that the policy direction taken is very focused on strengthening educational aspects. This policy seeks to improve the quality of education by increasing access to education for longer and more evenly, so that each individual has a better opportunity to obtain deeper knowledge (Yulianti, 2021).

Apart from that, this policy also prioritizes improving educational facilities and infrastructure which clearly aims to support a better learning process. This policy direction focuses on efforts to improve the physical quality and accessibility of educational facilities, which of course will have a direct impact on the quality of educational outcomes themselves (Abouelela, Stamos, Chaniotakis, & Antoniou, 2025). Facilitation of out-of-school children through Community Learning Activity Centers (PKBM) is also an important part of this policy direction, because this policy targets groups who are often marginalized from the formal education system.

The statement by the Head of the Education and Culture Service stating that the strategic priority for increasing HDI lies in increasing access to education, facilitating children dropping out of school, and growing interest in school underscores the commitment to overcome obstacles that

hinder people's access to education (Cheng et al., 2024). The Department of Education and Culture, with a focus on increasing access to education, shows that the Singkawang City Government is taking concrete steps to ensure that education is not only accessible to a few people, but to all levels of society. This includes efforts to reduce school dropout rates and provide opportunities for children who were previously prevented from continuing their education.

In the context of direction (direction), these two statements show that the policies taken are oriented towards achieving broader long-term goals, with a focus on equal distribution of education and improving the quality of human resources. This is an example of planning that has a clear direction and is well structured, in line with the principles emphasized by Geoff Mulgan in his approach to effective public policy.

It can be seen from the results of interviews and existing data, this research reveals that the Singkawang City Government, both Bappeda and the Education and Culture Service have a clear vision and direction related to improving the quality of education as part of efforts to achieve an increase in HDI in Singkawang City. Increasing access to education, improving infrastructure, as well as paying attention to out-of-school children and interest in school are strategic steps that are very relevant to efforts to improve the quality of life and develop higher quality human resources. This indicates that the policy direction taken has been integrated with a larger goal, namely ensuring that education becomes the foundation for sustainable social and economic development in Singkawang City.

Aspect of Actions

Geoff Mulgan in his theory of strategy emphasizes its importance actions clear and detailed (actions) to achieve goals, as well as inspirational leadership that can motivate and invite other people to get involved in achieving these goals (Aboueila et al., 2025).

Secretary of the Department of Education and Culture, Safari Hamzah, stated that to improve HLS and RLS, the Department of Education and Culture prioritizes the strategic direction of increasing HDI on increasing access to education, facilitating children dropping out of school and growing interest in school as follows:

1. Increasing Access to Education
2. Facilitation of School Dropout Children
3. Growing Interest in School

Aspect of Learnings

Aspect Learnings in Mulgan's theory is an aspect to analyze the effectiveness of actions taken and evaluate the goals and directions chosen. According to Mulgan, learning is a key

element in strategy, which requires organizations to continuously evaluate and adjust the actions taken based on the results achieved.

In an effort to improve the Human Development Index (HDI) in the knowledge dimension, the Singkawang City Government through Bappeda has carried out routine evaluations of the performance of related OPDs. This evaluation is carried out by sending a letter requesting documents to the OPD and holding quarterly coordination meetings led by the Head of Bappeda, as well as annual coordination meetings led by the Mayor. This process reflects the principle of continuous learning in Geoff Mulgan's strategy theory. In this case, quarterly coordination meetings provide an opportunity to evaluate achievements and formulate necessary improvement steps to improve the quality of education and equal access to education.

Although this evaluation aims to control the performance of OPDs in general, there has not been a special coordination meeting that specifically discusses the improvement of HDI, especially in the knowledge/education dimension with the HLS and RLS indicators. This shows the potential to strengthen learnings that is more focused and specific regarding IPM, so that the policies implemented can be more focused on achieving the goal of improving the quality of education. In addition, the inspiring leadership of the Head of Bappeda and the Acting Mayor also plays an important role in encouraging related parties to continue to commit to common goals.

Aspect of learnings can be more optimal if the coordination meeting involves more parties, so that a more integrative solution is created in overcoming the challenges of improving the quality of education in Singkawang City.

The approach taken by the Department of Education and Culture through routine MKKS and K3S meetings, as well as the involvement of supervisors and heads of divisions who go directly to the field, reflects proactive and participatory efforts in improving the quality of education. Evaluation based on feedback from this community it is very important to design better and more sustainable education programs, so that they can contribute significantly to achieving the target of increasing the Human Development Index in the knowledge dimension in Singkawang City.

The following is a description and analysis of the results of data collection and interviews with the author regarding aspects of learnings in each strategy:

1. Improving Access to Education
2. Facilitation of School Dropouts
3. School Interest

CONCLUSIONS

Based on the results of the research that has been carried out, and which has been described in detail in the previous chapter, the following conclusions are drawn: The Singkawang City Government, in increasing the knowledge dimension of the Human Development Index (HDI) in 2023, has implemented strategies specifically to increase access to education, facilitate children dropping out of school and foster interest in school; The Singkawang City Government in increasing the Human Development Index (HDI) in the knowledge dimension in 2023 has basically implemented strategic aspects based on a theoretical perspective. The results of the analysis of the Singkawang City Government's strategy in increasing the HDI in the Knowledge dimension in 2023 by referring to Geoff Mulgan's strategy theory consist of 5 (five) aspects or stages, namely: Purpose (objective), Environments, Directions, Actions, and Learnings.

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