

Implementation of the Process in Cross-Sectoral Collaboration in the Implementation of Poverty Alleviation Policies in North Kalimantan Province

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ABSTRACT

Aims: This study is intended to determine how the implementation of the Process in Cross-Sector Collaboration in the Implementation of Poverty Alleviation Policies in North Kalimantan Province. **Methods:** The data collected in this study were then compiled in a qualitative study. **Results:** The results of this study indicate that the Implementation of the Process in Cross-Sector Collaboration in the Implementation of Poverty Alleviation Policies in North Kalimantan Province Cross-sector collaboration in poverty alleviation in North Kalimantan Province reflects the principles put forward by Bryson et al. (2006) in their theory. The trust formed between stakeholders, effective conflict management related to data differences, and structured but flexible planning indicate that this collaboration can run well. To increase the success of this cross-sector collaboration, it is important to continue to strengthen shared commitment, improve the quality of the data used, and ensure that planning can always be adapted to the challenges and dynamics in the field.

1. Introduction

Community welfare is the ideal of every country, including Indonesia. Regional Autonomy provides new hope in implementing national and regional development to be better. Efforts to overcome poverty. The law requires the Regional Government to play an active role in planning and monitoring poverty alleviation in its region. In addition to better understanding its region, it is also expected to be able to implement poverty alleviation programs more precisely and by local needs.

Poverty can be seen from two sides, namely absolute poverty and relative poverty. Absolute poverty and relative poverty are concepts of poverty that refer to material ownership associated with a person's or family's standard of living. Both terms refer to social distinctions that exist in society based on income distribution. The difference is that in absolute poverty the measure has been determined in advance with real numbers (poverty line) and/or indicators or criteria used, while in relative poverty the poverty category is determined based on relative comparison.

The poverty line in North Kalimantan Province in 2019–2023 continues to increase every year, both in urban and rural areas. In March 2023, the poverty line in urban areas of North Kalimantan Province reached IDR 851,133.00 and IDR 765,597.00 in rural areas. The number of poor people in North Kalimantan Province in March 2023 reached 47.97 thousand people (6.45 percent), consisting of 24.75 thousand poor people in urban areas and 23.22 thousand poor people in rural areas. The Poverty Depth Index in North Kalimantan Province in March 2023 was 0.56 (urban), 0.78 (rural), and 0.64 (urban and rural). Meanwhile, the Poverty Severity Index in North Kalimantan Province in March 2023 was 0.11 (urban), 0.10 (rural), and 0.11 (urban and rural).

Therefore, to implement development and poverty alleviation in North Kalimantan province,

cooperation from all stakeholders is needed through the government collaboration process. Ansell and Gash (2007:544) stated that Collaborative Governance is a series of arrangements in which one or more public institutions involve non-state stakeholders in a formal, consensus-oriented, and deliberative policy-making process aimed at creating or implementing public policies or managing public programs or assets. In this case, Collaborative Governance means a collaborative process that regulates a public policy carried out by a public institution with other parties involved and involved directly or indirectly. By the theory above, it means that a collaborative process must involve several parties, both from the government and non-government in carrying out its activities.

Meanwhile, according to Jung's opinion (2009), Collaborative governance is the process of forming, driving, facilitating, operationalizing, and monitoring all cross-sectoral organizational arrangements in resolving public policy problems that cannot be resolved by just one organization or the public itself so that it is implemented by several parties that are not public institutions. And to understand how the collaboration implementation process works, it is necessary to know the stages or models of collaborative governance. According to Ansell and Gash's opinion (2007), it is stated that there are four stages in carrying out the collaboration process, namely: (1) Initial conditions (Starting Condition), (2) Facilitative leadership, (3) Institutional design, and (4) Collaborative process, which consists of five points, including: face-to-face dialogue, building trust, commitment to the process, sharing understanding, and intermediate outcomes.

This study is related to cross-sector collaboration in the implementation of poverty alleviation policies in North Kalimantan Province which is analyzed through the cross-sector collaboration approach proposed by Bryson et al (2006). Initial conditions (prerequisites) of collaboration are the first steps to start forming collaboration. These initial conditions include environmental influences, sector failures and direct antecedents

2. Methodology

The resource person in this study is every related stakeholder who has a relationship with the Implementation of the Process in Cross-Sector Collaboration in the Implementation of Poverty Alleviation Policies in North Kalimantan Province. Especially stakeholders involved in the TKPKD program in North Kalimantan Province. In this study, the researcher used a qualitative research method in collecting data related to the Implementation of the Process in Cross-Sector Collaboration in the Implementation of Poverty Alleviation Policies in North Kalimantan Province.

3. Result and Discussion

In the theory of cross-sector collaboration proposed by Bryson et al. (2006), a forging agreement is a fundamental element in initiating collaboration between various actors with aligned goals. This agreement includes both formal and informal agreements that form the basis for unifying the vision, mission, and goals of the collaboration. In the context of poverty alleviation in North Kalimantan Province, the agreement designed leads to the formation of the Regional Poverty Alleviation Coordination Team (TKPKD), which is a forum to facilitate collaboration between various sectors, both governmental and non-governmental.

The process of designing this agreement is closely related to the initial stage in the cross-sector collaboration model described by Bryson, where the actors involved must formulate common goals and ensure that resource commitments are also part of the agreement. This is reflected in poverty alleviation in North Kalimantan, which involves not only budget commitments from the provincial government but also commitments from the central government, district/city governments, as well as contributions from the private sector and the community, including CSR and Baznas. Thus, the agreement that is drafted is not merely an administrative formality but also becomes a foundation that strengthens cross-sector cooperation.

Cross-sector collaboration theory also emphasizes the importance of the role of formal and informal

leaders in the collaboration process (Bryson et al., 2006). Formal leaders play a role in setting policies and providing legitimacy for the collaboration process, while informal leaders serve to facilitate the communication process and motivate the actors involved to stay focused on common goals.

In the context of poverty alleviation in North Kalimantan, the role of formal leaders is seen in the Governor of North Kalimantan Province who acts as the main sponsor in the Regional Poverty Alleviation Coordination Team (TKPKD). As a regional leader, the Governor has the authority to direct and provide resources, although he is not directly involved in the implementation of day-to-day operations. For example, the Governor directs the formation of TKPKD through a Governor's Decree and is responsible for poverty alleviation policies in the province.

On the other hand, informal leaders who act as champions in this collaboration are Bappeda and Litbang of North Kalimantan Province. Bappeda, as the leading sector and secretary of TKPKD, plays an important role in coordinating and formulating policies and implementation strategies. In addition, Bappeda also has an important role in ensuring that all related actors work by the goals that have been mutually agreed upon. This combination of formal and informal leaders is in line with Bryson's theory that cross-sector collaboration requires synergy between leaders with formal authority and those with informal influence to facilitate the achievement of common goals.

In cross-sector collaboration theory, building legitimacy is key for collaboration to survive and be recognized by all parties involved (Bryson et al., 2006). This legitimacy can be obtained through clear structures, processes, and strategies that refer to higher rules and policies. In the case of poverty alleviation in North Kalimantan Province, the TKPKD structure is legitimized through Governor Regulation Number 188 of 2024 which regulates the formation and management of the team. This regulation provides a strong legal basis for the existence of TKPKD and ensures that this collaboration has formal support from the provincial government. In addition, the collaboration process referring to the Regulation of the Minister of Home Affairs Number 53 of 2020 shows that this collaboration is within the corridor of nationally recognized policies, strengthening the sustainability and effectiveness of cross-sector cooperation.

The strategy used to build legitimacy also refers to Presidential Instruction Number 4 of 2022 which instructs to increase synergy between ministries, institutions, and regional governments in efforts to overcome poverty. This strategy includes reducing the burden of expenditure on the poor, increasing the income and capabilities of the poor, and developing sustainable micro-economic businesses. Thus, legitimacy in this collaboration is not only derived from a strong legal basis but also from the implementation of strategies that are aligned with broader national policies.

According to Bryson et al. (2006), trust is one of the main elements in the success of cross-sector collaboration. Trust that is built between stakeholders will strengthen cooperation and ensure commitment from each party to common goals. In the context of poverty alleviation in North Kalimantan Province, a common bond and a sense of goodwill are two prominent subdimensions in building trust between stakeholders. Based on research findings, past collaborative experiences and shared commitment to reducing poverty in this region have created a sense of mutual trust between agencies that are members of the Regional Poverty Alleviation Coordination Team (TKPKD).

However, Bryson et al. (2006) also emphasize that if this commitment is not implemented properly, it can create distrust that damages the relationship between stakeholders. As found in the interviews, a strong commitment to poverty alleviation programs, both through direct food assistance and economic empowerment such as food independence, shows that a sense of goodwill and a common bond have been formed in this collaboration. However, there must be ongoing efforts to maintain this commitment so that it is not disturbed by other problems such as differences of opinion in the technical implementation of the program.

Bryson et al.'s (2006) theory also highlights the importance of managing conflicts that arise in cross-sector collaboration. Conflict is often caused by differences in goals, expectations, or approaches

between stakeholders. In this case, the research findings show that conflicts that arise at the TKPKD level are more often related to differences in data and methodology used by various OPDs (Regional Apparatus Organizations). For example, disagreements regarding poverty data used by BPS, the Ministry of Social Affairs, and other data available in each OPD are sources of differences that need to be managed carefully.

Conflict is one of the main challenges in complex cross-sector collaboration (Bryson et al., 2006). In practice, the diversity of objectives, resources, and priorities between the actors involved often creates potential conflicts. However, in poverty alleviation in North Kalimantan, although there are various sectors involved, a clear coordination process and mutual agreement on the big goals have helped reduce the potential for conflict.

For example, although each agency in North Kalimantan Province has its own program in poverty alleviation, conflict management is carried out by ensuring that all programs are in line with the major policies agreed upon in the TKPKD. With a clear coordination structure through Bappeda as the secretary, each actor can communicate with each other and resolve differences of interest that may arise. In addition, the existence of formal and informal leaders also functions as mediators who can resolve conflicts if necessary, ensuring that collaboration continues to run smoothly.

Good planning is an important element in cross-sector collaboration. Bryson et al. (2006) argued that effective cross-sector collaboration requires structured and clear planning, which includes specific missions, goals, objectives, roles, and responsibilities. In the context of poverty alleviation in North Kalimantan Province, research findings show that planning for poverty alleviation has been carried out well, with the existence of planning documents such as RKPD (Regional Government Work Plan) and RENJA (Regional Apparatus Organization Work Plan) which serve as references in compiling integrated programs.

However, by the theory of Bryson et al. (2006), planning in cross-sector collaboration also needs to be flexible and able to adapt to sudden or unexpected changes. This is proven by the finding that in addition to structured planning, there is also responsiveness to conditions and situations that develop in the field. For example, if an increase in poverty rates is found due to natural disasters or other external factors, the parties involved in the TKPKD can immediately adjust programs and actions to address the problem.

Based on the theory of cross-sector collaboration from Bryson et al. (2006), the implementation of poverty alleviation policies in North Kalimantan Province reflects how various dimensions of cross-sector collaboration can be applied. The designed agreement process, the role of formal and informal leaders, building legitimacy, building trust, managing conflict, and planning show the importance of coordination, commitment, and clear strategies to achieve common goals. This well-structured collaboration allows for synergy between the public and private sectors and ensures the sustainability of more effective poverty alleviation efforts in the area.

4. Conclusion

Based on the theory of cross-sector collaboration from Bryson et al. (2006), the implementation of poverty alleviation policies in North Kalimantan Province reflects how various dimensions of cross-sector collaboration can be applied. The designed agreement process, the role of formal and informal leaders, building legitimacy, building trust, managing conflict, and planning shows the importance of coordination, commitment, and clear strategies to achieve common goals. This well-structured collaboration allows for synergy between the public and private sectors and ensures the sustainability of more effective poverty alleviation efforts in the area.

In the context of poverty alleviation in North Kalimantan, the role of formal leaders is seen in the Governor of North Kalimantan Province who acts as the main sponsor in the Regional Poverty Alleviation Coordination Team (TKPKD). Thus, the application of the theory of cross-sector collaboration by Bryson et al. (2006) provides a strong basis for understanding the dynamics of

collaboration in poverty alleviation in North Kalimantan Province and provides practical guidance for local governments and other stakeholders to optimize cooperation in achieving common goals.

Cross-sector collaboration in poverty alleviation in North Kalimantan Province reflects the principles put forward by Bryson et al. (2006) in their theory. The trust built between stakeholders, effective management of conflicts related to data differences, and structured yet flexible planning indicates that this collaboration can work well. To increase the success of this cross-sector collaboration, it is important to continue to strengthen shared commitment, improve the quality of the data used, and ensure that planning can always be adjusted to the challenges and dynamics in the field.

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