

The Effectiveness of the Work of the Poverty Reduction Coordination Team in Preparing the Regional Poverty Reduction Plan in South Sulawesi

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Abstract: Poverty in Indonesia is still a major problem in national development. Therefore, the Government of Indonesia has developed a top priority program, namely policies to encourage poverty alleviation that must be implemented by various regions in Indonesia. The South Sulawesi Provincial Government has established a poverty alleviation policy and formed a poverty alleviation coordinating team (TKPK). This shows the level of commitment of the South Sulawesi provincial government in achieving its target of reducing poverty. The purpose of this research is to describe and analyze the work effectiveness of the poverty alleviation coordinating team (TKPK) in developing regional poverty alleviation plans in the province of South Sulawesi. The research approach used in this study is a qualitative approach. The location of this research is at the Baplitbangda office in South Sulawesi Province. The subjects of this study were selected through a purposive sampling technique. Data and information were obtained through in-depth interviews with the South Sulawesi provincial poverty reduction coordinating team. This study found that the effectiveness of the work of the poverty alleviation coordination team in preparing the regional poverty alleviation planning documents in South Sulawesi Province had not run optimally due to several problems, including: the high workload assigned to the team, the structural managerial function in the Poverty Reduction Coordinating Team was not optimal so the document has not been completed, and there is slow coordination between the Poverty Reduction Coordinating Team and Regional Apparatus Organizations.

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INTRODUCTION

Poverty is a complicated problem because it involves not only economic, educational, and health factors, but also social, cultural, and even political factors (Bradshaw, 2020; Jamal & Dredge, 2014). As a result, poverty requires serious intervention from different fields and parties. Thus, the problem of poverty requires multisectoral handling with a coping strategy that involves many parties in an integrated manner. According to the concept of governance, the interaction between the three main actors in policy implementation (Ran, 2013), namely the government, society, and the private sector, largely determines the success of policy implementation (Ng et al., 2013; Scheyvens et al., 2016). Poverty reduction is a development priority in Indonesia. The

national poverty alleviation strategy is a common goal for the government, society, private sector, and various parties in encouraging a national movement to reduce poverty.

The issue of poverty in various countries, especially in developing countries, needs special attention from the United Nations (UN) with its commitment to reduce poverty through the Sustainable Development Goals (SDGs) program. The program translates into the following 17 main points to be achieved by 2030: health and well-being; not starving; gender equality; quality of education; clean water and sanitation; economic growth and decent work. clean and affordable energy. Industry, innovation and infrastructure. Reduce gaps. Sustainability of cities and communities; Responsible consumption and production. Life on land, a strong justice system, and peace. Climate protection measures; partnership to achieve goals (Sutopo & Meiji, 2014).

The problem of poverty is a national problem that must be addressed intensively and sustainably by involving all components of society and is a part that continues to be fought for in people's lives (Sudipaa, 2014). Haughton says that "poverty is associated with the ability to perform a function in society" (Haughton, 2012). Poverty occurs when people lack income, do not receive adequate education, and have poor health conditions. Poverty is considered a multifaceted phenomenon. Poverty is defined by the Central Statistics Agency (BPS) as "the inability to meet basic food and non-food needs as measured by expenditure". The poverty line is used to determine poverty. Which consists of the Food Poverty Line (GKM) and the Non-Food Poverty Line (GKNM).

Poverty is caused by structural factors, namely due to the influence of policies that cause pressure on the poor (Martin et al., 2014), natural factors due to dry natural conditions and low resources, and cultural factors due to the mental attitudes of the poor (Daniel et al., 2021). Not meeting the requirements for economic growth will increase inequality and have an impact on socio-cultural conditions (Sudipaa, 2014). Social capital is an important part of the development of poor communities. Social capital can be in the form of community participation in jointly developing the regional economy.

Several legal products were published as operational basis, such as Presidential Decree No. 8 of 2002 concerning the Poverty Reduction Committee; Presidential Decree No. 54 of 2005 concerning the Poverty Reduction Coordination Team; Presidential Decree Number 15 of 2010 concerning the Acceleration of Poverty Reduction; Regulation of the Minister of Home Affairs No. 34 of 2009 concerning Guidelines for the Establishment of District/City Poverty Reduction Coordination Teams; and Minister of Home Affairs Regulation No. 42 of 2010 concerning Provincial Coordination and District/City Poverty Reduction Teams.

Similarly, South Sulawesi Province has established South Sulawesi Provincial Regulation Number 3 of 2012 concerning Poverty Reduction in South Sulawesi Province and the Poverty Reduction Coordination Team. The number of poor people in South Sulawesi Province is still high where the poverty rate of South Sulawesi still shows achievements that are not optimal when viewed relatively with several other equivalent provinces in Indonesia. Relative poverty rate in South Sulawesi in 2019; 8.56% is still higher compared to the other 16 provinces. Two of them are North Sulawesi; 7.51% for the Sulawesi and West Java regions; 6.82% for provinces with large economies of scale in

Indonesia. In 2020 the national poverty rate increased as a result of the global Covid 19 pandemic. At the end of September 2020 the national poverty rate increased from 9.78% to 10.19% (27.55 million), while the poverty rate in South Sulawesi increased from 8.72% to 8.99% (800.24 Rb). The South Sulawesi Provincial Government is trying to overcome poverty with various poverty alleviation programs involving various sectors.

Integrated poverty reduction efforts through the establishment of TKPK are expected to reduce poverty. The poverty reduction coordination team includes the unit OPD, private parties, and universities as team members. A cross-sectoral cooperation is expected to play an optimal role in poverty alleviation. However, the effectiveness of the poverty reduction coordination team's work in preparing a poverty reduction plan has not been optimal, so a more effective strategy is needed. Based on Presidential Regulation Number 15 of 2010 concerning the Acceleration of Poverty Reduction, the strategy of accelerating poverty reduction is carried out through spending on the poor, improving the skills and incomes of the poor, developing and ensuring the sustainability of micro and small enterprises and creating synergistic policies and programs to combat poverty.

At the country level, Indonesia's Poverty Reduction Acceleration Program is divided into four clusters. The first cluster consists of free education in the form of the Rice for the Poor Program (Raskin), the Family Hope Program (PKH) and School Operational Assistance (BOS). In addition, there are scholarship offers for students in need (BSM) in the field of education. The second cluster has the National Community Empowerment Program (PNPM) and the third cluster has the People's Business Credit Inclusive Finance Program (KUR). The fourth cluster consists of affordable housing programs, very affordable housing, cheap transportation, cheap electricity and better fishermen's livelihoods (Sahar, 2012).

The effectiveness of the work of the Poverty Reduction Coordination Team (TKPK) in preparing the Regional Poverty Reduction Plan (RPKD) document is crucial in ensuring that these programs are effectively implemented at the regional level. The research approach used in this research is a qualitative approach with a case study method, and the researcher is trying to analyze the problems and challenges facing the TKPK in preparing the RPKD document in South Sulawesi Province. Based on the results of the research, it appears that the TKPK is facing challenges in terms of the managerial structure function, time utilization, and the quality of human resources. To overcome these challenges, the TKPK needs to improve the management structure, optimize the use of time, and provide training for team members to improve their skills and knowledge. These efforts are necessary to ensure that the RPKD document is completed in a timely and effective manner and that the poverty reduction programs are implemented efficiently at the regional level.

However, the implementation of these poverty reduction programs at the regional level in South Sulawesi Province has not been fully effective (Nursini et al., 2018). This is because there are still many challenges and obstacles in the implementation of these programs, such as lack of coordination and communication among related parties, lack of budget allocation, and lack of community participation (Laurens & Perdana Kusuma Putra,

2020). Additionally, the lack of data and information on poverty at the regional level in South Sulawesi Province also hinders the effectiveness of the poverty reduction programs.

In order to improve the effectiveness of the poverty reduction programs in South Sulawesi Province, it is important to increase coordination and communication among related parties, including government agencies (Cadman et al., 2020), non-governmental organizations, and the community (Chen et al., 2013). Furthermore, budget allocation for poverty reduction programs should be increased, and community participation in the implementation of these programs should be enhanced. Additionally, data and information on poverty at the regional level in South Sulawesi Province should be collected and analyzed to inform the design and implementation of poverty reduction programs.

RESEARCH METHODS

The research approach used in this research is a qualitative approach with a case study method (Harrison et al., 2017; Hyett et al., 2014). The researcher wanted to describe and analyze how effective the work of the poverty reduction team in preparing the regional poverty reduction plan document in south Sulawesi province.

The researcher's aim of describing and analyzing how effective the work of the poverty reduction team is in preparing the regional poverty reduction plan document in South Sulawesi province is a specific and well-defined research objective that aligns with the use of a qualitative approach with a case study method. The case study method allows the researcher to focus on the specific case of the poverty reduction team in South Sulawesi province, and the qualitative approach allows the researcher to gain a rich and detailed understanding of the team's work and its effectiveness.

The researcher can use different qualitative data collection methods such as, in-depth interviews, focus group discussions, and document analysis to gather data from relevant stakeholders, including members of the poverty reduction team, community members, government officials, and other relevant organizations. The researcher can then analyze the data using appropriate qualitative data analysis methods such as content analysis, discourse analysis or thematic analysis to identify patterns and themes related to the effectiveness of the poverty reduction team's work.

By describing and analyzing the work of the poverty reduction team in preparing the regional poverty reduction plan document in South Sulawesi province, the researcher can provide valuable insights into the factors that contribute to the team's effectiveness and make recommendations for improving poverty reduction efforts in the region. This research was conducted at the Bappelitbangda office in South Sulawesi province. The determination of subjects in this study used purposive sampling techniques. This purposive sampling technique is a technique of taking informants or sources with a specific purpose according to the theme of the study because the person is considered to have the necessary information for the research. The data and information in this study were collected through observation, in-depth interviews with subjects, and documentation. Then the data validation used is data triangulation (Simangunsong, 2016). Triangulation is the most commonly used method to check the validity of data. This

procedure is performed using validation or comparison data. This study uses descriptive qualitative The analysis method used is interactive analysis (Miles & Saldana, 2014).

RESULTS AND DISCUSSION

Explanation and more in-depth analysis related to the effectiveness of the work of the poverty reduction coordination team in preparing the poverty reduction plan document, the author uses the 2012 Hasibuan theory of work effectiveness. The Hasibuan theory of work effectiveness, proposed by Hasibuan in 2012, suggests that there are several factors that contribute to the effectiveness of a team or organization. These factors include clear goals and objectives, proper planning and organization, effective communication, adequate resources and support, and strong leadership.

In the context of a poverty reduction coordination team preparing a poverty reduction plan document, the Hasibuan theory of work effectiveness would suggest that for the team to be effective (Lubis et al., 2022), they must have clear goals and objectives for the plan document, and have a well-organized plan for achieving those goals. The team should also have effective communication among members and with relevant stakeholders, adequate resources and support to carry out their work, and strong leadership to guide and coordinate their efforts (Newman & Ford, 2021).

It should be noted that this is just one theory (Zameer et al., 2020), and effectiveness of poverty reduction coordination team depends on multiple factors and it may not be universally applicable (Si et al., 2015). Furthermore, the effectiveness of a poverty reduction coordination team should be evaluated based on the outcome of their work, such as the effectiveness of the poverty reduction plan document in reducing poverty.

Another theory that can be applied to the effectiveness of a poverty reduction coordination team is the "systems theory" which views organizations as complex systems that are composed of interrelated and interdependent parts. According to this theory, an organization can be effective if it is able to achieve balance and alignment among its various parts, and if it is able to adapt and respond to changes in its environment.

In the context of a poverty reduction coordination team, the systems theory would suggest that for the team to be effective, it must have a clear understanding of the various factors that contribute to poverty in the community, and it must be able to coordinate the efforts of different government agencies, non-governmental organizations, and community-based organizations to address these factors. The team should also be able to monitor and respond to changes in the community and in the external environment, and make adjustments to the poverty reduction plan as needed.

Additionally, it's important for the team to have an open and adaptive communication system, as well as a flexible management system that allows for changes to be made as the circumstances change. Clear roles and responsibilities, and a well-defined decision making process are also important for the team to be effective. It should be noted that, as with any theory, the systems theory is not a one-size-fits-all and it may not be applicable to all context. However, it can provide a useful framework for understanding the complexity of poverty reduction efforts and the importance of coordination and adaptation in achieving success.

According to (Hasibuan, 2012) the indicators used to measure the effectiveness of employee work include; Quantity of Work, Quality of Work, Utilization of Time, and Improvement of Quality of Human Resources. To find out more about the problem of the effectiveness of the work of the TKPK in preparing the RPKD, the following is described the results of the study using the theory of work effectiveness proposed by Hasibuan. In his theory, Hasibuan discusses 4 indicators of work effectiveness as follows:

1. Quantity of Work

The quantity of work in preparing regional poverty reduction plans is related to the number of activities to be carried out in the implementation of poverty reduction programs. This can include the number of families to be targeted, the amount of funds to be provided, the number of programs to be implemented, and the number of staff to be assigned to the implementation of the program. This quantity of work is important to ensure that regional poverty reduction plans can be implemented effectively and efficiently.

In addition, the quantity of work can also be used to determine realistic and measurable targets in the implementation of poverty reduction programs (Liao & Fei, 2019). For example, the number of families to be targeted in the program, the expected level of poverty reduction, the amount of funds to be used in each activity, the number of staff needed in the implementation of the program, and the number of program goals to be achieved in a certain period of time. By determining the right quantity of work, regional poverty reduction plans can be better managed and measured in an objective way.

This quantity of work can be seen from the large amount of workload and the conditions it gets or experiences during work. Based on the Regulation of the Minister of Home Affairs Number 53 of 2020, the RPKD document contains 5 (five) chapters, namely: Chapter I Introduction; Chapter II General Conditions of the Region; Chapter III Regional Poverty Profile; Chapter IV Program Priorities; and Chapter V Priority Locations.

The preparation of the Regional Poverty Reduction Plan (RPKD) document is a task that is typically carried out by the Poverty Reduction Coordination Team (TKPK) at the Bappelitbangda Office of South Sulawesi Province. The TKPK is typically composed of representatives from different government agencies, non-governmental organizations, and community groups, and is responsible for coordinating and overseeing the development and implementation of the RPKD.

The TKPK plays a key role in ensuring that the RPKD is comprehensive and addresses the root causes of poverty in the region. They work closely with community members and other stakeholders to gather data and information about the region's poverty situation, and to identify the specific needs and challenges faced by the community.

Additionally, The TKPK also responsible for monitoring and evaluating the implementation of the RPKD and making any necessary adjustments to the plan. They also provides support and guidance to other government agencies and non-governmental organizations that are involved in implementing the RPKD.

Overall, the role of TKPK is vital in the preparation of the RPKD as they are responsible for coordinating and overseeing the development and implementation of the

RPKD, ensuring that the RPKD is comprehensive, addressing the root causes of poverty in the region, and providing support and guidance to other stakeholders in implementing the RPKD.

Where in its task, the TKPK Team has a work target to complete 5 (five) chapters in the RPKD document. The TKPK team has conducted a Coordination Meeting with the Regional Apparatus Organization (OPD) regarding poverty reduction issues and the process of preparing a draft RPKD document. However, in reality there are often problems such as the provision of a large number of workloads to employees. This is what caused the implementation of the RPKD document preparation until the time it was still in draft form, it was proven that there was no accuracy in the volume of work or many work results produced in accordance with the draft working time (timeline).

2. Quality of Work

The quality of work in preparing regional poverty reduction plans refers to the level of effectiveness and efficiency of the planned program. This includes aspects such as the quality of program design, the quality of program implementation, the quality of measuring program results, and the quality of program management.

A good program design should include an accurate analysis of the poverty situation, clear goals, and activities that suit the needs of the poor. The implementation of the program must be carried out properly and on time, and involve the poor in every stage of implementation. Measurement of program results should be carried out periodically and objectively to determine the success rate of the program. Program management must be carried out properly with strict supervision and continuous evaluation. A good quality of work in preparing a regional poverty reduction plan will ensure that the planned program can be implemented effectively and efficiently, and can achieve the desired goal of reducing the poverty level in the area.

Work quality is an attitude shown by employees in the form of work results in the form of neatness, accuracy, linkage of results by not neglecting the volume of work in doing work. The effectiveness of the work of the TKPK in preparing the RPKD has not produced the right work results. This is because the managerial structure function in the TKPK in South Sulawesi Province is not optimal. The TKPK was formed in 2018 but until now has not completed the RPKD document.

It sounds like the issues with the effectiveness of the work of the TKPK in preparing the RPKD are related to the managerial structure and function of the TKPK in South Sulawesi Province. The fact that the TKPK was formed in 2018 but has not yet completed the RPKD document suggests that there may be a lack of clear direction or coordination within the team.

One potential issue could be a lack of clear roles and responsibilities within the TKPK. Without a clear understanding of who is responsible for what tasks and how they fit together, it can be difficult for the team to work effectively and efficiently. Another issue could be a lack of proper management and oversight. The managerial function of TKPK is important to ensure that the RPKD is comprehensive and addresses the root causes of poverty in the region. Without proper management, the TKPK may not have the necessary resources, expertise or training to carry out their work effectively.

To improve the effectiveness of the TKPK in preparing the RPKD, it may be necessary to review and revamp the managerial structure and function of the team. This could involve clarifying roles and responsibilities, providing training and resources, and implementing a monitoring and evaluation system to track progress and identify areas for improvement. It's also important to have an effective communication channel among the team members and also with other stakeholders to ensure the coordination and alignment of efforts. Regular meetings, regular reports, and clear action plans can be helpful to keep everyone on the same page and working towards the same goal.

In addition to revamping the managerial structure and function, it may also be beneficial to involve community members and other stakeholders in the process of preparing the RPKD. By engaging with community members and other stakeholders, the TKPK can gather important data and information about the region's poverty situation, and gain a better understanding of the specific needs and challenges faced by the community.

Furthermore, it may be helpful to establish partnerships and collaborations with other government agencies and non-governmental organizations that are working on poverty reduction in the region. By working together, these organizations can share resources, knowledge, and expertise, and help to ensure that the RPKD is comprehensive and addresses the root causes of poverty in the region. It may also be useful to conduct regular evaluations of the RPKD implementation to identify any gaps or areas for improvement. This will help to ensure that the RPKD is meeting the needs of the community and making progress towards reducing poverty in the region.

Overall, it's important to take a holistic approach to improving the effectiveness of the TKPK in preparing the RPKD. This may involve revamping the managerial structure and function, engaging with community members and other stakeholders, establishing partnerships, and conducting regular evaluations. By taking these steps, the TKPK can work to ensure that the RPKD is comprehensive and addresses the root causes of poverty in the region, and that it is implemented effectively and efficiently.

Meanwhile, based on the Regulation of the Minister of Home Affairs Number 53 of 2020, the preparation of this RPKD document began in 2018 which will be valid for 2018 to 2023. It is proven in fact that the preparation of the RPKD document is still at the draft discussion stage. This happens because there is still incomplete data related to poverty in each region, so the quality of the RPKD document is not correct and good.

3. Time Utilization

Utilization of time in preparing regional mission response plans related to short-term and long-term planning of the planned program. This includes selecting the right time to implement the program, determining the timeframe for achieving program goals, and determining the time to evaluate and measure program results.

In preparing a poverty reduction plan, it is necessary to pay attention to the right time for the implementation of the program. For example, programs related to education need to be implemented in the growing season, while programs related to education need to be implemented when entering the school year. In addition, the time period determined to achieve program goals must also be realistic and in accordance with regional conditions.

Evaluation and measurement of program results also need to be carried out regularly within a predetermined period of time. This will allow to determine the success rate of the program and make the necessary improvements. The use of appropriate time in preparing regional poverty reduction plans will ensure that the program can be implemented effectively and efficiently and can achieve the desired targets within a predetermined period of time.

Time utilization is the most efficient use of time, especially by coming the right time to the office and trying to complete the task as well as possible during the use of the work period adjusted to the agency's policy. However, in reality from the use of time, the TKPK in preparing the RPKD document in South Sulawesi Province did not run according to the time, which means that the completion of the document was not in accordance with the targeted time.

Proper time utilization is crucial for the effectiveness of the TKPK in preparing the RPKD document. When time is not used efficiently, it can lead to delays in completing the document and negatively impact the overall success of the poverty reduction efforts in the region.

One potential reason for the lack of proper time utilization by the TKPK in South Sulawesi Province could be a lack of clear deadlines and goals. Without specific deadlines and targets to work towards, it can be difficult for team members to prioritize tasks and stay on track. Another potential reason could be a lack of proper planning and organization. Without a clear plan and system for managing tasks and tracking progress, the TKPK may struggle to stay on schedule and complete the RPKD document in a timely manner.

To improve time utilization, it may be beneficial to establish clear deadlines and goals for completing the RPKD document. This could involve setting milestones and target dates, and regularly reviewing progress to ensure that the TKPK is on track to meet its targets.

Additionally, it may be helpful to implement a system for planning and organizing tasks. This could involve creating a task schedule or to-do list, and assigning specific tasks to different team members. Regular meetings and progress reports can also help to ensure that everyone is aware of the schedule and working towards the same goals.

It's also crucial to take into account the time needed for stakeholder engagement, which is an important part of preparing the RPKD document. The TKPK should also consider the time needed for data collection, analysis and report writing.

In summary, proper time utilization is essential for the effectiveness of the TKPK in preparing the RPKD document. To improve time utilization, it may be necessary to establish clear deadlines and goals, implement a system for planning and organizing tasks, and consider the time needed for stakeholder engagement, data collection, analysis and report writing.

4. Improving the Quality of Human Resources

Improving the quality of human resources (HR) in preparing regional poverty reduction plans refers to efforts to improve the skills, knowledge, and competence of individuals who play a role in dealing with poverty problems in the area. This includes

individuals who play a role in the planning, implementation, and evaluation of poverty reduction programs.

Improving the quality of human resources will ensure that poverty reduction programs can be implemented effectively and efficiently. Competent individuals can make the right decisions and manage the program well. In addition, competent individuals can deal with the problems that have arisen in the implementation of the program and make the necessary improvements.

Improving the quality of human resources is a key factor in achieving better work results and achieving the goals of the Poverty Reduction Coordination Team (TKPK) in preparing the Regional Poverty Reduction Plan (RPKD) in South Sulawesi Province. Training and skill development are important ways to improve the quality of human resources.

The TKPK in South Sulawesi Province has reportedly taken steps to improve the quality of human resources by providing training to team members, including poverty reduction training, computer operator training, and training on the preparation of RPKD documents. These training sessions can help equip team members with the knowledge, skills, and tools they need to effectively and efficiently prepare the RPKD document.

Furthermore, training on the preparation of various documents (such as regional description documents, SWOT analysis, action plans, budgets, and policy briefs) can assist the team in preparing similar documents, which will help them to understand the process and make the work more effective.

In addition to training, it may be beneficial to provide regular opportunities for team members to share their knowledge, skills and experiences with one another. This could include regular team meetings, training sessions, and workshops. It's also crucial to evaluate the effectiveness of the training and to adjust the training program accordingly. This evaluation can be done through a survey or interview with the team members about their understanding and how they use the knowledge and skills gained from the training.

In summary, improving the quality of human resources is an essential step in achieving better work results and achieving the goals of the TKPK in preparing the RPKD document. By providing training and skill development opportunities, as well as opportunities for team members to share their knowledge, skills and experiences, the TKPK can increase the effectiveness of their work. Regular evaluation of the training is also important to ensure the training program is beneficial to the team members.

CONCLUSION

Poverty alleviation requires multi-sectoral and multi-stakeholder efforts. As a result, the role and involvement of various parties in poverty reduction has become very important. Based on the results of the study, the author concluded that the effectiveness of the work of the South Sulawesi Provincial Poverty Reduction Coordination Team in preparing regional poverty reduction plans according to Hasibuan's theory based on quantitative dimensions, quality, and time utilization is still not effective. This is because the poverty reduction coordination team in preparing the Regional Poverty Reduction

plan (RPKD) in South Sulawesi Province did not run according to the time, which means it is not in accordance with the targeted time.

The effectiveness of the poverty reduction coordination team's work is hampered by too high a workload, which hinders the completion of the document itself and the slow coordination in the preparation of the RPKD document and the non-fulfillment of data from the Regional Apparatus Organization related to poverty data for each region in South Sulawesi Province.

This study was analyzed with a qualitative approach related to the effectiveness of the work of the poverty reduction team in preparing regional poverty reduction plans in South Sulawesi Province, so that researchers only used interview, observation and documentation data from the poverty reduction coordination team. Theoretically and empirically, research on poverty reduction policies in South Sulawesi Province needs to consider the development of different research methods related to the issue. Studies need to be conducted to understand the issues and contributions of the coordination team in overcoming poverty.

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