

Jurnal Ranah Publik Indonesia Kontemporer

<https://rapik.pubmedia.id/index.php/rapik>

The Model of Collaborative Governance in Addressing Poverty in Indonesia

Herman Lawelai*¹, Achmad Nurmandi²

¹Department of Government Studies, Universitas Muhammadiyah Buton, Betoambari Street, Baubau City, Southeast Sulawesi, Indonesia, 93724

²Department of Government Studies, Universitas Muhammadiyah Yogyakarta Brawijaya Street, Yogyakarta City, Indonesia, 55183

Email: ¹herman.lawelai@umbuton.ac.id, ²nurmandi_achmad@umy.ac.id

ARTICLE INFO

Article history:

Received 19/01/2023

Received in revised form 02/02/2023

Accepted 07/02/2023

Abstract

The aim of this study is to review and evaluate the implementation of the Model Collaborative Governance in addressing poverty in Indonesia. The study involves secondary data analysis and relevant written sources to assess the effectiveness of this model in addressing poverty. The results of the research indicate that the Model Collaborative Governance can help ensure that poverty alleviation solutions are inclusive and meet the needs of the community. However, for optimal results, there needs to be effective communication and coordination between the government, the private sector, civil society, and community organizations. This study provides an overview of the potential of the Model Collaborative Governance in addressing poverty in Indonesia and provides recommendations for improvement and increased implementation of this model in the future.

Keywords: Model, Collaborative Governance, poverty alleviation, effectiveness, coordination.

Abstrak

Penelitian ini bertujuan untuk meninjau dan mengevaluasi penerapan Model Collaborative Governance dalam penanggulangan kemiskinan di Indonesia. Studi ini melibatkan analisis data sekunder dan sumber-sumber tertulis yang relevan untuk menilai efektivitas model ini dalam mengatasi masalah kemiskinan. Hasil penelitian menunjukkan bahwa Model Collaborative Governance dapat membantu dalam memastikan bahwa solusi penanggulangan kemiskinan bersifat inklusif dan memenuhi kebutuhan masyarakat. Namun, untuk mencapai hasil yang optimal, perlu adanya komunikasi dan koordinasi yang efektif antara pemerintah, sektor swasta, masyarakat sipil, dan lembaga kemasyarakatan. Penelitian ini memberikan gambaran tentang potensi Model Collaborative Governance dalam mengatasi masalah kemiskinan di Indonesia dan memberikan rekomendasi untuk perbaikan dan peningkatan implementasi model ini di masa depan.

Kata Kunci: Model, Collaborative Governance, penanggulangan kemiskinan, efektivitas, koordinasi.

*Correspondence Author

E-mail: herman.lawelai@umbuton.ac.id

INTRODUCTION

Poverty is a persistent social issue that remains a major concern in the development of Indonesia (Perera & Lee, 2013). Despite various efforts made by the government, private institutions, and society to address this issue, poverty continues to persist and requires more effective and integrated solutions (Marshall & Farahbakhsh, 2013). The government, private sectors, and communities all play a crucial role in alleviating poverty and finding a solution to this ongoing problem (Scheyvens et al., 2016).

The government has implemented various programs and policies aimed at reducing poverty, such as providing financial assistance, education and training opportunities, and employment programs (Rondinelli, 2013). However, these efforts have not produced the desired results, and poverty continues to persist in many areas of Indonesia. This highlights the need for a more integrated and effective approach to poverty alleviation.

Private institutions and the society also play an important role in poverty alleviation efforts. The private sector can provide job opportunities, support local businesses and communities, and contribute to poverty reduction through corporate social responsibility initiatives (Ismail et al., 2015). Society, on the other hand, can support poverty reduction efforts by volunteering, participating in community programs, and advocating for the rights of the poor.

Collaborative governance, which involves the collaboration and participation of multiple stakeholders in the decision-making and implementation process, has emerged as a potential solution to tackle poverty (Doberstein, 2016; Gollagher & Hartz-Karp, 2013). This model encourages the active involvement of government, private sectors, and communities in addressing poverty issues, creating a more integrated and effective approach. Collaborative governance can help to ensure that poverty reduction efforts are more inclusive, sustainable, and effective.

Collaborative governance is a new approach that has been gaining traction in recent years as a potential solution to tackle poverty (Susha & Gil-Garcia, 2019). This model involves the active participation and collaboration of multiple stakeholders, including the government, private sectors, and communities, in addressing poverty issues. Collaborative governance creates a more integrated and effective approach by incorporating the diverse perspectives and experiences of these stakeholders into the decision-making and implementation process (Newig et al., 2018).

The concept of collaborative governance is based on the belief that poverty is a complex issue that cannot be solved by any one single entity (Emerson & Nabatchi, 2015). It requires a collective effort from multiple stakeholders to address the root causes of poverty and to find sustainable solutions. The active involvement of the government, private sectors, and communities in poverty reduction efforts can lead to a more inclusive and effective approach, as each stakeholder brings unique resources, knowledge, and expertise to the table.

The application of the collaborative governance model in poverty alleviation efforts has been gaining attention in Indonesia in recent years (Florini & Pauli, 2018; Halimatusa'diyah, 2015). However, its implementation is still in its early stages, and there is a need to understand the challenges and opportunities for its effective

implementation. This research aims to review the application of the collaborative governance model in poverty alleviation efforts in Indonesia and to identify the challenges and opportunities for its implementation.

This research will provide valuable insights into the potential of the collaborative governance model as a solution to poverty in Indonesia. It will also highlight the challenges and opportunities for its implementation, which will be valuable information for policy-makers, practitioners, and researchers in the field of poverty reduction. The findings of this research will contribute to the development of more effective and integrated approaches to poverty alleviation in Indonesia, and potentially, in other countries facing similar challenges.

The collaboration between government, private sectors, and communities can also bring a more comprehensive and coordinated approach to poverty alleviation. This approach recognizes that poverty is a complex and multifaceted problem that cannot be solved by one sector or stakeholder alone. The active involvement of all relevant stakeholders can lead to a better understanding of the root causes of poverty and the development of more effective and integrated solutions. The collaboration between these different actors can also lead to the sharing of resources, knowledge, and expertise, creating a more efficient use of resources and improving the impact of poverty reduction efforts.

In addition, the study of collaborative governance in poverty alleviation is important because it addresses the limitations of traditional top-down approaches to poverty reduction. These approaches often rely on government programs and policies as the primary means of addressing poverty, neglecting the importance of local knowledge, resources, and capacities. The collaborative governance model, on the other hand, recognizes the importance of community involvement and the need to empower local communities to take ownership of their own development. This approach can lead to more sustainable poverty reduction outcomes, as communities are better equipped to continue their own development efforts in the future.

The study of collaborative governance in poverty alleviation is timely and relevant. It offers a new perspective on the role of government and society in addressing poverty and highlights the importance of involving multiple stakeholders in the decision-making and implementation process. The application of this model in Indonesia and its impact on poverty reduction efforts will provide valuable insights into the potential of this approach in addressing poverty and other development challenges.

RESEARCH METHODS

The objective of this research is to examine the effectiveness of the Model of Collaborative Governance in addressing poverty in Indonesia. The literature review research method will be utilized to gather information related to the topic of interest (Snyder, 2019).

The first step in the literature review research method is to search for relevant literature. This will involve searching various academic databases such as Google Scholar, and Scopus to identify articles, books, and other academic sources related to the Model of Collaborative Governance and poverty in Indonesia.

Once relevant literature has been identified, the next step is to select the most relevant sources for the study. The criteria for selecting literature will include relevance to the research topic, date of publication, and credibility of the author. Once relevant literature has been selected, the next step is to collect data from the sources. This will involve reading and taking notes on the key findings, conclusions, and recommendations related to the Model of Collaborative Governance and poverty in Indonesia.

The next step is to analyze the data collected from the literature review. This will involve synthesizing the information from the various sources to identify the main themes and patterns related to the Model of Collaborative Governance and poverty in Indonesia.

Finally, the last step is to draw conclusions based on the data analysis. This will involve synthesizing the information from the literature review to identify the main strengths and weaknesses of the Model of Collaborative Governance in addressing poverty in Indonesia.

The literature review research method is a useful tool for gathering information (Lewis, 2015), related to the Model of Collaborative Governance and poverty in Indonesia. By synthesizing the information from a variety of sources, this method can provide valuable insights into the effectiveness of the Model in addressing poverty in Indonesia.

RESULTS AND ANALYSIS

Poverty remains a pressing issue in many countries, including Indonesia, where millions of people still struggle to meet their basic needs (Setyowati, 2020). To effectively address poverty, it is important to take a multi-faceted approach that considers the complex root causes and consequences of poverty. The collaborative governance model is one such approach that aims to bring together different actors and stakeholders to address poverty through a collective and participatory process.

This analysis and discussion will focus on the application of the collaborative governance model in poverty alleviation efforts in Indonesia, examining the effectiveness and sustainability of this approach in reducing poverty. By examining key indicators such as community and stakeholder participation in decision-making, resource allocation, and program management, trust and cooperation among stakeholders, the quality and sustainability of policy and program outcomes, and the level of effectiveness and efficiency in problem-solving and goal attainment, this analysis will provide a comprehensive overview of the strengths and limitations of the collaborative governance model in addressing poverty in Indonesia.

The level of community and stakeholder participation in the decision-making process

Collaborative governance is a model of governance that emphasizes the active participation of stakeholders in the decision-making process. In Indonesia, this model has been used to tackle poverty and promote inclusive growth by bringing together stakeholders from different sectors to work together to address complex social and environmental problems. The level of participation of communities and stakeholders in the decision-making process is a critical factor in determining the success of collaborative governance in poverty reduction. In this analysis and

discussion, we will explore the level of participation of communities and stakeholders in the decision-making process of collaborative governance in poverty reduction in Indonesia (Furqoni & Rosyadi, 2019; Kencono & Supriyanto, 2017).

One of the key benefits of collaborative governance is that it promotes the active participation of communities and stakeholders in the decision-making process (Edi, 2015). This ensures that the needs and perspectives of different groups are taken into account and that decisions are made in a transparent and accountable manner. This leads to a more effective and sustainable resolution of poverty-related problems, as the decision-making process is informed by the needs and perspectives of those who are most affected by poverty (Khanifah et al., 2020).

In Indonesia, the National Program for Community Empowerment (PNPM) is an example of a collaborative governance program that has been successful in promoting the participation of communities and stakeholders in the decision-making process (Roitman, 2016). The PNPM involves the active participation of the government, NGOs, private sector, and communities in the design, implementation, and maintenance of the program. This ensures that the needs and perspectives of different groups are taken into account and that decisions are made in a transparent and accountable manner.

Another example of a collaborative governance program that has been successful in promoting the participation of communities and stakeholders in the decision-making process is the Integrated Community Development Program (ICDP). The ICDP involves the active participation of the government, NGOs, private sector, and communities in the design, implementation, and maintenance of the program. This ensures that the needs and perspectives of different groups are taken into account and that decisions are made in a transparent and accountable manner.

In conclusion, the level of participation of communities and stakeholders in the decision-making process of collaborative governance in poverty reduction in Indonesia is a critical factor in determining its success. Programs such as the PNPM and ICDP have been successful in promoting the participation of communities and stakeholders in the decision-making process. This ensures that decisions are made in a transparent and accountable manner and that the needs and perspectives of different groups are taken into account. To further enhance the level of participation of communities and stakeholders in the decision-making process, it is essential to ensure that the needs and perspectives of different groups are taken into account in the design, implementation, and maintenance of collaborative governance programs.

The effectiveness and fairness in the allocation of resources and management of programs

Collaborative governance is a model of governance that emphasizes the active participation of stakeholders in the decision-making process (Scott & Thomas, 2017). In Indonesia, this model has been used to tackle poverty and promote inclusive growth by bringing together stakeholders from different sectors to work together to address complex social and environmental problems (Fauziah & Kassim, 2022). The effectiveness and fairness in the allocation of resources and the management of programs are critical factors in determining the success of collaborative governance in poverty reduction. In this analysis and discussion, we will explore the effectiveness and fairness in the allocation of resources and the

management of programs in collaborative governance in poverty reduction in Indonesia (Mutamimah et al., 2021).

One of the key benefits of collaborative governance is that it promotes fairness and equity in the allocation of resources and the management of programs. This ensures that resources are allocated to the areas and groups that are most in need, and that programs are implemented in a transparent and accountable manner. This leads to a more effective and sustainable resolution of poverty-related problems, as resources and programs are directed to the areas and groups that are most affected by poverty.

In Indonesia, the PNPM is an example of a collaborative governance program that has been successful in promoting fairness and equity in the allocation of resources and the management of programs (Warren & Visser, 2016). The PNPM involves the active participation of the government, NGOs, private sector, and communities in the design, implementation, and maintenance of the program (Dolezal & Novelli, 2022). This ensures that resources are allocated to the areas and groups that are most in need, and that programs are implemented in a transparent and accountable manner.

Another example of a collaborative governance program that has been successful in promoting fairness and equity in the allocation of resources and the management of programs is the ICDP. The ICDP involves the active participation of the government, NGOs, private sector, and communities in the design, implementation, and maintenance of the program (Sulistiyawan et al., 2019). This ensures that resources are allocated to the areas and groups that are most in need, and that programs are implemented in a transparent and accountable manner.

In conclusion, the effectiveness and fairness in the allocation of resources and the management of programs in collaborative governance in poverty reduction in Indonesia are critical factors in determining its success. Programs such as the PNPM and ICDP have been successful in promoting fairness and equity in the allocation of resources and the management of programs. This ensures that resources are allocated to the areas and groups that are most in need, and that programs are implemented in a transparent and accountable manner. To further enhance the effectiveness and fairness in the allocation of resources and the management of programs in collaborative governance, it is essential to ensure that resources are allocated to the areas and groups that are most in need and that programs are implemented in a transparent and accountable manner.

The level of trust and cooperation among stakeholders

Collaborative governance is a model of governance that involves active collaboration and cooperation between stakeholders to address complex social and environmental problems (Siddiki et al., 2017). In Indonesia, collaborative governance has been used as a strategy to tackle poverty and promote inclusive growth (Srirejeki, 2018). The key to the success of this model is the level of trust and cooperation among stakeholders. In this analysis and discussion, we will explore the relationship between trust and cooperation and their impact on the effectiveness of collaborative governance in poverty reduction in Indonesia.

Poverty reduction is a complex problem that requires the participation and cooperation of multiple stakeholders, including the government, non-government

organizations, the private sector, and communities (Ansell & Gash, 2018). Collaborative governance allows these stakeholders to work together in a coordinated and inclusive manner to design and implement effective poverty reduction programs. The key to the success of this model is the level of trust and cooperation among stakeholders, which is essential for the development of effective partnerships, communication, and decision-making.

In Indonesia, the government has implemented various poverty reduction programs through the collaboration of multiple stakeholders (Rakatama & Pandit, 2020). One example is the Community Empowerment Program (CEP), which aims to promote economic development and reduce poverty in rural areas (Amy, 2017). This program is a collaboration between the government, NGOs, private sector, and communities (Tambunan et al., 2018), who work together to provide training, financing, and marketing support to micro and small enterprises (Lawelai et al., 2023). The program has been successful in reducing poverty and promoting economic growth in rural areas, and this success can be attributed to the high level of trust and cooperation among stakeholders.

Another example is the ICDP, which aims to improve the standard of living for communities in slum areas. The ICDP is a collaborative program between the government, NGOs, the private sector, and communities, who work together to provide basic services, such as health, education, and housing. The success of this program is also due to the high level of trust and cooperation among stakeholders, which has allowed for effective implementation and the provision of sustainable solutions.

In conclusion, the level of trust and cooperation among stakeholders is a critical factor in the success of collaborative governance in poverty reduction in Indonesia. The government's efforts to implement poverty reduction programs through collaboration have been successful, and this success can be attributed to the high level of trust and cooperation among stakeholders. To further enhance the effectiveness of collaborative governance in poverty reduction, it is essential to continue to foster trust and cooperation among stakeholders and to encourage their active participation in the design and implementation of poverty reduction programs.

The quality and sustainability of policy and program outcomes

Collaborative governance is a model of governance that involves active collaboration and cooperation between stakeholders to address complex social and environmental problems (Newig et al., 2018). In Indonesia, this model has been used to tackle poverty and promote inclusive growth (Dewi et al., 2018). The success of collaborative governance in poverty reduction is not only measured by the initial outcomes of the policy and program but also by the quality and sustainability of these results. In this analysis and discussion, we will explore the quality and sustainability of the outcomes of collaborative governance in poverty reduction in Indonesia.

One of the key challenges in poverty reduction is the sustainability of the results. A poverty reduction program that produces short-term gains but is unable to sustain these results over the long term is of limited value (Gignoux & Menéndez, 2016). Collaborative governance provides an opportunity to address this challenge by involving stakeholders in the design and implementation of poverty reduction

programs (Manaf et al., 2018), ensuring their active participation in the maintenance and sustainability of the results.

In Indonesia, the CEP is an example of a collaborative governance program that has produced high-quality and sustainable results. The CEP is a collaboration between the government, NGOs, private sector, and communities, who work together to provide training, financing, and marketing support to micro and small enterprises (Grabs & Carodenuto, 2021). The program has been successful in reducing poverty and promoting economic growth in rural areas, and these results have been sustained over the long term. The active involvement of stakeholders in the design and implementation of the program, as well as their ongoing participation in the maintenance and sustainability of the results, has contributed to the success of the CEP.

Another example of a collaborative governance program that has produced high-quality and sustainable results is the ICDP. The ICDP is a collaboration between the government, NGOs, private sector, and communities, who work together to provide basic services, such as health, education, and housing (Gautam et al., 2017). The program has been successful in improving the standard of living for communities in slum areas, and these results have been sustained over the long term. The active involvement of stakeholders in the design and implementation of the program, as well as their ongoing participation in the maintenance and sustainability of the results, has contributed to the success of the ICDP.

In conclusion, the quality and sustainability of the outcomes of collaborative governance in poverty reduction in Indonesia is a critical factor in the success of this model. Programs such as the CEP and ICDP have produced high-quality and sustainable results due to the active involvement of stakeholders in the design, implementation, and maintenance of these programs. To further enhance the effectiveness of collaborative governance in poverty reduction, it is essential to ensure the quality and sustainability of the results through the active participation of stakeholders in all phases of the program.

The level of effectiveness and efficiency in problem-solving and goal attainment

Collaborative governance is a model of governance that involves active collaboration and cooperation between stakeholders to address complex social and environmental problems (Ma et al., 2018). In Indonesia, this model has been used to tackle poverty and promote inclusive growth. The effectiveness and efficiency of collaborative governance in achieving its objectives is an important factor in determining its success in poverty reduction (Laurens et al., 2020). In this analysis and discussion, we will explore the effectiveness and efficiency of collaborative governance in poverty reduction in Indonesia.

One of the key benefits of collaborative governance is that it enables the efficient use of resources and reduces the duplication of efforts. By bringing together stakeholders from different sectors, the model enables the sharing of information, resources, and expertise, and promotes a more coordinated approach to problem-solving. This results in a more efficient and effective use of resources, as well as a more rapid resolution of the problem.

In Indonesia, the PNPM is an example of a collaborative governance program that has been effective and efficient in resolving poverty issues (Priyadharma, 2021). The PNPM is a collaboration between the government, NGOs, private sector, and communities, who work together to provide financing, training, and marketing support to micro and small enterprises (Santoso, 2018). The program has been successful in reducing poverty and promoting economic growth in rural areas, and has been efficient in its use of resources, as well as its resolution of poverty-related problems.

Another example of a collaborative governance program that has been effective and efficient in resolving poverty issues is the ICDP. The ICDP is a collaboration between the government, NGOs, private sector, and communities, who work together to provide basic services, such as health, education, and housing. The program has been successful in improving the standard of living for communities in slum areas, and has been efficient in its use of resources, as well as its resolution of poverty-related problems.

In conclusion, the effectiveness and efficiency of collaborative governance in poverty reduction in Indonesia is a critical factor in determining its success. Programs such as the PNPM and ICDP have been effective and efficient in resolving poverty-related problems and achieving their objectives. This is due, in part, to the active involvement of stakeholders in the design, implementation, and maintenance of these programs. To further enhance the effectiveness and efficiency of collaborative governance in poverty reduction, it is essential to ensure the active participation of stakeholders in all phases of the program and to promote the efficient use of resources.

CONCLUSION

In conclusion, the Collaborative Governance model is a promising approach to overcome poverty in Indonesia and should be further explored and implemented in various contexts. The conclusion recommendation of this study is that the Collaborative Governance model in overcoming poverty in Indonesia has been proven to be effective and efficient in various ways. The model involves various stakeholders such as the government, private sector, and community in the decision-making process, leading to higher levels of participation, trust, and cooperation. Secondly, the allocation of resources and program management was effective more and fair due to the involvement of multiple stakeholders. The model has also shown positive results in terms of problem-solving efficiency and goal achievement. The result of policies and programs is also proven to be of high quality and sustainable, thanks to the collaboration and cooperation of all parties involved. However, it should be noted that the success of the Collaborative Governance model depends on several factors such as good communication and mutual trust between stakeholders, and clear roles and responsibilities.

REFERENCE

- Amy, S. K. E. (2017). The art of participation: The case of creative communities in Indonesia. *Community Development Journal*, 52(1), 171–185. <https://doi.org/10.1093/cdj/bsw042>
- Ansell, C., & Gash, A. (2018). Collaborative platforms as a governance strategy.

- Journal of Public Administration Research and Theory*, 28(1), 16–32. <https://doi.org/10.1093/jopart/mux030>
- Dewi, S., Abd Majid, M. S., Aliasuddin, & Kassim, S. (2018). Dynamics of Financial Development, Economic Growth, and Poverty Alleviation: The Indonesian Experience. *South East European Journal of Economics and Business*, 13(1), 17–30. <https://doi.org/10.2478/jeb-2018-0002>
- Doberstein, C. (2016). Designing Collaborative Governance Decision-Making in Search of a ‘Collaborative Advantage.’ *Public Management Review*, 18(6), 819–841. <https://doi.org/10.1080/14719037.2015.1045019>
- Dolezal, C., & Novelli, M. (2022). Power in community-based tourism: empowerment and partnership in Bali. *Journal of Sustainable Tourism*, 30(10), 2352–2370. <https://doi.org/10.1080/09669582.2020.1838527>
- Edi, A. C. (2015). Cross-sector Partnerships Models in Corporate Social Responsibility to Implement Poverty Reduction Initiatives in Indonesia. *Bisnis & Birokrasi Journal*, 21(2), 8. <https://doi.org/10.20476/jbb.v21i2.4326>
- Emerson, K., & Nabatchi, T. (2015). Evaluating the productivity of collaborative governance regimes: A performance matrix. *Public Performance and Management Review*, 38(4), 717–747. <https://doi.org/10.1080/15309576.2015.1031016>
- Fauziah, N. N., & Kassim, S. (2022). Cash Waqf Model for Social Enterprise to Achieve Sustainable Development Goals in Indonesia. *Al-Muzara’Ah*, 95–105. <https://doi.org/10.29244/jam.specialissue2022.95-105>
- Florini, A., & Pauli, M. (2018). Collaborative governance for the Sustainable Development Goals. *Asia and the Pacific Policy Studies*, 5(3), 583–598. <https://doi.org/10.1002/app5.252>
- Furqoni, I., & Rosyadi, S. (2019). Collaborative Governance in Corporate Social Responsibility Forum in Banyumas Regency. *Jurnal Bina Praja*, 11(2), 209–217. <https://doi.org/10.21787/jbp.11.2019.209-217>
- Gautam, M., Kartodihardjo, H., & Lele, U. (2017). Forest management in Indonesia: Moving from autocratic regime to decentralized democracy. In *Managing a Global Resource: Challenges of Forest Conservation and Development* (Vol. 5, pp. 167–222). Routledge. <https://doi.org/10.4324/9780203786512-6>
- Gignoux, J., & Menéndez, M. (2016). Benefit in the wake of disaster: Long-run effects of earthquakes on welfare in rural Indonesia. *Journal of Development Economics*, 118, 26–44. <https://doi.org/10.1016/j.jdeveco.2015.08.004>
- Gollagher, M., & Hartz-Karp, J. (2013). The role of deliberative collaborative governance in achieving sustainable cities. *Sustainability (Switzerland)*, 5(6), 2343–2366. <https://doi.org/10.3390/su5062343>
- Grabs, J., & Carodenuto, S. L. (2021). Traders as sustainability governance actors in global food supply chains: A research agenda. *Business Strategy and the Environment*, 30(2), 1314–1332. <https://doi.org/10.1002/bse.2686>
- Halimatusa’diyah, I. (2015). Zakat and Social Protection: The Relationship Between Socio-religious CSOs and the Government in Indonesia. *Journal of Civil Society*, 11(1), 79–99. <https://doi.org/10.1080/17448689.2015.1019181>
- Ismail, M., Alias, S. N., & Rasdi, R. M. (2015). Community as stakeholder of the corporate social responsibility programme in Malaysia: Outcomes in community development. *Social Responsibility Journal*, 11(1), 109–130. <https://doi.org/10.1108/SRJ-05-2013-0053>
- Kencono, D. S., & Supriyanto, E. E. (2017). Collaborative Governance For Sustainable Development in Indonesia: The Case of Daerah Istimewa Yogyakarta Province.

- Journal of Government and Politics International Conference*, 2, 449–464.
- Khanifah, L. N., Sihidi, I. T., & Hadi, K. (2020). Collaborative Governance to Increase Building Index in Economics Through Village-Owned Enterprises Sub-District Ngroto, Malang. *1st Borobudur International Symposium on Humanities, Economics and Social Sciences (BIS-HESS 2019)*, 854–857. <https://doi.org/10.2991/assehr.k.200529.181>
- Laurens, S., Putra, P. K., & Halim, A. (2020). Poverty alleviation efforts through MDG's and economic resources in Indonesia. *Journal of Asian Finance, Economics and Business*, 7(9), 755–767. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO9.755>
- Lawelai, H., Suherman, A., Sadat, A., Wijaya, A. A. M., & Hanifa, L. (2023). Digital Marketing Training to Increase Business Competitiveness for Village-Owned Enterprises (BUMDes) in South Buton Regency. *Society: Jurnal Pengabdian Masyarakat*, 2(1), 31–37.
- Lewis, S. (2015). Qualitative Inquiry and Research Design: Choosing Among Five Approaches. *Health Promotion Practice*, 16(4), 473–475. <https://doi.org/10.1177/1524839915580941>
- Ma, Y., Lan, J., Thornton, T., Mangalagiu, D., & Zhu, D. (2018). Challenges of collaborative governance in the sharing economy: The case of free-floating bike sharing in Shanghai. *Journal of Cleaner Production*, 197, 356–365. <https://doi.org/10.1016/j.jclepro.2018.06.213>
- Manaf, A., Purbasari, N., Damayanti, M., Aprilia, N., & Astuti, W. (2018). Community-based rural tourism in inter-organizational collaboration: How does it work sustainably? Lessons learned from Nglanggeran Tourism Village, Gunungkidul Regency, Yogyakarta, Indonesia. *Sustainability (Switzerland)*, 10(7), 2142. <https://doi.org/10.3390/su10072142>
- Marshall, R. E., & Farahbakhsh, K. (2013). Systems approaches to integrated solid waste management in developing countries. *Waste Management*, 33(4), 988–1003. <https://doi.org/10.1016/j.wasman.2012.12.023>
- Mutamimah, M., Alifah, S., Gunawan, G., & Adnjani, M. D. (2021). ICT-based collaborative framework for improving the performance of zakat management organisations in Indonesia. *Journal of Islamic Accounting and Business Research*, 12(6), 887–903. <https://doi.org/10.1108/JIABR-05-2020-0154>
- Newig, J., Challies, E. D., Jager, N. W., Kochskaemper, E., & Adzersen, A. (2018). The Environmental Performance of Participatory and Collaborative Governance: A Framework of Causal Mechanisms. *Policy Studies Journal*, 46(2), 269–297. <https://doi.org/10.1111/psj.12209>
- Perera, L. D. H., & Lee, G. H. Y. (2013). Have economic growth and institutional quality contributed to poverty and inequality reduction in Asia? *Journal of Asian Economics*, 27, 71–86. <https://doi.org/10.1016/j.asieco.2013.06.002>
- Priyadharma, S. (2021). Internet and Social Change in Rural Indonesia. In *Internet and Social Change in Rural Indonesia*. Springer. <https://doi.org/10.1007/978-3-658-35533-3>
- Rakatama, A., & Pandit, R. (2020). Reviewing social forestry schemes in Indonesia: Opportunities and challenges. *Forest Policy and Economics*, 111, 102052. <https://doi.org/10.1016/j.forpol.2019.102052>
- Roitman, S. (2016). Top-Down and Bottom-Up Strategies for Housing and Poverty Alleviation in Indonesia: The PNPM Programme in Yogyakarta. *Dynamics and Resilience of Informal Areas*, 187–210. https://doi.org/10.1007/978-3-319-29948-8_11

- Rondinelli, D. A. (2013). Development Projects as Policy Experiments. In *Development Projects as Policy Experiments*. Routledge. <https://doi.org/10.4324/9780203769706>
- Santoso, S. B. (2018). *Stakeholders Collaboration in Poverty Reduction Programs in South Sulawesi, Indonesia: A Case Study*. Victoria University. <https://vuir.vu.edu.au/40044/>
- Scheyvens, R., Banks, G., & Hughes, E. (2016). The Private Sector and the SDGs: The Need to Move Beyond 'Business as Usual.' *Sustainable Development*, 24(6), 371–382. <https://doi.org/10.1002/sd.1623>
- Scott, T. A., & Thomas, C. W. (2017). Unpacking the Collaborative Toolbox: Why and When Do Public Managers Choose Collaborative Governance Strategies? *Policy Studies Journal*, 45(1), 191–214. <https://doi.org/10.1111/psj.12162>
- Setyowati, A. B. (2020). Mitigating energy poverty: Mobilizing climate finance to manage the energy trilemma in Indonesia. *Sustainability (Switzerland)*, 12(4), 1603. <https://doi.org/10.3390/su12041603>
- Siddiki, S., Kim, J., & Leach, W. D. (2017). Diversity, Trust, and Social Learning in Collaborative Governance. *Public Administration Review*, 77(6), 863–874. <https://doi.org/10.1111/puar.12800>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Srirejeki, K. (2018). Empowering the role of village owned enterprises (BUMDes) for rural development: case of Indonesia. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 20(1), 5–10. <https://doi.org/10.32424/1.jame.2018.20.1.1018>
- Sulistiyawan, B. S., Feger, C., McKenzie, E., Gallagher, L. A., Verweij, P. A., & Verburg, R. (2019). Towards more effective landscape governance for sustainability: the case of RIMBA corridor, Central Sumatra, Indonesia. *Sustainability Science*, 14(6), 1485–1502. <https://doi.org/10.1007/s11625-019-00662-3>
- Susha, I., & Gil-Garcia, J. R. (2019). A collaborative governance approach to partnerships addressing public problems with private data. *Proceedings of the Annual Hawaii International Conference on System Sciences, 2019-January*, 2892–2901. <https://doi.org/10.24251/hicss.2019.350>
- Tambunan, S. B., Loes, L., & Rosalina, D. (2018). Partnership Model Study To Batik And Ulos Craftsmen In Dealing With Global Competition. *1st Economics and Business International Conference 2017 (EBIC 2017)*, 109–119. <https://doi.org/10.2991/ebic-17.2018.20>
- Warren, C., & Visser, L. (2016). The Local Turn: An Introductory Essay Revisiting Leadership, Elite Capture and Good Governance in Indonesian Conservation and Development Programs. *Human Ecology*, 44(3), 277–286. <https://doi.org/10.1007/s10745-016-9831-z>