Collaborative Governance In National Community Empowerment Programs In Poverty Alleviation

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Abstract

This article aims to describe the role of the stakeholders involved in forming collaborative governance in community empowerment programs. The problem is focused on poverty alleviation. To approach this problem, the theoretical references from Ansell and Gash 2007 regarding the implementation of collaborative governance are used. Data is collected through literature study based on previous research and direct observation and analyzed qualitatively. This study concludes that research where collaborative governance among stakeholders, where the government is a facilitator, community activeness as well as institutional strengthening within it, as well as private sector assistance in community empowerment will produce a real contribution in national poverty reduction. The poor are no longer the object of mitigation, but rather the subject which in the whole process involves the community. With the empowerment program, the community has a job and eliminates the poor culture of the poor who only depend on direct assistance from the government.

Keywords: Collaborative Governance; Community Empowerment; Poverty.

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INTRODUCTION

There have been many efforts made by the government to overcome poverty, one of which is a community empowerment program which in the course of the Jokowi era is now starting to fade, but this program must continue to be developed again, especially its governance to overcome the problem of poverty which is expected to increase after the COVID-19 pandemic. The development carried out by the government intending to improve the welfare of the community is misguided because industrialization has cornered the lower class society. Many land conversions have created an increasing problem of poverty. The government, as mandated by the constitution, must provide the right solution to overcome this problem. However, the obstacle that exists in eradicating poverty in our culture which tends to apply the capitalist system (Mulyadi, 2017).

The capitalist approach views that the government only plays a role in supervision and law enforcement, while the core of programs related to the economic and social fields are handled directly by the community itself or the private sector. The government is considered far from its main function of maintaining people’s affairs, besides that it also indirectly allows people to become wild capitalists who compete and compete freely. As a result, what is created is the law of the jungle, where the weak are oppressed and the strong are in power. Then a gap arises in society which leads to poverty.

Many factors cause poverty including human resources who do not have the ability, assets, and capital, then environmental factors, employment, age, and inequality that occurs due to the existence of interest groups (Suharsono, Muchsin, & Afifudin, 2019). As for the inability to manage resources and the lack of quality of human resources, which ultimately creates inequality and poverty in the community. The diversity of conditions that cause poverty must be mapped and given solutions with the right strategy following the circumstances (Setyobudi, 2016).

The government has made many efforts in making various strategies in poverty alleviation in various forms of policies and programs, such as conducting national development to providing direct assistance. But the result is not following the goals and expectations, because such a society stagnates with its poor life.

![Figure 1. Poverty Alleviation Capability Diagram by the Government of Indonesia (1999-2019)](image)

Figure Source: databoks.katadata.co.id accessed at 17 March 2020

It can be seen that the difference in the percentage reduction in poverty. Where the ability to reduce poverty by the government is the highest by 6.77% and in the current era only 1.74%. In the era of Joko Widodo (2014-2019) the government focused only on equitable development and did not touch on the root causes for the poor, allowing poverty rates not to fall permanently. Therefore, a collaborative governance concept is needed that is seen as able to help the government strengthen its policies and increase the chances of success in poverty alleviation by forming a collaboration with various relevant stakeholders, in the establishment and implementation of poverty alleviation programs (Febrian, 2018). According to Nilawati (2018), Khadafi and Mutiarin (2017) and Soleh, et al. (2019) state that poverty is also closely related to unemployment where people have difficulty competing for jobs, for that it is necessary to strengthen policies and programs for poverty alleviation that are required to be able to One way to create employment opportunities is the empowerment approach.

This core concept of collaborative governance is combined with the National Program of Community Empowerment that provides opportunities for the community to develop its existing capabilities and potentials and can revive the productive economy of the
poor, becoming a solution to the problem of poverty in the hope that poverty rates can drop drastically and permanently. According to Sahar and Salomo (2018), Riyanta and Kurniati (2018), Fanani and Ibrahim (2018) stated that using the concept of collaborative governance can unite stakeholders or institutions related to the planned program with regular meetings and discussions that form a harmonious collaborative model among all stakeholders involved in the formation of the program.

The collaborative governance study raised in this paper can be interpreted as a system that regulates public institutions related to non-governmental interest groups in the implementation of consensus decision making which is formal in nature and has an orientation towards achieving common goals in policy implementation (Ansell and Gash, 2007) in (Febrian, 2018). This mechanism is relatively new, with a system that involves many components and parties concerned in decision-making and implementation to increase the chances of program success (Purnomo, Ramdani, Setyadiharja, & Muzwardi, 2018).

Collaborative Governance can also be said to be a procedure that binds various stakeholders in it in an agreement in an agency to reach a mutual agreement (Cordery, 2004) (Febrian, 2018). Collaborative governance is very important because each party has limitations and weaknesses, just as governments have limited capabilities, networks, and resources. Therefore, these shortcomings and limitations can be complemented by the assistance and cooperation of various parties involved and bound by mutual agreement, with actors involved as well as the active role of the community, being key in the success of the poverty problem with the creation of collaborative governance in the national program of community empowerment.

RESEARCH METHOD

This study uses a qualitative descriptive method to identify and describe the roles of stakeholders involved in the implementation of the National Community Empowerment Program by describing the forms of their respective roles using collaborative governance theory. The data collection technique is in the form of previous research to find out how the role of the government, society, and the private sector in the national community empowerment program. The collection of secondary data obtained from literature reviews is linked to existing theories as support and is developed with a collaborative point of view in program implementation.

RESULT AND DISCUSSION

The government is one of the pillars in poverty alleviation, where its main role is to create great opportunities for the poor to fulfill their rights in obtaining a decent life. In addition, it is also necessary to provide stimulus assistance from related private parties and an active and productive community to create strong collaborative governance in eradicating poverty as a whole. Poverty occurs because of the relationship with three things, namely institutions, regulations, and good governance (Mulyadi, 2017). Institutions are judged not to prioritize the poor because of the aspirations of the little people who are less heard and the difficulty of gaining access to legislators. Existing regulations are based solely on the interests of the political elite, especially in the economic sector that provides the greatest opportunities to the owners of capital and the private sector involved.

The principles of good governance are still not applied as well as transparency, so policymaking tends not to prosper the poor. Judging from several aspects, the problem of poverty that has not been resolved, the need for a poverty alleviation strategy that can reach its fundamental point with the form of community empowerment programs. The main thing that is important in this policy is harmonious collaborative governance among stakeholders so that it will create a strong and effective program to alleviate poverty in the regions by adjusting community interests to meet their daily needs.

Government as a Facilitator in Community Empowerment Programs

The government formulated a program with the main goal of poverty alleviation, generally only oriented to direct assistance of cash, food, and rice, to guarantee cards for the poor. This program that has been implemented, in its evaluation is considered less effective, characterized by the emergence of many obstacles and assessed as not being able to overcome poverty (Amrizal, Wisadirana, &
The realization is considered not to root out the main problem because what the community needs is a job opportunity to support themselves and their families. Assistance programs like this will usually worsen the morale and views of the poor with the helplessness, weakness, and dependence that will always rely on assistance from the government. Therefore, it is necessary to improve the government's goals and objectives to be able to grow the productive economic culture of the poor, as a strategy to reduce poverty with the right target and overcome the problem fundamentally. Programs to overcome poverty can be considered effective with several factors, namely socialization, target accuracy, number, time, administration, and appropriate use (Khadafi & Mutiarin, 2017).

The government is required to be able to properly manage all sectors involved in empowerment, public investors, as well as policies that lead to productive economic development by expanding opportunities to get work opportunities for the community. One of them is by supporting Small and Micro Enterprises (UKM) which are engaged in the informal sector and involves basic empowerment in improving the people's economy in both rural and urban areas. Productive labor-intensive industries can provide employment opportunities for the community and reduce the number of existing unemployed (Mulyadi, 2017). The government should use its social functions well to formulate policies by involving the community, providing budgets and facilitating business needs, as well as directing supporting elements such as the Ministry of Cooperatives, Ministry of Industry and Trade, Ministry of Manpower, Bappenas, BUMN to BUMDes and bank financial institutions to create productive economic empowerment for the community.

Empowerment programs can generate independent participation and awareness of the productive economy of the poor. Where the implementation is by the linking system and procedure innovation, injection of capital funds, and assistance to boost community productivity. The need for the role of the government to be responsive to the procurement of goods and production equipment as well as the formation of conceptual and ideal mechanisms and procedures for accuracy in business development and implementation, with a model of community empowerment as an actor in businesses in the form of MSMEs. As a facilitator, the government must also be able to contribute to the implementation of people-based businesses, facilitate, and at the same time become partners for the community. The placement of the right method must also be realized properly to spur the community to be harmonious in holding the responsibility to carry out their respective duties under the applicable regulations. The program implementation process can run well if the orientation of community empowerment is carried out for the common welfare.

**The Active Role of The Community in Community Empowerment**

The poor are no longer considered as the subject of countermeasures, but rather the object where there is a need for active involvement of the community in the process of planning, implementation, monitoring to evaluation that is useful to improve the welfare of the community (Setyobudi, 2016). In the empowerment of poor people, especially those in rural areas, a village companion is required that can help approach and social adaptation in the empowerment process (Suswanto, Windiasih, Sulaiman, Imam, & Weningsih, 2019). Usually, the village assistant figures who are one of the empowerment actors are also respected and influential people or scholars in the village (Suswanto Sulistyoningsih, 2018). Village facilitators can also help maximize the empowerment program because they can assist outside expert assistants and facilitators in carrying out their duties.

The enthusiasm of the community and the willingness to learn and work together are crucial in the success of a business and achieving common goals (Warsono, Febriandini, Azlansyah, Sipayung, 2019). Where empowerment has steps that develop over time and must be carried out properly with assistance or only in monitoring and creating an independent community. Through this program from, for, and by the community, it is hoped that it can alleviate poverty in Indonesia. Communities must be able to focus on training and mentoring with facilitators and be able to communicate well to avoid conflicts. Then in the management of the budget funds must be carefully planned.
Social groups that already exist in society must also be involved in empowerment, such as institutions or non-governmental organizations to contribute to the program (Mubarak, 2017). By strengthening existence in society to social control, it will increase the chances of the success of a business and the welfare of all groups, especially the poor as program targets. Characterized by motivational assistance, material and internal power will greatly influence the poor to develop and innovate. This will build their independence in the form of self-help which also benefits their environment (Utomo & Prihatin, 2019). When there is a monitoring and evaluation period that is held, the community must be able to accept all criticism and accept the results that are already in place in its implementation. If the poor can run on their own without assistance, then the community has been successful independently and towards civilization. Where the community has been able to see opportunities and manage the potential of existing resources so that they can prosper their lives independently.

The Role of The Private Sector in Community Empowerment

The private sector has a role as partners in partnerships in the sustainability of community empowerment programs. Especially in funding and in the form of loans as well as physical assistance for an existing people-based business. For example, completing facilities and infrastructure or PKBL (Community Development Program) where large companies in the neighborhood assist in CSR or social responsibility, or the form of training assistance as well as product marketing (Sudjatmoko & Setyowati, 2017). The cooperation is in the form of sponsorship and the company can also make micro-community businesses as suppliers in certain events, etc.

For partnerships with the private sector and other parties, it is necessary to be active in the community in seeking sponsorship funds by making proposals with the relevant SKPD. The form of responsibility from the company for this community empowerment program can also be in the form of support by providing physical and non-physical assistance to small businesses in the company environment. Coordination from the public and the private sector is also very important because the private sector is a third party in helping the community. So information from the government as facilitator and supervisor that has been provided by the community, needs to be shared with the private sector so that misunderstandings do not occur. The private sector can also be targeted by the marketing of community businesses. With good relationships, coordination, and communication between micro and small businesses and companies, can provide a big stimulus for the success of a business.

Contribution of the National Program for Community Empowerment in Poverty Reduction

The impact of community empowerment in the economic sector will certainly expand employment opportunities, according to data on the PNPM Mandiri website, there are around 62.5 million people who get new jobs through this program. People who already have small-based businesses are given loans for their businesses. This program also prioritizes the selection of poor areas to be given assistance, especially underdeveloped villages. The development in the village, apart from the residents getting jobs, also has an impact on increasing village household spending, improving village infrastructure, such as toilets, posyandu, bridges, etc.

This program is also autonomous, wherein determining the selection of citizens in the village as a target to be included, given the responsibility of the village that determines (Mubarak, 2017). Where the basic criteria of the poor and unemployed while the dependents of his life are many, put forward gender equality. Community empowerment can also lead to active participation from various circles in the region with all empowerment processes conducted democratically, transparently, and accountably, including in decision making.

The existence of this program also provides good stimulus in village and sub-district institutions. Where it can improve the competence of village government actors, community organizations, and social groups that exist to respond to poverty alleviation in the region. It has been recorded that 34,100 villages have contributed to deliberations with relevant parties for planning and allocation and
programs to represent the village (Utomo & Prihatin, 2019).

In the evaluation of this program, there were very few irregularities and corruption of funds, because the community as managers felt very responsible and put forward togetherness because this program was also from, for, and by the people. The ease of access that exists in all fields in rural areas, such as education and health, markets, also facilitates distribution for marketing products to cities. There are also many facilities and infrastructure that have been built in the areas that have registered for the empowerment program. With the simplicity of program procedures, the poor are expected to be able to implement it and achieve the goals of the community empowerment program by alleviating poverty that exists evenly in Indonesia.

CONCLUSION

With the implementation of a national program of community empowerment, it can reduce poverty effectively in Indonesia. The community is the subject of poverty reduction, in which the overall process of implementing this program provides the opportunity for the community to be involved to create independence, productivity, and community initiative to overcome their poverty. Reviewing poverty alleviation programs, apart from the manpower aspect, must pay attention to health and education in the area (Arifianto & Balahmar, 2016). In alleviating poverty permanently, it is also necessary to continue the continuity of the community in its management and independence in developing this business to realize the goals and ideals of the program. The sustainability of the program can be established by a strong collaboration system between all relevant parties and the expansion of partnerships to create a civilized and prosperous society.

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