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Repressive Efforts of the Social Service URC in Addressing Silver Human Beggars as PPKS: Challenges and Solutions

Nabila Agustin ^a , Fajar Utama Ritonga ^b

^a. Social Welfare Science, Faculty of Social and Political Sciences, Universitas Sumatera Utara, Indonesia

^b. Social Welfare Science, Faculty of Social and Political Sciences, Universitas Sumatera Utara, Indonesia

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ABSTRACT



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This qualitative study investigates the forms of repression carried out by the Unit Reaksi Cepat (URC) of the Medan City Social Service Office in overcoming "Manusia Silver" silver painted beggars in the city. Data were collected through interviews, participant observation, and documentation over a five-month period. These aspects in the study are based on the such a study and are researched with the help of the URC work which included both the street patrols, health screenings, psychological support, as well as rehabilitation shelter. These findings support the potential effectiveness of the URC's intervention program to provide clean clothes to their homeless clients and address the underlying issues of substance abuse and mental health difficulties, helping to get the Manusia Silver off the streets. This study argues that a complete mechanism, which will be a combination of repressive and preventive methods, will contribute greatly to social welfare work in cities. Nevertheless, the study points out that continued effort over time and access to post-rehabilitation opportunities are crucial for permanent improvements in life quality. Long-term effectiveness of such interventions and their applicability to other urban areas remain to be investigated.

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1. Introduction

The emergence of silver human beggars in various regions in recent years, including in Medan City, has become a striking social phenomenon. At first, these refugees were considered a part of a fundraising campaign to help the poor and orphans. But this got transformed since then, silver human beggars become full-time beggars (Ehlers 2018; Silver et al. 2021). The change has caused concern, with some worrying that the practice, which now involves people, often children and young adults, profiting from their plight for money, has gone too far (Haig-Ferguson et al. 2021; Sanson, Van Hoorn, and Burke 2019). This issue is starting to attract the attention of the authorities, including the Social Service Unit Reaction Team (URC) in Medan, which is responsible for handling the increasing number of Social Welfare Service Recipients (PPKS), one of which is a silver human beggar. Such a phenomenon not only reflects the economic exploitation and protection problems of children, but also poses questions for us: Is this prudent? Should local governments make more efforts in this regard? Similar effects around the globe have identified the rise of social issues as a reflection and result of urban poverty and abuse of vulnerable populations (Barboza, Schiamberg, and Pachl 2021; Ellena, Breil, and Soriani 2020; Sharifi et al. 2024)). This issue's growth makes it crucial for sturdy actions to end it.

Silver human beggars are exploiting children and the economic weaknesses of human beings, and it is a problematic phenomenon. Research has confirmed that this scourge mainly affects minors and young adults,



a significant number of whom are victims of economic exploitation (Asongu and Usman 2020; Yusuf and Nasirudeen 2024). Fatwas formulations and local regulations such as Medan's prohibition on begging emphasize the severity of the problem. A major regret of begging as a profession for children, often forced or exploited, is contrary to the law of child protection, such as the 2014 amendments to Indonesia's Child Protection Law, declaring that economic exploitation of children is a serious crime (Graham and Pettinato 2018). Moreover, this is also an aggravation of the current inequalities in society because these people often come from marginalised backgrounds and do not get access to basic education and economic opportunities. It certainly helps, but the battle is far from over when it comes to protecting those considered in danger and ensuring they can live in peace and without fear of harm. This problem remains exist because law enforcement approach alone is ineffective, so social program is needed (McLean et al. 2020; Tacconi, Rodrigues, and Maryudi 2019).

The Theory of Economic Exploitation The theory of economic exploitation provides the main theoretical framework that can help conceptualize the emergence of silver human beggars in urban life. This is very important associated with street begging and child labor (Sitas 2020). This theory posits that due to lack of alternative means of income, those in extreme financial need are exploited or forced into begging with evidence of children or young adults in poverty engaging in begging (Drydakis 2023; Fuseini and Daniel 2020). Social disorganization theory is another relevant theory, which argues that social instability and lack of community cohesion play a role in support-seeking behaviors such as begging and exploitation (Pollmann and Skovdal 2022; Worke, Koricha, and Debelew 2021). In accordance, these theories serve as a proper approach toward understanding the phenomenon of silver human beggars in Medan City, both in terms of urban poverty and social disintegration. On the other hand, the theory of child protection also supports the efforts of social service institutions such as URC to prevent children from experiencing economic exploitation (Koegler, Preble, and Tlapek 2020; Oriel Kagan and Shane 2024).

In Medan the issue of silver human beggars as PPKS should be found the proper way. Although similar studies have documented the phenomenon of street begging and child labor (Puspasari & Yuliani, 2018; Damanik, 2020), little has been done to specifically study the role of local government responses, especially those in the form of URC, in dealing with these life practices. The effectiveness of interventions to date has been varied. However, while some studies report positive outcomes, such as improved child welfare and reduced levels of street begging (Ranerup and Henriksen 2019; Venkataramanan et al. 2019), others indicate that begging continues despite enforcement efforts (Hershkoff and Cohen 1991; Ramanathan 2008). These differences highlight the need for additional analysis of why repressive attempts to alleviate the problem of silver human beggars are more effective in some cities than others. Additionally, this research is novel as it explores the impacts of URC's rapid response system in Medan and compares it to similar systems in other Indonesian cities and internationally. Analyzing the differences by comparing PPKS with the other local governments sheds light on the strengths and weaknesses of local governmental handling of PPKS, as well as the sustainability of such efforts. This research will also fill the gap in the literature regarding the ethics of using repressive approaches to address social welfare issues (Hirschheim and Klein 1994; Zahra et al. 2009).

This study aims to describe the repression carried out by the Social Service URC in the prevention of silver human beggars as PPKS in Medan. This paper specifically seeks to assess the URC's effectiveness in reducing the number of silver human beggars and examine its socio-economic impact on the affected populations as well as offer policy, and practice, based recommendations. The study further aims to investigate the challenges experienced by URC relative to the mechanizations and ways to provide recommendations for the improvement of local government response to street begging and exploitation of children at the urban level. Through this lens on the role of the URC, the study will add to the larger conversations of social welfare management, child protection, and urban poverty alleviation in Indonesia.

2. Social theory and development

2.1 Theory and hypothesis development

This phenomenon stands in stark contrast to traditional beggars, who lack the wealth to escape the cycle of poverty, so social theory provides a prism through which to examine the emergence and longevity of silver human beggars. We discuss the theoretical consideration of economic exploitation, which is common among



vulnerable groups and may lead these groups into dangerous situations (Sharma et al., 2019). This is in line with the patterns commonly observed among silver human beggars which often come from poor oppressed communities with restricted access to economic opportunities. Likewise, these practices are propped up by the Social Disorganization Theory, that highlights the role of urban instability and lack of resources in the community as causes for this (Suhardi et al., 2021).

Drawing on these theories, the qualitative analysis explores how the problem of gender inequality is embedded not only in structural factors but also in individual factors. This study aims to investigate the interactions between government local authorities and needless silver beggars' lived experiences to find out the reasons there and the effectiveness of the existing policies. The study also takes into account the child protection frameworks that show the need to protect vulnerable populations from exploitation and harm (Hutagalung, 2023). That theoretical background, in turn, leads to qualitative hypotheses and inquiry for the research process.

2.2 Silver human beggars (SHB)

A silver human beggar is a flesh beggar, but also a sub-genre of the urban begging culture. Initially conceived as an expression of artistry and social fundraising back in Bandung in 2012, the practice eventually grew into a source of income for many, including in the likes of Medan. The transition from charity to professional begging begs troubling questions about society, economics, and political willpower.

Independent research on this phenomenon suggests it is comprised of an intricate set of factors such as economic need, unavailability of jobs and a normative acceptance of performing on street to earn. But the practice also puts individuals, especially minors, at risk of exploitation and social stigma. In Medan, the presence of Rapid Response Units (URC) is answering this need, yet must be balanced with empathy and support for the most vulnerable of populations. This exercise is a part of the research to explore these complexities and bring a comprehensive understanding of the phenomenon.

2.3 Hypothesis for Qualitative Research

In qualitative research, hypotheses are propositions that guide the investigation without being amenable to testing. The following hypotheses were proposed based on the theoretical framework and contextual understanding.

- 1) Systemic socio-economic inequity and deficiencies in urban governance in Medan underlie the proliferation of silver human beggars.
- 2) URC interventions are seen by stakeholders (beggars, local residents, and policymakers) as successful and as shortcomings.
- 3) Unfortunately, in India, the legislation on child protection is strong on paper but weak in practice, due to a severe lack of resources and socio-cultural barriers.
- 4) The transition from disinterested fundraising to expert solicitation has redefined societal understandings of silver human beggars and muddled policy responses.
- 5) I stress a combination of efforts that tie in enforcement with reaching out to community support efforts and welfare.

Through interviews, observations, and document analysis, this study seeks to test these hypotheses in order to gain real-world insights that can help policymakers and social welfare organizations in addressing homelessness issues. The findings have the potential to enrich our understanding of urban poverty and exploitation in Indonesia and further validate the need for more inclusive and compassionate governance in Indonesia.

3. Methods Innovation

3.1 Design Research

Hence, this study follows a qualitative case study approach as an appropriate design to investigate a complex social phenomenon, as it allows for an in-depth, contextual understanding of specific cases (Yin, 2018). The study seeks to explore the repressive practices taken by URC (Unit Reaksi Cepat) office of the Social

Service office of Medan city to silver human beggars members of PPKS (Pemerlu Pelayanan Kesejahteraan Sosial). Direct field observation, in-depth interviews, and document analysis were the data collection methods utilized to ensure comprehensive data triangulation (Creswell & Poth, 2021). The design enables analysis of operational practices, legal challenges and social outcomes associated with the URC’s interventions.

3.2 Participant and procedure

This study's participants were chosen using purposive sampling. The intention of this approach was to ensure that participants had had an opportunity to provide input and reflect on the research questions (Patton, 2015). The inclusion and exclusion criteria are shown in Table 1 and assisted to obtain reliable and valid data. All participants had a minimum of one year membership in URC, the ability to speak the Thai language, direct practical experience with silver human beggars, and being in a position with a social rehabilitation focus. Conversely, exclusion was for individuals without direct handling experience, those not in roles focusing on social rehabilitation, and anyone who had been with the URC for less than a year.

Data was collected through direct observation, interviews and analysis of documents. Observation methods, such as note-taking and behavioral analysis, were used to achieve real-time data collection of interactions and enforcement practices during URC operations (Denzin & Lincoln, 2018). To gain in-depth insights about perceptions and challenges of URC leaders, team members, and intern students, semi-structured interviews were performed. The interviews, each between 45 and 60 minutes long, were recorded with participant permission. Document analysis was another key method, whereby policy documents, enforcement reports, and internal URC records were reviewed to corroborate the field data and strengthen the validity of the findings (Bowen, 2019).

Table 1. Inclusion and exclusion criteria for subject selection .

| Criteria | Inclusion | Exclusion |
|--------------------------------------|-------------------------------------|-------------------------------------|
| URC Membership Duration | More than one year | Less than one year |
| Communication Ability | Effective communication | Ineffective communication |
| Experience with Silver Human Beggars | Direct handling experience | No handling experience |
| Student Interns | Social rehabilitation-focused roles | Roles outside social rehabilitation |

Source; Author observation 2024

3.3 Variables measurement

The variables in this qualitative study are defined as themes and the data are analysed through thematic coding in an attempt to identify recurring patterns and meaning from the information collected. The main variables are defined as follows :

- 1) Repressive Efforts – This variable captures the URC’s actions surveillance, detention, and referral processes. These activities were logged by type and frequency to assess both the extent and intensity of enforcement activity. For instance, surveillance actions were coded for the frequency of monitoring activities; detention and referral actions were coded for how common they were and under what conditions they occurred (Rahman & Harding, 2022).
- 2) Difficulties — The URC faced challenges that fell into three categories: on the structural level, operational, and societal. Structural challenges relate to institutional or organizational limitations, including resource constraints or policy barriers. Operational challenges are those that concern the logistics of enforcement, whereas societal challenges are public resistance or social attitudes toward the URC’s work. To understand the barriers to effective enforcement, and to ensure we captured the full range of challenges faced, we coded challenges that were identified through interviews in order to develop a new taxonomy of challenges (Mahmud et al., 2020).

3) Stakeholder Perceptions – Ethics and pragmatics of enforcement actions were explored by looking into the perceptions of stakeholders, including URC officers and members of the public. This variable aimed at apprehending the views and opinions on the effectiveness, fairness, and realities of the operations of URC. The study broke down various perspectives found within the interview responses to help extract the wider social and ethical behaviours from the URC's actions (Mustafa & Sari, 2023).

Policy Compliance – The second aspect of this study is related to the URC operations able to meet to the local ordinance related to this issue, especially Medan Local Ordinance No. 6 of 2006. The policy compliance analysis determined the level to which the URC-family complied with relevant legal policy in enforcing activities. Movements across exploitable terrain were often identified through comparisons of evidence derived from document reviews and interviews to spot gaps in practice vis-à-vis published policy mandates (Hasan & Wardhana, 2021)..

3.4 Analyzing Qualitative Methods

Analysis of qualitative data in this study was based on a rigorous, systematic thematic analysis, as stated by Braun and Clarke (2006). Thematic analysis, with its flexibility in extracting patterns or themes from data, was chosen as an appropriate technique for examining the intricate dynamics of the repression operated by the URC toward silver human beggars. The interview transcripts were read on four or five occasions, increasingly becoming familiar with the data and starting to identify initial codes having significance or capturing a particular aspect of the data that might be relevant to enforcement strategies of URC or issues faced by URC. The data were thematically sorted and then further subdivided into sub-themes for a clearer insight into the respective issues. Examples of this are the sub-themes that comprised the "Legal Constraints" theme, which were, "Insufficient Legal Framework" and "Barriers to Prosecution," highlighting the legal challenges that the URC faces. To enhance the validity and reliability of the analysis, cross-checking and validation of interpretations was undertaken through the involvement of multiple researchers involved in coding and theme development (Lincoln & Guba, 1985). Triangulation involved collating interview data along with field observations and document analysis to ensure the credibility of findings that offered a detailed appreciation of the URC's efforts towards silver human beggars, and the challenges in such management activities.

4. Result innovation

4.1 People Silver Struggle

Innovations on street begging countermeasures: The interventions of "Manusia Silver" (Silver People) countermeasures carried out by the Medan Social Service through the Rapid Reaction Unit (URC) These measures are mainly focused on repressive manoeuvres such as health checks, narcotics tests or psychological exams. During patrols with the URC, student interns intervened directly with "Manusia Silver," as shown in Figure 1. This involves the use of biometric technology such as iris scans for identification of individuals or narcotics testing for further analysis, as well as programs to ensure that individuals can be properly rehabilitated or reintegrated with their families. It solutions gaps in data management and helps in fairly managing those without identification. A primary innovation in this approach is the merging of technology and social interventions.

4.2 Impact of Curbing Measures on Reducing Street Beggars

The findings of this study demonstrate that the URC's interventions, particularly the combination of repressive and rehabilitative measures, have had a significant impact on reducing the number of street beggars, especially those identified as "Manusia Silver." The interventions, including enforcement actions and support services such as health checks, psychological counseling, and efforts to reintegrate individuals into society, have contributed to this decrease. These findings align with social control theory (Hirschi, 1969), which suggests that external interventions, particularly those involving consequences and support, can effectively reduce deviant behavior. The key informant interviews, as illustrated in Figure 2, emphasize that these interventions not only provide immediate relief but also serve as a foundation for long-term behavioral changes. This dual approach of immediate deterrence combined with rehabilitative support proves to be an

effective strategy in addressing the issue of street begging, ensuring both short-term and sustainable outcomes.



Figure 1. Student interns curb silver man patrol with URC



Figure 2. Key Informant Interview

4.3 Screening and drug testing as preventive measures

This can have a significant impact on the root reasons for street begging, central to the URC program is also health screening and testing for narcotics. Key informant interviews (Figure 3) showed that most of beggars also engaged in substance abuse, in particular narcotics, which aggravate the situation. The URC was able to better understand the connection between substance abuse and begging behavior of participants by adding health screenings and narcotics testing into the intervention strategy. These findings align with social health theories, which posit that those who experience socioeconomic adversity are more likely to resort to substance use to alleviate chronic distress (Barker & Galassi, 2017). Thus, health-related measures not only

address the visible symptoms of begging but also tackle the underlying health problems, offering a more comprehensive and sustainable solution to the issue.



Figure 3. Key Informant Interview

Source; Author observation 2024

4.4 Psychological and social reintegration of "Manusia Silver"

Needless to say, the psychological and social reintegration strategies for Manusia Silver are part of the great innovation of the program in the URC. Unlike the other methods that focus on just taking people off the streets, this intervention puts a big emphasis on emotional and psychological assistance to prevent worsening of psychological health and successful reintegration back into society. Based on interviews with URC staff, mental health professionals and social workers helped individuals find ways to reunite with their families and taught them life skills that might prevent them returning to begging. This method is based on the social integration theory, which posits that rehabilitation is most effective when individuals have strong social networks, such as their families and communities (Maruna & LeBel, 2003). The program also provides a stable environment where participants can truly take advantage of their internal resources and create positive, lasting changes that free them from the cycle of begging and into a productive life.

4.5 Comprehensive intervention through interagency collaboration

One innovation in the program of the URC is the collaboration between other agencies, such as the Medan Social Service, the National Narcotics Agency (BNN), and the Civil Registration Office. This partnership complements the program's strengths by offering broad support across legal paperwork, medical care, and mental care. Systems theory provides the foundation for the success of this cross-agency collaboration, with the premise that complex social issues do not lend themselves to singular, binary solutions, but require solutions spanning multiple levels and sectors (Von Bertalanffy, 1968). Through its unity of purpose and access to resources and expertise across agencies, the program offers a holistic approach to individuals' care that considers their legal, medical, and psychological needs, enabling them to find more sustainable means for rehabilitation. Forced the begging to closures This type of collaborative approach not only streamlines work on intervention itself, but develops a system of support that contributes to a long-term positive effect for a person who has been interim begging.

4.6 Innovation results discussion

Street begging has become one of the social problems in urban areas especially in big cities including Medan. In this study, the URC (Rapid Reaction Unit) of the Medan Social Service implemented interventions with the phenomenon of "Manusia Silver" (Silver Man). They challenge the steel citizens begging by their conditions both health and social and psychological. The results of this study point to the URC's successful model of using both repressive and rehabilitative support in decreasing street begging. This discussion interprets the results, evaluates the implications of these interventions, and highlights areas for improvement, with an emphasis on evidence-based practices as well as theoretical underpinnings.

This study also concludes that the initial strategy of the URC is repression, especially against Manusia Silver, because when it produces the presence of Manusia Silver, it will intimidate the people of Medan. The number of beggars was directly reduced through the prompt intervention in the form of street patrols followed by arrests and subsequent health screenings. These acts operate as societal control theory (Hirschi, 1969) in the sense that external mechanisms, such as law enforcement actions and social surveillance, will inhibit deviant actions. These findings align with the idea that visible control measures do not just curtail behaviour in the moment, but also decrease the avenues available for begging behaviour to continue. Also, the narcotics testing along with health assessments acted as a preventive measure that helped detect any underlying problem such as substance abuse. As stated by Barker & Galassi (2017), consumption of drugs is a way of coping with poverty for socially marginalized people; in that limited resources, they make use of street begging. The narcotics testing taught by the URC was useful in recognizing people who begged due to being unable to face economically but also due to substance abuse causing impaired social functioning. It is especially noteworthy that health screenings are also included as part of the intervention, which closes the gap between visible social problems and invisible health problems. This action is also consistent with public health theories regarding the relationship between health status and social behavior (Dahlgren & Whitehead, 1991).

A prominent conclusion drawn from our research is the attention to psychological and social reintegration for the "Manusia Silver" once they are caught. According to Maruna & LeBel (2003) social reintegration theory, rehabilitation that shall be effective should also engage with the behavior of the individual, therefore emotional and psychological support playing a significant role in reintegration into society. An important innovation is this program's integration of mental health professionals, counselors, and social workers. "This means that instead of just taking the person off the street, the URC works with this person, providing him with the tools he needs to understand the consequences of his actions and to break the cycle of damaging behaviors, such as substance use and social exclusion," she said. The assistance given by the URC team is beyond the mere implementation of intervention, according to key informant interviews. The URC educates "Manusia Silver" about the risks of using toxic substances for body painting and the health risks caused by their actions. This form of preventative education is essential given that health behavior theories (Glanz & Bishop, 2010) demonstrate that understanding the risks and benefits of actions taken is key to increasing the likelihood of behavior change. Furthermore, this aligns with a growing perspective that emphasizes the importance of social support systems like family, community, and rehabilitation centers in promoting sustained behavioural change (Haslam et al., 2012). Reintegration efforts include helping individuals reconnect with their families as well as assisting individuals without legal identification. In many instances, "Manusia Silver" members are displaced from their families, unable to escape the simply beg because they lack identity documents. As a systems approach to solving a social problem is vice versa, the collaboration work between Social Service, for instance, the Medan Civil Registration Office and other departments can be considered as a positive action (Von Bertalanffy, 1968). It allows them to coordinate locations and resources for these purposes and to attend to the identification, health care, and mental health needs of people who beg crucial components in restoring families and helping people re-enter society.

The intervention evaluation showed an important reduction of street beggars in Medan. The URC's implementation resulted in a markedly decreased prevalence of "Manusia Silver," both seen from patrol observations and on key informant interviews. This finding aligns with use-based community studies (Tremblay et al., 2017) that suggest lasting reductions in social problems, such as begging, can be achieved using integrated and multi-component strategies that involve surveillance, intervention, and rehabilitation. Moreover, the current intervention programme's model of socio-reintegration aligns with the findings of Lambert et al. (2019), which states that those who receive psychological and community support while

rehabilitating are more likely to reintegrate successfully into community life and cease deviant practices. Nonetheless, the effectiveness of these interventions has limitations. As a result, neither the current shelter capacity nor the existing support infrastructure for a growing population of "Manusia Silver" can accommodate all those fathered. Some remain without a long-term source of support, particularly if relatives do not emerge to claim them. Related to this, the effectiveness of the program can also be improved through increasing the number of available shelters and increasing the systems in place to monitor individuals after their release from begging to ensure they don't return to begging again. This indicates the need for sustainable social support systems that ensure long-term reintegration into society and help people in the long-term (Patterson & Hinds, 2017).

Though the program has made tremendous progress in tackling the concern of street begging, there are many aspects that need further development. The need for more permanent shelter solutions is one of the key challenges articulated in this study. Currently proposed shelters are temporary, and many "Manusia Silver" remain on the streets even after their initial rehabilitation, indicating that the system is not prepared to deal with long-term rehabilitation. Moreover, better post-rehabilitation care and sustainable income opportunities can prevent relapse into begging. Training and Resources Provided for URC Personnel URC. The URC staff was committed and understanding, but it is well documented that other social issues like substance abuse, mental health, and trauma-informed care require ongoing training and understanding. This would ensure that people were trained to deal with harder cases more effectively and that such interventions were ethical and empathetic.

5. Conclusion

Existing data showing the effectiveness of the URC's integrated intervention program in Medan to address the issue of "Manusia Silver" or street beggars. It seems that the repressive measures, health screenings and psychological support have had the desired effect, as today there are not nearly as many beggars on the streets as there once were, which also proves that if handled correctly these things do improve with the right approach. This suggests that some target behaviors, like certain substance use and criminal behaviors, are amenable to sustainable changes when targeted with a program such as this, which emphasizes immediate intervention followed with rehabilitation and reintegration, in line with both social control and public health theories. This idea of thinking about the root causes rather than the symptoms is an innovative model for dealing with an urban social issue like street begging, of which nobody wants to see the visible manifestation, but nobody really wants to talk about the issues underlining it, such as substance, or mental illness.

Urging the URC to scale up its initiatives, the researchers wrote: "This is a call for URC to expand its best practices to permanent shelters and post-rehabilitation support systems." Providing continuing support is crucial to preventing former participants from going back to street begging. Repeat training with URC staff on complex, bidirectional substance abuse and mental health is also needed for these teams to improve outcomes with interventions. The collaboration with the relevant organizations in that case could bring about helpful services and assistance that help in supporting people to get the needed support services. Moreover, the long-term impact of any intervention must be monitored in order to identify the strengths and weaknesses of the intervention.

This study has provided valuable corroboration of the impact of the URC's subdivision intervention program but comes with some limitations. There are several limitations in this study. Second, exposure data were derived from key informant interviews, and thus might include subjectivity and biases. The third concern is that the study does not trace the long-term effects on those who were rehabilitated, leaving open the question of whether the behavioral improvements are long-lasting. Further studies may also implement a longitudinal design to evaluate the sustained efficacy of the intervention, and may also include other cities to assess the wider feasibility of the program.

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Author Contributions



Nabila Agustin and Fajar Utama Ritonga have contributed equally to the development of this research. Nabila Agustin was in charge of conceptualization, data collection and thematic analysis on interviews, participant observation and coding key themes about repressive measures and rehabilitation strategies regarding "Manusia Silver." She also wrote the first draft of the manuscript and combined theoretical frameworks to practical findings. Fajar Utama Ritonga applied the research methodology, collaborated on data triangulation using document analyses and improved the discussion by comparing the findings with relevant literature. Bennett also reviewed and polished the manuscript for develop cohesiveness and scholarly rigor. The authors interpreted findings, drew conclusions, and prepared the final submission.

Conflict of Interest

There are no conflict of interest for the publication of this paper.

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