

Outcomes and Accountability in Cross-Sector Collaboration on the Implementation of Poverty Reduction Policies in North Kalimantan Province

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Abstract. *Poverty is a problem that is generally faced in almost all developing countries, especially densely populated countries like Indonesia. The problem of poverty is considered one of the factors that can hinder the growth of a nation, including Indonesia. One form of poverty in people's lives is through its political aspect, which is shown by the absence of organizations capable of fighting for the interests of the poor. This research aims to analyze outcomes and accountability in cross-sector collaboration in implementing poverty reduction policies in North Kalimantan Province. This research uses a descriptive qualitative approach with data collection methods, namely observation, in-depth interviews, and documentation. The informants in this research are the authorities and are directly involved in cross-sector collaboration on the implementation of poverty reduction policies in North Kalimantan Province. The research results show that there are positive results in the form of increased welfare, education, and access to basic services for the community. Although formal performance assessments at the level of cross-sector coordination have not been carried out, accountability is still maintained through transparent and procedural processes in aid management. This reflects the principle of effective and accountable collaboration in achieving the common goal of reducing poverty.*

Keywords: *Poverty, Policies, Accountability*

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INTRODUCTION

The problems faced by each region are related to the problem of poverty (Pattiasina, 2021). Poverty arises because a person is powerless to fulfill their basic needs. The problem of poverty is a social problem that is always relevant to be studied continuously. This is not only because the problem of poverty has existed for a long time and is still present in society, but its symptoms are increasing in line with the multidimensional crisis that the Indonesian nation is still facing. The problem of poverty must be resolved together, both from the government as well as society (Rahman & Hanifa, 2023). Poverty arises when a person or group of people is unable to meet the level of economic prosperity that is considered the minimum requirement for a certain standard of living. Poverty is understood as the condition of a person or group of people lacking money and goods to ensure survival.

According to Febrianti (2024), poverty is a problem that is generally faced in almost all developing countries, especially densely populated countries like Indonesia. The problem of poverty is considered one of the factors that can hinder the growth of a nation, including

Indonesia. So far, the government has continued to strive to overcome the problem of poverty through various programs designed in such a way. One of the main indicators of the success of a country's economic growth can be seen in its poverty rate. Thus, poverty becomes one of the main themes in development. Development success and failure are often measured based on changes in poverty levels (Mahadiansar et al., 2020). Because poverty is a development problem characterized by unemployment, underdevelopment, and adversity. People living in poverty have limited access to socio-economic activities and are very weak in running businesses (Septian et al., 2024). In such a situation, poverty is closely related to the population and capabilities of an area.

Align with research from Shinta (2024), the causes of poverty can differ in each region. In urban areas, the growth of the poor population occurs due to the growth of urbanization of the population from rural areas. Poverty in cities occurs partly because the supply of labor is very abundant with limited job opportunities, as well as low levels of income in marginal activities, in addition to social and cultural factors (Kesumadewi & Apriliyani, 2024). One form of poverty in people's lives is through its political aspect, which is shown by the absence of organizations capable of fighting for the interests of the poor. The lack of integration of poor communities into existing social structures and the growth of a culture of poverty that continues to damage the work ethic and quality of society's human resources are examples of the social component.

According to Rizal & Mukaromah (2021), the economic dimension is in the form of low people's income so they are unable to meet their needs. All parties realize that current development strategies need to be changed to empower society, considering the increasing poverty rate. This condition is a problem that contains many dimensions that require solving it through various approaches (Trisnawati et al., 2022). Therefore, every effort to reduce the level of poverty in society cannot be separated from efforts to overcome the problem of poverty itself. But what is in focus is that the concept of poverty is not in the narrow sense that the issue of poverty is solely due to economic factors, but rather the social, cultural, and political dimensions as sources of poverty (Diatmika & Rahayu, 2022).

Poverty alleviation is government and regional government policies and programs carried out systematically, planned, and in synergy with the business world and society to reduce the number of poor people in order to increase the level of people's welfare (Dzulqurnain & Sari, 2020). The implementation of poverty alleviation policies in North Kalimantan Province is carried out by the North Kalimantan Province Poverty Alleviation Coordination Team (TKPK) in 2022 which was established through the Decree of the Governor of North Kalimantan Number 188.44/K93/2022, which is a cross-sector and cross-stakeholder coordination forum for poverty alleviation in North Kalimantan Province and assisted by the TKPK Secretariat of North Kalimantan Province in 2022 through a Governor's Decree North Kalimantan Number 188.44/K.96/2022. Preliminary data shows the number of poor people in North Kalimantan Province in the period 2019-2022 as obtained from the results of the National Socio-Economic Survey as shown in the table below:

Table 1. Number of Poor Population by Regency in North Kalimantan Province

Regency/City and Province	Number of poor Population by Regency/city (Thousand People)			
	2019	2020	2021	2022
Malinau	6.23	6.16	6.39	5.93
Bulungan	12.40	13.08	13.48	12.58
Tana Tidung	1.34	1.46	1.49	1.35
Nunukan	12.69	13.76	13.94	12.86
Tarakan	16.11	17.33	17.57	16.75
Kalimantan Utara	48.78	51.79	52.86	50.58

Source: National Socioeconomic Survey, 2023

The data above shows that the number of poor people by district in North Kalimantan Province has fluctuated and the lowest number of poor people was in 2019. The poverty alleviation program implemented by the North Kalimantan Provincial Government includes: (1) an integrated social assistance and social security program based on households, families, or individuals which aims to fulfill basic rights, reduce the burden of life, and improve the quality of life of the poor; (2) community empowerment programs and strengthening micro and small business actors, which aim to strengthen the capacity of poor community groups to be involved and benefit from the development process; and (3) other programs that can directly or indirectly improve economic activities and welfare of the poor, including programs with village funds/district funds.

From the side *outcome* and accountability of cross-sector collaboration shows that *outcome* to be achieved based on North Kalimantan Province Regional Regulation Number 5 of 2021 concerning RPJMD for 2021-2026, the target for achieving the percentage of poor people in 2022 is 7.00-6.73%, while the realization in March 2022 was 6.77%, meaning the target was not achieved. Apart from that, Bulungan Regency still has a poor population percentage of 9.32%, even though the rate for Kalimantan Province is 6.77%. As for the accountability aspect of cross-sector collaboration demonstrated by stakeholders involved in TKPKD, they have not shown accountability in the collaboration process, presenting information and reporting the performance of poverty alleviation policies. Based on the explanation above, the focus of this research is to analyze cross-sector collaboration in the implementation of poverty reduction policies in North Kalimantan Province.

METHODS

This research uses a qualitative approach. The choice of this method is based on the theory or model used as a reference in data collection, which is then verified or confirmed with field data collected through qualitative analysis methods. In this research, the focus is on Outcomes and Accountability in Cross-Sector Collaboration in the implementation of poverty reduction policies in North Kalimantan Province. The research location was carried out in North Kalimantan Province. To collect data, researchers used observation and interview techniques. Data sources in this research were taken through primary data and secondary data. Primary data collection was carried out directly using in-depth interview methods. Secondary data collection was obtained through related office documents and online data searches. Informants in this research were selected according to the criteria set by the researcher by considering all the information needed to carry out the research. The data collection technique in this research is a systematic procedure using interview, observation, and documentation methods. Furthermore, to declare the validity of the data using four techniques, namely Trustworthiness Transferability, Dependency and Certainty. According to Miles and Huberman, they divide the analysis into four activity streams, namely as follows: (Sugiyono, 2010), namely data collection, data reduction, data presentation, and drawing verification conclusions.

RESULTS AND DISCUSSION

The implementation of the Poverty Policy in North Kalimantan Province was analyzed using cross-sector collaboration proposed by Mamokhere 2022, which consists of five dimensions, namely initial conditions; process; structure and governance; inhibiting and encouraging factors; Outcomes, and Accountability. However, this research only focuses on the outcome and accountability dimensions. The description of the research results from each dimension of the policy network will be explained as follows.

Outcome

Cross-sector collaboration will produce results outcomes and accountability in implementing policies in terms of outcomes and accountability (Aras et al., 2022). Outcomes

cover product evaluation, the resulting impact, and re-evaluation. Accountability includes input, process, as well output; management system results, and well relationships with political and professional constituencies. Outcomes in this dimension are related to public value, the impact resulting from program implementation, and performance assessment. Outcomes of collaboration are developments that can be positive or negative. The resulting impacts can be physical, environmental, social, and economic (Jimmy & Merang, 2020). Outcomes this research relates to public values related to justice, accountability, transparency, and sustainability.

The cross-sector collaboration theory proposed by Chaves & Gallego (2020), provides a framework for understanding the dynamics of collaboration between various sectors to achieve common goals, especially in the context of overcoming social problems such as poverty. In this theory, outcomes and accountabilities are two important dimensions in measuring the effectiveness of cross-sector collaboration. Results relate to changes that occur as a result of policy implementation, while accountability refers to responsibility and transparency in the collaboration process. This discussion will link the findings in research in North Kalimantan Province with the dimensions of outcomes and accountability according to this theory.

According to Karim et al. (2024), outcomes in cross-sector collaboration include changes resulting from collaboration between sectors, which can be in the form of positive or negative impacts on social, economic, and environmental aspects. In the context of poverty alleviation in North Kalimantan Province, the outcomes resulting from cross-sector programs show a significant impact on poor communities, especially in improving welfare, education, access to basic services, and income. The research findings show that increasing welfare and access to basic services: Programs implemented by various regional apparatus organizations (OPD), such as the Social Service, Health Service, and Women's Empowerment Service, show a positive impact on improving community welfare. For example, social assistance is provided in the form of money or direct assistance to poor families, as well as health programs which makes it easier for people in remote areas to access medical services (Fatkhullah et al., 2022).

This is in line with the theory of Akbar et al. (2023), which states that the results of collaboration can be seen from improving the quality of life of the community through better access to basic services. The positive impacts found include the assistance provided by the Social Service through fund transfers to beneficiary accounts helping families to reduce their economic burden. The "North Kalimantan Flying Doctor Service Program (PRO LANTERA KU)" program implemented by the Health Service brings health services to border areas, which not only saves transportation costs but also provides better access to health for the poor.

Improving Education and Reducing School Dropout Rates: One of the most visible outcomes is the scholarship assistance provided by the Public Welfare Bureau to underprivileged students. This program, which is governed by transparency and accountability, aims to reduce school dropout rates, which is directly related to long-term poverty reduction. This refers to the thinking of Annisa & Marliyah (204), which emphasizes the importance of social goals in cross-sector collaboration, such as increasing access to education as one of the pillars of poverty alleviation. The positive impact on the education sector is the provision of educational scholarships which enable children from poor families to continue their education, which in turn can increase employment opportunities and income in the future.

As for improving the community's economy, namely through assistance to joint business groups and individual productive economic businesses, these programs encourage increased income and economic resilience in the community (Windusancono, 2021). The Women's Empowerment Service also implements business management training, such as product packaging and marketing, which enables increased product value and income for poor women (Afifah & Andhita, 2024). This reflects the aim of cross-sector collaboration to improve the community economy through empowering the local economy. In the context of improving the community's economy, assistance to joint business groups in the form of business capital and

training can improve their capacity to manage their business more efficiently and increase their income (Wijayanto & Handayani, 2024).

The outcomes in this study are to the thoughts of Klein (2020), which emphasizes that cross-sector collaboration not only aims to solve existing problems but also produces sustainable changes in people's lives. Existing programs in North Kalimantan show real positive changes in improving community welfare, providing better access to basic services, and reducing poverty rates.

Accountability

The cross-sector collaboration theory proposed by Chaves & Gallego (2020) provides a framework for understanding the dynamics of collaboration between various sectors to achieve common goals, especially in the context of overcoming social problems such as poverty. In this theory, outcomes and accountabilities are two important dimensions in measuring the effectiveness of cross-sector collaboration (Nurhikmahyanti, 2024). Results relate to changes that occur as a result of policy implementation, while accountability refers to responsibility and transparency in the collaboration process. This discussion will link the findings in research in North Kalimantan Province with the dimensions of outcomes and accountability according to this theory.

Cross-sectoral collaboration requires accountability for the implementation of a program that has been determined (Jauhari & Rosdini, 2024). Accountability is an important component of successful collaboration. Accountability can foster openness, responsibility, and trust and can encourage teams to work together to achieve common goals. Accountability in this research shows the input, process, output, and benefits felt by socially affected communities through the programs that have been determined. Accountability is an important dimension in cross-sector collaboration theory, which relates to transparency, responsibility, and trust in program implementation (Luli et al., 2024). Good accountability encourages more effective collaboration, minimizes misuse of funds, and ensures that predetermined goals are achieved according to plan.

Accountability in the Program Implementation Process: In poverty alleviation in North Kalimantan, even though there is no formal performance assessment of the Regional Poverty Reduction Coordination Team (TKPKD), accountability is maintained through annual reports made to record program achievements and implementation. Although this does not meet more formal performance assessment standards, annual reports can be considered a form of accountability for assessing successes and challenges in policy implementation. Cross-sector collaboration also requires accountability in efficient and fair budget management.

The programs run by various OPDs in North Kalimantan refer to regulations that have been established, such as Governor Regulation Number 49 of 2021 which regulates the amount of social assistance. In this case, accountability for managing the social assistance budget can be seen from clear procedures for applying for and disbursing aid funds. This assures that the aid distributed is by needs and is not misused. Accountability is also reflected in the transparency of the collaboration process. Programs implemented involving various parties such as BAZNAS for social assistance or the Health Service in providing direct health services in remote areas show openness and trust between the parties involved. This transparent process strengthens accountability and ensures that the assistance provided is right on target and in line with community needs.

CONCLUSION

Based on the results of the research and discussion above, the conclusion of this research shows that cross-sector collaboration in implementing poverty reduction policies in North Kalimantan Province shows positive results in the form of increasing welfare, education, and access to basic services for the community. Although formal performance assessments at the level of cross-sector coordination have not been carried out, accountability is still maintained through

transparent and procedural processes in aid management. This reflects the principle of effective and accountable collaboration in achieving the common goal of reducing poverty.

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