

GOVERNANCE STRATEGIES TO ALLEVIATE POVERTY IN TASIKMALAYA CITY

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ABSTRACT

Poverty reduction remains a major challenge in Indonesia. Although government reports always show a yearly decrease in poverty, this is not always accurate. The same situation occurred in Tasikmalaya City. In 2020, Tasikmalaya City was identified as the poorest city in West Java. Despite a decline in the poverty rate in Tasikmalaya City, from 12.72% in 2022 to 11.53% in 2023, poverty remains a significant issue. This research aims to examine how the government manages and controls poverty in Tasikmalaya City. The study uses a qualitative approach. Key informants were selected through purposive sampling. Primary data was collected via interviews and observations, while secondary data came from literature and document studies. Data analysis employed triangulation based on Miles and Huberman. The findings indicate that government governance has not effectively impacted poverty reduction; collaboration, particularly regarding poverty alleviation programs, has not been carried out optimally. Recommendations suggest that the government should apply the principles of good governance to improve collaboration among OPDs in implementing poverty reduction programs.

Keywords: governance; collaborative governance; poverty reduction; Tasikmalaya

INTRODUCTION

Poverty is the most popular government problem to address, and it can affect any country. The threat of poverty affects not only developing countries but also rich countries. Poverty is a fundamental issue in development that is experienced by developing countries and poses a challenge for developed countries. (S. Xu et al., 2024). Poverty has become one of the global agendas of the Sustainable Development Goals (SDGs), particularly in the first goal, “No Poverty.” This indicates that poverty is not only seen as an economic issue but also as a multidimensional problem that affects society's overall quality of life. According to Towers (2025) Poverty is a condition of deprivation experienced by individuals or families that prevents them from meeting their basic needs adequately. Poverty is a life condition of deprivation experienced by individuals or families, so they cannot meet the minimum or decent needs for their lives. (B. Xu, 2025).

Flock (2023) Distinguishes poverty into two categories: absolute poverty, which refers to the inability to meet minimum basic needs, and relative poverty, which refers to income and lifestyle disparities compared to the average community. In addition, Wang et al. (2024) Categorize poverty into three categories, namely:

1. Extreme poverty, where households cannot meet their basic needs.
2. Moderate poverty, where households can meet their basic needs, but cannot do so.
3. Relative poverty, where households can meet their basic needs, but are below the average way people live in the country concerned.

Aloui et al. (2024) Conveyed that the core of poverty focuses on the deprivation trap. Poverty is a complex problem with social, economic, physical, political, and institutional components. Poverty alleviation requires real action and the involvement of various parties, including the government and the community.

Poverty is a structural and multidimensional problem related to individuals' inability to meet their basic needs, inequalities in resource distribution, access to public services, and inefficiencies in social and governmental systems. (Kou & Yasin, 2024) The causes of poverty cannot be viewed from one perspective alone; they result from complex interactions between structural, cultural, and public policy factors. (Sharma, 2025). According to Klepac et al. (2023) Poverty is part of the "deprivation trap," which encompasses limitations in physical capital, power, education, and social participation. It has a broad impact on individuals' quality of life and overall social stability.

At the micro level, poverty affects low levels of education, malnutrition, limited access to decent work, and vulnerability to disease. At the macro level, poverty contributes to low national productivity, increased crime rates, and the potential for social tension. According to Trihatmoko & Susilo (2024) Poor communities tend to be trapped in the same generational cycle, where poverty is passed down from parents to children due to the inability to access adequate education and healthcare. This indicates that poverty is not merely an individual issue but also a reflection of the system's failure to provide fair opportunities for all its citizens.

Figure 1. Number and Percentage of Poor People in Tasikmalaya City in 2018-2022



Source: data.tasikmalaya;kota.go.id

The figure above shows that despite decreasing poverty in Tasikmalaya City from 89.46 thousand people in 2021 to 87.13 thousand people in 2022, this poverty rate is still high compared to other regions in West Java. Quantitatively, data shows that in 2018, the number of poor people in Tasikmalaya City was recorded at 84,620 people, or 11.56% of the total population. The following year, in 2019, there was a significant decrease to 75,900 people, or 10.27%, which was the best achievement in those five years. This decrease can be interpreted as the result of the effectiveness of poverty alleviation programs that were more structured and targeted vulnerable groups more accurately.

However, this success was not sustainable. From 2020 to 2021, there was a surge in poverty rates, with the number of poor people increasing to 83,650 (11.19%) in 2020 and 88,090 (11.83%) in 2021. This increase was most likely influenced by the economic impact of the COVID-19 pandemic that hit the country. The pandemic disrupted people's financial activities and tested the resilience of the social protection system that had been in place. The increase in poverty rates over the two years indicates that the existing system was not sufficiently responsive and adaptive to major crises. In 2022, there was a slight decrease in the poverty rate to 87,520 people or 11.53%, which is still higher than in 2019.

The decrease indicates recovery efforts, but they are not yet strong enough to restore poverty conditions to pre-pandemic levels. In other words, economic recovery has not yet entirely created social recovery. From a qualitative and governance perspective, this data reveals serious challenges in the effectiveness of poverty alleviation programs implemented by local governments. The inconsistent decline indicates that existing programs lack resilience to crises and cannot create long-term impacts. These issues are closely related to governance, particularly regarding coordination across local government agencies (OPD), data accuracy, program evaluation, and community participation in policy planning and implementation.

In Tasikmalaya City, the fact that poverty rates increased during the crisis indicates that the social protection system has not been implemented within a strong collaborative governance framework. Inter-sectoral collaboration and active civil society participation remain limited, resulting in program implementation that tends to be sectoral and unintegrated. Thus, poverty data for the city of Tasikmalaya from 2018 to 2022 reflect statistical trends and mirror the strengths and weaknesses of the existing governance system. The government needs to comprehensively evaluate the design and implementation of poverty alleviation policies while strengthening institutional aspects and cross-sectoral collaboration.

The Tasikmalaya City Government has committed to implementing a poverty reduction program regulated in the Tasikmalaya City Regional Regulation No. 3 of 2022 on Poverty Reduction. This regulation explains that poverty is a condition where a person or group of people cannot fulfill their fundamental rights to maintain and develop a dignified life. Then, poverty reduction is a policy and program of the government and the City Government that is carried out systematically, planned, and in synergy with the business

world and the community to reduce the number of poor people and increase the degree of people's welfare.

The poverty reduction program in Tasikmalaya City consists of several programs, namely, the integrated social assistance and social security program based on households, families, or individuals, which aims to fulfill fundamental rights, reduce the burden of life, and improve the quality of life of people experiencing poverty. Second, the community empowerment program and the strengthening of micro and small business actors aim to strengthen the capacity of low-income people to engage in and benefit from the development process. Finally, other programs that can directly or indirectly improve the economic activities and welfare of people experiencing poverty, including programs with urban village funds.

Over the past several years, the Tasikmalaya City government has implemented various poverty reduction programs, including cash assistance, entrepreneurship training, food subsidies, and social protection schemes. However, the critical issue is not the number or variety of programs, but the extent to which these programs effectively reduce poverty sustainably and meaningfully. Based on the data from 2018 to 2022, the trend in the poverty rate shows fluctuations rather than a consistent decline. While the year 2019 recorded a significant drop in poverty rate (from 11.56% in 2018 to 10.27% in 2019), the subsequent years (2020–2021) saw an increase, especially during the COVID-19 pandemic, reaching 11.83% in 2021, the highest in the observed period. The slight improvement in 2022 (down to 11.53%) indicates partial recovery, but not a return to pre-pandemic success levels.

This suggests that the poverty reduction programs may have helped alleviate short-term hardship, but did not structurally transform the economic conditions of the low-income. This brings us to a crucial insight: many programs appear to function more as budgetary obligations than as strategic interventions rooted in long-term impact. Research by Trihatmoko & Susilo (2024) has revealed that poverty alleviation programs in many regions of Indonesia, including urban areas like Tasikmalaya, are often fragmented, overlapping, and implemented in silos. In such settings, the performance of poverty alleviation efforts is measured in terms of budget absorption rates, number of beneficiaries, or program outputs, rather than real improvements in human capital, employment, or income resilience.

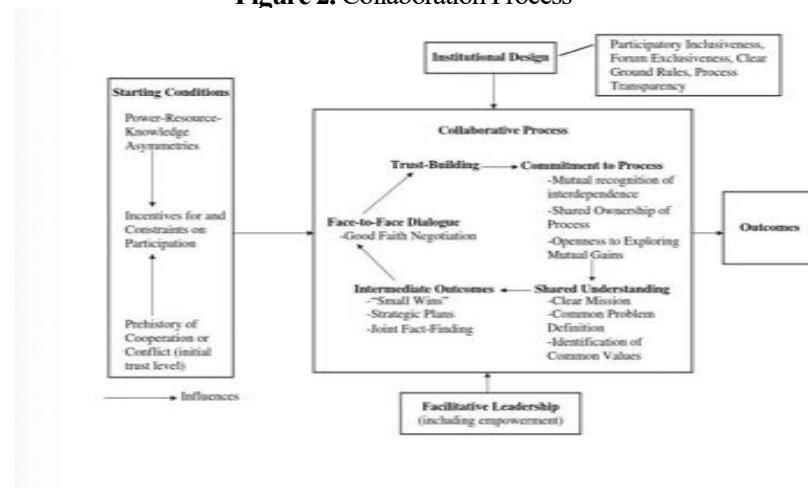
This effort by the Tasikmalaya City government is a strategy to reduce the poverty rate in Tasikmalaya City. The spirit of the concept of governance is that the government gives power to its people to take part in determining the policy process implemented (Noor, Mohammad et al, 2022). Then Woodrow Wilson said that governance is a government that correctly and successfully implements a policy by paying attention to the level of efficiency and by spending the least cost and energy (in LaPorte 2002).

The World Bank (1992) describes three aspects of governance: (1) the structure of the political regime; (2) the process of exercising authority in managing a nation's economic and social resources; and (3) the government's ability to design, develop, and implement policies, as well as to perform government functions overall. Additionally, the theory of collaborative governance outlines arrangements where one or more public institutions

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actively involve "non-state" stakeholders in a formal, consensus-based, and deliberate policy-making process. This process aims at creating or executing public policies or managing public programs or assets (Ansell & Gash, 2008). In their journal, Ansell and Gash also proposed a collaborative governance model comprising four main variables: (1) Initial conditions, (2) Institutional design, (3) Leadership, and (4) the collaborative process.

Figure 2. Collaboration Process



Source: Ansell dan Gash, 2008

Collaboration is a must in optimizing government programs. Empirically, there is research by Salsabila & Sadayi (Lubna et al., 2022) explaining that collaborative governance carried out by Grameen Bank in Bangladesh, which encourages the fundamental concept of poverty alleviation through community empowerment through social collateral mechanisms, forms a community social resilience system. Several inhibiting factors can affect whether or not collaboration works. The government of Canada classifies the obstacles to collaboration and participation into several factors, including: 1) cultural factors, 2) Institutional factors, and 3) political factors (Sunu Astuti et al., 2020). Based on these theories and previous research, the team considers it important to research how governance in Tasikmalaya City affects poverty reduction.

RESEARCH METHOD

This research method was used to answer the above problems, using a descriptive qualitative approach with the determination of research informants using purposive sampling techniques, primary data collection using interviews and observation techniques, secondary data collection using literature studies and document studies, and data analysis using triangulation analysis from Miles and Huberman. Researchers use a descriptive qualitative approach because the research problems to be discussed are not based on numbers but on words that can come from the results of interviews, observations, and documentation. In this study, researchers intend to describe how government governance reduces poverty in Tasikmalaya City.

RESULT AND DISCUSSION**Poverty in Tasikmalaya City**

Poverty is a complex issue that must be addressed promptly to prevent it from exacerbating other social problems. Improving local governance can enhance economic and social results, ultimately boost welfare and living standards. In this context, governments, particularly local authorities, should actively respond to poverty by promoting economic development within their communities and surrounding areas (Marta & Agustino, et al). Extreme poverty is a consideration for the government to evaluate the effectiveness of national development efforts. The effectiveness of poverty alleviation is important in selecting development methods or tools. This shows that the main determining factor in choosing the focus or primary sector for national growth is its effectiveness in alleviating poverty.

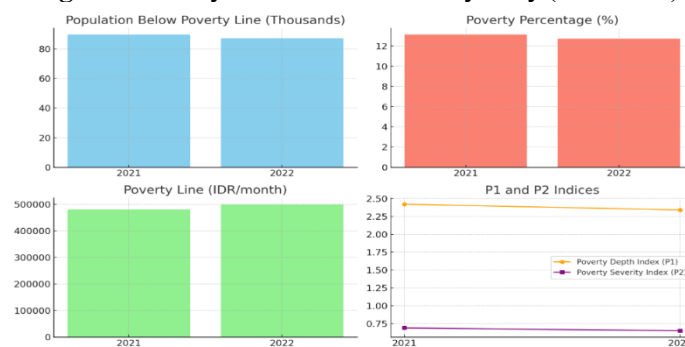
The prevalence of poverty in Tasikmalaya City is relatively high. Based on statistics released by the Central Bureau of Statistics (BPS) in March 2019, there was a significant increase in the number of individuals living below the poverty line in Tasikmalaya City between 2015 and 2019. Based on the available data, in 2015, it was reported that 208.12 million people were living in poverty. From 2016 to 2019, there was a downward trend in the number of poor people in Tasikmalaya City. The achievement of these results cannot be separated from the significant contribution of the government in overcoming poverty in Tasikmalaya City. The following data shows the poverty prevalence in Tasikmalaya City from 2015 to 2019.

One of the determining factors of poverty is the effectiveness of the government in reducing poverty, namely through good governance. In principle, governance does not directly eliminate poverty; instead, it is an enabler, a framework that ensures the effectiveness, efficiency, and equity of poverty alleviation policies. Good governance plays a critical role in designing, coordinating, implementing, monitoring, and evaluating these programs in ways that lead to sustainable outcomes. Thus, the fundamental determinant of success lies in the quality of governance, not merely in the volume or number of initiatives launched. Tasikmalaya City provides a relevant case. According to data from BPS and various program evaluations, the local government is making visible efforts to tackle poverty through multiple interventions, including social assistance, empowerment programs, and economic inclusion efforts.

However, these initiatives often emphasize budget absorption rates and the number of beneficiaries, rather than focusing on long-term impact, structural transformation, or sustained income generation. This approach reflects a project-oriented mindset, where the success of a program is judged by how much budget is spent, not by how significantly it improves people's lives. For instance, Özkan & Uzun (2025) and Silal & Sharma (2024) Both highlight the fragmentation and duplication of poverty programs at the local level, which results from weak coordination among agencies, limited data integration, and low community involvement.

Programs that lack coordination often target the same beneficiaries, causing inefficiencies, wasting resources, and yielding limited impact. The persistently high number of poor residents in various parts of Tasikmalaya City partly results from the government's limited ability to design, develop, and implement policies effectively. The capacity to execute key government functions aimed at poverty reduction has not been optimal. Governance refers to exercising political, economic, and administrative authority to address community or national issues, involving all sectors—public, private, and civil society.

Figure 3. Poverty Statistics in Tasikmalaya City (2021-2022)



Source: BPS Tasikmalaya City

The number of people living below the poverty line in Tasikmalaya City has decreased by 2.33 thousand people (equivalent to 0.41 percent) from 89.64 thousand people (13.13 percent) in 2021 to 87.13 thousand people (12.72 percent) in 2022 and in Tasikmalaya City, experienced a growth of 3.82 percent, increasing from IDR 480,341 per capita per month in 2021 to IDR 498,711 per capita per month in 2022. It is predicted that there will be a decline in the Poverty Depth Index (P1) and Poverty Severity Index (P2) in 2022. The Poverty Depth Index (P1) is projected to decrease from 2.42 to 2.34 in 2022, which indicates a modest increase of 0.08 points. Meanwhile, there is a decrease in the Poverty Severity Index (P2) from 0.69 to 0.65, indicating an increase of 0.04 points.

Governance in Tasikmalaya City

The concept of regional autonomy comes with significant implications for community welfare. The issue at hand relates to how this significance can be effectively transformed into concrete measures in the form of policies that can accelerate the achievement of community welfare, despite the challenges and obstacles the region now faces. Despite the limitations and benefits, local governments are playing an important role in addressing the challenges they face by using innovative approaches to public administration. Poverty remains a persistent and complex problem in Tasikmalaya City, despite statistical evidence showing a gradual reduction in the number and percentage of poor residents between 2021 and 2022. This condition raises a fundamental question regarding the extent to which governance, particularly in self-governance and managerial practices, plays a substantial role in alleviating poverty in the city. In Indonesia's decentralization context,

local governments are granted formal autonomy to manage public services, including poverty alleviation. However, the practice of self-governance in Tasikmalaya tends to reflect administrative compliance with national programs rather than strategic, autonomous policy-making. From a managerial perspective, Tasikmalaya City's approach has mainly been programmatic and target-driven, focusing on the distribution of aid, budget absorption, and fulfilling quantitative indicators. While this approach ensures that administrative outputs are met, it often fails to address the qualitative dimensions of poverty, such as economic resilience, capacity-building, and empowerment.

Realizing that good local government is free from corruption, collusion, and nepotism and has a high level of accountability to the community is one of the long-term development direction points of Tasikmalaya City. Tasikmalaya City requires the implementation of good governance as a prerequisite to realizing the vision of Tasikmalaya City. Thus, all local government officials of Tasikmalaya City must carry out their duties and functions according to the rules of good constitutional law, considering all stakeholders' aspirations, and be accountable for all government activities to the broader community.

The implementation of the main tasks and functions of the government will be well created if there is an increase in the capacity of the local government. This condition can be achieved through, first, improving local government institutions, second, increasing the financial capacity of local governments, including efforts to increase partnerships with the community and the private sector in financing regional development, and finally, strengthening legislative institutions. Theoretically, the effectiveness of a government's core functions, particularly in addressing complex issues like poverty, relies heavily on the strength of its local governance capacity. This includes institutional reform, financial independence, and collaborative partnerships with civil society and the private sector. Ideally, as noted in governance theory, the local government should improve internal institutions, enhance its fiscal resources, and foster inclusive participation to support sustainable development. However, implementing these ideals in Tasikmalaya City reveals a considerable gap between what is envisioned and what is executed. As for poverty reduction, it is mandated in Regional Regulation No. 3 of 2022 that the implementation of poverty reduction is carried out by the regional apparatus that organizes government affairs in the social sector and is coordinated by the TKPKD (Regional Poverty Reduction Coordination Team). This TKPKD consists of elements of the Tasikmalaya City Government, the community, the business world, and other stakeholders, as regulated in the Mayor's regulation.

The Tasikmalaya City government should strive for the fulfillment of the fundamental rights of people experiencing poverty such as, adequate food, clothing and housing, obtaining social services, obtaining education, obtaining social protection, obtaining social services, obtaining a decent degree of life, obtaining a healthy living environment, improving sustainable welfare conditions and obtaining employment and business opportunities (local regulation no. 3 of 2022 Tasikmalaya City). Then, the local government

of Tasikmalaya City must formulate poverty reduction policy strategies and implement poverty reduction activities.

The results of this research were confirmed by Riza Stiawan, Regional Assistant I (Government Affairs) of Tasikmalaya City, who stated that the poverty data released is not the latest work, but the previous figures or data. Poverty data decreased because the data reported was from previous activities. Poverty reduction cannot be directly successful for at least one year after implementing the budget and program". There are three categories of social assistance recipients: poor, very poor, and vulnerable to poverty. The Extreme group includes extreme poverty, a priority projected at the center. However, there are further actions, such as selection and ensuring that people who receive assistance are impoverished.

Furthermore, the Tasikmalaya City Social Service stated, "the assistance program in Tasikmalaya City is specific to social assistance, namely Bantuan Langsung Tunai (BLT). In 2020, before the pandemic, around 40,000 BLT and 28,000 Program Keluarga Harapan. During COVID, direct cash assistance came from the center of around 93,000 BLT, 37,000 from the province, and 17,000 from the City. If calculated, almost 95% received, let alone those who were not visibly poor, even those who could get a lot". This indicates that government interventions from various sectors have been carried out, but the poverty rate is still high, because BLT is an unsustainable policy. From the author's perspective, the persistently high poverty rate in Tasikmalaya City, despite the presence of multiple government interventions, signals a fundamental limitation in the current poverty alleviation strategies, particularly those that rely heavily on Bantuan Langsung Tunai (BLT) or direct cash transfer schemes. While BLT is often used as an emergency response tool to cushion vulnerable populations against economic shocks, the author views it as an inherently unsustainable and short-term solution. The analysis suggests that although BLT may provide temporary relief, it does not address the root causes of poverty, such as limited access to quality education, insufficient employment opportunities, and poor economic inclusion. When BLT becomes the primary or dominant strategy, there is a risk that it cultivates a culture of dependency, undermining the potential for long-term empowerment and self-sufficiency among recipients.

The Social Affairs Office confirmed the study's findings that government governance has no effect on poverty in Tasikmalaya City. It stated that extreme poverty, if it relies only on aid, will not be able to affect the level of extreme poverty. The extreme poverty data emerged after COVID-19 because the government prioritized only social assistance. The Social Service stated that the poverty data was the actual data from which we (the Social Service) proposed.

In the context of collaboration between governments in Tasikmalaya City in addressing poverty issues. The Tasikmalaya City Social Service stated, "At the time of COVID, because it was awful, we (local government) rarely coordinated between agencies, but at the time of COVID, all agencies had programs from the APBN, which were the focus of their respective work". It reveals a deeper systemic issue in local governance, particularly in the context of crisis management and poverty reduction. This confession reflects how

emergencies, such as the COVID-19 pandemic, can exacerbate institutional weaknesses, especially the lack of collaborative capacity and integrated planning mechanisms within local government structures. The pandemic introduced unprecedented disruption, demanding rapid policy responses in health, social protection, and public order. This indicates that each agency has its duties and functions during COVID-19.

The constraints in solving the problem of poverty are also due to the culture of shame that has not been formed optimally in the community of Tasikmalaya City. The Social Affairs Office stated, "It is true that we agree that there are even some instances where well-off people are not ashamed to come to the office, but it goes back to the survey conducted by the agency, whether the person deserves assistance or not. Suppose well-off people have received it, but it returns to personal awareness. In that case, there are even incidents of people aware of as many as 6000 people who resigned from social assistance". The people of Tasikmalaya City still do not have a culture of shame to receive assistance, which is an obstacle to solving the problem of poverty in Tasikmalaya City.

Through the efforts made by the Tasikmalaya City government to create strong social resilience in times of crisis, the collaboration built by various agencies shows efforts towards social resilience. This condition shows similarities with the research of Salsabila & Sadayi (2022), which states that collaborative governance has a fundamental concept in poverty alleviation, which aims to encourage community empowerment through social collateral mechanisms.

The research findings also agree with the study by Gunawan, Noorikhshan, and Ramdhani (2022), which shows that there is already a relationship between the government and the community in tackling poverty in Tasikmalaya City. However, this relationship has not yet been fully oriented toward economic growth, particularly in data management and empowering the poor City.

Collaborative Governance in Poverty Reduction in Tasikmalaya City

Collaborative government involves one or more public institutions working directly with non-public stakeholders through a formal, consensus-based, deliberative process to make or implement policies, manage public programs, or oversee assets (Rahman, 2022, et al). In the context of this research, collaborative efforts are considered important to optimize governance. As a concept, collaboration is deeply rooted in the management of social networks. Social networks are interconnected communication nodes that facilitate interaction among multiple stakeholders. Based on the above understanding, it can be concluded that collaboration theory is related to the study of governance processes through the lens of social network analysis. Collaborative governance can be a strategic and structural solution for poverty alleviation in Tasikmalaya City. The limitations of previous approaches, dominated by fragmented bureaucratic actions and unsustainable direct cash transfers, have demonstrated the need for more integrated, inclusive, and participatory governance. Collaborative governance enables the local government to not only act as a policy implementer but also as a facilitator of collective action, inviting participation from civil

society, private sectors, academia, and the community (H. Wang et al., 2025). In the context of Tasikmalaya, this is especially crucial as poverty is not caused solely by economic variables but also by issues of access, empowerment, and systemic exclusion.

The collaborative governance model requires the active participation of all stakeholders in engaging in discourse, where various stakeholders advocate for their respective interests. Furthermore, Ansell & Gash (2008) state that collaborative governance refers to arrangements in which one or more public agencies engage with "non-state" stakeholders in a structured, consensus-based, and deliberative policy-making process. The main objective of this process is to develop and implement public policies or govern public programs or assets. Effective collaboration in poverty reduction must move beyond surface-level coordination and evolve into deep partnerships. Arif & Dutta (2024) Recommended collaborative mechanisms include (1) Multi-Stakeholder Forums, Regular platforms that bring together OPDs, NGOs, universities, religious organizations, and business actors to discuss, design, and evaluate poverty programs. (2) Public-Private Community Partnerships (PPCPs). These go beyond government-private sector alliances and involve local communities in service delivery, micro-enterprise development, vocational training, and employment creation. (3) Joint Monitoring and Evaluation Systems, Collaborative governance also means shared responsibility in tracking progress, identifying problems, and adjusting programs. This includes integrated data systems, participatory budgeting, and social audits.

This indicates that various stakeholders are involved in an activity to optimize the results of the activities carried out by the government. Ansell and Gash (2008) developed the collaborative governance paradigm through a comprehensive review of relevant literature. The findings of this study are described by four main factors, specifically: 1. initial conditions; 2. institutional design; 3. leadership; and 4. collaborative process. To ensure the effectiveness of collaborative governance, the following key actors should serve as the main sectors in building strategic partnerships by Zhong et al. (2025) are Local Government (Leading Sector), Civil Society Organizations (CSOs) and Community Leaders, and the Private Sector. Through Corporate Social Responsibility (CSR), local businesses can support job creation, training, and micro-financing, especially in labor-intensive sectors and higher education institutions.

Before starting the collaboration process, several factors can facilitate or hinder cooperation among stakeholders and between institutions/organizations and stakeholders. Initial conditions include three important variables. These variables consist of the imbalance between stakeholders' influence/power, resources, and knowledge; the historical context, which includes previous collaborations or conflicts between stakeholders; and various forms of encouragement and barriers that affect participation in collaboration. The poverty reduction process in Tasikmalaya City has been regulated in Local Regulation No. 3 of 2022 on poverty reduction. Poverty reduction in this local regulation is described as a collaborative effort by the government, city authorities, the business sector, and the community to enhance the welfare of people experiencing poverty. This is achieved through social assistance,

community empowerment, support for micro and small enterprises, and other programs to boost economic activity. Successful implementation of this policy depends on cooperation among various parties, including the government, the private sector, and community members.

The institutional design term "procedural legitimacy" relates to the underlying guidelines governing the collaboration, which have significance in facilitating the collaborative process. This institution emphasizes establishing norms governing participation in collaborative efforts, establishing forums, setting clear implementation guidelines, and increasing transparency throughout the collaborative implementation process. The collaboration process needs to be built between various stakeholders, which is also influenced by the stakeholders' understanding of the new regulations on poverty reduction in Tasikmalaya City. Understanding the policy will affect the game's rules for stakeholders in collaborating to control poverty. For example, collaboration between OPDs in Tasikmalaya City must be able to become a facilitator for poverty reduction programs.

Conflicts and disputes are likely to arise during collaborative efforts, accompanied by a high level of distrust among stakeholders. However, it is important to note that stakeholders generally have a strong inclination to participate. Therefore, effective leadership that stakeholders accept and trust is necessary in such situations. Potential stakeholders can be relied upon as mediators in collaborative efforts. Effective leadership, characterized by widespread respect and trust from all stakeholders, is critical in collaborative efforts, as it significantly increases the likelihood of success. The emergence of effective leadership usually comes from within the stakeholder community. Innovative leadership that can facilitate the wider community will be a strength in poverty reduction in Tasikmalaya City. Transformative and empowerment-oriented leadership is needed in poverty reduction. Thus, programs for poverty reduction are not only in the form of unsustainable assistance, such as *Bantuan Langsung Tunai*.

The first collaborative process consists of four distinct phases: face-to-face interaction, trust building, commitment to the collaborative process, and mutual understanding. These phases are critical components of the initial collaborative process. Optimizing these four factors significantly influences the effectiveness of government partnerships. The collaboration process can run optimally if there is a commitment to building dialogue and discussion between stakeholders in poverty reduction in Tasikmalaya City. Poverty reduction programs can run well if the collaboration process between stakeholders is carried out with commitment from various parties to reduce poverty in Tasikmalaya City.

The four stages must be carried out sustainably to achieve the government's goals. In the context of this research, the efforts to reduce poverty in Tasikmalaya City are examined. An alternative perspective on poverty argues that poverty often shows intergenerational transmission. Most adolescents from economically disadvantaged households are forced to find work early on to fulfill family obligations. As a result, they are often in work situations that are insecure and characterized by low wages. Adolescence and young adulthood are important developmental stages characterized by the pursuit of independence. However, this

demographic often faces challenges in finding gainful employment due to limited knowledge and a lack of integration in the labor market.

In a theoretical context, policies that aim to increase employment opportunities face the difficulty of striking a balance between encouraging labor markets that incentivize increased investment in labor-intensive sectors, while protecting workers by ensuring job stability and fair wages. The phenomenon of unemployment is closely linked to the occurrence of layoffs, which can be caused by a variety of factors such as downsizing or closing of company operations in response to the economic crisis or unfavorable security conditions, regulations that hinder investment, and challenges in the export-import process, among others.

Poverty is generally seen from an economic point of view. Poverty is characterized by a lack of material possessions or income below a certain nominal threshold. The assessment or determination of poverty levels is based on material indicators, including the physical state of the dwelling or residential environment. Poverty can be defined as a situation without access to essential resources needed to meet basic needs, such as adequate clothing, food, housing, and basic education. This suggests that poverty is assessed based on income and basic needs estimates. Estimates of needs are often limited to essential needs or the minimum necessary for a person to maintain a satisfactory standard of living.

Cultural poverty is one of the problems in reducing poverty in Tasikmalaya City, where a particular culture perpetuates the conditions of impoverishment among the population. This phenomenon, called the mentality or culture of poverty in anthropology, indicates the existence of a culture associated with poverty. For example, individuals tend to accept their circumstances and attribute their poverty to genetic factors, such as their parents or grandparents, who were also poor. As a result, they feel that their efforts to achieve progress are hampered. Cultural poverty relates to the views shown by individuals or groups, which are significantly shaped by their lifestyle, living habits, and cultural background. Poverty in a location can be caused by the preferences or habits of the people in that location towards a lifestyle characterized by limited economic resources. Changing the orientation of thinking related to poverty is also an important aspect that must be pursued by stakeholders in order to achieve welfare in the community.

CONCLUSION

The government's governance is an important aspect in tackling the problem of poverty in Tasikmalaya City. Poverty is increasing, one of which is due to COVID-19 occurring in Tasikmalaya City, with many people losing their jobs. In 2020, Tasikmalaya City became the Poorest City in West Java. In this situation, the government responded to overcome the problem of poverty by issuing several programs, including the direct cash assistance program (BLT) and the Family Hope Program (PKH).

The results showed that collaboration between stakeholders in Tasikmalaya City has not been running well, so the Tasikmalaya City government's programs to reduce poverty have not run optimally. Poverty reduction strategies such as accurate and integrated data

collection of the poor, reducing the burden of expenditure of the poverty, increasing the ability and income of the poor, developing and increasing the sustainability of the poor's business, strengthening the institutions of the poor, and increasing and utilizing the use of information technology for poverty reduction institutions for poverty reduction in Tasikmalaya City have not been able to overcome and reduce poverty significantly. In addition, the results showed that collaborative governance has not been maximized, as shown by the lack of involvement of stakeholders from various levels, from the government, the private sector, and the community, in reducing poverty in Tasikmalaya City. Cultural, institutional, and political factors inhibit the success of collaborative governance in poverty reduction in Tasikmalaya City.

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