

Collaborative Governance Model in Poverty Alleviation in the Tanimbar Islands Regency: A Study of Regional Policy Implementation

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INDEXING	ABSTRACT
Keywords: Keyword 1; Collaborative Governance Keyword 2; Poverty Alleviation Keyword 3; Tanimbar Islands Regency	This study aims to analyze the application of the collaborative governance model in poverty alleviation in the Tanimbar Islands Regency, Maluku Province. The collaborative governance model involves various stakeholders, including local government, the private sector, communities, academia, and media, collaborating effectively and efficiently to address poverty issues. This research employs a qualitative approach, utilizing data collection techniques such as in-depth interviews, observations, and documentation studies. The findings indicate that the implementation of collaborative governance in Tanimbar is underway but not optimal regarding collaboration among stakeholders in poverty alleviation efforts, particularly in sustainable community economic empowerment programs. Based on these findings, recommendations are provided to the local government to enhance poverty alleviation efforts in the Tanimbar Islands Regency.

Article History

Received 01 September 2024; Revised 20 October 24; Accepted 28 October 2024

INTRODUCTION

The Tanimbar Islands Regency (KKT), located in Maluku Province, is one of the regions with a high poverty rate. According to data from the Central Statistics Agency (BPS), in 2022, the poverty rate in KKT reached 29.98%, more than three times the national average of 9.54%. The region, classified as an outermost area, faces isolation due to its geographical conditions, minimal infrastructure, and economic dependence on the agricultural and fisheries sectors, all of which contribute to the persistent high poverty levels compared to other districts in Maluku Province. In the context of poverty theory, the multidimensional poverty theory proposed by Alkire and Foster (2011) highlights that poverty is not only related to low income but also to limited access to education, healthcare, and social participation. This is particularly relevant in the Tanimbar Islands, where public infrastructure limitations severely restrict access to basic services. Research by Kusuma and Sugiono (2020) found that in island regions like Tanimbar, access to public services such as healthcare and education is a primary cause of the high poverty rate.

Furthermore, John Friedmann in his journal Capello, R., and Nijkamp, P. (2019) explains regional development theory, emphasizing the importance of local interventions that align with regional characteristics. Research conducted by Nurdiaman and Ali (2021) indicates that the dispersed characteristics of island regions lead to high transportation and

distribution costs, ultimately limiting economic growth. These limitations reinforce economic dependence on primary sectors vulnerable to climate change and market fluctuations. Therefore, poverty alleviation policies in the Tanimbar Islands require more innovative and collaborative approaches, given the existing multidimensional challenges.

One approach that can be utilized is Collaborative Governance. According to Emerson and Nabatchi (2015), collaborative governance emphasizes collaboration among various stakeholders, including government, the private sector, and civil society, in the policy formulation and implementation processes. This is crucial because isolated policies that do not involve local communities often fail to address the complexities of poverty, especially in remote areas like Tanimbar. Empirical research by Purwanto and Efendi (2022) in Maluku also supports the importance of collaborative governance in the context of remote areas. They found that poverty alleviation policies in regions like the Tanimbar Islands are more effective when non-governmental actors are involved in planning and implementation, particularly in addressing local government capacity limitations. Active participation from various parties can enhance more efficient resource allocation and ensure the sustainability of poverty alleviation programs.

Additionally, the social capital theory by Putnam (1995) in Pratama, R., and Fitriani, E. (2022), which has been developed in local contexts, indicates that effective collaboration between government and communities requires high levels of trust and participation. Recent studies by Azkia and Sudirman (2021) in Indonesia's island regions confirm that successful collaboration heavily depends on strong social capital among stakeholders. In the Tanimbar Islands, this model is particularly relevant due to the community's high dependence on social networks and local communities as a primary source of support in addressing poverty. Therefore, in the context of the Tanimbar Islands, the application of Collaborative Governance is essential to create more inclusive and responsive policies to local conditions. Collaboration among various actors can help overcome government resource limitations, strengthen accountability, and enhance community participation in poverty alleviation programs. Thus, collaborative governance not only offers short-term solutions but also creates a sustainable policy framework for reducing poverty in the Tanimbar Islands Regency.

LITERATURE REVIEW

The Concept of Poverty

Poverty is a complex and dynamic phenomenon, often characterized by individuals or groups' inability to meet basic needs such as food, education, healthcare, and adequate housing. According to Alkire and Foster (2019), multidimensional poverty reflects individuals' or groups' vulnerabilities to interrelated socio-economic factors. The multidimensional approach to measuring poverty considers not only income but also includes indicators such as education, access to healthcare facilities, housing quality, and environmental safety. In the context of Indonesia, poverty is influenced not only by economic aspects but also by geographical challenges, particularly in remote areas like the Tanimbar Islands Regency. Infrastructure limitations, low access to markets and public services, and reliance on traditional agricultural sectors vulnerable to climate change complicate poverty in this region (Murshed et al., 2020). Geographical factors that isolate communities in Tanimbar exacerbate social and economic disparities, leading to inadequate access to essential resources such as education and healthcare.

The Concept of Poverty in Island Regions

Poverty is a condition where individuals or groups cannot meet basic needs such as food, clothing, housing, education, and healthcare (World Bank, 2020). Generally, poverty is not limited to economic aspects but also includes limited access to opportunities, information, and adequate social services (Sen, 1999, in Kremakova, M., 2019). In island regions, poverty becomes increasingly complex due to geographical isolation, limited infrastructure access, and reliance on often-scarce natural resources. Island regions face specific challenges affecting poverty levels, including limited transportation and communication infrastructure, which hinders community access to markets, education, and healthcare services (Mardiasmo & Indriyani, 2020). Furthermore, island regions often have economic dependence on primary sectors like agriculture and fisheries, which are vulnerable to climate change and global market price fluctuations, potentially worsening poverty conditions (Suharto & Rahayu, 2021). Approaches to poverty alleviation in island regions must consider unique geographical and social conditions, often requiring inclusive and community-based development strategies.

Several literatures emphasize that poverty in island regions is closely related to limited access to natural resources and the low capacity of local institutions to manage development and public services (Pratama & Fitriani, 2022). These limitations worsen multidimensional poverty conditions, where communities not only face economic shortages but also lack access to healthcare, education, and other basic facilities (Rodríguez-Pose, 2020).

Collaborative Governance

Collaborative Governance is a governance approach involving active cooperation between the government and non-government stakeholders, such as the private sector, civil society, and communities, in the formulation and implementation of public policies. This approach aims to address complex public issues, particularly when solutions from a single party are insufficient. The theory supports a deliberative, consensus-driven, and inclusive process where each party plays an active role in decision-making.

Theories and Approaches to Collaborative Governance

According to Ansell and Gash (2008), collaborative governance is "a governance arrangement where one or more public institutions engage directly with non-state stakeholders in a collectively formal decision-making process that is consensus-oriented, deliberative, and aims to formulate or implement public policies." This approach emphasizes the importance of long-term relationships between the government and non-government actors in creating policies that are more responsive and adaptive to community needs.

Benefits and Challenges of Collaborative Governance

This approach offers several benefits, such as increased transparency, accountability, and efficiency in public policy implementation. Multi-stakeholder involvement allows for knowledge and resource transfer between sectors, enhancing policy effectiveness while also building trust among the involved parties. However, challenges such as power imbalances and resource disparities between government and non-government actors often hinder its implementation. Purwanto and Subarsono (2021) state that the success of collaborative governance heavily relies on the local government's ability to act as a facilitator, accommodating diverse interests and ensuring balanced stakeholder

involvement. Collaborative governance offers an inclusive and participatory approach to designing and implementing public policies. In Indonesia, its implementation has shown positive results in various contexts, such as natural resource management and poverty alleviation. Despite challenges in its application, such as power imbalances and resource disparities, collaborative governance remains a relevant model for addressing complex public policy issues.

Poverty Alleviation Policies in Indonesia

Poverty alleviation has been one of the Indonesian government's top priorities since the New Order era to the present. This policy aims to reduce poverty rates and improve community welfare, especially in remote, isolated, and rural areas. Several key approaches and programs are utilized to tackle poverty in Indonesia, involving the central government, regional governments, the private sector, and civil society.

Key Approaches in Poverty Alleviation Policies

1. **Community Empowerment:** One of the main strategies in Indonesia's poverty alleviation policy is community empowerment. The PNPM Mandiri (National Program for Community Empowerment), launched in 2007, is a successful example of this approach. PNPM Mandiri is designed to provide poor communities access to the development planning process and financial assistance for infrastructure, education, and healthcare projects in remote areas.
2. **Family Hope Program (PKH):** Launched in 2007, PKH is a form of conditional cash transfer aimed at assisting poor families on the condition that they meet specific obligations, such as ensuring their children attend school and undergo regular health check-ups. This program has proven effective in increasing access to healthcare and education for poor families.
3. **Healthy Indonesia Card and Smart Indonesia Card:** As part of the National Social Security Program (JSN), the Healthy Indonesia Card (KIS) and Smart Indonesia Card (KIP) are programs designed to provide free healthcare access for the poor and free education for children from underprivileged families. These programs aim to break the cycle of poverty through improved access to education and healthcare services.
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Case Study of Tanimbar: Collaboration in Poverty Alleviation in Remote Areas

Tanimbar, an archipelago in Maluku, represents an interesting example of how collaborative governance approaches can be applied in poverty alleviation policies in remote areas. As a region facing geographical challenges, limited infrastructure, and minimal economic access, collaboration among government, communities, academia, the private sector, and media is crucial in achieving development goals and reducing poverty.

Importance of Multi-Stakeholder Collaboration

1. **Role of Government:** The local government in Tanimbar plays a crucial role in creating poverty alleviation policies and programs. They act as the primary driver in designing and implementing programs like direct cash assistance and basic infrastructure development (e.g., roads, electricity, and clean water). However, the success of these programs heavily depends on active participation from other sectors.
2. **Local Communities:** Involvement of local communities in the planning and implementation of poverty alleviation programs is essential. Research by Rosalina and Hadi (2020) indicates that when communities are directly involved in decision-making processes, programs such as infrastructure development and economic empowerment become more relevant to local needs. This also enhances ownership of the projects, leading to more sustainable impacts.
3. **Academics and Research Institutions:** Academics play a vital role in providing research-based input regarding poverty issues in remote areas like Tanimbar. Studies by Purwanto et al. (2021) show that the involvement of academics in policy design can yield more innovative and data-driven solutions. Thus, collaboration between the government and academics can enhance the quality of policies created.
4. **Private Sector:** Private sector investment in Tanimbar, particularly in infrastructure and natural resources, holds significant potential for boosting the local economy. Collaboration between the government and the private sector, such as in developing public facilities or improving market access for local products, can accelerate poverty alleviation. Research by Nugroho and Pratama (2019) indicates that well-managed investments involving the private sector can significantly contribute to economic development in remote regions.
5. **Role of Media:** The media also plays a significant role in raising public awareness about the challenges and progress in poverty alleviation efforts. Local media in Tanimbar contributes to educating communities about their rights and providing information about available government programs. According to Sukmawati (2022), media can serve as a link between communities and the government, providing transparency and ensuring accountability for the implemented programs.

RESEARCH METHOD

Research Approach

This study employs a descriptive qualitative approach aimed at exploring and understanding the phenomenon of collaborative governance implementation in poverty alleviation in the Tanimbar Islands Regency. This approach is chosen because it allows the researcher to deeply examine the interactions among various stakeholders in the collaboration process and to identify the challenges and opportunities faced in policy implementation.

According to Creswell (2018), qualitative approaches are suitable for social research that seeks to understand specific processes, behaviors, and contexts involving complex social interactions, such as collaborative governance. Moreover, this approach enables the

researcher to delve into the dynamics between government, society, and the private sector in efforts to reduce poverty in a remote and resource-constrained region.

Data Collection Methods

Data collection for this research is conducted using three primary methods: observation, in-depth interviews, and document analysis.

1. Observation

Observation involves direct examination of specific objects or phenomena in natural settings. In the context of poverty alleviation efforts in the Tanimbar Islands, the researcher participated directly in field observations during the implementation phases of government programs and was actively involved in focus group discussions (FGD) and other activities conducted in Tanimbar.

2. In-Depth Interviews

In-depth interviews were conducted with various stakeholders involved in the implementation of poverty alleviation policies in the Tanimbar Islands. The key informants in this study include local government officials responsible for poverty alleviation programs, private sector representatives, non-governmental organizations, and community leaders. Through these interviews, the researcher gathered insights into the perspectives, experiences, and challenges faced by each actor in collaborative governance efforts.

3. Document Analysis

In addition to observations and interviews, document analysis was also conducted to obtain relevant secondary data. The documents analyzed include:

- a. Annual government reports related to poverty alleviation programs in the Tanimbar Islands.
- b. Policies and regulations governing the implementation of collaborative governance in the public sector.
- c. Program evaluation reports published by non-governmental organizations or third parties.
- d. Official statistics from the Central Bureau of Statistics (BPS) on poverty levels and socio-economic conditions in the Tanimbar Islands.

Document analysis complements the primary data obtained from interviews and provides a more detailed overview of the poverty alleviation context in the Tanimbar Islands Regency.

Data Analysis Techniques

The data obtained from interviews and document analysis are analyzed using thematic analysis. According to Braun and Clarke (2019), thematic analysis is an effective technique for identifying, analyzing, and reporting themes that emerge from qualitative data. The analysis process follows several stages:

1. **Data Collection:** Collecting interview transcripts and relevant documents for the research.
2. **Data Coding:** Conducting the data coding process by identifying relevant segments of data, such as collaboration patterns, success factors, and challenges encountered.
3. **Theme Identification:** Grouping similar codes into main themes that reflect the dynamics of collaborative governance and its application in poverty alleviation programs.
4. **Findings Presentation:** Organizing the findings based on the identified themes and explaining how these themes interrelate within the research context.

Through thematic analysis, this research identifies key factors influencing the success and challenges in implementing collaborative governance for poverty alleviation in the Tanimbar Islands Regency. The data produced from this process will provide an in-depth understanding of how cross-sector stakeholder collaboration plays a role in reducing poverty in the region.

RESULT AND DISCUSSION

Collaborative Governance Model Implemented in Tanimbar

The implementation of collaborative governance in poverty alleviation efforts in the Tanimbar Islands Regency follows the model proposed by Ansell and Gash (2008), emphasizing the importance of collaboration among the government, civil society, and the private sector. This model consists of several key elements:

1. **Initial Conditions:** The implementation of collaborative governance began with the awareness that poverty in the Tanimbar Islands requires a more holistic and inclusive approach. The limitations in resources and the geographical challenges of this island region prompted the government to involve multiple actors in formulating poverty alleviation policies and programs.
2. **Institutional Design:** The local government, as the main leader, designed a collaborative structure that includes various stakeholders such as academics, the private sector, civil society organizations (CSOs), the media, and local community leaders. Public participation-based policies serve to create transparent and inclusive communication between stakeholders through forums and discussions.
3. **Collaborative Leadership:** A key success factor in Tanimbar's collaborative governance has been the leadership that builds trust among the involved actors. Local leaders play a significant role in fostering cooperation and bridging different interests, particularly among government, academics, and the private sector, which often have varying priorities in poverty alleviation. Effective leadership that can unify and embrace all stakeholders is crucial for poverty reduction efforts in Tanimbar.
4. **Collaboration Process:** The collaboration process in Tanimbar is facilitated through various steps, from formulating a shared vision to data collection and program implementation. Each actor is actively involved in the planning, execution, and

evaluation stages. The participation of the community and private sector is critical to ensuring that the programs address local needs.

5. **Consensus-Based Decision Making:** In Tanimbar's poverty alleviation efforts, decisions are made through consensus. These decisions result from intensive discussions involving all stakeholders, ensuring that no party feels neglected, thus fostering continued collaboration and commitment from all parties.
6. **Joint Implementation:** Poverty alleviation programs are implemented collaboratively by various actors. Academics contribute by providing scientific studies, the local government acts as a regulator and budget facilitator, the private sector provides job training, and media act as intermediaries. CSOs and the private sector provide training, public services, and develop basic infrastructure in remote areas.
7. **Stages of Poverty Alleviation through Collaborative Governance in Tanimbar**

The application of collaborative governance in Tanimbar's poverty alleviation follows several important stages:

1. **Problem Identification:** The first stage involves identifying the main problems faced by impoverished communities in Tanimbar. Poverty in this region is influenced by factors such as limited access to education, healthcare, and basic infrastructure. The local government collects data from the Central Bureau of Statistics (BPS) and conducts field surveys to map the socio-economic conditions of the population.
2. **Policy Formulation:** After identifying the issues, the local government, along with academics, the private sector, media, and local communities, formulates policies aimed at addressing poverty. These policies include economic empowerment programs, infrastructure development, and improving access to education and healthcare. Community participation ensures that the proposed programs align with local needs.
3. **Program Implementation:** At this stage, poverty alleviation programs are implemented. For example, in empowerment programs, the private sector is involved in financing, while academics act as consultants and trainers. The media plays a role in information dissemination and program promotion, while the community is both the target and participant of development efforts.
4. **Monitoring and Evaluation:** Monitoring is conducted regularly by the local government and other stakeholders. Program evaluation is carried out through the active participation of beneficiary communities to measure the direct impact of the programs on improving quality of life and reducing poverty. This stage helps to identify challenges during implementation and make necessary adjustments.
5. **Program Sustainability:** The final stage ensures program sustainability. Collaboration between the government, private sector, academics, media, and the community is maintained through the formation of local working groups that oversee the implementation of policies and 46rogres sis the village level. Economic empowerment programs are designed to enable communities to become economically self-reliant once the programs end.

6. Results of Collaborative Governance in Poverty Alleviation in Tanimbar

The implementation of collaborative governance in the Tanimbar Islands has resulted in several significant achievements in poverty alleviation efforts:

1. **Reduction in Poverty Rate:** According to BPS data, Tanimbar's poverty rate decreased from 24.47% in 2023 to 23.66% in 2024. Collaboration between local governments, academics, the private sector, and communities has contributed to improving the quality of life, even though the progress is not yet optimal.
2. **Improved Access to Public Services:** One tangible result of this collaboration is improved access to healthcare and education services, particularly in remote areas. The local government, supported by CSOs and the private sector, has successfully built and upgraded health and education facilities that were previously inaccessible to impoverished communities.
3. **Economic Empowerment:** Community-based economic empowerment programs, such as skills training and small business development, have helped Tanimbar's poor increase their income. Public-private partnerships have also contributed to job creation.
4. **Strengthening Local Institutions:** Collaboration among various actors has also strengthened local institutions, particularly at the village level. Active community participation in planning and implementing poverty alleviation programs has fostered local capacity to manage development programs effectively.

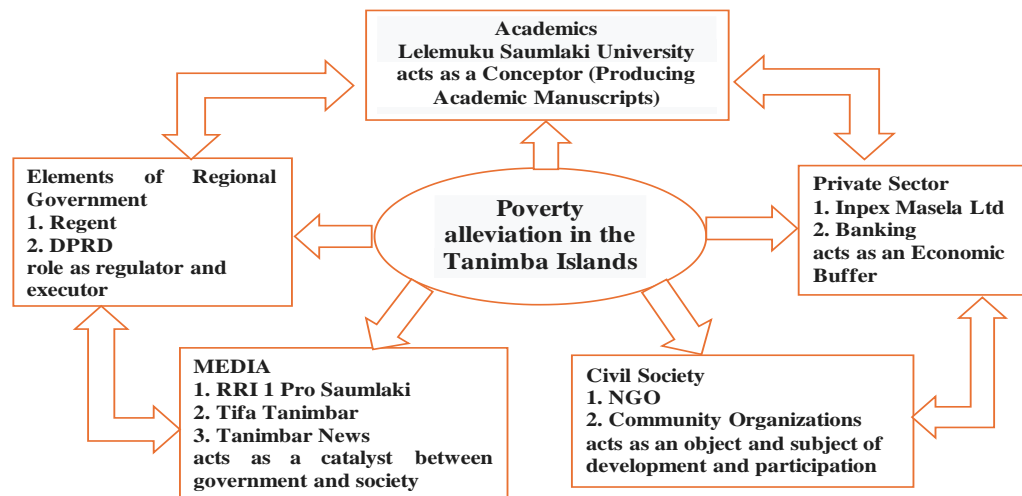


Figure 1: Collaborative Governance Model for Poverty Alleviation in Tanimbar Islands Regency

Source: Personal Analysis based on the Pentahelix Collaborative Governance Model

Stakeholder Involvement in Collaborative Governance

Local Government as the Main Driver

The local government plays a central role in the implementation of collaborative governance in Tanimbar, acting as the leader and main driver in the poverty alleviation process. Several important roles played by the local government include:

- **Policy Formulation and Resource Allocation:**

The local government is responsible for formulating strategic policies that serve as the foundation for poverty alleviation programs. Additionally, the government allocates resources, both budget and manpower, to support the implementation of collaboratively designed programs.

- **Coordination with Other Stakeholders:**

As the main driver, the local government plays a crucial role in ensuring effective coordination among all stakeholders. Coordination forums and regular communication are held to ensure that all parties have a shared understanding of the objectives and strategies for poverty alleviation.

The local government in Tanimbar also utilizes data from the Central Statistics Agency (BPS) and academic studies to formulate evidence-based policies that can be effectively implemented in areas with infrastructure limitations and challenging geographical conditions.

Community Participation in the Implementation Process

The local community is a key element in the success of collaborative governance. Community involvement goes beyond being mere beneficiaries of programs; they actively participate in the planning, implementation, and evaluation of poverty alleviation programs. Several forms of community participation in this program include:

- **Involvement in the Development Planning Consultation (Musrenbang):**

The community is invited to express their needs and aspirations through the Musrenbang mechanism, which then serves as the basis for formulating poverty alleviation programs.

- **Community Empowerment:**

Economic empowerment programs, such as skills training for housewives and the development of small and medium enterprises (SMEs) in remote villages, have directly involved the community. Furthermore, community members also participate in basic infrastructure development projects, such as the construction of clean water facilities and village roads, which enhance access to public services.

This community participation is essential to ensure that the implemented programs align with local needs and are sustainable in the long term.

The Private Sector as a Partner in Economic Empowerment

The role of the private sector in collaborative governance in Tanimbar is evident in the form of public-private partnerships that support community economic empowerment programs. Several contributions of the private sector in poverty alleviation efforts in Tanimbar include:

- **Investment and Resource Provision:**

The private sector, particularly companies engaged in the fisheries and maritime sectors, provides financial and technical support for local economic development

programs. They participate in skill training projects for the community to enhance productivity and competitiveness.

- **Partnerships with Small and Medium Enterprises (SMEs):** Some companies also collaborate with SMEs in Tanimbar to create markets for local products. For instance, this partnership program helps communities improve the quality of fisheries products, which are then sold in national and international markets.

The role of the private sector is crucial in creating new job opportunities and increasing the income of impoverished communities, thereby helping to reduce dependence on social assistance.

Academics as Providers of Research and Scientific Evidence

Academics play a vital role in providing data, research, and scientific analysis that underpin evidence-based policy formulation. Their contributions to collaborative governance in Tanimbar can be summarized in the following key areas:

- **Field Research:** Local academics, particularly from institutions such as Lelemuku University of Saumlaki, conduct comprehensive research on the socio-economic conditions of communities in Tanimbar. This research serves as a foundation for the government in crafting effective poverty alleviation policies. By gathering empirical data and insights, academics can identify the specific needs and challenges faced by the local population, as well as highlight potential economic opportunities that could be developed through targeted community empowerment initiatives.
- **Assistance in Program Planning and Evaluation:** Many academics engage directly as consultants or facilitators in the planning and evaluation phases of poverty alleviation programs. They leverage their expertise to analyze the scientific aspects of program effectiveness, providing constructive feedback and evidence-based recommendations for improvement. This collaborative effort ensures that the programs not only align with theoretical frameworks but also meet practical needs on the ground.

Additionally, academics play a crucial role in disseminating research findings to various stakeholders, including government officials, community leaders, and the general public. By sharing valid and up-to-date information, they help ensure that implemented programs are informed by reliable data, thereby enhancing their effectiveness and sustainability. This ongoing dialogue between academics and practitioners fosters a culture of evidence-based decision-making, which is essential for addressing complex social issues such as poverty.

Media as Channels for Information and Public Oversight

Mass media play a crucial role in facilitating communication between the government, the community, and other stakeholders. Their contributions to collaborative governance in Tanimbar include the following key functions:

- **Information Dissemination:** Both local and national media outlets are instrumental in disseminating information about the poverty alleviation programs being implemented by the government. This

information is vital for raising community awareness regarding the available programs and services that they can benefit from. By providing clear and accessible information, the media help ensure that citizens are informed and can engage with initiatives that aim to improve their living conditions.

- **Public Oversight and Critique:**

The media also serve as independent watchdogs that monitor the execution of government programs. Through investigative reports and news coverage, the media can highlight issues or shortcomings that may have been overlooked by the government or other stakeholders. This role is essential for promoting accountability and transparency in the implementation of programs, as it encourages the government to address concerns raised by the public and media alike.

The involvement of media in the collaborative governance process in Tanimbar enhances transparency and accountability, fostering active participation from the community. By keeping citizens informed and encouraging dialogue between various stakeholders, the media contribute significantly to the success of collaborative governance initiatives.

Supporting and Inhibiting Factors in the Implementation of Collaborative Governance

Supporting Factors

1. Strong Commitment from Local Government

One of the primary supporting factors for the implementation of collaborative governance in Tanimbar is the strong commitment from the local government. The Tanimbar government demonstrates seriousness in poverty alleviation efforts by allocating significant budgets for poverty reduction programs and establishing cross-stakeholder discussion forums.

- **Local Regulation (Perda) on Poverty Alleviation:** The local government has established clear and robust policies through regulations that support the collaborative process among government, community, private sector, and other actors. These policies provide a legal and operational framework that strengthens the implementation of collaborative governance.

2. Active Community Involvement

High levels of community involvement are also a key factor in the successful implementation of collaborative governance in Tanimbar. Local communities play an active role in the planning and execution of poverty alleviation programs, particularly in economic empowerment projects and the development of basic infrastructure in remote villages.

- **Community Empowerment:** Economic empowerment programs, such as the development of small and medium enterprises (SMEs) and skills training, successfully engage the community directly. The willingness of the community to participate not only as beneficiaries but also as active agents is crucial for success.

3. Partnerships with the Private Sector and NGOs

The successful implementation of collaborative governance is also supported by close partnerships between the local government and the private sector, academics, media, and non-governmental organizations (NGOs). The private sector contributes through investments and corporate social responsibility (CSR) programs that support

community economic development. Meanwhile, NGOs assist in policy advocacy and community empowerment.

- **Multi-Sector Collaboration:** The active participation of the private sector, academics, media, communities, and NGOs enriches the decision-making process and supports the implementation of more inclusive and sustainable programs.

4. **Support from Academics and Research**

Another crucial supporting factor is the contribution of academics who provide evidence-based data and research. This research provides a solid foundation for policy-making and the evaluation of poverty alleviation programs in Tanimbar.

- **Evidence-Based Research and Data:** Universities and research institutions offer valuable input through studies that strengthen poverty alleviation programs, both in terms of effectiveness evaluation and identifying local potential for further development.

Inhibiting Factors

1. **Limited Infrastructure and Accessibility**

One of the biggest obstacles to the implementation of collaborative governance in Tanimbar is the challenging geographic conditions. The Tanimbar Islands Regency consists of many small, isolated islands, making it difficult to access remote areas. Inadequate infrastructure, such as transportation and communication facilities, slows down the implementation of poverty alleviation programs.

- **Limited Transportation Access:** The lack of inter-island transportation is a major barrier to delivering aid, providing public services, and executing development projects in areas that need it. This limitation also hinders direct interaction among stakeholders.

2. **Limited Institutional Capacity**

Despite the local government's full commitment, there are still limitations in institutional capacity, especially concerning coordination among agencies and staff skills. Institutions that are not fully established in carrying out administrative functions, such as monitoring and evaluation, often become obstacles to the effective implementation of programs.

- **Weakness in Monitoring and Evaluation (M&E):** Without a robust monitoring and evaluation system, it is difficult to track the extent to which poverty alleviation programs meet their targets and provide feedback for improvement. The lack of capacity in this area is one of the obstacles to successful implementation.

3. **Lack of Quality Human Resources**

In some remote areas of Tanimbar, there is a shortage of skilled and highly educated human resources, both at the community and local government levels. This results in program implementation not always going as planned due to a lack of technical expertise in executing these programs.

- **Insufficient Training and Capacity Building:** Although some programs are well-designed, their implementation on the ground is often hampered by a lack of adequate training and capacity-building for program implementers.
4. **Dependence on External Funding**

Funding for poverty alleviation programs in Tanimbar largely depends on assistance from the central government and international donors. This dependence can become an obstacle when funding sources decrease or are cut off.

 - **Unstable Funding Sources:** Fluctuations in funding from the central government or external donors often affect the sustainability of programs on the ground. When funding stops or diminishes, program implementation can be delayed or suboptimal.
 5. **Bureaucratic Complexity**

Complex and slow bureaucratic processes also pose an inhibiting factor in implementing collaborative governance. The convoluted decision-making processes and rigid bureaucracy often slow down program execution on the ground, especially regarding project approvals, procurement of goods, and public services.

 - **Convoluted Procedures:** Delays in budget approvals, procurement, and oversight lead to some programs progressing slowly, with some even temporarily halted due to bureaucratic constraints.

CONCLUSION

Based on the explanations presented, it can be concluded that the implementation of the collaborative governance model in poverty alleviation efforts in Tanimbar Regency shows significant potential. The analysis reveals several key findings that provide crucial insights into strategies for addressing poverty in the region. Furthermore, several recommendations have been formulated to enhance the effectiveness of these efforts.

1. **Effectiveness of Multi-Stakeholder Partnerships:**

The collaborative governance model in Tanimbar demonstrates that strong collaboration among local governments, the private sector, academia, media, and the community is underway. However, it is not yet optimized, with no standardized format for collaboration in poverty alleviation initiatives. Although there is awareness among all stakeholders regarding poverty issues, efforts to address them remain partial and fragmented.

2. **Increased Community Participation:**

One of the most significant findings of this research is the increased community participation in receiving policy outcomes, particularly in the distribution of social assistance. However, the challenge remains that this assistance is not utilized for its intended purposes.

3. **Sustainable Economic Empowerment:**

The study also found that the economic empowerment programs being implemented are still at the programmatic stage, facing various field-level challenges. Issues such as

community apathy towards empowerment programs and a consumptive lifestyle limit the effective utilization of human and natural resources. This has resulted in the community's dependency on government assistance, such as food aid, which provides only temporary relief.

4. **Challenges in Implementation:**

Despite the many programs proposed by the government, numerous challenges arise during implementation. These include control disparities across regions, complex bureaucratic processes that are procedural rather than essence-driven, and inadequate access to sufficient funding. This indicates that while the collaborative model offers opportunities, challenges must be addressed to achieve optimal outcomes in poverty alleviation efforts in Tanimbar Regency.

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