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## Clown and Silver Man Construction by the Social and Community Empowerment Service of Gorontalo City

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### Abstract

**Objective:** This study aims to identify and analyze the coaching process carried out by the Gorontalo City Social and Community Empowerment Service for street clowns and silver men, as well as evaluate the level of effectiveness of the implementation of the program. **Theoretical framework:** The theoretical framework of this research is based on the theory of social development, community empowerment, and social control theory that emphasizes the urgency of rehabilitation, the provision of skills training programs, and the strengthening of cross-sector coordination to overcome complex and sustainable social problems. **Literature review:** The literature review in this study examines the phenomenon of the emergence of beggars with creative methods, namely street clowns and silver men, which represent a new form of begging practice in public spaces. In addition, the literature also emphasizes the role of local governments in the implementation of social development programs, the urgency of the involvement of officials in supervision, and the effectiveness of community empowerment programs in suppressing similar practices. **Method:** This study uses a qualitative approach with a descriptive method. Data collection techniques include observation, in-depth interviews, and literature studies. The research analysis focused on three main indicators, namely the existence of coaching programs, the availability of apparatus, and supervision mechanisms. **Results:** The results of the study show that the implementation of coaching has not reached the expected effectiveness. The main obstacles include the absence of post-coaching skills training programs, the limited number of officers on duty, and weak coordination between related agencies. This has resulted in the return of most street clowns and silvermen to their old activities on the streets, even with a tendency to move to areas with looser levels of surveillance. **Implications:** This study emphasizes the urgency of strengthening sustainable social development programs through skills training, increasing the number of officials, and cross-sectoral coordination. These findings can be a reference for local governments in formulating policies to handle social problems more effectively. **Novelty:** The novelty of this research lies in the study of the contemporary phenomenon of beggars with a new identity, namely, street clowns and silver men. This research also provides a critical analysis of the limitations of local government development programs to enrich academic studies as well as provide practical input for social policies.

**Keywords:** coaching, street clown, silver man, social service, gorontalo city.

## INTRODUCTION

The phenomenon of poverty in Indonesia gives birth to social problems that arise from the high unemployment rate, so there is an increase in beggars on the streets that we often encounter in crowded places, such as shopping centers, city parks, tourist areas, and road intersections [1]. The existence of those who often move from location to location or even stay in a place for a long time makes this phenomenon very visible and difficult to ignore. Street clowns, who generally wear brightly colored costumes with cartoon characters or mascots, as well as silver men whose bodies are covered in metallic paint and pose like statues, have become part of the city's inseparable colors. They cannot compete for employment opportunities with educational provisions or predetermined requirements. This is a gap that often occurs in cities in terms of social conditions, caused by people who come to the city and do not have the essential skills [2].

The presence of beggars in urban areas shows the level of poverty of the community. Some of the reasons why someone chooses to become a beggar are as follows: 1) Economic reasons [3]. Educational factors; 2) Lack of income to meet daily needs while the price of goods rises; If a person has a low level of education, they will not have any difficulty in finding a job because they do not have the reliable skills to get a job; 3) Dependence: Bad habits, such as being lazy with oneself, not wanting to work hard, and only expecting the mercy of others to help him, cause a person to become a beggar (4). Residence. Therefore, it is necessary to carry out countermeasures that are carried out with preventive, repressive, and rehabilitative efforts [4]. As an institution that has the task of handling beggars, as stated in the 1945 Law article 34, "*poor and abandoned children are cared for by the state,*" but in reality, the government has not been able to prosper its community, thus causing social problems in the community, namely the existence of street clowns and civilians which results in public disorder. By looking at the above problems, the Gorontalo City government made a policy in the form of regional regulations as an action to regulate the problem of social order [5].

However, although this phenomenon poses a variety of problems, it is important to remember that they are individuals need serious attention from governments and society [6]. Effective guidance from authorities, such as the Social Service and Community Empowerment, is needed to provide sustainable solutions, both in terms of improving skills, access to health, and adequate social protection. Therefore, although their existence as street clowns and silver men provides entertainment, solutions to the problems they face need to be sought to create better welfare for them and improve comfort for society as a whole. After I made initial observations in the field, it showed that there were more than 15 Street Clowns that I met and 4 Silver Men in several places, such as shopping complexes, red lights near Gorontalo Mall, and red lights on Jl. Tamalate, Agus Salim, Andalas, KFC, MCd, and in front of the Gorontalo Post Office. Most of them come from Donggala Village, Gorontalo City, Gorontalo Regency, and even from outside the region [7].



Figure 1. Silver Man at the McDonald's Intersection

The Gorontalo City Social and Community Empowerment Service has an important role in efforts to coach street clowns and silver men in Gorontalo City. As an agency responsible for social welfare, the Gorontalo City Social Service and Community Empowerment has carried out mental health, order, and religious guidance. In this case, the Gorontalo City Social and Community Empowerment Service always supervises the Street Clowns and Silver Men in building their mentality so that they do not return to their previous profession [8]. In health guidance, beggars are given health treatment, namely health checks, which begin by fostering self-awareness about the importance of health for humans [9]. Moreover, the Gorontalo City Social and Community Empowerment Service provides training in skills such as sewing, cooking, and driving, so that with these skills they can work according to their skills. The Social Service and Community Empowerment efforts, among others, after the beggars follow driving training, coaching to beggars is important because in the coaching, skills such as sewing, cooking are taught so that with the provision of these skills, they can be accepted to work according to their skills.



**Figure 2. Silver Man at the McDonald's Intersection**

However, even though the Gorontalo City Social and Community Empowerment Service has made various coaching efforts, the challenges faced in this process are still quite large. One of the problems is the lack of cooperation with related agencies, the lack of apparatus members that can hinder the process of handling coaching, which is more structured. Less effective coaching programs, so that the impact is not maximized.

Against the background of the existing problems, this study aims to analyze and evaluate in more depth how the Gorontalo City Social and Community Empowerment Service carries out coaching for Clowns and Silver Men, as well as to measure the extent to which this coaching has a positive impact on their social and economic lives to order and minimize their population [10]. This research will explore aspects that need to be improved and explore the potential for developing more effective and sustainable coaching programs [11]. The results of this study are expected to provide constructive recommendations for local governments, especially the Gorontalo City Social and Community Empowerment Service, to improve the quality and reach of coaching programs, which can provide real benefits for actors and help them towards a better and more prosperous life. From the above background description, the researcher is interested in conducting a study on this problem, with the title "*Development of Clowns and Silver Men by the Gorontalo City Social and Community Empowerment Service*".

This research has quite broad implications, both from the practical, theoretical, and public policy sides. Practically, the results of the study show that the coaching of street clowns and silver men by the Gorontalo City Social Service has not been effective because it is limited to short rehabilitation without skills training. The direct implication is that local governments need to redesign coaching patterns by adding skills training programs, post-rehabilitation mentoring, and extending the duration of coaching to produce more sustainable changes. If the coaching policy is still implemented partially, then the phenomenon of clowns and silver

men returning to the streets will not be overcome [12]. In addition, this study emphasizes the importance of increasing the number of officers and increasing the capacity of human resources within the Social Service. The institutional implications that arise are the need for a larger budget allocation for recruitment, training, and improving the competence of the apparatus. Without improvements in the human resource aspect, all coaching programs are at risk of not running optimally. Thus, the results of this research can be used as a reference in regional development planning, especially in the aspect of social welfare [13].

The next implication is related to the aspect of cross-sector coordination. This study shows the weak synergy between the Social Service and Satpol PP in post-coaching supervision. This means that local governments need to formulate a more structured and sustainable collaboration system. The policy implication here is the need for regional regulations in the form of mayoral regulations or regional regulations that clarify the mechanism of cooperation between institutions in dealing with the phenomenon of clowns and silvermen. From the theoretical side, this study enriches the study of the role of the Social Service in handling marginalized groups in urban areas. The finding that coaching has not touched on the practical skills aspect has implications for coaching theory that emphasizes the importance of *coaching* and *skill training* beyond just rehabilitation. The role theory and coaching theory used in this study can be further developed by integrating the concept of community empowerment based on local potential.

For the community, the social implications of this study are increased awareness of the importance of empathy and community involvement in helping marginalized groups. Without public support, the government's efforts tend to be unsustainable. Therefore, the results of this research can encourage the birth of community-based collaboration programs, such as entrepreneurship training, social cooperatives, or micro business groups involving the wider community.

This research has several aspects of novelty that distinguish it from previous studies. First, this study specifically examines the phenomenon of *street clowns* and *silver men* in Gorontalo City, a local context that was previously rarely touched on in academic studies. Most previous studies have focused on vagrants, beggars, or street children in general, without distinguishing between "creative beggar" models such as clowns and silvermen. Thus, this study opens up a new perspective on the dynamics of urban poverty in a more symbolic and visual form.

Second, the study revealed that coaching programs that are only oriented towards mental and spiritual rehabilitation are not effective enough, and that the need for practical skills is key for them to get out of the cycle of street begging. This novelty provides an important input to the social policy literature, namely the need to combine aspects of rehabilitation with *skills-based* empowerment.

Third, this study highlights structural problems in the form of a limited number of apparatus and weak coordination across sectors. These findings expand the academic discourse that has so far highlighted individual or cultural factors as the cause of coaching failure. Thus, the novelty of this research is to present an understanding that the success of coaching is not only determined by the behavior of the target, but also by the structural and institutional capacity of the government.

Fourth, this study emphasizes the need for a post-coaching supervision mechanism. This novelty is important because most of the previous research stopped at the program implementation stage, while this study confirms that without long-term monitoring, all coaching efforts have the potential to fail.

With the combination of these findings, this study not only enriches the academic treasure on handling urban social problems but also offers *policy recommendations* that apply to local governments, especially in dealing with the phenomenon of street clowns and silver men.

## LITERATURE REVIEW

### State of the Art

Based on the results of the search, here are some previous studies that are referenced in this study:

Research conducted by A.N. Najicha and Beggars. This study describes and examines the problems, first, how is the role of the Social Service in the control of homeless and beggars; The beggar service is in accordance with Government Regulation Number 31 of 1980 concerning Social Control; Role; City of Homeless and Beggar Countermeasures in the City of Surakarta. Second, Surakarta. What are the obstacles to the Surakarta Social Service in the control of homeless people and beggars? This research is a Corresponding Author: normative legal research that is prescriptive and uses a statute approach [14]. The primary legal materials used are laws and regulations, and secondary legal materials consisting of books, legal journals, and scientific articles, as well as non-legal materials in the form of interview results. This study uses the syllogism method with a deductive mindset and the technique of collecting legal materials in this study using document studies and interviews. The purpose of the research consists of two objectives, namely objective and subjective objectives. In the effort to control in accordance with Government Regulation Number 31 of 1980 concerning the Countermeasures of the Homeless and Beggars has not been running effectively, because there are obstacles that affect the effective role of the Surakarta City Social Service, namely the absence of a halfway house for the homeless and beggars to foster their personalities to be better, to reduce the number of beggars in the city of Surakarta. Lack of cooperation between agencies such as the Social Service and Satpol PP. In addition, there are no regional regulations in Surakarta City regarding efforts and sanctions for homeless people and beggars.

Research conducted by Sikumbang et al, The title "Implementation of Social Service Development Patterns in Overcoming Street Children in Medan City" The purpose of this research is to find out the implementation of social service coaching patterns in overcoming the existence of street children in the city of Medan as well as the factors that hinder the implementation of running well in the empowerment and coaching program of street children carried out by the Medan City Social Service. This research applies qualitative methods in data collection, applying observation and interviews with informants. The results of this research show that the implementation of policies carried out by the Medan City Social Service related to the development and empowerment of street children has not been maximized in reducing street children [15]. The efforts made by the management of the halfway house in the form of equality education programs for children who drop out of school, ethics education, and equipping them with training according to the potential possessed by street children. Obstacles or obstacles are the lack of public awareness, in this case, empathy for street children, as well as the lack of supporting facilities and infrastructure to carry out the development program for street children, as can be seen from the lack of completion of social protection houses or childcare centers.

Research conducted by Salsabila et al, with the title "The Role of Social Services in Overcoming Homelessness and Beggars in Tanjungpinang City Homelessness and beggars are the result of social problems that cannot be avoided. This social problem is an interaction and accumulation of various problems, such as poverty, low education, lack of work skills, socio-cultural environment, health, and so on. The Social Service as an Institution is responsible for social problems, whether it has been maximized or not. The method used in the research uses a qualitative method with data collection techniques taken from the publication of the Tanjung Pinang city government itself. From the results obtained, there are still many vagrants and beggars, and there are even increasing groups. Actually, the planning made by the Social Service is good, from the vision, mission, goals, goals, strategies, and programs. But in its realization, the performance has not been maximized or even realized at

all. For example, rehabilitation facilities and infrastructure in the city of Tanjung Pinang still do not exist.

### **Role Concept**

Role is a concept in social science that refers to a set of behaviors, duties, rights, obligations, and responsibilities expected of a person occupying a certain position or status in society or a social group. The concept of role emphasizes how individuals are expected to act or behave based on their position in social structures and the norms that govern them [16].

Biddle, in his book entitled "Role Theory Expectations, Identities, and Behaviors," mentioned in role theory, Solsiololg views that human beings are products of their social world, not only as cultural carriers, but also as representatives of the assumptions and values of communality and social class.

According to Kozier, A role is a set of behaviors that others expect of someone according to their position. Roles are influenced by social circumstances both from within and outside and are stable [17].

The definition of the role, according to Soerjono Soekanto, is that, role is a dynamic aspect of position (status); if a person carries out his rights and obligations in accordance with it, then he carries out a role. In an organization, everyone has various characteristics in carrying out tasks, obligations, or responsibilities that have been given by the organization or institution.

According to Abu Ahmadi, Role is a complex human expectation of how individuals should behave and act in certain situations based on their social status and function.

Riyadi in Role can be interpreted as the orientation and concept of the part played by a party in the social opposition. With this role, the perpetrator, both individuals and organizations, will behave according to people's expectations.

### **Construction Concept**

Coaching is the idea of the processes, methods, and principles used to develop, improve, or enhance the abilities, skills, attitudes, and potential of a person or group. The goal of coaching is to ensure that individuals or groups can achieve certain optimal performance or achievements according to the goals that have been set, be it professional, personal, or social [18].

### **Construction Theory**

According to, Coaching is a process, result, or effort to improve oneself that leads to change, progress, improvement, growth, evaluation, or various other potentials for something [19].

According to Santoso, the coaching intends to achieve positive changes from the previous conditions, which involve the stages of planning, organizing, financing, coordination, and implementation.

The monitoring, handling, and coaching indicators are tools to measure the effectiveness and success of the coaching, monitoring, and handling process in an organization or program. These indicators help to ensure that the coaching process goes according to plan, delivers expected results, and achieves the goals that have been set.

### **Definition of Supervision**

It is an activity carried out to monitor the course of activities in an organization to achieve goals by looking at supporting and inhibiting factors and making reports for evaluation.

Supervision is the process of determining performance measures and taking actions that can support the achievement of expected results in accordance with the predetermined plan. With supervision, the planning expected by management can be fulfilled and run well. According to Basu Private, "Supervision is a function that ensures that activities can provide the desired results" [20].

Techniques used in the coaching process to ensure effectiveness and efficiency in achieving the goals that have been set.

## METHODOLOGY

The type of research used in this study is descriptive research with a qualitative approach. This approach was chosen because it aims to understand in depth the process, dynamics, and meaning behind the social phenomena that occur, especially related to the efforts to coach street clowns and silver men by the Gorontalo City Social and Community Empowerment Service [21].

Qualitative research focuses on exploring behaviors, experiences, motivations, and social interactions in a natural context. In this context, the researcher seeks to describe how the coaching program is implemented, the response of the perpetrators (clowns and silver men), and the challenges faced by the agency [22]. The data collected were in the form of words, narratives, and meanings resulting from interviews, observations, and field documentation.

As Moleong explains, qualitative research aims to understand social phenomena holistically through descriptive ways in natural and distinctive language, not through statistical numbers [23]. Therefore, this study not only describes what happens but also seeks to capture the "why" and "how" of the coaching process.

**Table 1. Research Methodology**

Component	Description
Research Type	Descriptive (Qualitative)
Purpose	Understand processes, dynamics, and meanings of social phenomena
Focus	Exploration of behavior, experiences, motivations, and social interactions
Object of Study	Coaching of street clowns and silver men by the Social Service of Gorontalo City
Data Collection	Observation, Interviews, Documentation
Analysis Approach	Holistic descriptive analysis (explaining 'why' and 'how' the process occurs)

## RESULTS AND DISCUSSION

The following discussion examines the results of research related to the Development of Clowns and Silver Humans by the Gorontalo City Social and Community Empowerment Service from the aspects of the coaching program, the number of apparatus, and supervision.

### Coaching Program

The Social Service and Community Empowerment in dealing with people with social problems, one of which is Clowns and Silver Men in Gorontalo City, is seen from the aspect of the coaching program that has not been effective [24]. Coaching programs that are not yet effective often cause problems in handling the number of Clowns and Silver Men that are not at maximum. The Gorontalo City Social and Community Empowerment Service has a coaching program in the form of social rehabilitation, which is carried out through an individual approach. This program was carried out at the Technical Implementation Unit (UPT) of the Halfway House located on Jl. Drs. H. Ahmad Arbie, Sipatana District,

Gorontalo City. In its implementation, the coaching participants, consisting of street clowns and silver men, were given briefings and motivation for approximately 14 days. During this period, they were encouraged to no longer take to the streets to beg or do similar activities. After the coaching is completed, some of them are returned to their respective families in the hope of living a better life [25].

However, even though this program has been implemented regularly, the results achieved are still far from expectations. Facts in the field show that there are still individuals who return to become street clowns after participating in coaching. This indicates that the coaching approach that only focuses on the rehabilitation aspect is not effective enough. One of the main causes of this ineffectiveness is the absence of skills training that matches the interests and potential of each individual [26]. The coaching program so far has only emphasized behavior change through direction and counseling, without providing technical or vocational skills that can be used to earn income independently. Previous research conducted by explained the skills program provided by the Probolinggo City Social Service with the aim that children can develop their potential and hone their abilities, and can change their mindset and behavior in a beneficial direction [27].

In Sikula's opinion, Yulianti, training is a short-term educational process that is carried out systematically and organized, aiming to equip participants with certain technical knowledge and skills. Based on the theory, it is clear that training is essential to form new skills that can replace old habits, in this case, begging activities. Without concrete and targeted training, people with social problems tend to revert to old patterns that provide instant and easy income, such as busking or begging [28].

The coaching activities that have been carried out by the Social Service are indeed important, but they have not been able to change their life habits completely. They tend to choose to return to the road because they do not have other skills that can be used as alternatives to meet the needs of life. Therefore, the implementation of skills training in coaching programs is very important so that they can be directed to more productive and sustainable work, according to their interests, potential, and expertise [29].

The Gorontalo City Social and Community Empowerment Service has actually designed and compiled a skills training program as part of its future coaching plan. However, until now, the training has not been realized due to the limited budget available. In addition, the time of implementation of the coaching, which only lasts for 14 days, is also an obstacle in itself. Skills training takes a long time, as well as a consistent mentoring process, so that the results are truly felt by the participants [30]. Therefore, if you want to create sustainable change, there needs to be an evaluation of the existing coaching scheme, including adjustments to budget allocation and implementation duration, so that skills training can be optimally integrated into existing coaching programs.

## **Number of Apparatus**

In the implementation of the Coaching Program organized by the Social and Community Empowerment Service, the number of available officials plays a very important and decisive role in the success and smooth running of the program. The availability of sufficient apparatus is one of the main factors in ensuring the running of the program in accordance with the plan that has been set. If the number of officials in charge of implementing the coaching program is inadequate, then automatically the coaching process will experience various obstacles and obstacles, both in terms of implementation in the field, supervision, and evaluation of the results. This condition can certainly result in the main goal of the coaching program not being achieved optimally, and can even cause the program to run ineffectively and inefficiently [31].

According to Hasibuan, Human Resources can be defined as all individuals who are involved in an organization and actively contribute to the achievement of the organization's goals [32]. Based on this definition, the number of apparatus in question includes the

existence and quality of adequate Human Resources in each line of implementation of the coaching program, both in terms of technical implementation in the field and in terms of periodic supervision. Previous research conducted by explains the effectiveness of performance to improve the basic capabilities of the apparatus and the number of apparatus based on the opportunity to follow the continuation of formal education of the apparatus, education and training for the apparatus, increase the motivation of the apparatus, and the improvement of apparatus discipline.

The Gorontalo City Social and Community Empowerment Service is currently still facing problems in terms of the limited number of officials, especially in the fields of Social Rehabilitation, Social Protection, and Social Security. This limitation has a direct impact on the implementation of coaching that should be carried out regularly and comprehensively to target groups, such as marginalized communities, street clowns, silver men, and others. Due to the lack of apparatus, the coaching process carried out directly in the field is not optimal, as well as the post-coaching supervision and mentoring process [33].

Furthermore, not only the problem in terms of numbers, the quality of the apparatus is an important highlight. It is known that some officials still do not fully understand their main duties and functions (tupoksi) in the implementation of this coaching program. This certainly has an impact on the effectiveness of work and service delivery to the target community [34]. Therefore, it is very necessary to have training and capacity building for the apparatus in accordance with their respective fields of duty. This training should be facilitated directly by the Gorontalo City Social and Community Empowerment Service so that the officials better understand their responsibilities and can carry out their duties professionally and in a directed manner.

Thus, it can be concluded that the availability of a sufficient number of apparatus, coupled with the improvement of quality and understanding of their respective duties, is a crucial factor that greatly affects the success of the implementation of the coaching program in Gorontalo City. Without improvements in both aspects, the coaching efforts carried out risk not providing significant and sustainable results.

## **Supervision**

The Gorontalo City Social and Community Empowerment Service, when viewed from the aspect of supervision in the implementation of the Development Program, still faces some obstacles, especially in terms of coordination with related agencies, especially the Civil Service Police Unit (Satpol PP). The coordination that has been established between the Social Service and Satpol PP so far is still considered less than optimal [35]. This has an impact on the weak follow-up supervision after the coaching program is implemented. In fact, continuous supervision is very important to monitor the extent of the effectiveness of the coaching that has been given to the targets, such as street clowns, silver men, and beggars. Supposedly, after the implementation of coaching, follow-up is carried out in the form of regular monitoring, both in terms of changes in the behavior of the target and in their presence in the public space. However, weak coordination between institutions caused the process not to run as it should. Previous research conducted regarding the performance of the Social Service apparatus in coaching beggars in Gorontalo City shows that close cooperation with agencies such as Satpol PP is a crucial element in supporting the success of the coaching program [36]. Satpol PP has the task of regulating beggars or individuals who carry out similar activities in public places, and then taking them to the Social Service office to be given guidance.

Without effective supervision and strong coordination between the Social Service and Satpol PP, the coaching program that has been designed will not run optimally. Conditions on the ground show that there are still many individuals, including street clowns, who have managed to escape surveillance and return to the streets to beg. This proves that there is no

integrated and sustainable supervision system after the implementation of the coaching program.

In addition, since the instruction from the Mayor of Gorontalo emphasizing the importance of controlling street clowns through coaching at the Ilomata Shelter UPT, there have been no concrete steps in follow-up supervision in the field. As a result, the clowns who were previously disciplined and fostered did not show significant behavioral changes. They only moved to other regions, such as Gorontalo Regency, which had never been the location of their activities before. This indicates that without post-coaching supervision, the program run is at great risk of being unsustainable and even giving rise to new problems in other locations. Therefore, the Gorontalo City Social and Community Empowerment Service needs to strengthen the supervision mechanism by actively involving Satpol PP in the implementation in the field. Synergistic cooperation between agencies must be built so that the coaching process does not only stop at the implementation stage, but also continues with strict and continuous supervision. That way, the goal of coaching, namely the change in behavior and independence of the targets, can really be achieved in a real way and has a long-term impact.

### **Research Analysis**

The phenomenon of street clowns and silver men in Gorontalo City is a manifestation of complex urban social problems. Based on research data, the emergence of this group is not only related to economic aspects, but also to low education, lack of job skills, and weak social protection. The analysis of this research focuses on three main aspects: the effectiveness of the coaching program, the number of implementing officials, and the supervision mechanism implemented by the Gorontalo City Social and Community Empowerment Service.

First, in terms of coaching programs, it can be seen that the approach taken is still not effective. The short rehabilitation program carried out at the Halfway House only lasted for 14 days and emphasized more on counseling and motivation without being accompanied by practical skills training. This analysis shows that short rehabilitation is only able to provide temporary changes. The clowns and silvermen tend to return to the streets because they don't have the skills that can be used as an alternative livelihood. In other words, ceremonial coaching does not touch the root of the problem, namely, the absence of social capital and relevant skills. From a coaching theory perspective, skills training is a key element that shapes sustainable behavior change. This is also in line with Sikula's opinion that training serves as a means of creating new skills that can replace old behaviors.

Second, regarding the number of officials, the study found that the limitation of human resources within the Social Service greatly affects the effectiveness of coaching. The apparatus is not able to reach all target groups optimally. Furthermore, the quality of the apparatus is also a problem because not all understands the main duties and functions of each one. This analysis shows structural weaknesses in apparatus management. According to the theory of human resource management, the success of a program is largely determined by the number, capacity, and competence of the personnel who run it. The lack of training for the apparatus causes them to be unable to carry out professional coaching. Therefore, improving the quality of the apparatus through technical training and formal education is an urgent need.

Third, the aspect of supervision shows weak cross-sector coordination, especially between the Social Service and Satpol PP. Without consistent post-coaching supervision, most clowns and silvermen return to the streets and even move to other locations with looser supervision [37]. This analysis emphasizes the importance of collaboration between agencies in maintaining the sustainability of coaching results. Satpol PP, which has authority in regulation, must be integrated with the monitoring mechanism of the Social Service. This lack of synergy shows that social policies often stop at the initial implementation stage

without follow-up. In managerial supervision theory, continuous monitoring is a key prerequisite for ensuring the achievement of program objectives [38].

More broadly, this study also illustrates the tension between formal policy and social reality. Article 34 of the 1945 Constitution affirms that the poor and abandoned children are cared for by the state. However, the facts on the ground show that the state has not been fully present through comprehensive policies. Coaching that only emphasizes moral and health aspects without providing access to skills and jobs will not be able to lift marginalized groups out of the cycle of poverty [39].

From this analysis, it can be concluded that the problem of street clowns and silver men in Gorontalo is not only individual, but also a structural problem that includes limited programs, a lack of apparatus, and weak coordination between agencies. The solution needed is not only in the form of rehabilitation, but the transformation of the program into a skills empowerment and economy [40]. In addition, the addition of apparatus, human resource capacity building, and a stronger cross-sectoral supervision mechanism must be a priority so that coaching produces a sustainable impact. Thus, this study not only describes social phenomena but also provides an important lesson that the handling of marginalized groups requires a comprehensive strategy that involves psychological, social, economic, and institutional aspects simultaneously [41].

## CONCLUSION

Based on the results of the research and discussion, several conclusions can be drawn from the results of the research, including the following: *First, the* Clown and Silver Human Development Program that has been carried out by the Social Service and Community Empowerment has not been effective in reducing their number, because the coaching carried out is only limited to an individual approach and a short rehabilitation without any skills training so that after the coaching is carried out there is still some Clowns who descend on the streets. *Second,* the number of apparatus in handling and coaching clowns and silver men is still inadequate, so it still needs assistance from other agencies, and it is necessary to conduct human resource training so that the apparatus can better understand the duties and functions of their respective fields. *Third,* further supervision has not been carried out after the implementation of coaching activities, and there is still a lack of cooperation with relevant agencies in terms of monitoring and follow-up supervision, so there are still some who take to the streets and even move places.

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## Author Contribution

Both authors contributed equally to the conception, design, and analysis of the study on “Clown and Silver Man Construction.” The first author focused on administrative and community development aspects at Universitas Bina Taruna Gorontalo, while the second author emphasized financial and Islamic banking perspectives from the University of Dundee. Together, they ensured the research’s quality, rigor, and integration.

## Conflicts of Interest

The authors declare no conflict of interest regarding this research. The project “Clown and Silver Man Construction” was fully supported by the Social and Community Empowerment

Service of Gorontalo City, without any personal or financial benefits for the authors. All findings, interpretations, and conclusions expressed in this study remain academic, independent, and intended solely for scientific purposes.

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